

**Mayor and Councillors**  
COUNCIL

28 JUNE 2012

Meeting Status: **Public**

Purpose of Report: For Decision

**ADOPTION OF THE STATEMENT OF PROPOSAL: 2012-32  
LONG TERM PLAN**

**PURPOSE OF REPORT**

- 1 This report presents and recommends the adoption of the Final 2012-32 Long Term Plan.

**SIGNIFICANCE OF DECISION**

- 2 This report does not trigger the Council's Significance Policy. The process to develop a Draft Long Term Plan requires Council to consult using the special consultative procedure in Section 83 of the Local Government Act 2002. This is the same procedure that Council would be required to follow if it consulted on a proposed change of mode of delivery of a significant activity that had triggered the Significance Policy.
- 3 However, it is useful to note the previous decisions made by Council that support the 2012-32 Draft Long Term Plan, including the application of the Significance Policy in respect of the Draft Plan and the water meters issue. The definition of significance, as set out in Section 5 of the Local Government Act 2002 (the Act) is the basis upon which Council developed the criteria to be used when considering its Significance Policy in relation to the water meter proposal. The proposal was found to meet two of the Policy's significance criteria:
  - the extent to which the issue, proposal decision or other matter affects all or a large portion of the community in a way that is not inconsequential; and
  - the extent to which the issue, proposal, decision or other matter has a history of wide public interest in the community or is likely to generate considerable public controversy.
- 4 With those criteria in mind, in March 2011 Council considered report SP-11-168 titled *Proposed LTCCP Amendment 2011: Changes to Revenue and Financing Policy – Introduction of Water Meters*. The report outlined the significance of changing the Revenue and Financing Policy to introduce water meters and confirmed that the issues triggered the Significance Policy due to the extent that the proposal affected all, or a large portion, of the community in a way that was not inconsequential and to the extent to which the proposal had a history of wide public interest in the community. These issues also triggered the need for carrying out a Special Consultative Process due to the proposed change to the Revenue and Financing Policy which required a formal amendment to the 2009 Long Term Council Community Plan (LTCCP). The process of developing that 2011 amendment to the 2009 LTCCP was audited by Council's Auditors Ernst and Young.

- 5 As part of the consultation on the 2011/12 Annual Plan and 2011 Amendment to the 2009 LTCCP, Council formally consulted in accordance with Section 83 of the Act, under its Significance Policy, on a proposed option to introduce water meters alongside the advancement of Stage 1 of the River Recharge Project. The issue was discussed in the Draft Annual Plan workshops prior to formal release of the Draft 2011-12 Annual Plan for consultation. The consultation associated with adopting the Draft 2011 Amendment to the 2009 LTCCP met all the statutory requirements of the Act.
- 6 As a result of that consultation process, Council approved the 2011 Amendment to the 2009 LTCCP regarding the installation of water meters and signaled that it would establish a Charging Regime Advisory Group (CRAG) to look at charging structures and recommend a charging model to Council. (Reports SP-11-134 and SP-11-255 refer). On the basis of that preferred model the Council would provide the community with information on the actual costs that a household would incur. This information would give people a clear understanding of the impacts of water services costs for a household under a water meters based charging system, in comparison with the alternative of a water supply investment model without significant constraints on water consumption. The Council stated in the 2011 Amendment to the 2009 LTCCP that it would then undertake further consultation based on this information before making a final decision.
- 7 CRAG was established and following a large number of meetings involving very careful consideration of information and of scenarios designed to test impacts, CRAG specified a structure for assessing charging impacts along with the scenarios they wished to see tested. Once these scenarios were developed and adopted, an independent modelling resource was commissioned on behalf of CRAG, to give it the means to independently test impacts using actual water services costs. The data on water services costs was provided by Council and was derived from the Water Asset Management Plan 20 year cost information. This information was independently audited and formed the basis for the Water Management Activity budget set out in the Draft 2012-32 Long Term Plan.
- 8 Council subsequently received and considered the CRAG report with their recommended formula for consumption based charging for water services, with consumption measured via water meters. (Report SP-12-509 refers). Council accepted the CRAG recommendations on the proposed charging formula and used them as the basis for further consultation with the community, prior to making a final decision on the introduction of water meters. This consultation occurred through the Draft 2012-32 Long Term Plan, supported by a separate extensive consultation process detailed in paragraph 10 below.
- 9 The Water Management Activity of this year's Draft 2012-32 Long Term Plan was developed in accordance with the 2011 Amendment to the 2009 LTCCP. Given that the consultation on the 2011 Amendment had involved using the Special Consultative Procedure, it was therefore not necessary that any subsequent reports on water meters triggered Council's Significance Policy. This was because the original decision had been made in 2011 and the purpose of the subsequent reports was to provide further details with regards to the charging process and allow for further comment from the community as signaled in 2011.

