



Our reference
F19/13/03-D21/26182

18 January 2024

Policy and Services Committee

Notice is hereby given that the Policy and Services Committee Meetings of Council will be held in the **Council Chambers, Stratford District Council, 63 Miranda Street, Stratford** on **Tuesday 23 January 2024** beginning at **3.00pm**.

Timetable for 23 January 2024 as follows:

9.00am	Workshop for Councillors <ul style="list-style-type: none">• Wai o Rua – Stratford Aquatic Centre - Fees and Charges• Three Waters<ul style="list-style-type: none">- Budgets- New Financials- Projects• Economic Development – Venture Taranaki
2.45pm	Afternoon Tea for Councillors
3.00pm	Policy and Services Committee

Yours faithfully

Sven Hanne
Chief Executive

2024 - Agenda - Policy and Services - January

23 January 2024 03:00 AM



Agenda Topic	Page
Notice of Meeting	1
Agenda	4
1. Welcome	12
1.1 Opening Karakia	12
1.2 Health and Safety Message	13
2. Apologies	
3. Announcements	
4. Declarations of Members Interest	
5. Attendance Schedule	14
6. Confirmation of Minutes	15
6.1 Policy and Services Committee - 28 November 2023 (Hearing)	15
6.2 Policy and Services Committee - 28 November 2023	18
7. Matters Outstanding	31
8. Information Report - Reserves Balances and Movements 2022/23	32
9. Decision Report - Communications and Engagement Strategy Review 2024	38
10. Decision Report - Significance and Engagement Policy Review	67
11. Decision Report - Administration Matters for Long Term Plan 2024-34	93
12. Decision Report - Forestry Differential - Roading Targeted Rate	102
13. Decision Report - Revenue and Financing Policy	110
14. Decision Report - Housing for Elderly Policy	137
15. Decision Report - Fees and Charges 2024/25	154

16.	Decision Report - Facilities Seismic Assessment - Strengthening Costs	180
17.	Decision Report - 2024/34 LTP Capital Projects	189
18.	Decision Report - Section 17a Review - Building Facilities Maintenance Contract	267
19.	Decision Report - Section 17a Review - Open Space Maintenance Contract	276
20.	Decision Report – Stratford's Speed Management Plan – Options for Consideration	283
21.	Decision Report - Disposal of Surplus Properties	307
22.	Monthly Reports	316
22.1	Assets Report	316
22.2	Community Services Report	341
22.3	Environmental Services Report	351
22.4	Corporate Services Report	358
23.	Questions	
24.	Closing Karakia	375

AGENDA

Policy and Services Committee



F22/55/05-D24/1188

Date: Tuesday 23 January 2024 at 3.00 PM
Venue: Council Chambers, 63 Miranda Street, Stratford

1. Welcome

- 1.1 **Opening Karakia**
D21/40748 Page 12
- 1.2 **Health and Safety Message**
D21/26210 Page 13

2. Apologies

3. Announcements

4. **Declarations of members interest**

Elected members to declare any real or perceived conflicts of interest relating to items on this agenda.

5. **Attendance Schedule**

Page 14

Attendance schedule for Policy and Services Committee meetings, including Hearings.

6. **Confirmation of Minutes**

- 6.1 **Policy and Services Committee –28 November 2023 (Hearing)**
D23/48292 Page 15

Recommendation

THAT the minutes of the Policy and Services Committee Meeting, to hear and consider submissions to the Draft Beauty Therapy, Tattooing and Skin Piercing Bylaw and Code of Practice, held on Tuesday 24 October November 2023 be confirmed as a true and accurate record.

/
Moved/Seconded

- 6.2 **Policy and Services Committee –28 November 2023**
D23/48069 Page 18

Recommendation

THAT the minutes of the Policy and Services Committee Meeting held on Tuesday 28 November 2023 be confirmed as a true and accurate record.

/
Moved/Seconded

7. **Matters Outstanding**
D16/47 Page 31

Recommendation

THAT the Matters Outstanding be received.

/
Moved/Seconded

8. **Information Report – Reserve Balances and Movements 2022/23**
D23/47870 Page 32

Recommendation

THAT the report be received.

Recommended Reason

To inform the Policy and Services Committee of the current reserves balances and a summary of the movements from the previous year.

/
Moved/Seconded

9. **Decision Report – Communications and Engagement Strategy Review 2024**
D24/570 Page 38

Recommendations

1. THAT the report be received.
2. THAT the reviewed *draft* Communication and Engagement Strategy be released for public feedback.

Recommended Reason

The recommendation from the Committee will enable public feedback to begin prior to Council adopting the draft strategy as a framework for communication and engagement activity.

/
Moved/Seconded

10. **Decision Report – Significance and Engagement Policy Review**
D23/41012 Page 67

Recommendations

1. THAT the report be received.
2. THAT the *draft* Significance and Engagement Policy and statement of proposal is released for public consultation in accordance with section 82 and 82A of the Local Government Act 2002.

