



AGENDA

Commercial and Strategy Committee Meeting

Tuesday, 14 November 2023

Date Tuesday, 14 November 2023

Time following the Community Services Committee

Location Council Chamber
Timaru District Council
King George Place
Timaru

File Reference 1629352

Timaru District Council

Notice is hereby given that a meeting of the Commercial and Strategy Committee will be held in the Council Chamber, Timaru District Council, King George Place, Timaru, on Tuesday 14 November 2023, at the conclusion of the Community Services Committee meeting.

Commercial and Strategy Committee Members

Clr Peter Burt (Chairperson), Clr Allan Booth (Deputy Chairperson), Clr Gavin Oliver, Clr Sally Parker, Clr Stu Piddington, Clr Michelle Pye, Clr Owen Jackson, Clr Stacey Scott, Clr Scott Shannon and Mayor Nigel Bowen

Quorum – no less than 5 members

Local Authorities (Members' Interests) Act 1968

Committee members are reminded that if you have a pecuniary interest in any item on the agenda, then you must declare this interest and refrain from discussing or voting on this item, and are advised to withdraw from the meeting table.

Paul Cooper

Acting Group Manager Commercial and Strategy

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- 1 Apologies**
- 2 Identification of Items of Urgent Business**
- 3 Identification of Matters of a Minor Nature**
- 4 Declaration of Conflicts of Interest**
- 5 Chairperson's Report**

6 Confirmation of Minutes

6.1 Minutes of the Commercial and Strategy Committee Meeting held on 5 September 2023

Author: Jessica Kavanaugh, Corporate Planner

Recommendation

That the Minutes of the Commercial and Strategy Committee Meeting held on 5 September 2023 be confirmed as a true and correct record of that meeting and that the Chairperson's electronic signature be attached.

Attachments

- 1. Minutes of the Commercial and Strategy Committee Meeting held on 5 September 2023**



MINUTES

Commercial and Strategy Committee Meeting Tuesday, 5 September 2023

Ref: 1629352

**Minutes of Timaru District Council
Commercial and Strategy Committee Meeting
Held in the Council Chamber, Timaru District Council, King George Place, Timaru
on Tuesday, 5 September 2023 following the Community Services Committee**

Present: Clr Peter Burt (Chairperson), Clr Allan Booth (Deputy Chairperson), Mayor Nigel Bowen, Clr Gavin Oliver, Clr Sally Parker, Clr Stu Piddington, Clr Michelle Pye, Clr Owen Jackson, Clr Stacey Scott, Clr Scott Shannon

In Attendance: **Community Board Members:** Jan Finlayson (Geraldine Community Board)

Officers: Bede Carran (Chief Executive), Trudie Hurst (Group Manager Commercial & Strategy), Andrew Dixon (Group Manager Infrastructure), Paul Cooper (Group Manager Environmental Services), Nigel Ingram (Group Manager Recreation and Cultural Services), Hannah Goddard-Coles (Group Manager Engagement and Culture), Andrea Rankin (Chief Financial Officer), Stephen Doran (Communications Manager), Nigel Howarth (Procurement Lead), Nicole Timney (Manager of Property Services and Client Representative), Jacky Clarke (Governance and Executive Support Manager), Sam Esterhuysen (Continuous Improvement Business Partner), Lee-Ann Smart (Revenue Team Leader), John Liddiard (Senior Accountant), Vincie Billante (LTP Project Lead), Alana Hobbs (Governance and Executive Support Administrator), Jessica Kavanaugh (Corporate Planner)

1 Apologies

No apologies were received.

2 Identification of Items of Urgent Business

No items of urgent business were received.

3 Identification of Matters of a Minor Nature

No matters of a minor nature were raised.

4 Declaration of Conflicts of Interest

No conflicts of interest were declared.

5 Chairperson's Report

5.1 Presentation of Chairperson's Report

Resolution 2023/13

Moved: Clr Peter Burt

Seconded: Clr Sally Parker

The Chairperson has attended a number of meetings including: Council Meetings, Citizenship Ceremony, Appointments, Shortlisting Panel for the Chief Executive, Business Awards, Tender and

Procurement Committee Meeting, Council workshops, meeting with Group Manager Commercial and Strategy.

Carried

6 Confirmation of Minutes

6.1 Minutes of the Commercial and Strategy Committee Meeting held on 25 July 2023

Resolution 2023/14

Moved: Mayor Nigel Bowen

Seconded: Clr Allan Booth

That the Minutes of the Commercial and Strategy Committee Meeting held on 25 July 2023 be confirmed as a true and correct record of that meeting and that the Chairperson's electronic signature be attached.

Carried

7 Reports

7.1 Actions Register Update

The purpose of this report is to provide the Commercial and Strategy Committee with an update on the status of the action requests raised by councillors at previous Commercial and Strategy Committee meetings.

Resolution 2023/15

Moved: Clr Peter Burt

Seconded: Clr Michelle Pye

That the Commercial and Strategy Committee receives and notes the updates to the Actions Register.

Carried

7.2 Continuous Improvement update (user experience)

The Continuous Improvement Business Partner spoke to the report to provide the Commercial and Strategy Committee with an update on key initiatives in Continuous Improvement.

Resolution 2023/16

Moved: Mayor Nigel Bowen

Seconded: Clr Owen Jackson

That the Commercial and Strategy Committee receives and notes the Continuous Improvement update (user experience) report.

Carried

7.3 Long Term Plan Reference Group Update

The LTP Project Lead spoke to the report to present the Committee with an update from the Long Term Plan (LTP) Reference Group meetings on the 25 July and 21 August 2023, and to update the Committee on the progress the LTP Project Group has made in the past five weeks.

Resolution 2023/17

Moved: Clr Sally Parker

Seconded: Clr Allan Booth

That the Commercial and Strategy Committee:

1. Receives this report from the Long Term Plan 2024-34 Reference Group and notes the progress for LTP work programmes.

Carried

7.4 Accounting Policies 2023 Annual Report

The Senior Accountant spoke to the report to present the draft accounting policies for inclusion in the 2022/23 annual report.

Discussion amongst the Committee and Officers is the impact on insurance and subjective value of artworks and self-insurance. The value of assets at the Museum and the strategy to value these which can be difficult to value each piece as the value to the community can differ from the value on the market. The accounting policies and accounting practises was clarified. It is noted waters assets are recorded as our assets as at 30 June and it is likely a valuation will need to be completed at the point of transfer also.

Resolution 2023/18

Moved: Clr Stacey Scott

Seconded: Clr Sally Parker

That the Commercial and Strategy Committee receive and note the Accounting Policies 2023 Annual report.

Carried

7.5 Financial Report July 2023

The Chief Financial Officer spoke to the report to outline progress on implementing year three of the 2021-31 Long Term Plan (LTP) and report on the financial results for the period ended 31 July 2023.

There was discussion around the capital repayments and officers clarified the funding of capital expenditure with borrowings and repayments. It is clarified the year to date actual percentage of full year budget is not consistent for various reasons including expenditure and timing this will be

revisited in six months and added when there is more data. It is noted the table in point 6 each column is a different scenario removing all unguaranteed revenue to give a broad range.

Resolution 2023/19

Moved: Clr Allan Booth

Seconded: Mayor Nigel Bowen

That the summary financial results to 31 July 2023 be received and noted.

Carried

7.6 Council Investments and Borrowing

The Chief Financial Officer spoke to the report to update the Committee on the status of Council's treasury activities at 30 June 2023.

Resolution 2023/20

Moved: Mayor Nigel Bowen

Seconded: Clr Sally Parker

That the Commercial and Strategy Committee receives and notes the Council Investments and Borrowing report.

Carried

7.7 Bad Debts Written Off as at 30 June 2023

The Chief Financial Officer and Revenue Team Leader spoke to the report to outline the work Council Officers undertake to write off bad debts, the amount and details of these debts.

Discussion included the minimum value to enable debt write off and the ability for the online bookable programme to flag recidivist offenders.

Resolution 2023/21

Moved: Clr Scott Shannon

Seconded: Clr Michelle Pye

That the Commercial and Strategy Committee:

1. Receive and note the report Bad Debts Written Off as at 30 June 2023.
2. Request Council Officers to provide a Quarterly Summary Report to the Committee.

Carried

8 Consideration of Urgent Business Items

No items of urgent business were received.

9 Consideration of Minor Nature Matters

No matters of a minor nature were raised.

