



## **District Leadership, Finance and Internal Services**

### **Purpose**

We ensure our governance activities help elected members make decisions. We also provide services to the community relating to policies, strategies, bylaws, plans and reporting, together with Civil Defence Emergency Management (CDEM).

Our internal services relate to those functions of Council which assist the day to day running of our activities. They include Finance, Information Services, Customer Services, People and Capability, Communications and Economic Development.

### **Legislation associated with this service**

- Local Government Act 2002
- Local Government (Rating) Act 2002
- Resource Management Act 1991
- Reserves Act 1977
- Health and Safety at Work Act 2015
- Employment Relations Act 2000
- Local Government Official Information and Meeting Act 1987
- Local Authorities Members' Interests Act 1968
- Local Electoral Act 2001
- Citizenship Act 1977
- Civil Defence Emergency Management Act 2002
- Climate Change Response Act 2002
- Fire and Emergency New Zealand Act 2017
- Mangawhai Empowering Lands Act and
- Kaipara Validation Act.

### **Risks and Issues**

- Any plans, policies or bylaws that involve slow processes may not reflect the community priorities and needs and can result in frustration of the community
- Changes in national or regional policy may require us to investigate changes to our policies and District Plan, impacting future costs
- Accelerated growth within the Kaipara district places a demand on Council operations to significantly improve both our internal capacity and capability
- The need to understand and effectively manage climate-related risks places a high demand on Council's limited resources
- The breadth and wide variety of issues and information that Council needs to assimilate places high demand on elected members, and
- Services provided are not always digitally enabled and may not meet residents' expectations.

### **How we fund this Group**

- General rates
- Fees and charges
- Grants, subsidies and other funding sources
- Borrowing and
- Asset sales.

### **How are we considering Climate Change?**

A Climate Smart Community Outcome helps guide this group's varied activities. In reviewing these activities, we considered the effects of climate change and how to enhance our response. Over the next three years, we will continue to identify projected changes and understand connected impacts, implications and risks. Council also understands that increased strategy and planning is needed around climate change. Under district planning and policy activities, Council will develop a climate change work programme to guide a comprehensive and consistent adaptation and mitigation response. We will engage our Mana Whenua partners to ensure climate change response supports Mana Whenua climate change values and aspirations.

## Governance

### What we do

The Mayor and Councillors are elected every three years to provide governance over the activities, services, and projects of Council. They must represent their communities and make decisions in an open, transparent and accountable manner with the whole of the district in mind.

This activity supports the democratic processes by providing administrative support, advice and information to elected members, including managing elections and matters relating to representation. It also ensures engagement with tangata whenua, district communities, public interest groups and key stakeholders to identify their priorities and preferences.

The activity also undertakes civic duties such as citizenship and district awards ceremonies.

### Contribution to Community Outcomes

- Vibrant Communities: Decisions are made with the intention of enhancing the district.
- Celebrating diversity: Elected members represent the district.
- A trusted Council: Decisions made are robust and transparent.

### What we will deliver

Description	When
<ul style="list-style-type: none"> <li>• Elected member portal review</li> <li>• Assessment of audio/video capture and live screen technology</li> <li>• Conduct Representation Review</li> </ul>	2021/2022
<ul style="list-style-type: none"> <li>• Administer local government elections for the Kaipara district</li> <li>• Meeting technology improvements</li> </ul>	2022/2023
<ul style="list-style-type: none"> <li>• Māori wards review (if needed)</li> </ul>	2023/2024
<ul style="list-style-type: none"> <li>• Conduct Representation Review (if needed)</li> <li>• Administer local government elections for the Kaipara District</li> </ul>	2024/2031

### Performance Measures

	LTP Year 1 Target 2021/2022	LTP Year 2 Target 2022/2023	LTP Year 3 Target 2023/2024	LTP Years 4-10 Target 2024/2031
Council maintain and improve opportunities for Māori to contribute to local government decision-making processes.	Achieved	Achieved	Achieved	Achieved
Elected Members are performing well.	60%	3% more than previous	3% more than previous	3% more than previous
The community has trust in the Council.	60%	3% more than previous	3% more than previous	3% more than previous

	LTP Year 1 Target 2021/2022	LTP Year 2 Target 2022/2023	LTP Year 3 Target 2023/2024	LTP Years 4-10 Target 2024/2031
LGOIMA requests processed by the LGOIMA team completed within statutory timeframes.	100%	100%	100%	100%
Long Term Plan, Annual Plan and Annual Reports will be adopted within timeframes set in the Local Government Act 2002.	Compliant	Compliant	Compliant	Compliant

**Changes in Levels of Service**

There will be no changes to the level of service.