Recommended Reason

This is part of council's review of policies related to the Long Term Plan process. Section 76AA of the Local Government Act 2002 requires Council to adopt a Significance and Engagement Policy.

/
Moved/Seconded

11. [Decision Report – Administration Matters for Long Term Plan 2024-34](#)
D24/1121 Page 93

Recommendations

1. THAT the report be received.
2. THAT the draft Long Term Plan 2024-34 (LTP) be amended to incorporate the three waters activities for the full ten years of the LTP, noting the government's intention to repeal the Water Services Entity Act 2002 ("the Act").
3. THAT approval be given, subject to repeal of the Act, that the Consultation Document for the Long Term Plan 2024-34 is not required to be audited.
4. THAT the timeframe for the adoption of the Long Term Plan 2024-34 by 30 June 2024 continue to be the preferred date for adoption, however allowing some flexibility by agreeing that the LTP shall be adopted no later than 31 July 2024.

Recommended Reason

To progress the development of the LTP with a more realistic perspective, resulting in a robust and appropriate LTP for our community.

/
Moved/Seconded

12. [Decision Report – Forestry Differential - Roding Targeted Rate](#)
D24/1114 Page 102

Recommendations

1. THAT the report be received.
2. THAT the application of the Forestry Differential be expanded to include areas within a rating unit, of which are no less than 10 hectares, and used for exotic forestry (excluding indigenous and protected forests), where the rating unit is not currently classified as having forestry as the primary use under the Valuer-General rules
3. THAT the amount collected under the Forestry Differential on the Roding Targeted Rate be increased to \$350,000 (exclusive of GST), taking into account the increased costs of remediation works on council's roading network as a result of forestry operations.

Recommended Reason

To ensure the Roding Targeted Rate is applied equitably across all ratepayers, taking into account the exacerbator pays and benefits received funding principles.

/
Moved/Seconded

13. [Decision Report – Revenue and Financing Policy](#)
D24/1096 Page 110

Recommendations

1. THAT the report and attachments be received.
2. THAT the draft Revenue and Financing Policy in **Appendix One** to this report, is approved to be released for consultation with the Long Term Plan 2024-34 Consultation Document.

Recommended Reason

To establish the funding principles and policy that will guide the development of the LTP and future Annual Plans, and that will apply for the three years from 1 July 2024.

/
Moved/Seconded

14. [Decision Report – Housing for Elderly Policy](#)
D23/19380 Page 137

Recommendations

1. THAT the report be received.
2. THAT the Committee approves Option Three of the report as the preferred method for setting rental charges
3. THAT the Draft Housing for the Elderly Policy be released to collect feedback from the key stakeholders.

Recommended Reason

To align the rental charges with the current market rate and update the policy to reflect the changes proposed.

/
Moved/Seconded

15. [Decision Report – Fees and Charges 2024/25](#)
D24/1117 Page 154

Recommendations

1. THAT the report be received.
2. THAT the proposed Fees and Charges for 2024/25 be approved, with any amendments made, to be released for public consultation with the Long Term Plan 2024-34 (LTP) Consultation Document.

Recommended Reason

To review fees and charges for Year 1 of the LTP in accordance with the guidelines of Council's Revenue and Financing Policy.

/
Moved/Seconded

16. [Decision Report – Facilities Seismic Assessments – Strengthening Costs](#)
D23/47876 Page 180

Recommendations

1. THAT the report be received.
2. THAT the Committee approves Option 3 for the Wall Memorial Centre.
3. THAT the Committee approves Option 4 for the TET Multi Sports Centre.
4. THAT the Committee approves Option 3 for the Clock Tower.

Recommended Reason

By approving these options, Council will be able to continue to provide safe facilities for the community.

/

Moved/Seconded

17. [Decision Report – 2024/2034 LTP Capital Projects](#)
D23/47571 Page 189

Recommendations

1. THAT the report be received.
2. THAT Council approves Option 3 – Consider each project per Activity as outlined in **Appendix 1** of this report with supporting Business Cases in Appendix 2 and approve as necessary for information in the community consultation document.

Recommended Reason

The projects included in each Activity will demonstrate Council's commitment to continue investing in the district to make Stratford "A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki".

/

Moved/Seconded

18. [Decision Report – Section 17a Review – Building Facilities Maintenance Contract](#)
D23/35352 Page 267

Recommendations

1. THAT the report be received

THAT the Committee approves to further investigate option 4 - Combination of Status-quo and In-house service delivery (Cleaning and Caretaker), for the cost-effective delivery of the building facilities maintenance service.

Recommended Reasons

The cost of the Building Facilities Maintenance (BFM) Contract is significant to ratepayers, therefore, it is important that this service is delivered in the most effective manner. While the recommended option is not the cheapest, it will deliver the service more efficiently.

