

Leadership & Governance

Sub Activities:

Governance
Support Services

Goals

To provide leadership to the community, and to have in place a system of representation which is open and transparent, and which gives opportunities for participation in the democratic process.





What we do

The Council consists of one mayor and seven councillors, representing the district at large. The chief executive and council officers provide advice to elected members, support internal functions, manage council assets, and provide good quality information and customer service. It is the role of the Council and staff to ensure public awareness of, and involvement in, Council committee decision making processes.

Why we do it

The Kaikoura District Council is a territorial authority under the Local Government Act 2002, and has a mandatory legal requirement to provide representation of the community's interests by an elected Council. That Act has broadened Council's purpose to include promoting the social, economic, environmental and cultural wellbeing of communities in the present and for the future.

Effects on the Community

| | | |
|----------------------|---|---|
| Economic |  | Every decision Council makes has an effect on the economic, environmental, social and cultural wellbeing of our community. It is Council's responsibility to ensure that this effect is a positive one, and one that promotes the lifestyle of all Kaikoura residents in a balanced, fair and equitable manner. |
| Environmental |  | |
| Social |  | |
| Cultural |  | |

Governance

The mayor and seven councillors are elected by the district at large; there are no wards within the district. In addition to Council, there are seven standing committees;

Finance and Policy Committee

The role of the committee is to develop, monitor performance and audit attainment of Council's Annual Plan and Estimates. It is a committee of the whole Council, with no special appointees.

Works and Services Committee

The role of the committee is to prepare and monitor attainment of the District Land Transport Programme, and to advise and monitor performance on all matters pertaining to works and services and maintenance of Council's assets. It is a committee of the whole Council.

Environmental Services Committee

The role of the committee is to act as the planning and regulatory committee of the Council by making policy decisions on planning and regulatory issues. It is a committee of the whole Council.

Hearings and Applications Committee

The role of the committee is to hear resource consent applications, and make equitable decisions based on the principle of the sustainable management of natural and physical resources. This committee comprises three elected members, two Iwi representatives and two community representatives appointed by Council.

Planning Committee

The role of the committee is to facilitate the development of a District Plan based on the principle of sustainable management of natural and physical resources. The committee comprises three elected members, two Iwi representatives, and a further five community representatives.

Social Services Committee

The role of the committee is to enhance social service delivery through integration and collaboration to endeavour to meet the social needs of our community. The committee comprises four elected members and representatives from the health sector, education sector, resource centre and local Iwi.

Tourism and Development Committee

The role of the committee is to review and implement the tourism strategy, develop an economic development strategy, and to have input into the strategic direction of the town. The committee comprises three elected members, one Iwi representative, and representatives from various sectors of the community.

Maori Participation in Decision Making

Te Runanga O Kaikoura and Council share the same vision in caring for our environment. Council maintains open lines of communication with Te Runanga O Kaikoura at all times, and current feedback from Iwi representatives on the success of the partnership has been excellent.

Iwi representatives serve on the Hearings and Applications Committee, the Planning Committee, the Social Services Committee, and the Tourism and Development Committee, as well as several other working parties.

Major Projects in the next three years:

No major projects are planned.

Council Assets and How They Will Be Managed

No assets are involved in Governance.

Significant Potential Negative Effects

There are no significant negative effects identified by the governance activity. Abolition of the district, however, would reduce local representation and the opportunities for community input.

Community Outcomes

Governance has a role to play in achieving each and every outcome, but for the purposes of this plan, governance does have a specific role in the achievement of;

- Safe, Efficient Transport Network
- Opportunities for Quality Education & Employment
- A Quality Standard of Housing
- Environmental Protection & Enhancement
- Affordable Access to Quality Community Facilities
- Community Involvement in Planning the Future & Managing the Present

For an understanding of how this activity contributes to these outcomes, please see pages 154 to 158.

How is it Funded?

Operating Expenses Funded by: **Capital Expenses Funded by:**

Uniform Annual General Charges N/A

User Fees & Charges

Uniform Annual General Charges are seen as the most appropriate funding source for the governance activity, as the entire districts population is represented on an equal basis, regardless of the capital value of their property.

User fees and charges are available only in election years, when a portion of the costs of holding the election is recovered from Environment Canterbury and the Canterbury District Health Board. Both of those organisations rely on Council to provide electoral services for their own elections.