**Significant Negative effects**

Currently no significant negative effects.

## Policy and District Planning

### What we do

We work with our communities to meet their needs by developing policies, bylaws, plans and strategies in accordance with Council's direction and legislative requirements. We regularly review these documents to ensure they remain fit-for-purpose.

Our District Plan, through its policies, objectives and rules, promotes the sustainable management of natural and physical resources within our district, helping ensure that land use and development is appropriate for its location.

We review the District Plan to ensure that it is legally compliant, including making plan changes if required. Our spatial planning project, developed through working with Mana Whenua, our communities and stakeholders, helps us understand their needs and concerns for now and into the future. This project provides a solid basis for our District Plan review to ensure it is fit-for-purpose for the community it serves.

This activity also ensures we give effect to National Policy Statements and National Environmental Standards developed under the Resource Management Act 1991 as well as the Regional Policy Statement and the Regional Plan and we implement amendments to the Resource Management Act 1991 through the District Plan provisions.

We make submissions on proposed or reviewed regional and national resource management instruments, such as proposed regional policy statements and national policy statements, monitor the District Plan to ensure it meets its policy objectives and use this monitoring to inform future reviews.

The creation of a climate change work programme is a new addition to policy and district planning activities. The climate change work programme will enable Council to provide stronger adaptation and mitigation planning services and to better understand and manage climate-related risks. Through the climate change work programme, we will give effect to amendments to the Resource Management Act 1991 and to the Climate Change Response Act 2002.

### Contribution to Community Outcomes

- **Climate smart:** Council will enhance its strategic approach to climate change adaptation and mitigation through the development of a climate change work programme. The effects of climate change will also be considered as we develop our new District Plan.
- **Vibrant communities:** District planning enables productive land use and activities. The climate change work programme supports communities' resilience and wellbeing in a changing climate.
- **Healthy environments:** District planning, policies and climate change work programme ensure environmental sustainability is taken into consideration.
- **A trusted Council:** Decisions and policies are made through consultation with the public and engagement processes are thorough and inclusive.

**What we will deliver**

Description	When
<ul style="list-style-type: none"> <li>• District Plan Review:                             <ul style="list-style-type: none"> <li>◦ Continuation of technical advice development and informal community engagement on various chapter topics to assist in policy development</li> </ul> </li> <li>• Climate change work programme                             <ul style="list-style-type: none"> <li>◦ Climate Smart Policy development underway</li> <li>◦ Climate Action Plan development underway</li> <li>◦ Adaptive Pathways pilot project underway</li> </ul> </li> <li>• Complete Stormwater Bylaw development process</li> <li>• Complete Omnibus Reserve Management Plan</li> <li>• Complete statutory review of Easter Sunday Shop Trading Policy</li> <li>• Complete statutory review of Wastewater Bylaw</li> <li>• Complete statutory reviews of Class 4 Gambling Venue and TAB Venue Policies</li> <li>• Implementing Mana Whenua partnership agreements, on resource management and policy matters</li> </ul>	<p>2021/2022</p>
<ul style="list-style-type: none"> <li>• District Plan Review                             <ul style="list-style-type: none"> <li>◦ Complete informal community engagement programme and publicly notify the new District Plan for formal statutory consultation</li> </ul> </li> <li>• Climate change work programme                             <ul style="list-style-type: none"> <li>◦ Complete Climate Smart Policy development process</li> <li>◦ Climate Action Plan development underway</li> <li>◦ Adaptive Pathways pilot project underway</li> </ul> </li> <li>• Complete statutory review of Alcohol Control Bylaw</li> </ul>	<p>2022/2023</p>
<ul style="list-style-type: none"> <li>• District Plan Review                             <ul style="list-style-type: none"> <li>◦ Management of appeals on the proposed District Plan</li> </ul> </li> <li>• Commence Taharoa Domain Bylaws review</li> <li>• Climate change work programme                             <ul style="list-style-type: none"> <li>◦ Complete Climate Action Plan development</li> <li>◦ Complete Adaptive Pathways pilot project</li> </ul> </li> <li>• Development of District Plan monitoring strategy and programme</li> </ul>	<p>2023/2024</p>
<ul style="list-style-type: none"> <li>• District Plan Review                             <ul style="list-style-type: none"> <li>◦ Finalise appeals and adopt the new District Plan</li> </ul> </li> <li>• Complete all statutory policy and bylaw reviews as required</li> <li>• Climate change work programme                             <ul style="list-style-type: none"> <li>◦ Complete Adaptive Pathways major project/s</li> <li>◦ Monitor and review Climate Action Plan</li> </ul> </li> <li>• Develop policies, plans and strategies in accordance with Council’s strategic direction</li> <li>• Implement improvements needed to ensure effectiveness and efficiency of District Plan</li> </ul>	<p>2024/2031</p>