10 Exclusion of the Public**Resolution 2023/22**

Moved: Mayor Nigel Bowen

Seconded: Clr Stu Piddington

That the public be excluded from the following parts of the proceedings of this meeting on the grounds under section 48 of the Local Government Official Information and Meetings Act 1987 as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Plain English Reason
11.1 - Bad Debts Written Off as at 30 June 2023	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	To protect a person's privacy, including the privacy of deceased persons

Carried

11 Public Excluded Reports**11.1 Bad Debts Written Off as at 30 June 2023****12 Readmittance of the Public****Resolution 2023/23**

Moved: Clr Gavin Oliver

Seconded: Clr Michelle Pye

That the meeting moves out of Closed Meeting into Open Meeting.

Carried

The Meeting closed at 1.13pm.

.....
Clr Peter Burt

Chairperson

7 Reports

7.1 Actions Register Update

Author: Jessica Kavanaugh, Governance Advisor

Authoriser: Jacky Clarke, Governance and Executive Support Manager

Recommendation

That the Commercial and Strategy Committee receives and notes the updates to the Actions Register.

Purpose of Report

- 1 The purpose of this report is to provide the Commercial and Strategy Committee with an update on the status of the action requests raised by councillors at previous Commercial and Strategy Committee meetings.

Assessment of Significance

- 2 This matter is assessed to be of low significance under the Council's Significance and Engagement Policy as there is no impact on the service provision, no decision to transfer ownership or control of a strategic asset to or from Council, and no deviation from the Long Term Plan.

Discussion

- 3 The Actions register is a record of actions requested by councillors. It includes a status and comments section to update the Commercial and Strategy Committee on the progress of each item.

Attachments

1. **Commercial and Strategy Committee Actions Required** [↓](#) 

Information Requested from Councillors (Commercial and Strategy Committee)

Information Requested	Adding Policy Prioritisation schedule to the hub		
Date Raised:	13 June 2023	Status:	Closed
Issue Owner	Group Manager Commercial and Strategy	Completed Date:	11 August 2023
<p>Background: The Councillors requested the Policy Prioritisation Schedule attachment be added to the hub from the report "Policy Programme Update".</p> <p>Update: This has been added to the hub on the 11 August 2023.</p>			

Information Requested	Workshop on Finance Report		
Date Raised:	13 June 2023	Status:	Closed
Issue Owner	Group Manager Commercial and Strategy	Completed Date:	12 September 2023
<p>Background: The Councillors requested a workshop on FAQ on the Finance Report for further education.</p> <p>Update: Officers are organising a session for Elected Members. This is tentatively booked for 29/08/2023 pending confirmation of Bancorp's availability. This was completed within the Long Term Plan Workshops.</p>			

Information Requested	Addition of net interest/net debt effect		
Date Raised:	13 June 2023	Status:	Closed.
Issue Owner	Group Manager Commercial and Strategy	Completed Date:	September 2023
Background:			

The Councillors requested the addition of a net interest and net debt effect into the Finance Report cover report.

Update: Officers will be incorporating this in the new finance report once a review of the report has been completed. This can now be closed out.

Information Requested	Scoping for Project Delivery Team		
Date Raised:	13 June 2023	Status:	Ongoing
Issue Owner	Group Manager Commercial and Strategy & Group Manager Engagement and Culture	Completed Date:	
<p>Background: The Councillors requested that officer's scope for a Project Delivery Team to be reviewed by elected members, to be brought to People and Performance Committee</p> <p>Update: On the 25 July 2023 Officers advised Elected Members this work would be undertaken and is expected to be finished in November 2023. Due to resourcing constraints officers have been unable to complete this work within the initial timeframe indicated. Officers anticipate this work will be actioned in quarters 3 and 4.</p>			

7.2 Continuous Improvement update (user experience)

Author: Sam Esterhuysen, Continuous Improvement Business Partner

Authoriser: Beth Stewart-Wright, Group Manager User Experience and Community Engagement, Acting Group Manager Recreational Services

Recommendation

That the Commercial and Strategy Committee receives and notes the Continuous Improvement update (user experience) report.

Purpose of Report

- 1 To provide the Commercial and Strategy Committee with an update on key initiatives in Continuous Improvement.

Assessment of Significance

- 2 This matter is assessed as being of low significance under the Council's Significance and Engagement Policy as this update is operational in nature and, at this stage does not propose any initiatives that influence levels of service, strategic assets or rates.

Discussion

Attekus Bookable – Stage 1

- 3 Attekus Bookable has transitioned to Business as usual. We are in the process of adding other requirements such as Cemeteries, banners and flags and equipment hire.

Attekus Events Management system – Stage 2

- 4 Once all the other requirements that are being added into Bookable, transitions into regular business operations, the Events Managements system (stage 2) will commence. We are in the process of exploring all options and what would be most suitable for the Theatre Royal.

CBay Software Upgrade

- 5 A review of the current software system being used at CBay has been completed. This includes the Learn to Swim, Gym, Point of sale (POS) for retail and lane bookings. Reference checks have been conducted on two vendors and the project group have analysed and assessed all the information. The project team are still working through all the requirements and a decision will be made in Quarter 3. In the interim the current Links software has had a system upgrade and training has been provided to the team members.

Public Place Trading

- 6 The primary objectives of the Public Trading Place review are to simplify the processes, establish consistency and define specific spaces. Engagement with officers and key stakeholders has helped identify potential areas around the District to be included in the application to trade. A survey has been created and circulated to our vendors asking them to

provide feedback on the current process. An update on this will be provided at the next Commercial & Strategy Committee meeting.

Smarty Grants

- 7 Smartygrants is an online programme that allows Grantmakers to receive applications and manage the entire cycle from application to evaluation. We are still in the exploration phase of the project, gathering comprehensive data and considering advantages and disadvantages of the software. It is anticipated that officers will commence the development of the new funding platform in early 2024 as part of a broader review of the community funding programme.

Attachments

Nil

7.3 Business Improvement District Strategic Plan and Memorandum of Understanding

Author: Vincie Billante, LTP Project Lead

Authoriser: Paul Cooper, Acting Group Manager Commercial and Strategy

Recommendation

That the Commercial and Strategy Committee

1. Receive and note the Business Improvement District (BID) Strategic Plan and Memorandum of Understanding Report and:
 - (a) Resolve to accept the Business Improvement District Strategic Plan and Memorandum of Understanding;
 - (b) Direct Officers to provide \$120,000 as a targeted rate for the properties within the prescribed area of the BID and include for consultation within the Long Term Plan 2024-34;
 - (c) Direct Officers to include this in the Revenue and Financing Policy for the Long Term Plan 2024 – 2034.

Purpose of Report

- 1 The purpose of the report is for the Committee to accept the Business Improvement District Strategic Plan and Memorandum of Understanding (MOU) and approve the targeted rate of \$120,000 to be included in the Revenue and Financing Policy which is consulted on as part of the Long Term Plan 2024-2034.

Assessment of Significance

- 1 This report is deemed of low significance according to the Significance and Engagement Policy. Significant community consultation pertaining to the proposal of the Business Improvement District (BID) has been undertaken in the form of regular email communications, newsletters, newspaper articles and social media posts prior to conducting a non-binding poll of affected business owners.

Background

- 2 BID programmes enable businesses within a defined geographic area to work with their local community, the Council and other key stakeholder organisations to improve their local business environment.
- 3 On 9 February 2021 it was resolved by Council to draft a BID Policy.
- 4 In accordance with Timaru District Councils' BID Policy, the Timaru CBD Group was required to provide a Strategic Plan and Memorandum of Understanding. These are provided in Attachment 1 and 2.