Levels of Service

| | Base Line | 2009/10 Target | 2010/11 Target | 2011/12 Target | 10 Year Target |
|--|-----------|----------------|----------------|----------------|----------------|
| Agendas for all public meetings are publicly available within statutory timeframes | 100% | 100% | 100% | 100% | 100% |

Support Services

Support services can be further defined as the roles of general management, corporate services, geographic information services, network administration, plant and vehicles, and asset management. It is these activities that support the organisation to deliver council services, provide financial and human resources functions, and provide good quality information to the public.

Major Projects in the next three years:

| Capital Projects | Location | Cost | Funded by |
|------------------------------|----------------|----------|-----------|
| Office Equipment & Furniture | Council office | \$37,160 | Overheads |
| Vehicle Replacement | N/A | \$62,156 | Overheads |

The ten year capital projects are outlined in the forecast cost of service statements.

Council Assets and How They Will Be Managed

Council owns its vehicle fleet, furniture, and most of its equipment, with the exception of desktop computers, laptops, and photocopiers, which are leased.

Significant Potential Negative Effects

There are no significant negative effects identified by the support services activity.

Community Outcomes

Support services contribute to the achievement of each and every community outcome, but for the purposes of this plan, support services do have a specific role to play in the achievement of:

- Quality Water & Wastewater Services

For an understanding of how this activity contributes to these outcomes, please see pages 154 to 158.

How is it Funded?

Operating Expenses Funded by: **Capital Expenses Funded by:**

User Fees & Charges

Internal Overhead Recovery

Internal Overhead Recovery

General Rates

Cost recovery is the first option wherever this is applicable, and general rates fund the costs associated with general management. The balance of costs are recovered by internal overheads – costs are spread throughout all other activities of council on a percentage of use basis.

Levels of Service

| | Base Line | 2009/10 Target | 2010/11 Target | 2011/12 Target | 10 Year Target |
|--|-----------|----------------|----------------|----------------|----------------|
| Annual Reports, Annual Plans and Long Term Council Community Plans are compliant with statutory requirements | 100% | 100% | 100% | 100% | 100% |

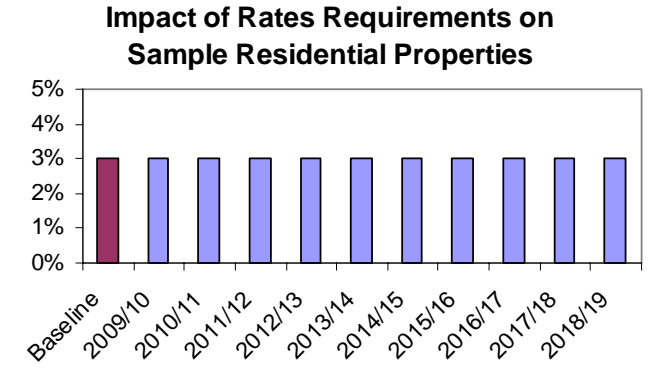
Performance Measures to assess progress towards achievement of Community Outcomes

| Community Outcome | How the Leadership and Governance Activity Contributes | Performance Measure | Target |
|--|---|--|---|
| Quality Water & Wastewater Services | Plan for infrastructure to support anticipated development needs, including investigation into existing and future services. | Asset Management Plans and option reports, incorporating anticipated development needs, are to be prepared not less than every three years | Asset Management Plans are updated within specified timeframes. |
| Safe, Efficient Transport Network | Advocate for the Inland Road to be designated to State Highway status, thereby acknowledging its true use as the Alpine Pacific Triangle Highway and securing its future as a strategic visitor thoroughfare. | Progress towards the redesignation | The Inland Road is designated as State Highway 70 within the ten year period. |

Performance Measures to assess progress towards achievement of Community Outcomes

| Community Outcome | How the Leadership and Governance Activity Contributes | Performance Measure | Target |
|---|--|--|-------------|
| Opportunities for Quality Education & Employment | Promote the provision of quality primary and tertiary education facilities within the district, to ensure that the youth of Kaikoura have access to well-delivered education opportunities within supportive environments. | Council's role in achieving this is one of advocate; Council is not the organisation responsible for delivering education therefore any performance measure here would be meaningless. Progress will be measured by the community's progress, see p50. | See p49-51. |
| | Support educational review outcomes as outlined in the Draft Strategic Plan by Education Kaikoura (the outcome of this review by the Ministry of Education is currently unknown). | The outcomes (once confirmed) will be incorporated here. | See p49-51. |