**Performance Measures**

	LTP Year 1 Target 2021/2022	LTP Year 2 Target 2022/2023	LTP Year 3 Target 2023/2024	LTP Years 4-10 Target 2024/2031
All statutory development and review timeframes for Bylaws and Policies are met	100%	100%	100%	100%

**Changes in Levels of Service**

There will be no changes to the level of service.

**Significant Negative effects**

The legislative framework for statutory policies does not always enable Council to meet our communities' aspirations. We mitigate this by ensuring we provide clear and 'plain English' information when we consult to assist understanding.

Planning must balance the desires of individuals, businesses and developers with those of the wider community. This often takes the form of influencing or controlling growth and associated development activities, as well as other activities, so the quality of life for neighbours or the wider community is not diminished. In other cases, development can impose unacceptable costs on community facilities and infrastructure or the environment.

We aim to mitigate this by ensuring the District Plan review and plan change processes are undertaken using best practice community engagement approaches to ensure we have a good understanding of the range of views of our communities.

Activity	Effect	Mitigation
District Plan	Poorly designed can incur detrimental environmental and social impacts	Review the plan with the community and use best practice techniques

## Emergency Management

### What we do

We provide leadership and support to the community, before and in an emergency and in the recovery afterwards. We will work alongside other agencies such as Police, fire and ambulance and any other organisation to offer leadership and support; and will inform and update the community, including local and national media where required.

We help the community get prepared for emergencies by reducing the risk of hazards through good regulation, planning and policies. In an emergency, we will operate an Emergency Operations Centre whenever necessary. To ensure we have this capability, we run internal and external training sessions regularly.

We also have a shared services agreement with Northland Regional Council (NRC) which gives us additional capability to manage CDEM.

There are seven communities with Community Response Plans. These include Dargaville, Mangawhai, Matakoho, Maungatūroto, Paparoa and Ruawai.

### Contribution to Community Outcomes

- Climate smart: Emergency Management helps ensure we are prepared for any increase in frequency and intensity of natural hazard events, which may be exacerbated by climate change.
- A trusted Council: A clear plan is in place in case of an emergency.

### What we will deliver

Description	When
<ul style="list-style-type: none"> <li>• Continue staff training and development so that Council can respond before, during and after any emergency</li> </ul>	2021/2024
<ul style="list-style-type: none"> <li>• Purchase 10 new Tsunami sirens in Mangawhai to replace the existing network</li> </ul>	2022/2024
<ul style="list-style-type: none"> <li>• Northland CDEM Group Plan – contribution and input into its development</li> </ul>	2021 and 2026

### Performance Measures

	LTP Year 1 Target 2021/2022	LTP Year 2 Target 2022/2023	LTP Year 3 Target 2023/2024	LTP Years 4-10 Target 2024/2031
Conduct Civil Defence training exercises.	1 per year	1 per year	1 per year	1 per year

### Changes in Levels of Service

There will be no changes to the level of service.

### Significant Negative effects

Currently no significant negative effects identified.



## Economic Development

### What we do

Economic development is becoming more and more important for our district. We are focused on actively encouraging people to live, work, visit and invest in the Kaipara. We do this through collaboration with key agencies from central government, groups in Northland, the community and industry, with the aim of helping to create a prosperous economy with better employment opportunities.

COVID-19 has had significant impacts on our community. Council must weigh-up the cost of services and what we deliver against the potential benefits for the community, particularly with economic development. Securing external funding is a big focus of this work to ensure we can better respond to those impacts.