Discussion

- 5 Following scenario modelling in consultation with council officers, CBD Group members, and Census officers, a hybrid model targeted rate was determined as the most appropriate rating option for the BID. This targeted rate stipulates a flat rate for all properties of \$1.07 per day, plus a percentage of each individual property's capital value.
- 6 As part of the consultation process, public meetings were conducted in November 2022 and February 2023. Other engagement methodologies included regular emails to the targeted demographic, newsletters were issued in both hardcopy and electronic form, newspaper articles ran in The Courier and the Timaru Herald, and social media posts on the CBD Facebook page.
- 7 Electionz was subsequently engaged by the CBD Group in March 2023 as an independent agency to conduct a non-binding poll of affected property owners to determine the appetite to establish a BID in the Timaru CBD. The voting register was completed in consultation with Council officers in April 2023. The poll ran from 11 April 2023, and closed on 2nd May 2023.
- 8 In accordance with the BID policy a minimum threshold of 25% of the affected ratepayers needed to issue a return a vote on the poll, with a 51% majority favourable outcome, in order for the poll to be deemed legitimate.
- 9 A total of 142 votes were returned which equates to 66.30% of the affected ratepayers, well in excess of the minimum threshold required by the policy. Of these returned votes, 65.03% returned a vote in favour of the BID, with 34.97% voting against.
- 10 All relevant requirements detailed in the BID policy for the establishment of a BID have now been completed. The CBD Group has provided the required documentation and the targeted rate can be included in the Revenue and Financing Policy for the Long Term Plan 2024 – 2034 for consultation.

Options and Preferred Option

- 11 Option 1 (the preferred option) is the Committee resolves to accept the BID Strategic Plan and MOU and approve the targeted rate of \$120,000 for inclusion within the Revenue and Financing Policy for the Long Term Plan 2024 – 2034 consultation process.
- 12 Option 2 is to not accept the BID Strategic Plan and MOU or approve the targeted rate of \$120,000 for inclusion within the Revenue and Financing Policy for the Long Term Plan 2024 – 2034 despite the fact the CBD Group has completed all the requirements of the BID policy.

Consultation

- 13 This has been completed as part of the community meetings in November 2022 and February 2023, and affected parties were consulted by means of the non-binding poll conducted in April 2023. Further public consultation will occur through the Revenue and Financing Policy consultation in conjunction with the Long Term Plan 2024-34 Special Consultative Procedure.

Relevant Legislation, Council Policy and Plans

- 14 Timaru District Council Business Improvement District Improvement Policy

Financial and Funding Implications

15 There are no financial or funding implications identified.

Other Considerations

16 No other considerations are identified.

Attachments

1. **The Timaru CBD Group Strategic Plan** [↓](#) 
2. **Timaru CBD Group Signed MOU** [↓](#) 



THE
Timaru
CBD
GROUP

MAY 2022

DRAFT STRATEGIC PLAN

Business Improvement District :

The Timaru CBD Group
In partnership with
Timaru District Council

The Timaru CBD Group

MISSION

‘We are a well connected and supported business community who work together to enable the best outcomes for business owners, landlords and locals. We will partner with the Timaru District Council to bring to life a vibrant and economically sustainable business district. Delivering value to the BID community is our core focus and we will do this by enabling business opportunities, increasing sales leads, and developing innovative cost savings. Our district will celebrate heritage and culture and support community wellbeing and social responsibility initiatives’



VISION

‘We are a strong connected BID community. Our central destination is the number one choice where people want to work, live and play. Our business district thrives both economically and socially’

Business Improvement District :

The Timaru CBD Group
In Partnership with
Timaru District Council

strategic plan 2022The Timaru CBD Group

INTRODUCTION

The Timaru CBD Group was formed in April 2017 after the Timaru District Council facilitated consultation with business owners, building owners and the wider community, when it was identified that a strong advocacy group was needed to maintain and enhance a vibrant town centre for Timaru. At this time an Executive Committee and three working groups were established to focus on different areas of responsibility for the Timaru CBD. Over the past five years the Timaru CBD Group has been active in advocating on behalf of the town centre businesses and building owners on issues ranging from parking limits to the need for a masterplan for the future development of the CBD. In addition the Experience & Enhancement Working Group has actively run numerous successful promotions and events aiming to attract people into the CBD and to create a vibrant, lively and welcoming inner city.

This group had a vision: A vibrant inner city culture where people want to live, work and play.

As part of the ongoing commitment by Timaru District Council for the Timaru CBD Group, the economic and tourism agency Venture Timaru has continued to have a facilitation and secretarial role for the group.

The Timaru CBD Group is a legally registered Incorporated Society.

The attached strategy document has been prepared by our CBD executive committee. It is a commitment to ensuring a successful Business Improvement District alongside an effective partnership, aligning our strategy to the Timaru District Council's BID policy and LTP wellbeing outcomes. This will strengthen our working relationship with the Timaru District Council for the benefit of all stakeholders identified.

The Timaru CBD Group

Outcome 1 - A Connected Business Community

'All BID members are well connected and engaged in decisions that enable business. They are supported by a wide range of community and expert networks.

	Task	Measureable
Continue to build and attract strength into the current CBD group with a stronger representation of retailers	<ul style="list-style-type: none"> Develop a list of retailers and actively invite to Exec meetings. (each executive member to invite a retailer each) 	50% of the executive group are retailers December 2022
Develop a communication plan to build strong collaborative relationships, including mentors with the TDC, business communities and other key stakeholders.	<ul style="list-style-type: none"> Create a list of business communities and stakeholders and create a database in mail chimp (allocate responsibility) Create a list of mentors to support a stronger network of support to assist with business growth (each executive member to find one mentor and advertise through newsletters and facebook) 	Databases are in place to communicate updates to all stakeholders regularly December 2022 A program of mentoring is scheduled and delivered through newsletters. August 2023
Develop a communication plan with a focus on strong engagement for new and existing members of the CBD. Encourage participation and consistent feedback	<ul style="list-style-type: none"> Create a list of all business operators in the CBD district and create a database in mail chimp (allocate areas of responsibility to exec members to source) Create a customer journey document that outlines effective communication touchpoints that support and welcome new business owners and retain existing ones. 	100% of operating businesses within our BID are sent emails regularly. Set targets for open rates in 2023 All new members to the CBD are welcomed and supported with resources to ensure their business has every opportunity to thrive. June 2025

Supports TDC Wellbeing Outcome :

Connected Citizens

"CONNECTEDNESS"

Business Improvement District (BID) programmes enable businesses within a defined geographic area to work with their local community, the Council, and other key stakeholder organisations to improve the local business environment

The Timaru CBD Group

Outcome 2 - A Thriving Economy

'First & foremost value is delivered to the BID community by increasing sales leads, enabling business opportunities and developing innovative cost savings.

	Task	Measureable
Develop and implement a marketing strategy that encourages an increase in everyday foot traffic and loyalty to supporting local.	<ul style="list-style-type: none"> Consider brand development for the BID to unify the district and a sense of a 'One stop shop" for local shopping and experiences. Develop and implement a marketing plan (including a promotional calendar) that maximizes the strengths and opportunities for the BID ensuring an uplift in sales leads and ROI for all BID participants. Consider innovative strategies to ensure sustainable growth for all business operators, including the introduction of omni channel shopping from a destination viewpoint. 	A marketing plan including branding, digital presence and positioning for the BID is adopted June 2024
Develop a fundraising strategy to increase access to additional funding ensuring the BID remains sustainable.	<ul style="list-style-type: none"> Create a register of funding options both public and private Develop a strategy for private investment or sponsorship, paid advertising in communications program. Lobby for financial support from TDC to ensure economic sustainability. 	Funds are available for large scale projects and increased administration for the BID December 2025
Ensure accountability for the performance of the BID through effective governance and leadership	<ul style="list-style-type: none"> Executive Group to implement and report on outcomes for both short and long-term plans Maintain an accountable commitment to our partnership with the TDC through regular reporting and meetings. Employ a facilitator to execute the BID strategy eg execute the marketing plan, liaise directly with businesses, newsletters 	All KPIs (measure-ables) are reported on quarterly to the TDC and stakeholders of the BID April 2023 A facilitator has been employed by the exec group in a part time capacity June 2024

Supports TDC Wellbeing Outcome :

Connected Citizens
Sustainable Environment
Diverse Economy

"THRIVING ECONOMY"

Working together can create stronger town centres and business districts that are better positioned to take advantage of economic opportunities and are resilient to economic shock and disruptions

The Timaru CBD Group

Outcome 3 - Social Responsibility & Diversity

We continue to celebrate heritage & culture, and support an inclusive community spirit through eventing and consistent and engaging customer journeys & experiences.