- 10 Despite the fact that the Special Consultative Procedure was not formally triggered by the Council's Significance Policy, Council considered the water meter issue to be extremely important to the community. It therefore decided that in addition to the references to water meters included within the Draft 2012-32 Long Term Plan which itself follows the special consultative procedure, it would also undertake another extensive consultation process in accordance with Section 83 of the Local Government Act 2002, regarding water meters. That additional consultation included publishing a special newspaper summary and additional supporting features in the three local newspapers; publishing information, including a list of Frequently Asked Questions, on the Council website [www.kapiticoast.govt.nz](http://www.kapiticoast.govt.nz); a random telephone survey on water meters conducted by UMR Research involving 1,200 Kāpiti households; a special mail out to all ratepayers; and four information sessions hosted by each of the local Community Boards.

## BACKGROUND

- 11 A total of 2,423 submissions with 860 covering the Draft Long Term Plan and 1,563 on water meters were received following a period of public consultation from 16 April to 17 May 2012. Submitters who wished to speak to their submission were heard by the Council over the three days between 29 and 31 May 2012.
- 12 The Council on 7 June 2012:
- considered a report on the results of the community consultation on the proposed water charging regime (SP-12-565 refers) and;
  - considered the following reports and made decisions in response to the issues raised in the submissions as follows:
    - Consideration of Responses to Submissions on the Water Charging Structure and Water Meters (Report SP-12-578);
    - Clean Technology Park – Consideration of Submissions to the Draft 2012-32 Long Term Plan (Report SP-12-535);
    - Youth Centre – Consideration of Submissions to the Draft 2012-32 Long Term Plan and Decision on Funding (Report SP-12-577 refers);
    - Consideration of Other Long Term Plan Submissions to the Long Term Plan (Report SP-12-582 refers).

The Plan has since been amended on the basis of those decisions and minor adjustments recommended by Council's Auditors, Ernst and Young. The Final 2012-32 Long Term Plan is attached as Appendix One (Part One), Appendix Two (Part Two) and Appendix Three (Part Three) to this report SP-12-602.

## CONSIDERATIONS

### Audit requirements

- 13 The Local Government Act 2002 requires the Council to adopt its Long Term Plan by 30 June 2012. The Council adopted the Draft 2012-32 Long Term Plan on 5 April 2012 with an unqualified Audit opinion under Sections 84(4) and 94 of the Local Government Act 2002.
- 14 Ernst and Young need to provide an Audit opinion on the Final Long Term Plan before the Council can adopt it on 28 June 2012. Ernst and Young had advised by email that they had received clearance from the Office of the Auditor General and are in a position to issue Council with an unqualified opinion on the Long Term Plan. As at Friday 22 June 2012 that opinion had yet to arrive.
- 15 The three key areas the Audit report must comment on are:
  - (a) legal compliance with the Long Term Plan requirements in the Local Government Act 2002;
  - (b) the quality of the information and assumptions underlying the forecast information provided in the Plan; and
  - (c) the extent to which the forecast information and performance measures provide an appropriate framework for the meaningful assessment of the actual levels of service provision.
- 16 The audit opinion will not provide any comments on the merits of any policy content of the Plan.

### Changes to the Draft Long Term Plan

- 17 The deliberations by the Council on 7 June 2012 resulted in a number of changes to the Draft Long Term Plan Parts One, Two and Three, as follows:
  - all financial tables and charts have been reviewed and updated in accordance with the decisions made on 7 June 2012;
  - references to key projects or issues have been reviewed throughout to ensure consistency with the Council's decisions;
  - some pages have been reformatted where possible and practical to improve readability and presentation of the page;
  - a number of other minor changes have been made to correct grammatical and typographical errors and to ensure cross-references are correct.