### External funding

The Ministry of Business and Innovation (MBIE) recently confirmed additional funding of \$12 million from the Infrastructure Reference Group (IRG) fund for several new projects across the Kaipara district.

The following projects have been enabled as a result of this additional secured funding: Kaihu Rail Trail; Kaiwaka Footbridges; Unsealed roading network improvements (part 2).

This IRG funding is in addition to the \$21.13 million which MBIE awarded from the Provincial Growth Fund (PGF) to enable the Kaipara Kickstart programme in 2019. From this \$19 million of funding remains, which will be applied to the following projects: Pouto Road sealing phase 1; Waipoua River Road; Wharves; Kai Water, Unsealed roading network improvements (part 2).

As funding continues to be released, these projects will progress and assist with increasing the potential for job creation and revenue coming into the district.

### Regional Council Controlled Organisation

As part of the LTP 2021-2031, Council consulted with the community on the proposal for Northland Inc to become a jointly owned Council Controlled Organisation (CCO) of the Northland Regional Council (NRC), Kaipara District Council (KDC) and Far North District Council (FNDC). All councils agreed with the proposal which means that KDC has an equal share in Northland Inc and Northland Inc is responsible for delivering economic development for the district and the broader region. KDC has input into this process through a joint committee that will be established to oversee Northland Inc.

### Nature and scope of activities

The nature and scope of activities of Northland Inc are described below. The māori economic development, environmental sustainability and organisational culture pou are embedded across the three work programmes.

Work Programme	Activities
<b>Regional investment</b>	<ul style="list-style-type: none"> <li>Actively supporting and facilitating investment in strategic sectors (as defined in business plan) in the Tai Tokerau Northland economy</li> <li>Leveraging the Investment and Growth Reserve to increase investment into the Tai Tokerau Northland economy</li> <li>Supporting and facilitating the development of new and enabling infrastructure such as UFB, roads, rail and water</li> </ul>

Work Programme	Activities
	<ul style="list-style-type: none"> <li>• Deliver the Extension 350 Programme, Northland Kai and Ngawha Innovation and Enterprise Centre</li> <li>• Delivering business advice effectively across the region to support innovation, capacity and capability development through incubation services and the Regional Business Partnership, New Zealand Trade and Enterprise, Callaghan Innovation and Business Mentors New Zealand</li> <li>• Developing clusters, business networks or associations to take advantage of market development opportunities that leverage Tai Tokerau Northland's key sectors and comparative advantages</li> <li>• Building and sharing specialist knowledge through a business events programme and provide opportunities to access a range of capital support mechanisms for Tai Tokerau Northland businesses</li> <li>• Engage and partner with iwi, hapū, marae and the Māori community, central government agencies and other entities supporting Māori Economic Development to advance their aspirations in economic development and enable investment, business growth and completion of economic development projects</li> </ul>
<b>Destination management and marketing</b>	<ul style="list-style-type: none"> <li>• Deliver the destination management plan</li> <li>• Facilitate the regions access to the Regional Event Fund</li> <li>• Identifying, and where appropriate, assisting with the development of infrastructure, products, services and sub-regional destinations aiding the sector to respond to the industry changes imposed by COVID-19 and to coordinate the recovery effort</li> <li>• Improving regional dispersal, length of stay, expenditure and the appeal of off-peak travel particularly through leverage of the Twin Coast Discovery programme as a region wide development framework for tourism</li> <li>• Co-ordinate, and where appropriate, lead the implementation of an Annual Tactical Marketing Plan for destination marketing, in alignment with the direction of national tourism organisations (including potential travel bubbles) and in partnership with the Tai Tokerau Northland tourism sector</li> </ul>
<b>Advocacy and profile for Tai Tokerau economic development</b>	<ul style="list-style-type: none"> <li>• Provide economic development intelligence and insights</li> <li>• Support development of a long term economic development strategy for Tai Tokerau Northland (subject to securing appropriate funding)</li> <li>• Assist with project management and delivery of economic response activities (including PGF funded projects)</li> <li>• Maintain a delivery structure for the region (Action Plan)</li> <li>• Work with, advocate for and support Māori businesses, trusts and entities with their aspirations for growth</li> <li>• Delivering a promotional programme to encourage investment and market development of Tai Tokerau Northland's strategic growth sectors</li> </ul>

## Key performance measures

These key performance indicators relate specifically to Northland Inc, and will be covered off in the Northland Inc Annual Report, and Council's Annual Report.