_____ / _____

19. Decision Report – Section 17a Review - Open Space Maintenance Contract
D23/33805 Page 276

Recommendations

1. THAT the report be received
2. THAT the Committee approves Option 1 – Status Quo, for the continued cost-effective delivery of the parks and reserves maintenance service.

Recommended Reasons

The cost of the Open Space Maintenance (OSM) Contract is significant to ratepayers. Therefore, it is important that this service is delivered in the most cost-effective manner.

Moved/Seconded

20. Decision Report – Stratford's Speed Management Plan – Options for Consideration
D24/1235 Page 283

Recommendations

1. THAT the report be received.
2. THAT Council considers the following options in relation to the Draft Speed Management Plan. The options to consider are:

Option 1 - Continue with the implementation of draft Stratford Speed Management Plan. This would be a discretionary decision rather than mandatory.

Option 2 - Wait for the new Setting of Speed Limits Rule to become law to reduce speeds on local roads which have an increased crash rate related to speed, like Opunake Road.

Option 3 - Do not continue with the *draft* Stratford Speed Management Plan.
3. THAT Council adopts Option 3 of the draft Stratford Speed Management Plan.

Recommended Reason

The new Minister of Transport has revoked the deadlines originally set by the NZTA, including the 29 March 2024 deadline, for submitting the final draft speed management plans for certification. The Regional Transport Committee and Road Controlling Authorities no longer need to meet the previous deadlines associated with setting speed limits.

Moved/Seconded

21. **Decision Report – Disposal of Surplus Properties**
D23/49198 Page 307

Recommendations

1. THAT the report be received.
2. THAT this Committee approves to the disposal of surplus properties below:
 - a) 577 Beaconsfield Road (PtS 41 Blk XIV SD Huiroa and Lot 1 DP398529) - Stanley Road;
 - b) 31 SH3 / Mountain Road (PtS2 Blk XIII SD Huiroa); and
 - c) Lot 2 DP1688 (85 Regan Street)

Recommended Reason

To release funds for other council activities where achievable, remove officers' involvement in maintenance operations and tidy up the Surplus Property list.

/
Moved/Seconded

22. **Monthly Reports**

22.1 Assets Report
D23/48257 Page 316

Recommendation

THAT the report be received.

/
Moved/Seconded

22.2 Community Services Report
D23/48052 Page 341

Recommendation

THAT the report be received.

/
Moved/Seconded

22.3 Environmental Services Report
D23/46170 Page 351

Recommendation

THAT the report be received.

/
Moved/Seconded

22.4 Corporate Services Report
D24/1089 Page 358

Recommendation

THAT the report be received.

/
Moved/Seconded

23. Questions

24. Closing Karakia
D21/40748 Page 375



Our reference
F19/13/03-D21/40748

Karakia

Kia uruuru mai
Ā hauora
Ā haukaha
Ā haumāia
Ki runga, Ki raro
Ki roto, Ki waho
Rire rire hau Paimārire

I draw in (to my being)
The reviving essence
The strengthening essence
The essence of courage
Above, Below
Within, Around
Let there be peace.



Our reference
F19/13/03-D22/17082

Health and Safety Message

In the event of an emergency, unless guided to an alternative route by staff, please exit through the main entrance. Once outside the building please move towards the War Memorial Centre congregating on the lawn area outside the front of the council building.

If there is an earthquake, please drop, cover and hold where possible. Remain indoors until the shaking stops and you are sure it is safe to exit or remain where you are until further instruction is given.

5. Attendance schedule for 2023 Policy & Services Committee meetings (including Hearings).

Date	23/1/24	27/2/24	27/2/23	26/3/24	26/3/23	23/4/23	28/5/24	4/6/24	25/6/24	23/7/24	27/8/24	24/9/24	22/10/24	26/11/24
Meeting	PS	H	PS	H	PS	PS	PS	H	PS	PS	PS	PS	PS	PS
Neil Volzke														
Steve Beck														
Grant Boyde														
Annette Dudley														
Jono Erwood														
Ellen Hall														
Amanda Harris														
Vaughan Jones														
Min McKay														
John Sandford														
Clive Tongaawhikau														
Mathew Watt														

Key	
PS	Policy & Services Committee Meeting
H	Hearing (heard by Policy & Services Committee)
✓	Attended
A	Apology/Leave of Absence
AB	Absent
S	Sick
AV	Meeting held, or attended by, by Audio Visual Link

MINUTES

Policy and Services Committee



F22/55/05 – D23/48292

Date: Tuesday 28 November 2023 at 2.00PM
Venue: Council Chambers, 63 Miranda Street, Stratford

To hear and consider submissions to the Draft Beauty Therapy, Tattooing and Skin Piercing Bylaw and Code of Practice

Present

The Deputy Mayor M McKay (the Chairperson), the District Mayor N C Volzke, Councillors: S J Beck, G W Boyde, A M C Dudley, J M S Erwood, A K Harris, E E Hall, V R Jones, W J Sandford, C M Tongaawhikau and M J Watt

In attendance

The Chief Executive – Mr S Hanne, the Director – Corporate Services – Mrs T Radich, the Director – Assets – Mrs V Araba, the Director – Community Services – Ms K Whareaitu, the Director – Environmental Services – Mr B Sutherland, the Environmental Health Officer – Ms Sian Horton and the HR and Governance Administrator – Mrs C Reynolds.