18 The substantive changes are summarised in the following table.

Section	Changes
<b>Opening pages</b> (Pages 4-7)	Updated the Introduction by Mayor and the Message from Chief Executive.
<b>Governance Structure</b> (Page 13)	Updated membership of Paekākāriki and Ōtaki Community Boards.
<b>Section 1 - Introduction</b> (Pages 5-6)	Deleted paragraphs relating to Draft Long Term Plan. Updated text to describe consultation process.
<b>Section 2 – Context</b> (Page 25)	Updated entry regarding Regional Amenities Fund – Next Steps.
<b>Section 2 – Context</b> (Page 28)	Added additional sentence to column 2, paragraph 1, which explains how the increased cost of full reinsurance for LAPP has meant that LAPP members have taken on a greater share of self insurance to keep the LAPP premiums at an affordable level.
<b>Section 2 – Context</b> (Page 29)	Added replacement paragraph to column 2, paragraph 1 –under the heading Local Democratic Structures and Systems.
<b>Section 4 – Council Direction</b> (Pages 34-35)	Updated text regarding Economic Development and Water Supply and Water Meters.
<b>Section 5 - Major Projects and Long Term Programme</b> (Pages 43-44)	Updated Capital Work Programme text (p43) and Long Term Programme: Key Features chart (p44) to include reference to the Youth Centre.
<b>Section 5 - Financial Strategy</b> (Pages 46-62)	Text and tables updated throughout this section.  Page 60 - New forecast assumption added about the Insurance of Underground Assets through the Local Authority Protection Programme (LAPP).
<b>Section 5 - Rates Impacts</b> (Pages 63-68)	Text and tables updated throughout this section.  Added an entry regarding the Rates Rebate Scheme (Note: the rebate amounts had not been available for publishing in the Draft Long Term Plan).
<b>Section 6 – Activities</b> (Pages 64-128)	Reviewed tables, updated budget and project timing as required for all Activities (Forecast Statement of Financial Performance and Capital Expenditure).  Updated the Hot Topic entry where it related to one of the 5 Key Priorities. Deleted all other Hot Topic entries and placed the entry under the heading “What are the Issues?”  Inserted the results of the Activity Satisfaction Rankings provided by submitters.  Page 123 – Added replacement text under the new heading of Local Democratic Structures and Systems.  Page 161-163 – Updated text regarding the Youth Centre.  Page 143-145 – Changed the paragraph order.

Section	Changes
<p><b>Section 6 – Activities</b> (Pages 64-128)</p> <p>(Note: these changes were raised by Ernst and Young as control matters and issues arising from their audit findings that they considered appropriate for review by management. In terms of risk Ernst and Young ranked the need for the changes as Low (i.e. a weakness which does not seriously detract from the system of internal control and/or operational effectiveness/efficiency but which should nevertheless be addressed by management generally within six months).</p> <p>Staff responded by making the changes advised in the adjacent column so that they could be incorporated, and audited prior to finalising the 2012 -32 Long Term Plan.</p>	<p><u>Summary of Changes to Levels of Service (LoS)</u></p> <p><u>Page 75 – Access and Transport</u></p> <ul style="list-style-type: none"> <li>- Removed 2 x LoS measures requiring surveys (and placed them as Secondary LoS in the Asset Management Plan (AMP)).</li> <li>- Added 1 x LoS from AMP, and two new LoS based on the Office of the Auditor General “Better Practice” .</li> </ul> <p><u>Page 179-180 - Water Management</u></p> <ul style="list-style-type: none"> <li>- Added 2 x LOS (from AMP)</li> </ul> <p><u>Pages 64-128</u></p> <ul style="list-style-type: none"> <li>- Added 19 additional baselines. (65 of 102 measures now have baseline information).</li> <li>- Changed all instances of quarterly to annually in the When We Measure column to reflect that we measure an average across all four quarters.</li> <li>- Page 174 – Updated text to describe water meters decision.</li> </ul>
<p><b>Section 7</b></p>	<p>Deleted Section 7. This entry now appears on page 25.</p>

### Specific Responses to Submitters

- 19 Each submitter will receive a letter by 31 August 2012 thanking them for their participation. They will also receive the Council response to the issue(s) they submitted on, including copies of reports presented and/or resolutions from the meeting on 7 June 2012 where this is appropriate.