	Task	Measureable
The Experience & Enhancement Group continue to deliver events that celebrate local artisans, heritage, culture, and well being. We encourage social responsibility initiatives that support environmental and social responsibility.	<ul style="list-style-type: none"> Implement a calendar of existing quarterly events. (Matariki, Night Market etc) alongside the marketing promotional calendar. Continue the strong relationships with Venture Timaru and the Farmers Market Develop further relationships to strengthen multi-cultural events. Establish events and initiatives that encourage social responsibility. Create a list of ideas and organisations to align with. 	<p>A shared calendar is in place (12 month outlook) and includes all events happening in our BID January 2024</p> <p>Monthly events (as a minimum) align with the promo calendar and support community engagement through our diversity and wellbeing outcomes Ongoing</p>
Continue strong relationships with the City Hub project teams to enable the BID strategies and outcomes and assist in event and promotional planning	<ul style="list-style-type: none"> Strong representation of the BID through appointed delegate continues (currently Gemma Conlon) Drive consistent representation of BID committee members and community at all consultations to ensure best outcomes, alignment, and enablement of the BID strategy Build a strong reputation for collaboration, transparency, and effective advocacy for the BID members. 	<p>All BID stakeholders are notified of any consultations through newsletter and social platforms. August 2022</p>

Supports TDC Wellbeing Outcome :

Connected Citizens
 Enhanced lifestyle
 Resilient Infrastructure

"SOCIAL RESPONSIBILITY, DIVERSITY & WELLBEING"

Town centres are about people and their needs; they are places with a history and a community story and connectivity. They provide convenience, choice, value, comfort, leisure, entertainment, connectivity and cohesion. Centres are about place-making and place-making is about communities having ownership, a sense of belonging, and pride.



strategic plan 2022

The Timaru CBD Group

TIMELINE

FYE 30 JUNE
2023

The BID is formerly supported by the TDC. The strategic plan (including draft budget and cashflow forecasts) is adopted and becomes a working document. Promotion of the BID takes effect and all stakeholders will be asked to vote in early 2023 BID is successful and a working partnership is formed with the TDC in line with the 2025 Annual Plan
BID lobbies for a contribution from TDC to assist with wages as per budget note on the following page

FYE 30 JUNE
2024

The BID takes effect as a governing body and the executive committee is voted. Council includes targeted rate payment in the 2024 Annual Plan
A facilitator is employed to execute the marketing plan and assist with execution of the BID strategy.
A collaborative promotional calendar is implemented, and events are planned, and success measured.
A network of mentors and business support networks are in place
A marketing plan, including branding is developed and adopted by June 2024.

FYE 30 JUNE
2025

The BID has branded collateral in place throughout the district and has a digital presence including website and directory. The marketing plan continues to be executed and reviewed annually to meet the needs of the BID

The Timaru CBD Group

BUDGET FORECASTS

FYE 30 JUNE FYE 30 JUNE FYE 30 JUNE
2024 **2025** **2026**

INCOME			
Targeted Rate	120000	120000	120000
Grants	15000	20000	20000
Sponsorship	10000	10000	10000
Total	145000	150000	150000
ADMIN ENXPENSES			
Accounting	2000	2000	2000
Audit	1000	1000	1000
Bank Charges	250	250	250
Postage	250	250	250
Telephone	500	500	500
General	500	500	500
Insurance	500	500	1000
Meeting Costs	1500	1500	1500
Printing & Stationary	500	500	500
Wages 0.5 FTE	35000	40000	40000
Total	42000	47000	47500

**Business
Improvement
District :**

The Timaru CBD Group
In partnership with
Timaru District Council

"ECONOMIC SUSTAINABILITY"

A partnership shares in the responsibility and accountability for the success of a venture.

Note, BID to lobby TDC for contribution to wages to increase from 0.5FTE to 1FTE.

The Timaru CBD Group

BUDGET FORECASTS

FYE 30 JUNE FYE 30 JUNE FYE 30 JUNE
2024 **2025** **2026**

MARKETING EXPENSES			
CBD Events	20000	30000	30000
Security	2500	2500	3000
Signage & Branding	15000	17000	19000
Website Setup & Maintenance	25000	10000	10000
Brochure & Publications	5000	5000	5000
Marketing Consultancy	15000	10000	10000
Advertising & Promotions	15000	22000	25000
Social Media	1000	1000	1000
Maintenance	1000	1000	1000
Miscellaneous	1000	1000	1000
Total	100500	99500	105000
Total expenses	142500	146500	152500
Opening Bank	3300	5800	9300
Movement	2500	3500	-2500
Closing Bank	5800	9300	6800

The Timaru CBD Group

THE TEAM

'We are a passionate group who are working together to ensure a brighter future for the Timaru CBD. Our skills, knowledge and experiences are diverse and this adds incredible value to our robust conversations and assists in ensuring best outcomes and advocacy.

Alan Booth (Chairman)
Brent Birchfield
Brent White
Di Hay (Secretary)
Gemma Conlan
Glen Patterson
Sue Harrex
Tania Macfarlane
Tim Black
Rosie Oliver (Council Representative)





MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding has been prepared to meet the requirements of Clause 5.8 of the Timaru District Business Improvement District Policy 2021.

THE PARTIES:

1. Timaru CBD Group Incorporated (Timaru CBD Group) (*the BID Association or BID programme operator*)
2. Timaru District Council (TDC)

THE PROPOSAL:

For Timaru CBD Group to initiate the formation of a BID and work in partnership with TDC to establish the Business Improvement District for the Timaru CBD, as per the Timaru District Business Improvement District Policy 2021 (*BID Policy*).

THE PURPOSE:

To establish a Business Improvement District (BID) for the Timaru CBD that will create a stronger town centre and business district which maximises economic opportunities and enhances the lifestyle and well-being of the local community.

POLICY OBLIGATIONS OF:

TIMARU CBD GROUP will:

- Act as the legal entity to administer the BID (should it be formed), including an agreed constitution (*clause 6.1.4*)
- Meet its requirements as an Incorporated Society under the Incorporated Societies Act 2022
- Develop a BID programme aligned with Council strategies and plans (*clause 4*)
- Prepare and provide TDC with a 3-5 year Strategic Plan (*clause 5.2*)
- Confirm the agreed boundaries within which the targeted rate would apply (*clause 6.1.1, 6.4*)
- Prepare an annual business plan, including budgets, work plan and events plan (*clause 5.2, 6.1.2*)
- Agree the level of targeted rate to support the BID budget and the basis for its collection (*clause 6.1.3*)
- Undertake initial community consultation to determine provisional acceptance from the relevant business community (requiring at least 25% minimum support) (*clause 6.3*)
- Develop a voting register of eligible businesses within the BID area (*clause 6.1.5, 6.13*)
- Undertake full consultation on the planned activities and targeted rate (*clause 6.1.6, 7.6*)
- Conduct and complete an establishment vote (poll) with a majority vote of all potential rated properties supporting the BID (*clause 6.1.6*)
- Apply to Council for the targeted rate, including supporting documents (*clause 6.1.8*)
- Undertake any other requirements as required by the Timaru District Business Improvement District Policy 2021

- advocate on behalf of the BID members.

TIMARU DISTRICT COUNCIL will:

- Consult and keep the CBD Group updated with matters relating to the Timaru CBD and which may affect the BID.
- Provide details of projects and levels of service committed to providing through its existing programme and funded from rates, where available (clause 5.4)
- Review and endorse documents required under the BID Policy
- Prepare BID Policy Operating standards (clause 8.2)
- Confirm the boundaries within which the BID Targeted Rate would apply (clause 6.4)
- Develop a list of owners and occupiers for the agreed area of the BID (clause 5.4, 6.12)
- Work with the BID group on a proposed rating approach for a Targeted Rate (clause 6.6)
- Consider the Targeted Rate proposal through the Council Annual Plan or Long Term Plan process, including consultation as required (clause 6.5)
- Set the Targeted Rate as per the requirements of the Local Government (Rating) Act 2022 (clause 6.5)
- Oversee and support the Establishment ballot for the BID, including requirements as outlined (clause 6.1.6, 7)
- Collect the targeted rate on behalf of the BID, should it be established
- Prepare and confirm a partnering agreement, once the BID establishment is confirmed (clause 5.9)
- Confirm the term of the BID through the partnering agreement (clause 6.8)
- Review the BID policy within five years of adoption
- Undertake any other requirements as required by the Timaru District Business Improvement District Policy 2021

General

- All parties will act in good faith
- Neither party will act in a way which is prejudicial to the goodwill of the BID nor create liabilities for the other party without prior consultation and endorsement.
- Dispute resolution will be conducted according to Clause 7 of the BID Policy 2021.