Via audio/visual link: The Environmental Health Manager – Ms R Otter and one submitter T Morrison.

1. Welcome

The Deputy Mayor welcomed Elected Members, members of the public, and staff to the meeting.

The opening karakia was read.

The Deputy Mayor reiterated the health and safety message and emergency procedures.

2. Apologies

An apology was received from Councillor C M Tongaawhikau.

Recommendation

THAT the apology be received.

BOYDE/DUDLEY
Carried
P&S/23/162

3. Announcements

Speakers to Submissions

It was reinforced to Councillors that the purpose of this meeting was to hear submissions on the Draft Beauty Therapy, Tattooing and Skin Piercing Bylaw and Code of Practice. Councillors were asked to hear all submissions with an open mind, to restrict their question time to the submitters to points of clarification or issues pertaining to subject matter. Councillors were requested not to get into direct dialogue with submitters.

4. Declarations of members interest

Elected members were asked to declare any real or perceived conflicts of interest relating to items on this agenda. There were no conflicts of interest declared.

5. Attendance Schedule

The Attendance schedule for Policy and Services Committee meetings, including Hearings, was attached.

6. Acknowledgement of Submissions

Submissions – Pages 81-100

Attached are the three submissions received.

<p>Recommendations</p> <ol style="list-style-type: none"> 1. <u>THAT</u> the submissions to the draft Beauty Therapy, Tattooing and Skin Piercing Bylaw and Code of Practice be received. 2. <u>THAT</u> the submitters be advised of the outcome of their submission and notified that the minutes of the Policy and Services Committee Meeting, and subsequent meetings, will be available on Council’s website. <p style="text-align: right;">HALL/BOYDE Carried <u>P&S/23/163</u></p>
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7. Submitters To Be Heard

There was one submitter wishing to speak.

The submitter was allocated five (5) minutes to present their submission and allowed five (5) minutes for questions.

Submission #	Name	Organisation	Page Number	Time
1	Tanya Morrison	New Zealand Institute of Environmental Health	81	2.05
<p>Points noted in presentation:</p> <ul style="list-style-type: none"> • Ms Morrison overall supports the bylaw and commends Council for seeking that the bylaw is fit for purpose. • It is important to have the bylaw due to absence of national legislation for the industry. • Ms Morrison urged Council to consider how far the bylaw goes to educate the reader, as the point of a bylaw is not a go to guide. The amount of educational aspects included adds a lot of unnecessary length to the bylaw. • The bylaw includes promotion of guidelines to other commercial organisation, some of which come with a fee. This could be seen as promoting some organisations over others. • Some definitions need to be considered how they are worded so they are general enough to cover future trends. • Ms Morrison recommended Council to look at how the code of practise is consolidated, these recommendations are outlined in her submission. Following this recommendation would consolidate and tidy the current code of practise, making it workable by staff and users of the bylaw. • Ms Morrison highlighted her offer for staff training which was included in her submission. <p>Questions/Points of Clarification:</p> <ul style="list-style-type: none"> • Ms Morrison noted her recommendation to consolidate the code of practise from section by section which includes a lot of repetition, to all in one which would remove a lot of its weight. 				

8. Decision Report – Draft Beauty Therapy, Tattooing and Skin Piercing Bylaw and Code of Practice

D23/46235

Page 8

Council needs to consider submissions as part of the consultation process.

Recommendations

1. THAT the report be received.

HARRIS/DUDLEY
Carried
P&S/23/164

2. THAT the committee considers submissions received as part of the public consultation process of the *draft* Beauty Therapy, Tattooing and Skin Piercing Bylaw 2023 and Code of Practice.

3. THAT the committee adopt the *draft* Beauty Therapy, Tattooing and Skin Piercing Bylaw 2023 and Code of Practice with recommended changes.

4. THAT the commencement date of the Bylaw be Wednesday 13 December 2023.

DUDLEY/HALL
Carried
P&S/23/165

The Environmental Health Manager noted the following points:

- Ms Morrisons submission does have some merit and can be considered.
- Legal opinion needs to be sought on any removal of sections while consolidating.
- The Environmental Health Officer noted the bylaw was constructed alongside New Plymouth District Council, who are reviewing their bylaw in 3 years' time. There is the option for Council to leave the bylaw as is and review it at the same time as them.