### Balanced Budget Requirement

- 20 The development of a Long Term Plan requires Council to publicly record its balanced budget considerations. Section 100, subsection 2 of the Act sets out the matters that need to be considered by the Council when it resolves that it is financially prudent not to fully fund operating expenses from operating revenue for any given period. These issues include:
- the estimated expenses of achieving and maintaining the predicted levels of service provision set out in the Long Term Plan, including the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life; and

- the projected revenue available to fund the estimated expenses associated with maintaining the service capacity and integrity of assets throughout their useful life; and
  - the equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life; and
  - the funding and financial policies adopted under Section 102.
- 21 The reasons for the non funding of depreciation on some new assets for the first eight years followed by the repayment of that non-funding of depreciation from years 9 to 20 are set out in the Council's Financial Strategy in Part One of the 2012-32 Long Term Plan. The primary reason is to ensure that generations (including future generations) who benefit from major capital infrastructural investments pay their fair share of the costs.

### **Local Government Funding Agency**

- 22 The Statement of Proposal for this Council to join the Local Government Funding Agency as a shareholder at the minimum subscription of \$100,000 was incorporated in the Draft Long Term Plan for consultation.

#### Points Raised by Submitters

- 23 Three submissions were received in relation to the Local Government Funding Agency. Two submissions opposed Council joining the Local Government Funding Agency while the third submission had reservations about the Council joining the Local Government Funding Agency.

<u>Submitter</u>	<u>Reason for Opposition to Council joining the Local Government Funding Agency</u>
David Scott	Considers that Council should use proper banks that are New Zealand owned.
Elisabeth Mikkelsen	No reason provided.
Kāpiti Coast Greypower Association	Expressed reservations about the Council joining the Local Government Funding Agency and referred to the credit rating dropping and higher interest rates.

#### Response to Points Raised by Submitters

- 24 By being a shareholder of the Local Government Funding Agency the impact on Council's interest rates would be minimised if the Council's credit rating was to drop in the future, i.e. it would only result in a higher interest rate of 0.05% through the Local Government Funding Agency. Whereas, if Council was not a shareholder and instead was borrowing direct from the market the interest margins would be substantially higher.
- 25 Since the Local Government Funding Agency first began raising funds on behalf of its shareholders in February 2012, the interest rate margins have improved. This is a result of more of the Local Government Funding Agency bonds being traded on the market. The current anticipated savings in interest costs by being a shareholder in Local Government Funding Agency for the 2012/13 year is in the order of \$225,000 (this is allowed for in the Long Term Plan). If the Local Government Funding Agency did not have a presence in the

market the interest margins on that same level of debt would be in the order of \$750,000 higher. This is based on what other institutions with similar credit ratings are currently paying for debt funding.

- 26 It is recommended that the Council joins the Local Government Funding Agency as a shareholder at the minimum subscription of \$100,000 to take advantage of the substantial savings in interest rate margins that can be achieved through the Local Government Funding Agency. The \$100,000 subscription has been allowed for in the Long Term Plan.
- 27 As set out in the Statement of Proposal the summary of transactions that a Council needs to enter into as a principal shareholding Council is:
  - a) subscribe for paid-up shares in Local Government Funding Agency to provide it with capital;
  - b) subscribe for Uncalled Capital in Local Government Funding Agency;
  - c) commit to providing additional equity to Local Government Funding Agency under certain circumstances;
  - d) commit to meeting a certain proportion of its borrowing needs from Local Government Funding Agency;
  - e) borrow from Local Government Funding Agency;
  - f) subscribe for Borrower Notes;
  - g) enter into the Guarantee; and
  - h) provide a Rates Charge to secure some or all of its obligations to Local Government Funding Agency.

### **Financial Considerations**

- 28 The financial considerations have been previously discussed in open workshops and meetings. The financial implications of the 20 year long term programme are fully documented in the Long Term Plan documents; this includes the \$100,000 Local Government Funding Agency shareholder subscription and the projected interest rates.
- 29 The final net average rating increase for the District is 5.9% for the 2012/13 year, after taking into account the growth in the rating base. The average rates increase for the first five years of the Long Term Plan is 6.4%. The net average cumulative rates increase over the 20 year period of the Plan is 4.9%, after taking into account the estimated growth in the rating base.

### **Legal Considerations**

- 30 The Council has complied with the relevant sections of the Local Government Act 2002 in producing a draft, undertaking consultation, considering submissions and then finalising this document. Under the Local Government Act 2002, all local authorities must have a fully compliant Long Term Plan in place by 30 June 2012.
- 31 The Resource Management Act 1991 and the Building Act 2004 require resource consent and building consent fees respectively to be adopted in accordance with the relevant sections of the Acts.