Hoaketanga – Objective	How we will measure		Targets		
	Type	Measure	2021/22	2022/23	2023/24
Maori Economic Development	Output	<b>Number</b> of engagements or established relationships with iwi/hapū groups and other Māori organisations, e.g. marae, land trusts, etc. that have led to a positive outcome	10	15	20
	Outcome	<b>Proportion</b> of Māori organisations that are satisfied with Northland Inc support	>50%	>50%	>50%
Environmental Sustainability	Output	<b>Number</b> of workshops / events that help promote or support environmental sustainability values and culture in Te Tai Tokerau	4	5	6
	Outcome	<b>Proportion</b> of businesses / projects that Northland Inc are supporting that have identified their environmental aspirations and complied with governmental regulations	80%	90%	100%
		<b>Change</b> in carbon footprint of Northland Inc <sup>2</sup>	Initial carbon footprint audit completed	5% Net reduction in footprint	10% Net reduction in footprint
Regional Investment	Output	<b>Number</b> of unique businesses assisted (reporting by TA and industry)	230	240	250
		<b>Proportion</b> of those businesses assisted that are Māori (by TA and industry)	20%	30%	40%
		<b>Number</b> of inward delegations hosted	3	3	3
	Outcome	<b>Client satisfaction</b> with businesses assistance provided by Northland Inc as measured by Net Promotor Score	NPS >50	NPS >50	NPS >50
		<b>Value</b> of grant funding and investment facilitated for Māori businesses	\$110k	\$120k	\$130k
		<b>Number</b> of high impact projects that are implemented (reporting by regional strategic sectors)	4	4	4

## Contribution to Community Outcomes

- Climate smart: Economic Development considers the effects of climate change and bolsters communities' capacities to adapt.
- Vibrant communities: Promoting growth and facilitating development across the district.
- Prosperous economy: Promotes business and communities around the district.

## Changes in Levels of Service

There will be no changes to the level of service.

**Significant Negative effects**

There are no significant negative effects.

## Internal Services

### What we do

Internal services are functions at Council that support other activities. They are an important part in keeping Council running. An outline of the activities is below:

### Information Technology

The mission of the Kaipara District Council's IT department is to provide both strategic IT vision, and enterprising solutions so Council can meet its goals, deliver results, and enhance Council's mana. It also strives to provide the highest quality technology-based services, in the most cost-effective manner, to facilitate Council services.

### People and Capability

People and capability provide the framework to drive culture, employee performance, remuneration, recruitment, health and safety, wellness and overall engagement. We are business partners with our leadership teams to provide sound employment advice, and work with employees to ensure we retain, train and ensure that they are safe at work.

### Customer Service

Customer services is our interface with our communities and with our visitors. Our customer service team assist with answering general enquiries, documentation and customer needs. Customer services is delivered through our customer service centres in Dargaville and Mangawhai.

### Financial Services

Financial Services are an important service of Council. This team provides financial planning, monitoring, and reporting to Council and to other internal business activities. The team also administers transactional functions including rates, water billing, accounts receivable and receipting, including the administration and maintenance of property records by ensuring the Rating Information Database (RID) and other property information systems are kept up to date. Billing processes are undertaken for land and water rates as well as sundry debt and receipting functions for all of Council. Direct debit processing and timely follow-up of overdue amounts mean that arrears are kept to a minimum. Another service provided by the team is general procurement advice and management.

### Communications

Communicating and engaging with the community is pivotal to increasing trust, raising awareness and ensuring the Community have their say on Council projects and plans. This team drives strategic communications, branding and internal, corporate and daily media communications through various channels to acknowledge our district. The department also efficiently produces all written and visual for publication. Additionally, we support all Council functions in responding to daily media enquiries.

### Contribution to Community Outcomes

- Climate smart: Promote a sustainable working environment.
- A trusted council: Services are easy to access.

### **Changes in Levels of Service**

There will be no changes to the level of service.

### **Significant Negative effects**

There are no significant negative effects.