Questions/Points of Clarification:

- It was clarified that the definitions have been looked at, and no emerging trends or procedures could be thought of which were not covered under the current definitions.
- It was clarified the updating of the words has been taken into account, just not the repetition removal recommendation.
- It was noted the bylaw relies on the code of practise, so this should be removed from the bylaw.

Points noted in discussion:

- The District Mayor noted that in section 6 the bylaw states Council can pull and change the bylaw at any time, so his recommendation would be to adopt the bylaw and code of practise as is and look at the recommendations of the submissions and update going forward.

9. Closing Karakia

The closing karakia was read.

The meeting closed at 2.30pm

M McKay
Chairman

Confirmed this 23rd day of January 2024.

N C Volzke
District Mayor

MINUTES

Policy and Services Committee



F22/55/05 – D23/48069

Date: Tuesday 28 November 2023 at 3.00PM
Venue: Council Chambers, 63 Miranda Street, Stratford

Present

The Deputy Mayor M McKay (the Chairperson), the District Mayor N C Volzke, Councillors: S J Beck, G W Boyde, A M C Dudley, J M S Erwood, A K Harris, E E Hall, V R Jones, W J Sandford and M J Watt

In attendance

The Chief Executive – Mr S Hanne, the Director – Corporate Services – Mrs T Radich, the Director – Assets – Mrs V Araba, the Director – Community Services – Ms K Whareaitu, the Director – Environmental Services – Mr B Sutherland, the Committee Advisor and Executive Assistant – Mrs E Bishop, the Communications Manager – Ms G Gibson (*part meeting*), the Parks and Reserves Officer – Mrs M McBain (*part meeting*), the Property Officer – Mrs S Flight (*part meeting*), the Graduate Asset Engineer – Ms K van Hout (*part meeting*), the Communications Advisor – Mrs S Clarkson (*part meeting*), the Roading Asset Manager – Mr S Bowden (*part meeting*), the Projects Engineer – Mr S Taylor (*part meeting*), the Services Asset Manager – Mr J Cooper (*part meeting*).

Via audio/visual link: The Environmental Health Manager – Ms R Otter (part meeting)

1. Welcome

The Deputy Mayor welcomed Elected Members, members of the public, staff and the media to the meeting.

The opening karakia was read.

The Deputy Mayor reiterated the health and safety message and emergency procedures.

2. Apologies

An apology was received from Councillor C M Tongaawhikau

Recommendation

THAT the apology be received.

BOYDE/DUDLEY
Carried
P&S/23/166

3. Announcements

The District Mayor noted that LGNZ have called a special general meeting for councils to vote on the Future by Local Government Consensus Paper on Monday 11 December 2023. Therefore he has requested, and had approved, an extraordinary meeting on 5 December 2023 for council to discuss the paper.

4. Declarations of members interest

Elected members were asked to declare any real or perceived conflicts of interest relating to items on this agenda. There were no conflicts of interest.

5. Attendance Schedule

The Attendance schedule for Policy and Services Committee meetings, including Hearings, was attached.

6. Confirmation of Minutes

6.1 Policy and Services Committee –24 October 2023 (Hearing)
D23/44400 Page 11

Recommendation

THAT the minutes of the Policy and Services Committee Meeting, to hear and consider submissions to the Draft Waste Management and Minimisation Plan and Level of Service Change, held on Tuesday 24 October 2023 be confirmed as a true and accurate record.

HALL/ERWOOD
Carried
P&S/23/167

6.2 Policy and Services Committee –24 October 2023
D23/44400 (PE) D23/44732 (Open) Page 17

Recommendation

THAT the minutes of the Policy and Services Committee Meeting, including the public excluded section, held on Tuesday 24 October 2023 be confirmed as a true and accurate record.

HARRIS/BOYDE
Carried
P&S/23/168

7. Matters Outstanding

D16/47 Page 24

Recommendation

THAT the Matters Outstanding be received.

BECK/WATT
Carried
P&S/23/169

8. Decision Report – Draft Easter Sunday Trading Policy 2023

D23/41550

Page 25

Recommendations

1. THAT the report be received.

DUDLEY/BODYE
Carried
P&S/23/170

2. THAT the committee approve the amendments to the *draft* Easter Sunday Trading Policy 2023.

3. THAT the *draft* Easter Sunday Trading Policy 2023 and statement of proposal be released for public consultation on 15 January 2024 to allow for the Christmas holiday period.

McKAY/HALL
Carried
P&S/23/171

Recommended Reason

The recommendation of the Council is required to initiate the public consultation process required by sections 82 and 83 of the Local Government Act 2002 on the *draft* Easter Sunday Trading Policy 2023.