ACCEPTANCE

This agreement is accepted on:

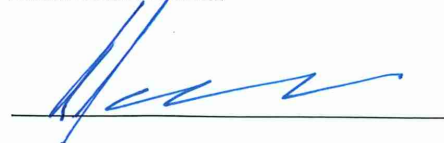
Wednesday, the 17th of August 2022

On behalf of
Timaru CBD Group Incorporated:



 Allan Booth
 Chair CBD Group

On behalf of
Timaru District Council:



 TIMARU DISTRICT COUNCIL
 HEVE CARRAN Chief Executive

7.4 Financial Report September 2023

Author: Andrea Rankin, Chief Financial Officer
Bradley Robertson, Senior Finance Business Partner

Authoriser: Paul Cooper, Acting Group Manager Commercial and Strategy

Recommendation

That the summary financial results to 30 September 2023 be received and noted.

Purpose of Report

- 1 The purpose of this report is to outline progress on implementing year three of the 2021-31 Long Term Plan (LTP) and report on the financial results for the period ended 30 September 2023.

Assessment of Significance

- 2 This matter is considered to be of low significance in terms of Council's Significance and Engagement Policy. It is a regular report to the Commercial and Strategy Committee on Council's financial performance during the current financial year.

Discussion

- 3 The following is a summary of the financial performance for the year ended 30 September 2023 – refer to Attachment 1 for detail and commentary.

	Actuals to 30 September 2023 (\$000)	Budget to 30 September 2023 (\$000)	Full year Budget (\$000)
Total Revenue	27,533	32,438	128,646
Total Expenses	28,502	30,753	123,010
Operating Surplus	(969)	1,685	5,636
Capital Expenditure	10,987	9,966	81,701

- 4 Total borrowings as at 30 September 2023 were \$205M. The net debt position at the same date is \$171M. Net debt is total borrowings less cash reserves held by Council.

Total borrowings	205,532
Cash and deposits	12,603
Other financial assets	
- Current @75% of \$28,911	21,683
Total cash	34,286
Net Debt	171,246

- 5 Debt to revenue ratio as at 30 September 2023 is 133%. Council's debt to revenue ratio limit is 210% as set out in its Financial Strategy. This is comfortably within Councils ceiling limit.

Net Debt	171,246
Budgeted Revenue	128,646
Debt to revenue ratio	133%

- 6 The below table outlines the available funds once unguaranteed revenue has been deducted.

Budgeted revenue 2023/24	128,646	128,646	128,646	128,646
<i>Adjust for unguaranteed revenue</i>				
<i>Less interest</i>		<i>(1,781)</i>	<i>(1,781)</i>	<i>(1,781)</i>
<i>Less Subsidies and Grants</i>			<i>(26,869)</i>	<i>(26,869)</i>
<i>Add back Waka Kotahi funding</i>				7,885
<i>Revenue adjustment</i>	0	<i>(1,781)</i>	<i>(28,650)</i>	<i>(20,765)</i>
Adjusted total revenue	128,646	126,865	99,996	107,881
Net Debt cap - limit				
210% - as per policy	270,157	266,417	209,992	226,550
Available funds (adjusted for unguaranteed)	98,911	95,171	38,746	55,304
280% - LGFA policy	360,209	355,222	279,989	302,067
Available funds (adjusted for unguaranteed)	188,963	183,976	108,743	130,821

- 7 The below table outlines budget re-allocations which have been approved year to date.

Budget Re-allocation	Code	Amount (\$)
Programme Delivery Unit : Professional Services -Consultants Other	04130.0360.0405	(32,166)
Corporate Planning unit expenditure : Professional Services - Consultants Other	04120.0360.0405	32,166
<i>Reallocate budget to Corporate Planning from Programme Delivery (currently vacant)</i>		
Corporate Planning unit expenditure : Employee Costs -Salaries	04120.0300.0300	(100,000)
Corporate Planning unit expenditure : Professional Services - Consultants Other	04120.0360.0405	100,000
<i>Reallocate budget due to consultant acting in role</i>		
Risk and Assurance : Employee Costs -Salaries	4140.0300.0300	(40,000)
Risk and Assurance : Professional Services	4140.0360.0405	40,000
<i>Reallocate budget due to consultant acting in role</i>		

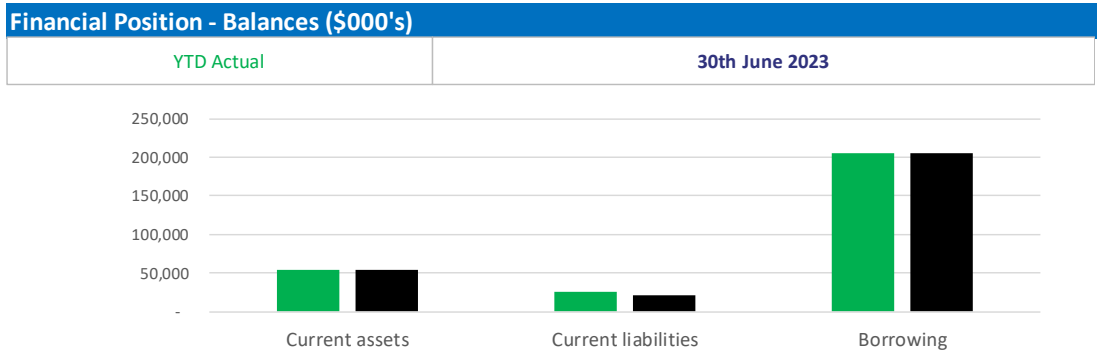
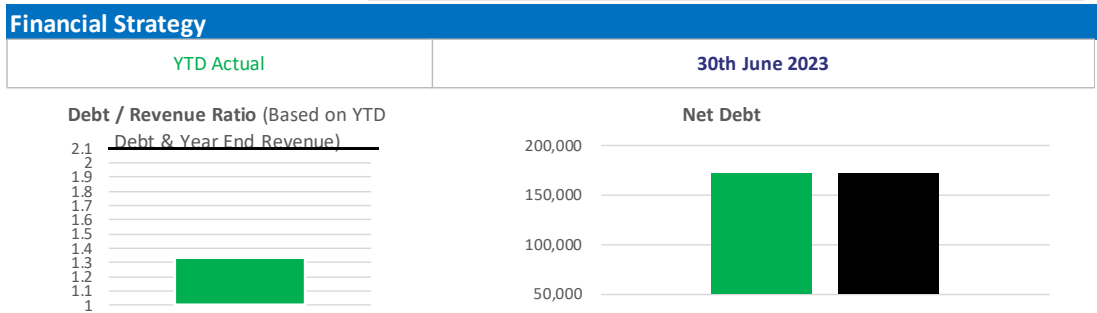
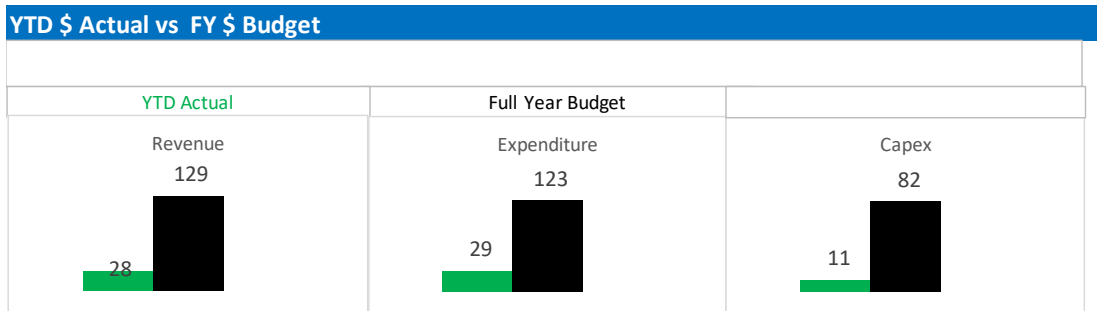
Programme Delivery Unit : Staff Training - Course Seminar & Conference Registration	04130.0310.0644	(2,680)
Commercial & Strategy Management : Staff Training - Course Seminar & Conference Registration	03130.0310.0644	2,680
<i>Reallocate budget to Commercial & Strategy Management from Programme Delivery (currently vacant)</i>		
Programme Delivery Unit : Staff Training - Travel Related Costs Other	04130.0310.0647	(1,072)
Commercial & Strategy Management : Staff Training - Travel Accommodation	03130.0310.0646	1,072
<i>Reallocate budget to Commercial & Strategy Management from Programme Delivery (currently vacant)</i>		
Governance : Professional Services - Consultants	3020.360.405	(6,200)
Governance : Subscriptions - Subscriptions Memberships	3020.370.639	6,200
<i>Record Ecan Regional Forums Levy separately from consultant budget</i>		
Programme Delivery Unit : Office Administration Expenditure - Sundry	04130.0350.0603	(45,000)
Information Technology : Capital Expenditure	W1971.372.401	45,000
<i>Capex budget required for Esker project stage 2</i>		