Performance Measures to assess progress towards achievement of Community Outcomes

| Community Outcome | How the Leadership and Governance Activity Contributes | Performance Measure | Target | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|---|---|------|---------------------|----------|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|------|
| <p>A Quality Standard of Housing</p> | <p>Review all activities and their funding to ensure that costs and benefits are equitably matched as between various sectors of the community, to reduce the impact of rates requirements on the residential householder.</p> | <p>The impact of rates requirements on five benchmark residential properties (rates increases on individual residential properties should be less than 3% per year)</p> |  <table border="1"> <caption>Impact of Rates Requirements on Sample Residential Properties</caption> <thead> <tr> <th>Year</th> <th>Percentage Increase</th> </tr> </thead> <tbody> <tr> <td>Baseline</td> <td>3.0%</td> </tr> <tr> <td>2009/10</td> <td>3.0%</td> </tr> <tr> <td>2010/11</td> <td>3.0%</td> </tr> <tr> <td>2011/12</td> <td>3.0%</td> </tr> <tr> <td>2012/13</td> <td>3.0%</td> </tr> <tr> <td>2013/14</td> <td>3.0%</td> </tr> <tr> <td>2014/15</td> <td>3.0%</td> </tr> <tr> <td>2015/16</td> <td>3.0%</td> </tr> <tr> <td>2016/17</td> <td>3.0%</td> </tr> <tr> <td>2017/18</td> <td>3.0%</td> </tr> <tr> <td>2018/19</td> <td>3.0%</td> </tr> </tbody> </table> | Year | Percentage Increase | Baseline | 3.0% | 2009/10 | 3.0% | 2010/11 | 3.0% | 2011/12 | 3.0% | 2012/13 | 3.0% | 2013/14 | 3.0% | 2014/15 | 3.0% | 2015/16 | 3.0% | 2016/17 | 3.0% | 2017/18 | 3.0% | 2018/19 | 3.0% |
| Year | Percentage Increase | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Baseline | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2009/10 | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2010/11 | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2011/12 | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2012/13 | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2013/14 | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2014/15 | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2015/16 | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2016/17 | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017/18 | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 | 3.0% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Environmental Protection & Enhancement</p> | <p>Develop an effective strategy for the protection of coastal areas, and the illegal depletion of marine resources, by advocating and working with agencies to reduce the incidents of inappropriate camping and poaching</p> | <p>The number of complaints recorded regarding freedom camping</p> | <p>No complaints received.</p> | | | | | | | | | | | | | | | | | | | | | | | | |
| | <p>Advocate for at least one full-time fisheries officer based in Kaikoura</p> | <p>Fisheries Officer employed</p> | | | | | | | | | | | | | | | | | | | | | | | | | |

Performance Measures to assess progress towards achievement of Community Outcomes