The Environmental Health Manager noted the following points:

- This legislation was brought in to give councils a choice to either allow Easter Sunday trading or not.
- The current policy allows businesses to open if they choose to open, there is no enforcement related to this policy.
- Council can choose not to allow trading on Easter Sunday or can specify an area that trading is allowed.

Questions/Points of Clarification:

- It was clarified that South Taranaki District Council had recently gone out to consultation on their policy and were allowing businesses to trade on Easter Sunday in the proposed policy.

Points noted in discussion:

- It was requested that the submission form heading be amended to Easter Sunday Trading Policy.
- The Deputy Mayor noted it was good to give people the option if they open their business and did not think it was council's role to dictate that. Staff have to be given the option to work.

The Environmental Health Manager left the meeting at 3.09pm.

9. Decision Report – Approve Activities, Activity Groups and draft Service Levels, Performance Measures, and Targets, for the Long Term Plan 2024-34
D23/46857 Page 38

<p>Recommendations</p>	
<p>1. <u>THAT</u> the report be received.</p>	<p>ERWOOD/SANDFORD Carried <u>P&S/23/172</u></p>
<p>2. <u>THAT</u> the Council Activities/Activity Groups for the Long Term Plan 2024-34 (“LTP”), be approved as presented in 7.4 of this report.</p>	
<p>3. <u>THAT</u> the draft Service Levels, Performance Measures and Targets for each Council activity be approved for the LTP, subject to any changes that may affect the Economic Development activity.</p>	<p>HARRIS/McKAY Carried <u>P&S/23/173</u></p>
<p>Recommended Reason</p> <p>To confirm council activities and set the performance measurement framework for all activities for the next ten years, and enable council to continue with the preparation of the LTP and ensure timeframes are met.</p>	

The Director – Corporate Services noted the following points:

- This report is to approve the draft activities that council will have in the Long Term Plan for the service levels, performance measures and targets.
- These will form part of the consultation document that will go out in February/March.
- Some of the changes include:
 - Merging the Library and iSite into one activity for better financial and performance monitoring.
 - Renaming the Library and iSite activity.
 - Renaming the pool activity from TSB Pool Complex to Wai o Rua – Stratford Aquatic Centre.
- Council still has not worked through the Economic Development performance measures and targets so the option is either accept what is there or leave them for a separate discussion.
- This will also be adopted as part of the full Long Term Plan document following consultation.

Questions/Points of Clarification:

- The District Mayor suggested two wording changes:
 - Library Hub – change level of service to: *To provide a multiuse community hub facility that is well utilised, accessible and engaging*
 - Democracy – change performance measure to *“Agendas and associated reports are available in accordance with statutory timeframes”*
- It was clarified events had been removed from Community Services Level of Service as the activity provides opportunities with enabling community groups but events are a part of this outcome.
- It was clarified that metal dressing and grading of metal roads are two distinctly different activities. Metalling is reported on as a key performance measure and grading is operational. Mr Bowden clarified the target for metal dressing was based on the amount of cubic meters spread on the unsealed road network. The internal target for grading was typically two and a half rounds a year.
- The Deputy Mayor asked if the smooth travel exposure being reduced to 60% was a realistic target given the continued budget restraints council is under. Mr Bowden noted a request for more funding for sealed road maintenance has been submitted, however it would be more difficult to achieve the previous target.
- It was requested to add *cemeteries* to the level of service under Cemeteries, Parks and Reserves.
- It was clarified the target had been reduced for satisfaction of cemeteries to 70% due to complaints and ongoing vandalism. Councillor Harris noted she wanted to ensure this was not being reduced to just achieve the targets as it is important that the facility meets the community requirements so would like to see it remain at 80% satisfaction. Mr Hanne noted that this would need to met with funding allowances. The District Mayor agreed that lowering the expectation seems to be lowering

to meet the levels achieved rather than improving it. The Deputy Mayor felt if the complaints were because of vandalism then it would shine through as an issue. Agreed to increase back to 80%.

- It was agreed to leave Economic Development in there until that discussion has been held.

10. Decision Report – Review of Draft King Edward Park Reserve Management Plan

D23/45922

Page 50

Recommendations

1. THAT the report be received

JONES/BOYDE
Carried
P&S/23/174

2. THAT the *draft* Reserve Management Plan for the King Edward Park be approved, with amendments as noted, and formally released for public consultation, pursuant to Section 41 of the Reserves Act 1977

BOYDE/DUDLEY
Carried
P&S/23/175

Recommended Reasons

The approval and release of the *draft* Reserve Management Plan for the King Edward Park for public consultation is to seek public submissions on the feedback collated in the first round of public consultation in August 2023, as required by the Reserves Act 1977.