Attachments




1. Council Financial Performance Variance Analysis - Sept 2023 [↓](#) 

Council Financial Performance & Variance Analysis Summary as at 30 September 2023

as at 30 Sep 2023



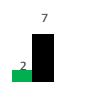
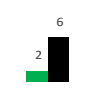
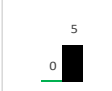
WHOLE OF COUNCIL

YTD \$ Actual vs FY \$ Budget			Council Performance				as at 30 Sep 2023	
YTD Actual	Full Year Budget		Year to Date			YTD 2022	Full year	YTD Actual % of
Revenue	Expenditure	Capex	Actual	Budget	Variance Budget	Actual	Budget	FY Budget
			\$000's	\$000's	\$000's	\$000's	\$000's	
								
Operating Revenue								
Rates revenue	18,192	18,139	53	16,368	72,556	25%		
Subsidies and grants	2,288	6,717	(4,429)	2,668	26,869	9%		
Fees & charges	4,926	5,416	(490)	4,858	20,557	24%		
Other revenue	1,202	1,442	(240)	929	5,768	21%		
Finance revenue	941	445	496	634	1,781	53%		
Dividend revenue	-	279	(279)	-	1,115	0%		
Development and financial contributions	79	-	79	-	-	0%		
Other gains	-	-	-	1,087	-	0%		
Total Operating Revenue	27,628	32,438	(4,810)	26,544	128,646	21%		
Operating Expenditure								
Personnel costs	6,387	6,429	42	5,942	25,716	25%		
Depreciation expense	8,197	8,250	53	6,300	33,000	25%		
Finance costs	2,440	1,695	(745)	1,263	6,780	36%		
Other expenses	11,478	14,379	2,901	11,803	57,514	20%		
Total Operating Expenditure	28,502	30,753	2,251	25,308	123,010	23%		
Operating Surplus/(Deficit)	(874)	1,685	2,559	1,236	5,636			
Capital Expenditure								
Community Support	93	109	16	438	2,841	3%		
Corporate Support	906	519	(387)	556	3,050	30%		
Recreation and Leisure	1,904	2,174	270	1,479	21,714	9%		
Roading and Footpaths	4,466	4,718	252	549	26,123	17%		
Sewer	728	827	99	676	4,434	16%		
Stormwater	127	131	4	208	3,874	3%		
Waste Minimisation	349	394	45	3,031	1,838	19%		
Water Supply	2,414	1,094	(1,320)	2,526	17,827	14%		
Total Capital Expenditure	10,987	9,966	(1,021)	9,463	81,701	13%		

YTD Variance for Activity Groups Actuals 2023/24 to Budget 2023/24**Notes to the Financial Statements for 30th September 2023****Interpretation**

1. Variances greater than \$100,000 are explained below.
 - i. **F** (favourable variance) means that either actual revenue is greater than budget or actual expenditure is less than budget.
 - ii. **U** (unfavourable variance) is when actual revenue is less than budget or actual expenditure is greater than budget.
2. Downlands Water is reported at 82% (TDC's shareholding in the scheme) in these financial reports.
3. Variance analysis for year to date actuals against budget for each Activity Group (Actuals 2023/24 to Budget 2023/24) is presented on the following pages:

1. COMMUNITY SUPPORT

YTD \$ Actual vs FY \$ Budget			Community Support as at 30 Sep 2023				
YTD Actual	Full Year Budget		Year to Date			Full year	YTD Actual %
Revenue	Expenditure	Capex	Actual	Budget	Variance Budget	Budget	of FY Budget
			\$000's	\$000's	\$000's	\$000's	
							
Operating Revenue							
Rates revenue			1,138	1,132	6	4,529	25%
Subsidies and grants			-	14	(14)	56	0%
Fees & charges			545	572	(27)	2,286	24%
Other revenue			77	12	65	48	160%
Total Operating Revenue			1,760	1,730	30	6,919	25%
Operating Expenditure							
Personnel costs			79	221	142	884	9%
Depreciation expense			186	186	-	743	25%
Finance costs			79	79	-	316	25%
Other expenses			1,265	1,131	(134)	4,524	28%
Total Operating Expenditure			1,609	1,617	8	6,467	25%
Operating Surplus/(Deficit)			151	113	38	452	
Capital Expenditure							
Community Support			93	109	16	5,398	2%
Total Capital Expenditure			93	109	16	5,398	2%

1.1 Personnel Costs - \$142K F

Reason for variance

- The overall variance consists of multiple favourable below \$100K, mainly attributable to employees sitting under Corporate Activities.

1.2 Other Expenses - \$134K U

Reason for variance

- Economic development donations are \$520K U year to date a result of a timing difference vs budget on when the Prime Port Scott Base and Venture Timaru payments have been made. This unfavourable variance is offset by the following favourable variances:
 - Community & Social Development - \$145K F driven by timing of advertising and community grants being provided
 - The remaining variance consists of multiple favourable below \$100K, mainly related to community housing and cemetery operations.

2. CORPORATE ACTIVITIES

YTD \$ Actual vs FY \$ Budget			Corporate Activities as at 30 Sep 2023				
YTD Actual	Full Year Budget		Year to Date			Full year	YTD Actual %
Revenue	Expenditure	Capex	Actual	Budget	Variance Budget	Budget	of FY Budget
			\$000's	\$000's	\$000's	\$000's	
80	69	82					
20	31	16					
Operating Revenue							
Rates revenue	98	340	(242)	1,358	7%		
Subsidies and grants	-	92	(92)	370	0%		
Fees & charges	183	228	(45)	913	20%		
Other revenue	385	595	(210)	2,381	16%		
Finance revenue	939	445	494	1,781	0%		
Dividend revenue	-	279	(279)	1,115	0%		
Total Operating Revenue	1,605	1,979	(374)	7,918	20%		
Operating Expenditure							
Personnel costs	3,296	3,173	(123)	12,692	26%		
Depreciation expense	305	305	-	1,220	25%		
Finance costs	1,112	443	(669)	1,770	63%		
Other expenses	852	569	(283)	2,277	37%		
Total Operating Expenditure	5,565	4,490	(1,075)	17,959	31%		
Operating Surplus/(Deficit)	(3,960)	(2,511)	(1,449)	(10,041)			
Capital Expenditure							
Corporate Support	906	519	(387)	5,795	16%		
Total Capital Expenditure	906	519	(387)	5,795	16%		

2.1 Rates Revenue - \$242K U

Reason for variance

- Rates rebates \$209K U were processed in Sept contributing to the variance.

2.2 Other Revenue - \$210K U

Reason for variance

- Drainage & Water transition support payments are \$100K U than budget.
- Vehicle revenue of \$100K U than budget, due to less than the budgeted number of fleet vehicles available for charge.

2.3 Finance Revenue - \$494K F

Reason for variance

- Interest received from Banks and Specials funds are above the budget due to rising interest rates.

2.4 Dividend Revenue - \$279K U

Reason for variance

- Dividends are received periodically with \$nil received year to date.

2.5 Personnel Costs - \$123K U

Reason for variance

- Personnel costs are showing as above budget, largely related to Community Support employees being coded to the wrong activity. All labour budgets and employee activities will be reviewed in October and corrected accordingly. The overall Council budget will remain unchanged.

2.7 Finance Costs - \$669K U

Reason for variance

- Interest rates paid are higher than budgeted (interest rates were based upon weighted average cost of borrowings of 3.62%).

2.6 Other Expenses - \$283K U

Reason for variance

- Other expenses are unfavourable due to internal charges relating to wages yet to be recoded to capital expenditure projects

2.8 Capital Expenditure - \$387K U

Reason for variance

- IT – Computer Hardware and Software Projects are above budget year to date due to the Palo Alto Network, Firewall, Security and WAN upgrade.