| Community Outcome | How the Leadership and Governance Activity Contributes | Performance Measure | Target | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|--|---|------|------------|----------|-----|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|
| <p>Affordable Access to Quality Community Facilities</p> | <p>Advocate for health facilities which encompass all health services and agencies necessary to maintain a high level of wellbeing in our small rural isolated community, and advocate for social service agencies to provide a good level of service locally</p> | <p>Percentage of residents surveyed who are satisfied with health services</p> | <p>Percentage of Residents surveyed who are satisfied with Health Services</p> <table border="1"> <caption>Percentage of Residents surveyed who are satisfied with Health Services</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Baseline</td> <td>88%</td> </tr> <tr> <td>2009/10</td> <td>78%</td> </tr> <tr> <td>2010/11</td> <td>78%</td> </tr> <tr> <td>2011/12</td> <td>78%</td> </tr> <tr> <td>2012/13</td> <td>78%</td> </tr> <tr> <td>2013/14</td> <td>78%</td> </tr> <tr> <td>2014/15</td> <td>78%</td> </tr> <tr> <td>2015/16</td> <td>78%</td> </tr> <tr> <td>2016/17</td> <td>78%</td> </tr> <tr> <td>2017/18</td> <td>78%</td> </tr> <tr> <td>2018/19</td> <td>78%</td> </tr> </tbody> </table> | Year | Percentage | Baseline | 88% | 2009/10 | 78% | 2010/11 | 78% | 2011/12 | 78% | 2012/13 | 78% | 2013/14 | 78% | 2014/15 | 78% | 2015/16 | 78% | 2016/17 | 78% | 2017/18 | 78% | 2018/19 | 78% |
| Year | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Baseline | 88% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2009/10 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2010/11 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2011/12 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2012/13 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2013/14 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2014/15 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2015/16 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2016/17 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017/18 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 | 78% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Community Involvement in Planning the Future and Managing the Present</p> | <p>Improve communication and consultation processes with the community, so as to ensure open, consistent and transparent local governance, encourage dialogue about change, obtain agreement about broad direction, and benefit from the maximum application of local knowledge and expertise.</p> | <p>Percentage of residents surveyed who agree or strongly agree that the Council takes notice of its residents views</p> | <p>Percentage of Residents who agree that Council takes notice of its residents views</p> <table border="1"> <caption>Percentage of Residents who agree that Council takes notice of its residents views</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Baseline</td> <td>45%</td> </tr> <tr> <td>2009/10</td> <td>48%</td> </tr> <tr> <td>2010/11</td> <td>50%</td> </tr> <tr> <td>2011/12</td> <td>52%</td> </tr> <tr> <td>2012/13</td> <td>55%</td> </tr> <tr> <td>2013/14</td> <td>58%</td> </tr> <tr> <td>2014/15</td> <td>60%</td> </tr> <tr> <td>2015/16</td> <td>62%</td> </tr> <tr> <td>2016/17</td> <td>65%</td> </tr> <tr> <td>2017/18</td> <td>68%</td> </tr> <tr> <td>2018/19</td> <td>75%</td> </tr> </tbody> </table> | Year | Percentage | Baseline | 45% | 2009/10 | 48% | 2010/11 | 50% | 2011/12 | 52% | 2012/13 | 55% | 2013/14 | 58% | 2014/15 | 60% | 2015/16 | 62% | 2016/17 | 65% | 2017/18 | 68% | 2018/19 | 75% |
| Year | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Baseline | 45% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2009/10 | 48% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2010/11 | 50% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2011/12 | 52% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2012/13 | 55% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2013/14 | 58% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2014/15 | 60% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2015/16 | 62% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2016/17 | 65% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017/18 | 68% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 | 75% | | | | | | | | | | | | | | | | | | | | | | | | | | |

Performance Measures to assess progress towards achievement of Community Outcomes

| Community Outcome | How the Leadership and Governance Activity Contributes | Performance Measure | Target | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|---|--|------|--------------------|----------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|---------|----|
| <p>Community Involvement in Planning the Future and Managing the Present</p> | <p>Support and encourage youth involvement in community decision making processes and participation in the local community through Kaikoura Youth Council.</p> | <p>Kaikoura Youth Council matters are received and considered at a minimum of ten Council meetings per annum. (Youth Council representatives are usually in attendance at the meetings to present and discuss these matters).</p> | <table border="1"> <caption>Number of Council Meetings that consider Kaikoura Youth Council matters</caption> <thead> <tr> <th>Year</th> <th>Number of Meetings</th> </tr> </thead> <tbody> <tr> <td>Baseline</td> <td>10</td> </tr> <tr> <td>2009/10</td> <td>10</td> </tr> <tr> <td>2010/11</td> <td>10</td> </tr> <tr> <td>2011/12</td> <td>10</td> </tr> <tr> <td>2012/13</td> <td>10</td> </tr> <tr> <td>2013/14</td> <td>10</td> </tr> <tr> <td>2014/15</td> <td>10</td> </tr> <tr> <td>2015/16</td> <td>10</td> </tr> <tr> <td>2016/17</td> <td>10</td> </tr> <tr> <td>2017/18</td> <td>10</td> </tr> <tr> <td>2018/19</td> <td>10</td> </tr> </tbody> </table> | Year | Number of Meetings | Baseline | 10 | 2009/10 | 10 | 2010/11 | 10 | 2011/12 | 10 | 2012/13 | 10 | 2013/14 | 10 | 2014/15 | 10 | 2015/16 | 10 | 2016/17 | 10 | 2017/18 | 10 | 2018/19 | 10 |
| Year | Number of Meetings | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Baseline | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2009/10 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2010/11 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2011/12 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2012/13 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2013/14 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2014/15 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2015/16 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2016/17 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2017/18 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2018/19 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | |

In addition to the above performance measures towards the achievement of community outcomes, Council will also measure its levels of service for each of its activities.