Questions/Points of Clarification:

- The Projects Manager clarified the difference between grade 1 and 2 for walking paths were down to accessibility for mobility scooters and wheelchairs. This would include removing tree roots where possible, smoothing out pathways and improving accessibility generally.
- The incorrect sign for cycling permitted in the appendix was noted.

The Communications Manager left the meeting at 3.25pm.

Points noted in discussion:

- The District Mayor noted there were a number of actions in the plan that have been discussed as part of the Long Term Plan considerations and removed from the budget. The Deputy Mayor agreed that if council does not intend to commit to these in the Long Term Plan process then it shouldn't ask for feedback. Councillor Hall felt this would be misleading if there was no intention to complete them. Mr Hanne noted that elected members had the decision to include these in the plan or not, he noted not everything in the action plan of the current management plan was completed. It was agreed to go through the summary of actions one by one.

The Graduate Asset Engineer left the meeting at 3.30pm.

Centennial Bridge

- Councillor Boyde noted this was still fit for purpose, within its lifespan expectancy and had no structural issues. He felt removing the poles would make it fit for purpose for bikes and mobility scooters.
- The Deputy Mayor noted that this had been pushed out to align with the next safety check of the bridge. She asked what was the consequence of taking it out of the plan now if council then wanted to do work on it later. Mr Taylor noted if it is removed from the plan and it becomes unsafe then a request would be brought back to council for approval. There was currently no budget for a new bridge.
- Remove.

Replace Lime Chip to Concrete on path from netball courts to Rhododendron Dell

- Leave in.

Replace staircase on Regain Street/Brecon Road walkway

- This is now at the end of its life.
- Agreed to leave in.

Provide alternative mobility access where required for all users

- This is for a couple of places where there is an alternative route that goes along the track. The Charlie Clemow walk will be prioritised.
- Agreed to leave in.

Weed Control – Phase out the current use of chemicals with a natural weed control option

- The Deputy Mayor asked if this was accepted how will council see the options of maintaining weeds? Mr Hanne noted there were two options, the first being providing options on how officers could reach this outcome and the costs as a separate investigation. The second is to leave this on the list and officers will still do the same investigation and include the budget in an annual plan.
- The Deputy Mayor felt it should stay in as a P1 because it was included in the plan due to community feedback. Councillor Beck supported this.
- Councillor Boyde asked for clarification of the P2 process as he thought this should be P2 as there were three submissions. P2 means it is a project council wants to do but won't start until 2027. There would be cost implications on the maintenance contract. It was clarified that this element of the contract is an operational discussion.
- It was noted that the review of the management plan is usually five yearly, but it is being reviewed now due to so many changes in the park.
- The District Mayor supported the idea of phasing out the use of chemicals but his concern was regarding not knowing the cost implications of the natural weed control options. He would like to see more information to give guidance on the implications so council could decide if it was willing to pay those costs. He also noted that the weed control plan was written under each activity and asked that it be changed to just one place as a goal. Mrs Araba noted that costings could be brought back at deliberations.
- It was clarified there is an opportunity for further discussion on the plan and amendments can be made at the hearing. Councillor Boyde agreed there would be cost implications with this and did not feel council could make a decision when they haven't been provided with all the information for this.
- Councillor Hall noted if it was P1 then investigative work would begin this term and if it was P2 it would be next term. She acknowledged council was not committing to anything more than looking into this so was happy to keep it as P1 knowing a decision will need to be made at a later date.
- Councillor Beck asked if investigation could include what other councils are doing for alternative weed control.
- It was agreed to leave this in the plan as a P1 to allow for investigation to begin.

Bridge replacement x 2

- Mrs McBain noted officers were working with a consultant to get further reports on these bridges.

Lighting through three bridges trail and trees of significance

- It was noted this had been carried forward from the previous reserve management plan.
- Take out.

Upgrade trail where necessary to remove tripping hazards

- Agreed to remain.

Alternative route for accessibility users at Page Street

- Agreed to remain.

Compacted lime chip in Charlie Clemow walk

- Agreed to remain.
- It was clarified that the Charlie Clemow Walk goes from the retention pond through to Brecon Road. There is no lime chip path there at the moment.

Compacted lime chip path on northern side of lake in McCullough Rhododendron Dell

- Agreed to remain.

Obtain power connection – from three bridges lighting trail and add power box to space

- This is to run power from Brecon Road to add power to that space.
- This will be grant funding.
- Remain in plan but remove reference to lighting.

Add stairs to section of walkway from Rhododendron Dell to the river

- This is on the pathway that connects the dell to the western bridge. The pathway is quite steep and narrow and gets very boggy in winter.
- Agreed to remain.

Re-route of walkway to include trees of significance

- This is to complete the last section of lime chip.
- Agreed to remain.

Compacted lime chip path – Trees of Significance

- This is before the re-route bit where more lime chip needs to be added to complete the space and then compact.