3. ENVIRONMENTAL SERVICES

YTD \$ Actual vs FY \$ Budget		Environmental Services as at 30 Sep 2023					
YTD Actual	Full Year Budget	Year to Date			Full year Budget	Full year Forecast	YTD Actual % of FY Budget
Revenue	Expenditure	Actual \$000's	Budget \$000's	Variance Budget \$000's	\$000's	\$000's	
Operating Revenue							
Rates revenue		507	503	4	2,010	-	25%
Fees & charges		1,292	1,233	59	3,827	-	34%
Other revenue		9	67	(58)	269	-	3%
Total Operating Revenue		1,808	1,803	5	6,106	-	30%
Operating Expenditure							
Personnel costs		999	1,102	103	4,408	-	23%
Depreciation expense		2	2	-	10	-	20%
Finance costs		13	13	-	51	-	25%
Other expenses		482	1,034	552	4,135	-	12%
Total Operating Expenditure		1,496	2,151	655	8,604	-	17%
Operating Surplus/(Deficit)		312	(348)	660	(2,498)	-	
Capital Expenditure							
Total Capital Expenditure		-	-	-	-	-	0%

3.1 Personnel Costs - \$103K F

Reason for variance

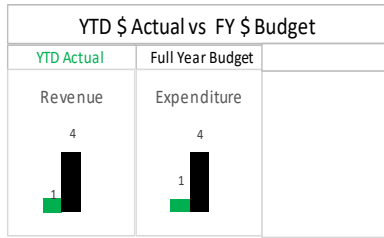
- The overall variance consists of multiple favourable below \$100K, mainly related to District Plan Review, Building Control, Animal Control, and Environmental Health.

3.2 Other Expenses - \$552K F

Reason for variance

- District Plan Review costs are \$391K F, due to lower project spend to date. This work is expected to occur throughout the year.
- The remaining variance relates to favourable variances below \$100K in Building Control, Animal Control & Environment Health

4. GOVERNANCE AND STRATEGY



Governance and Strategy as at 30 Sep 2023

	Year to Date			Full year Budget \$000's	YTD Actual % of FY Budget
	Actual \$000's	Budget \$000's	Variance Budget \$000's		

Operating Revenue

Rates revenue	989	985	4	3,940	25%
Total Operating Revenue	989	985	4	3,940	25%

Operating Expenditure

Personnel costs	205	197	(8)	789	26%
Other expenses	702	788	86	3,150	22%
Total Operating Expenditure	907	985	78	3,940	23%
Operating Surplus/(Deficit)	82	-	82	-	

Capital Expenditure

Total Capital Expenditure	-	-	-	-	0%
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4.1 No variances above \$100K to report.

5. RECREATION AND LEISURE

YTD \$ Actual vs FY \$ Budget			Recreation and Leisure as at 30 Sep 2023				
YTD Actual	Full Year Budget		Year to Date			Full year	YTD Actual %
Revenue	Expenditure	Capex	Actual	Budget	Variance Budget	Budget	of FY Budget
\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	
5	4	2					
31	19	41					
Operating Revenue							
Rates revenue	3,658	3,646	12	14,585	25%		
Subsidies and grants	29	3,024	(2,995)	12,098	0%		
Fees & charges	261	397	(136)	1,587	16%		
Other revenue	708	576	132	2,305	31%		
Total Operating Revenue	4,656	7,643	(2,987)	30,575	15%		
Operating Expenditure							
Personnel costs	1,457	1,595	138	6,381	23%		
Depreciation expense	592	592	-	2,367	25%		
Finance costs	205	200	(5)	800	26%		
Other expenses	1,395	2,258	863	9,034	15%		
Total Operating Expenditure	3,649	4,645	996	18,582	20%		
Operating Surplus/(Deficit)	1,007	2,998	(1,991)	11,993			
Capital Expenditure							
Recreation and Leisure	1,904	2,174	270	41,258	5%		
Total Capital Expenditure	1,904	2,174	270	41,258	5%		

5.1 Subsidies and Grants - **-\$2,995K U**

Reason for variance

- Theatre Royal grants are budgeted on a quarterly basis at \$1,550K year to date with \$nil actual received. These grants are received in lump sums based on stage of completion.
- Better off funding grants are budgeted on a quarterly basis at \$779K for shared tracks, \$500K for Aorangi Stadium and \$175K for Aigantighe Art Gallery. These grants are drawn down from DIA as required.

5.2 Fees and Charges - **-\$136K U**

Reason for variance

- CBay Learn to Swim \$33K and Aquatics \$56K not received due to pools being closed for a fortnight between 17 – 28 July for annual maintenance.

5.3 Other Revenue - **\$132K F**

Reason for variance

- CPlay donations previously held in Trust were received in July to fund construction on this project – budgeted to be received on a quarterly basis.

5.4 Personnel Costs - \$138K F*Reason for variance*

- The overall variance consists of multiple favourable below \$100K, mainly related to Libraries, CBay, Museum and Art Gallery.

5.5 Other Expenses - \$863K F*Reason for variance*

- Parks maintenance costs are \$ 207K F year to date.
- Aorangi stadium costs are \$165K F relating to on-charges between TDC and the Aorangi Stadium Trust.
- The remaining favourable variance relates to multiple activities below budget, none above \$100K within CBay, Museum, Art Gallery, motor camps and fishing huts.

5.6 Capital Expenditure - \$270K F*Reason for variance*

- Parks and Recreation capital projects are currently \$462K F, a timing difference against budgeted spend.
- Theatre Royal capital works are currently \$134K U, a timing difference against budgeted spend.
- The remaining favourable variance relates to multiple projects with minor variations to budget.

6 ROADING AND FOOTPATHS

YTD \$ Actual vs FY \$ Budget			Roading and Footpaths as at 30 Sep 2023				
YTD Actual	Full Year Budget		Year to Date			Full year	YTD Actual %
Revenue	Expenditure	Capex	Actual \$000's	Budget \$000's	Variance Budget \$000's	Budget \$000's	of FY Budget
30	25	50					
6	5	4					
Operating Revenue							
Rates revenue			3,874	3,848	26	15,393	25%
Subsidies and grants			2,122	3,361	(1,239)	13,445	16%
Fees & charges			363	271	92	1,082	34%
Other revenue			16	22	(6)	87	18%
Total Operating Revenue			6,375	7,502	(1,127)	30,007	21%
Operating Expenditure							
Personnel costs			53	32	(21)	127	42%
Depreciation expense			3,321	3,321	-	13,284	25%
Finance costs			186	186	-	743	25%
Other expenses			1,723	2,721	998	10,883	16%
Total Operating Expenditure			5,283	6,260	977	25,037	21%
Operating Surplus/(Deficit)			1,092	1,242	(150)	4,970	
Capital Expenditure							
Roading and Footpaths			4,466	4,718	252	49,634	9%
Total Capital Expenditure			4,466	4,718	252	49,634	9%

6.1 Subsidies and Grants - \$1,239K U

Reason for variance

- Subsidies received from Waka Kotahi are \$1,239K U year to date. Subsidy income is reflective of actual capital and operating expenditure incurred with favourable variances in both operating and capital expenditure offsetting this favourable variance.

6.2 Other Expenses - \$998K F

Reason for variance

- CBD maintenance (CityTown) costs are below budget by \$408K F.
- Subsidised roading maintenance costs are below budget by \$285K F.
- Roading emergency costs are \$184K F. If unspent, these budget savings will be used to replenish the Disaster Relief Fund.

6.3 Capital Expenditure - \$252K F

Reason for variance

- Subsidised roading capital expenditure is below budget as a result of a timing delay with expenses expected to fall into October/November. Variances currently exist withing the following roading budgets:
 - Purchase of Land \$447K U
 - Road Capital Works \$334K U
 - Bridge and Culvert \$299K F
 - Kerb and Channel \$171K F
 - Levels of Service Upgrades \$238K F

- Parking Facilities \$215K F
- CityTown \$80K F
- Street Lighting \$64K F

7 SEWER

YTD \$ Actual vs FY \$ Budget			Sewer as at 30 Sep 2023			
YTD Actual	Full Year Budget					
Revenue	Expenditure	Capex				
			Year to Date			Full year
			Actual	Budget	Variance Budget	Budget
			\$000's	\$000's	\$000's	\$000's
						YTD Actual % of FY Budget
Operating Revenue						
Rates revenue	1,701	1,701	-	6,806	25%	
Fees & charges	829	765	64	3,059	27%	
Other revenue	-	23	(23)	93	0%	
Development and financial contribution:	10	-	10	-	0%	
Total Operating Revenue	2,540	2,489	51	9,958	26%	
Operating Expenditure						
Personnel costs	101	-	(101)	-	0%	
Depreciation expense	1,265	1,265	-	5,059	25%	
Finance costs	342	342	-	1,366	25%	
Other expenses	528	883	355	3,532	15%	
Total Operating Expenditure	2,236	2,490	254	9,957	22%	
Operating Surplus/(Deficit)	304	(1)	305	1		
Capital Expenditure						
Sewer	728	827	99	8,425	9%	
Total Capital Expenditure	728	827	99	8,425	9%	

7.1 Personnel Costs - \$101K F

Reason for variance

- Personnel costs above budget, largely related to Drainage and Water costs, to be recoded in October

7.2 Other Expenses - \$355K F

Reason for variance

- This variance relates to multiple variances below \$100K, mainly attributable to reticulation costs, utilities and maintenance.