Note that the Cost of Service Statements on the following pages state negative figures as Operating Expenses for the GIS/Network Admin and Plant Unit. This is due to these sub-activities recovering all costs (including capital expenditure such as New Equipment and Vehicle Replacements) via internal overheads.

Forecast Cost of Service Statement

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Operating Expenses | | | | | | | | | | |
| Governance | 231,117 | 267,597 | 234,905 | 249,203 | 285,142 | 254,113 | 269,306 | 304,386 | 276,465 | 294,160 |
| General Management | 236,733 | 229,302 | 233,984 | 240,516 | 247,018 | 253,112 | 259,971 | 267,819 | 276,187 | 284,963 |
| Corporate Services | 10,719 | 21,488 | 22,761 | 23,442 | 24,144 | 24,867 | 25,611 | 26,378 | 27,168 | 27,981 |
| GIS/Network Admin | -2,192 | -2,267 | -2,321 | -2,377 | -2,431 | -2,490 | -2,549 | -2,611 | -2,676 | -2,743 |
| Plant & Vehicles | -21,482 | -23,743 | -16,931 | -17,081 | -16,406 | -14,812 | -14,598 | -14,384 | -14,170 | -13,956 |
| Asset Management | 90,000 | 91,360 | 92,353 | 93,369 | 94,367 | 95,431 | 96,522 | 97,638 | 98,829 | 100,050 |
| Loan Interest | 2,446 | 612 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Depreciation | 30,567 | 17,906 | 23,453 | 27,729 | 22,872 | 27,130 | 31,363 | 24,376 | 28,701 | 33,078 |
| Total Operating Expenses | 577,907 | 602,255 | 588,204 | 614,801 | 654,706 | 637,351 | 665,624 | 703,603 | 690,504 | 723,533 |
| Funded by: | | | | | | | | | | |
| User Fees & Charges | 121,278 | 145,617 | 125,515 | 127,462 | 151,406 | 131,455 | 133,557 | 160,715 | 137,988 | 140,322 |
| Interest & Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 121,278 | 145,617 | 125,515 | 127,462 | 151,406 | 131,455 | 133,557 | 160,715 | 137,988 | 140,322 |
| Operating Surplus/(Deficit) | -456,629 | -456,638 | -462,690 | -487,339 | -503,300 | -505,896 | -532,067 | -542,888 | -552,516 | -583,211 |
| Capital Expenditure | | | | | | | | | | |
| Equipment Renewals | 9,823 | 10,157 | 10,401 | 10,650 | 10,895 | 11,157 | 11,425 | 11,699 | 11,991 | 12,291 |
| Equipment New Assets | 2,192 | 2,267 | 2,321 | 2,377 | 2,431 | 2,490 | 2,549 | 2,611 | 2,676 | 2,743 |
| Vehicle Replacement | 21,482 | 23,743 | 16,931 | 17,081 | 16,406 | 14,812 | 14,598 | 14,384 | 14,170 | 13,956 |
| Loan Principal | 8,290 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 41,787 | 36,167 | 29,653 | 30,108 | 29,733 | 28,459 | 28,572 | 28,693 | 28,837 | 28,990 |
| Other Revenue: | | | | | | | | | | |
| General Rates | 467,850 | 474,899 | 468,889 | 489,719 | 510,161 | 507,224 | 529,276 | 547,206 | 552,652 | 579,123 |
| Depreciation | 30,567 | 17,906 | 23,453 | 27,729 | 22,872 | 27,130 | 31,363 | 24,376 | 28,701 | 33,078 |
| Operating Surplus/(Deficit) | -456,629 | -456,638 | -462,690 | -487,339 | -503,300 | -505,896 | -532,067 | -542,888 | -552,516 | -583,211 |
| | 41,787 | 36,167 | 29,653 | 30,108 | 29,733 | 28,459 | 28,572 | 28,693 | 28,837 | 28,990 |