### **How are we considering Climate change?**

A Climate Smart Community Outcome helps guide this group's varied activities. In reviewing these activities, we considered the effects of climate change and how to enhance our response. Over the next three years, we will continue to identify projected changes and understand connected impacts, implications and risks. Council also understands that increased strategy and planning is needed around climate change. Under District Planning and Policy activities, Council will develop a climate change work programme to guide a comprehensive and consistent adaptation and mitigation response. We will engage our Mana Whenua partners to ensure climate change response supports Mana Whenua climate change values and aspirations.

## Prospective Funding Impact Statements – District Leadership, Finance, and Internal Services

For the year ended:	Annual Plan	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
30 June	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Prospective Funding Impact Statement</b>											
<b>Operating funding</b>											
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rate penalties	6,406	5,984	6,506	7,609	7,227	7,641	6,788	7,120	7,946	8,032	8,372
Targeted rates	0	49	51	52	53	55	56	58	60	61	63
Subsidies and grants for operating purposes	201	0	0	0	0	0	0	0	0	0	0
Fees and charges	339	150	153	156	159	162	215	268	171	75	178
Internal charges and overheads recovered	8,467	12,170	12,917	13,394	14,195	14,000	14,628	14,814	15,143	15,678	15,863
Interest and dividends from investments	20	6	6	6	6	6	6	6	6	6	6
Local authorities fuel tax, fines, infringement fees and other receipts	315	361	368	377	384	393	401	409	417	426	434
<b>Total operating funding</b>	<b>15,748</b>	<b>18,719</b>	<b>20,001</b>	<b>21,594</b>	<b>22,025</b>	<b>22,257</b>	<b>22,094</b>	<b>22,676</b>	<b>23,744</b>	<b>24,277</b>	<b>24,915</b>
<b>Application of operating funding</b>											
Payments to staff and suppliers	13,217	16,501	16,921	18,026	19,271	18,871	18,324	18,498	19,251	19,543	19,741
Finance costs	-267	57	-26	47	413	670	496	553	320	358	286
Internal charges and overheads recovered	571	881	988	1,002	1,311	1,047	1,051	1,038	1,064	1,062	1,049
Other operating funding applications	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>13,520</b>	<b>17,439</b>	<b>17,883</b>	<b>19,075</b>	<b>20,995</b>	<b>20,588</b>	<b>19,871</b>	<b>20,089</b>	<b>20,636</b>	<b>20,963</b>	<b>21,076</b>
<b>Surplus (deficit) of operating funding</b>	<b>2,228</b>	<b>1,280</b>	<b>2,118</b>	<b>2,519</b>	<b>1,030</b>	<b>1,669</b>	<b>2,223</b>	<b>2,587</b>	<b>3,108</b>	<b>3,315</b>	<b>3,840</b>
<b>Capital funding</b>											
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	3,000	2,100	0	0	0	0	0	0	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase (decrease) in debt	-223	948	-998	-751	-664	133	34	208	-30	55	70
Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	0	0	0	0	0	0	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
<b>Total sources of capital funding</b>	<b>2,777</b>	<b>3,048</b>	<b>-998</b>	<b>-751</b>	<b>-664</b>	<b>133</b>	<b>34</b>	<b>208</b>	<b>-30</b>	<b>55</b>	<b>70</b>
<b>Applications of capital funding</b>											
Capital expenditure -to meet additional demand	0	0	0	0	0	0	0	0	0	0	0
Capital expenditure -to improve the level of service	3,640	4,161	195	334	114	142	44	45	66	47	48
Capital expenditure -to replace existing assets	320	640	296	303	309	316	322	443	336	342	349
Increase (decrease) in reserves	1,045	-473	628	1,131	-58	1,344	1,890	2,307	2,676	2,980	3,512
Increase (decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
<b>Total applications of capital funding</b>	<b>5,005</b>	<b>4,328</b>	<b>1,120</b>	<b>1,768</b>	<b>365</b>	<b>1,801</b>	<b>2,257</b>	<b>2,795</b>	<b>3,078</b>	<b>3,370</b>	<b>3,910</b>
<b>Surplus (deficit) of capital funding</b>	<b>-2,228</b>	<b>-1,280</b>	<b>-2,118</b>	<b>-2,519</b>	<b>-1,030</b>	<b>-1,669</b>	<b>-2,223</b>	<b>-2,587</b>	<b>-3,108</b>	<b>-3,315</b>	<b>-3,840</b>
<b>Funding Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>