### Delegation

- 32 Only the Council has the authority to adopt the Long Term Plan.

### Consultation

- 33 The Council has complied with the relevant sections of the Local Government Act 2002 in respect of consultation. The consultation ran for 32 days, 16 April to 17 May 2012 inclusive. This consultation period was in accordance with the requirements of Section 83(2) of the Act that the period of consultation must be a period of not less than one month.

### Publicity Considerations

- 34 A press release advising the adoption of the Plan will be prepared. The 2012-32 Long Term Plan will be available both in hard copy and electronic form and made available through Council Offices and on the Council's website. Copies will also be direct mailed to those individuals and organisations who have requested inclusion on the Long Term Plan Mailing List.

### Other Considerations

- 35 The construction of a 4,000m<sup>3</sup> supply reservoir for Ōtaki was proposed in the 2009 Long Term Council Community Plan. The reservoir was to be built over three years commencing in 2011 with completion in 2014, the reservoir was to be sited on a privately owned parcel of land on the eastern side of State Highway One in Ōtaki. The purchase of the proposed reservoir site was considered by Council at its meeting of 12 May 2011, in public excluded session (Report IS-11-185, Ōtaki Reservoir Site Selection refers). The Council passed the following resolution, which included authorising that the report and minutes be released from public excluded session.

*KCDC 11/6/19*

*RECOMMENDATION FROM CORPORATE BUSINESS COMMITTEE REGARDING  
ŌTAKI RESERVOIR SITE SELECTION (CORP-11-245)*

*MOVED (Ellis/Lloyd)*

*That the Council approve construction of a 4 ML water storage reservoir for the Otaki water supply network.*

*That Council approve Site Option 1 (75 Te Manuao Rd) as the preferred site.*

*That Council approve invoking the Public Works Act processes to compulsorily acquire Site Option 1, together with all necessary easements and other rights and interests as referred to above, and delegate to the Chief Executive the power to issue and serve all necessary notices and take all necessary statutory steps in relation to the compulsory acquisition.*

*That Council delegate to the Property Purchase Subcommittee the power to proceed with the purchase of Site Option 1 for a new Otaki water supply reservoir with a land area of approx. 1 ha, together with all easements (including rights of way) and other rights and interests necessary for access to, and the construction operation and maintenance of the water supply reservoir.*

*That the report and minutes be released from public excluded session.*

*CARRIED*

- 36 Through its deliberations on the current 2012-32 Long Term Plan, Council has proposed that the construction of the reservoir be deferred until 2023/24. This proposal formed part of the consultation associated with the Draft Long Term Plan and there were no submissions received either in opposition or in support of the proposed deferral.
- 37 Once the 2012-32 Long Term Plan is approved the construction of the reservoir will not commence for some 11 years and it is considered unreasonable to expect that the invoking of the Public Works Act 1981 could also be deferred for that length of time. It is therefore recommended that the Council revoke resolution KCDC 11/6/19 detailed above.

## **CONCLUSION**

- 38 Upon receipt of the Audit opinion, the Council can proceed with approval of the Final Long Term Plan for adoption and subsequent release to the public.

## **RECOMMENDATIONS**

- 39 That having regard to the matters set out in Section 100 Subsection 2 of the Local Government Act 2002 the Council resolves that it is financially prudent to not fund all of its operating expenses from operating revenue (through not fully funding depreciation) for a period of eight years. The non-funding of depreciation will be repaid within the 20 year period of the 2012-32 Long Term Plan for the reasons set out in Council's Financial Strategy in Part One of the Plan and also covered within this report (SP-12-602).
- 40 That the Council adopts the Statement of Proposal – 2012-32 Long Term Plan (Parts One, Two and Three attached to this report (SP-12-602) as Appendix One Two and Three), as the Final Long Term Plan 2012-32, subject to any necessary changes and consequential amendments made by Ernst and Young.
- 41 That the Council adopts under the provisions of Section 36 of the Resource Management Act 1991, the Statement of Proposal for the 2012/13 Schedule of Resource Consent Fees as included in Part Three of the 2012-32 Long Term Plan.
- 42 That the Council adopts under the provisions of Section 219 of the Building Act 2004, the Statement of Proposal for the 2012/13 Schedule of Building Consent Fees as included in Part Three of the 2012-32 Long Term Plan.
- 43 That the Council approves the participation by Kāpiti Coast District Council in the Local Government Funding Agency Scheme as a Principal shareholding Local Authority, including the following:
- a) subscribing for Shares in the Local Government Funding Agency with an aggregate issue price of \$100,000;
  - b) subscribing for Uncalled Capital in the Local Government Funding Agency with an aggregate unpaid amount of \$100,000;
  - c) borrowing from the Local Government Funding Agency;