8 STORMWATER

Stormwater as at 30 Sep 2023

YTD \$ Actual vs FY \$ Budget						
YTD Actual	Full Year Budget					
Revenue	Expenditure	Capex	Year to Date			YTD Actual % of FY Budget
			Actual \$000's	Budget \$000's	Variance Budget \$000's	Full year Budget \$000's
Operating Revenue						
Rates revenue			1,071	1,071	-	4,284
Total Operating Revenue			1,071	1,071	-	4,284
Operating Expenditure						
Depreciation expense			790	790	-	3,161
Finance costs			22	22	-	87
Other expenses			170	259	89	1,036
Total Operating Expenditure			982	1,071	89	4,284
Operating Surplus/(Deficit)			89	-	89	-
Capital Expenditure						
Stormwater			127	131	4	7,361
Total Capital Expenditure			127	131	4	7,361

- **8.1 No variances above \$100K to report.**

9 WASTE MINIMISATION

YTD \$ Actual vs FY \$ Budget			Waste Minimisation as at 30 Sep 2023				
YTD Actual	Full Year Budget		Year to Date			Full year Budget \$000's	YTD Actual % of FY Budget
Revenue	Expenditure	Capex	Actual \$000's	Budget \$000's	Variance Budget \$000's		
3	14	3					
		13					
		0					
Operating Revenue							
Rates revenue	1,195	1,195	-	4,782	25%		
Subsidies and grants	138	225	(87)	900	15%		
Fees & charges	1,438	1,951	(513)	7,803	18%		
Other revenue	8	35	(27)	140	6%		
Total Operating Revenue	2,779	3,406	(627)	13,625	20%		
Operating Expenditure							
Personnel costs	106	109	3	435	24%		
Depreciation expense	139	139	-	556	25%		
Finance costs	84	84	-	337	25%		
Other expenses	2,924	2,995	71	11,981	24%		
Total Operating Expenditure	3,253	3,327	74	13,309	24%		
Operating Surplus/(Deficit)	(474)	79	(553)	316			
Capital Expenditure							
Waste Minimisation	349	394	45	3,492	10%		
Total Capital Expenditure	349	394	45	3,492	10%		

9.1 Fees and Charges - \$513K U

Reason for variance

- Refuse fees are below budget due to lower than budgeted tonnage to landfill.

10 WATER SUPPLY

YTD \$ Actual vs FY \$ Budget			Water Supply as at 30 Sep 2023				
YTD Actual	Full Year Budget		Year to Date			Full year Budget	YTD Actual % of FY Budget
Revenue	Expenditure	Capex	Actual \$000's	Budget \$000's	Variance Budget \$000's	Budget \$000's	
15	15	34					
4	4	2					
Operating Revenue							
Rates revenue			3,961	3,717	244	14,869	27%
Other revenue			-	111	(111)	444	0%
Finance revenue			2	-	2	-	0%
Development and financial contributions			70	-	70	-	0%
Total Operating Revenue			4,046	3,828	218	15,313	26%
Operating Expenditure							
Personnel costs			89	-	(89)	-	0%
Depreciation expense			1,597	1,650	53	6,600	24%
Finance costs			399	327	(72)	1,307	31%
Other expenses			1,436	1,741	305	6,963	21%
Total Operating Expenditure			3,521	3,718	197	14,870	24%
Operating Surplus/(Deficit)			525	110	415	443	
Capital Expenditure							
Water Supply			2,414	1,094	(1,320)	33,871	7%
Total Capital Expenditure			2,414	1,094	(1,320)	33,871	7%

10.1 Rates Revenue - \$244K F*Reason for variance*

- Downlands rates received are above budget due to timing of Waimate District Council payments.

10.2 Other Revenue- \$111K U*Reason for variance*

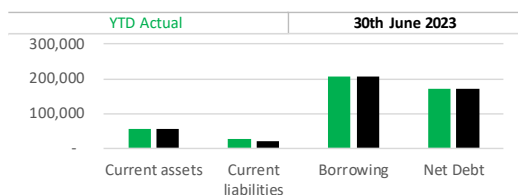
- Downlands new connections revenue is below budget year to date

10.3 Other Expenses - \$305K F*Reason for variance*

- Urban water personnel costs below budget by \$153K F.
- The remaining variance consists of multiple favourable below \$100K, mainly related to urban water purchase water and utilities costs.

10.4 Capital Expenditure - \$1,320K U*Reason for variance*

- Urban Water reticulation projects are currently \$590K U and Downlands reticulation projects are \$504K U, and Te Moana projects \$203K U. These are timing difference with costs incurred ahead of the budgeted monthly spend profile.



Financial Position as at 30 Sep 2023

YTD Actual \$000's	30th June 2023 Actual \$000's
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ASSETS

Current assets

Cash and deposits	12,603	14,296
Debtors and other receivables	12,973	12,720
Inventories	2	34
Other financial assets	28,911	27,111

Total current assets	54,489	54,161
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Non_current assets

Property plant & equipment	1,887,780	1,884,990
Intangible assets	5,630	5,075
Forestry	1,373	1,373
Investment property	1,955	1,955
Investment in cco's & other similar	55,552	55,589
Other financial assets	7,929	7,929

Total non_current assets	1,960,219	1,956,911
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Total assets	2,014,708	2,011,072
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LIABILITIES

Current liabilities

Trade and other payable	22,542	17,864
Employee benefit liabilities	3,514	3,587

Total current liabilities	26,056	21,451
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Non_current liabilities

Provisions	10,192	10,192
Employee benefit liabilities	407	407
Non current borrowing	205,532	205,532

Total non_current liabilities	216,131	216,131
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Total liabilities	242,187	237,582
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Net Assets	1,772,521	1,773,490
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EQUITY

Retained earnings	783,150	784,119
Special funds	17,097	17,097
Separate funds	23,871	23,871
Asset revaluation	948,403	948,403

Total equity	-	1,773,490
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Statement of Cashflow as at 30 Sep 2023

	YTD Actual \$000's	30th June 2023 Actual \$000's
OPERATING ACTIVITIES		
Rates	69,730	65,621
Other revenue received	9,567 	45,604
Interest received	1,128	3,739
Dividends received	-	1,010
Payments to suppliers and employees	(67,784) 	(91,576)
Finance costs	(2,001)	(7,782)
Net operating activities	10,640	16,616
INVESTING ACTIVITIES		
Reduction of term investment	(1,763)	(4,919)
Proceeds from sale of property, plant and equipment	123	1,126
Purchase of property, plant and equipment	(10,693)	(54,888)
Net investing activities	(12,333)	(58,681)
FINANCING ACTIVITIES		
Drawdown / (repayment) of borrowings	-	40,713
Net financing activities	-	40,713
Cash movement	(1,693)	(1,352)
Opening Balance 1st July	14,296	15,648
Closing Bank Balance	12,603	14,296

8 Consideration of Urgent Business Items

9 Consideration of Minor Nature Matters

10 Exclusion of the Public**Recommendation**

That the public be excluded from the following parts of the proceedings of this meeting on the grounds under section 48 of the Local Government Official Information and Meetings Act 1987 as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Plain English Reason
11.1 - Public Excluded Minutes of the Commercial and Strategy Committee Meeting held on 5 September 2023	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	To protect a person's privacy, including the privacy of deceased persons

11 Public Excluded Reports

11.1 Public Excluded Minutes of the Commercial and Strategy Committee Meeting held on 5 September 2023

12 Readmittance of the Public