- d) subscribing for Borrower notes with the Local Government Funding Agency;
  - e) committing to provide additional equity to the Local Government Funding Agency under certain circumstances that may arise in the future;
  - f) entering into a joint and several guarantee of the Local Government Funding Agency with other Councils;
  - g) committing to meet a certain proportion of its borrowing needs from the Local Government Funding Agency of up to 100% of its total borrowing; and
  - h) securing some or all of its obligations under the Local Government Funding Agency Scheme by issuing stock under its Debenture Trust Deed (once established); and
  - i) in order to give effect to Report SP-12-602 recommendations 43(a) to (h) inclusive, acceding to the following documents under the Local Government Funding Agency Scheme: Shareholders' Agreement, Multi-Issuer Deed, Equity Commitment Deed, Guarantee and Notes Subscription Agreement.
- 44 That the Council delegates to the Chief Executive the authority to:
- a) agree the terms on which Kāpiti Coast District Council participates in the Local Government Funding Agency Scheme as a Principal Shareholding Local Authority, including any incidental arrangements related to the above; and
  - b) determine how Kāpiti Coast District Council exercises its rights under the arrangements entered into in connection with the Local Government Funding Agency Scheme, including, without limitation, the Council's rights as a shareholder in the Local Government Funding Agency.
- 45 That the Council authorises the Chief Executive to execute such documents and take such other steps on behalf of the Council as the Chief Executive considers is necessary or desirable to execute or take in connection with Kāpiti Coast District Council's participation in the Local Government Funding Agency Scheme as a Principal Shareholding Local Authority.
- 46 That the Council authorises the Mayor, Chief Executive and a Councillor to execute such deeds on behalf of the Council as the Chief Executive considers is necessary or desirable for them to execute in connection with Kāpiti Coast District Council's participation in the Local Government Funding Agency Scheme as a Principal Shareholding Local Authority.
- 47 That in line with clause 3.9.18 "*Model Standing Orders NZS 9202:2003*" Council revokes resolution KCDC 11/6/19 as follows:

*KCDC 11/6/19*

*RECOMMENDATION FROM CORPORATE BUSINESS COMMITTEE REGARDING  
ŌTAKI RESERVOIR SITE SELECTION (CORP-11-245)*

*MOVED (Ellis/Lloyd)*

*That the Council approve construction of a 4 ML water storage reservoir for the Otaki water supply network.*

*That Council approve Site option 1 (75 Te Manuao Rd) as the preferred site.*

*That Council approve invoking the Public Works Act processes to compulsorily acquire Site Option 1, together with all necessary easements and other rights and interests as referred to above, and delegate to the Chief Executive the power to issue and serve all necessary notices and take all necessary statutory steps in relation to the compulsory acquisition.*

*That Council delegate to the Property Purchase Subcommittee the power to proceed with the purchase of Site Option 1 for a new Otaki water supply reservoir with a land area of approx. 1 ha, together with all easements (including rights of way) and other rights and interests necessary for access to, and the construction operation and maintenance of the water supply reservoir.*

*That the report and minutes be released from public excluded session.*

**CARRIED**

Prepared by:

Prepared by:

Matt McGlinchey  
**MANAGEMENT ACCOUNTANT**

Sharon Foss  
**MANAGER, CORPORATE  
PLANNING AND REPORTING**

Approved for submission by:

Approved for submission by:

Warwick Read  
**GROUP MANAGER, FINANCE**

Gael Ferguson  
**GROUP MANAGER, STRATEGY  
AND PARTNERSHIPS**

**Attachments to Report SP-12-602:**

Appendix One: Part One of the 2012-32 Long Term Plan

Appendix Two: Part Two of the 2012-32 Long Term Plan

Appendix Three: Part Three of the 2012-32 Long Term Plan