Retaining Walls along Western Loop

- There has been a bit of feedback received about making this a shared cycle trail as well, however the management plan is to keep it at status quo. Either way retaining walls are required as it is exposed to the elements and bits are falling down.
- The last retaining wall at the start of the western loop was \$6,000.
- This will be part of the improvements of walkways budget in the Long Term Plan.
- Agreed to leave in.

Regrade approach of path in Centennial Park from Fenton Street

- This is the access down to the bridge via the Centennial Restrooms to make it part of the accessibility plans.
- Agreed to leave in.

Outdoor Pool Additions to the space north of Wai o Rua

- Councillor Sandford noted that they had been advised the outdoor doors could not be opened for controlling the climate in the pool. He said this was a nice to have but unaffordable for ratepayers. Council did not have the finances to do this or the ongoing maintenance.
- Councillor Dudley noted her opposition to an outdoor water park.
- Councillor Harris asked if it could still be an option for the future if it was removed from this plan? Mr Hanne clarified that the plan can be brought back for updating if required but separate consultation would be required for a change. Councillor Harris asked if simple additions like picnic tables would require to be brought back? It was confirmed that it wouldn't for tables.
- Councillor Boyde did not support this project.
- Mrs McBain noted that this was one of the comments that came through from the community. Councillor Boyde asked how many comments do they receive before a project is added in.
- Remove.

Relocation of Croquet to the green space next to Wai o Rua

- Councillor Beck asked what the cost to do this would be. Mr Hanne noted that council did not anticipate paying for a potential relocation, however he warned that this would remove the option for hydroslides in the future.
- Councillor Erwood supported removing project 18 (outdoor water addition), 19 (Croquet relocation) and 20 (Dog Park) from the plan. Councillor Hall supported that due to it keeping future options open. The District Mayor agreed that there were no future plans for this space at the moment but future projects were still an option.
- Remove.

Dog Park Facility next to Wai o Rua

- Remove

Install up-lighting to enhance the Malone Gates

- The current lights have been vandalised and the proposal is to use the lights that highlighted the old bell tower. It is hoped because of the structure and size of these lights it might prevent people damaging them.
- Councillor Erwood did not support this project.

- Councillor Sandford noted the costs of up-lighting the trees out of town were horrendous. This is a nice to have but has a huge on-going cost associated with it.
- Councillor Hall noted this was the largest memorial to a single soldier in the country which was paid for by his soldiers. It is significant and a way to honour him. She supported being able to upcycle the lights as well.
- Agreed to leave in – 7 for, 4 against

Replace older playground equipment

- Agreed to leave in.

Extending playground into the TSB Pool Complex as an undercover playground centre.

- This was to put an idea in there for elected members to consider before consultation.
- Councillor Hall noted that without the information on the building it would be misleading to put an option that the community might not actually have.
- The District Mayor noted he was totally opposed to an undercover playground centre.
- Remove.

Upgrade Page Street Sportsground Facilities

- Agreed to leave in.

Upgrade of Lighting (Netball Taranaki)

- It was noted that Netball Taranaki will fund this upgrade, however it needs to be in the management plan for them to apply for funding.

General

- Remove – providing toilets at the end of Brecon Road.
- Western Loop into Mountain Bike track – looking to keep the status quo.
- Officers to ensure the action table aligns throughout the document.
- Change 'unleashed' to 'uncontrolled' in terms of dogs as there is a lot of commentary in the plan that talks about control.

11. Decision Report – Deliberation and Adoption – Proposed Solid Waste Level of Service Change

D23/44239

Page 113

Recommendations

1. THAT the report be received.

ERWOOD/WATT
Carried
P&S/23/176

2. THAT the committee considers submissions received as part of the public consultation process and decide on Option 4 for the Level of Service for the new solid waste services contract.

McKAY/HALL
Division
For 4
Against 7
Lost
P&S/23/177

Recommended Reason

The potential changes to Level of Service have both gone through the public consultation process required by Sections 82 and 83 of the Local Government Act 2002. The committee is now required to consider the submissions, the cost of the service options, and make recommendations to the full Council meeting scheduled for 28 November 2023.

Questions/Points of Clarification:

- It was clarified that the 40% of identified organic waste in the assessments was by weight and not volume.
- It was clarified that it would be essentially the same cost to have a 120litre or 140litre bin with the only difference being the capital of getting new bins and disposal of the old bins.
- It was noted that the current 120 litre bins require replacements every week – this is on-going.
- It was clarified that available grant funding was only for the purchase of food waste bins.
- It was noted that South Taranaki District Council had just adopted to move to fortnightly collections of 140 litre bins and a weekly food waste collection.
- It was clarified that council staff costs associated with solid waste were additional to the per household prices as presented.
- The Deputy Mayor asked what the operational impact would be if food waste was introduced now and fortnightly collection phased in to give people time to make changes. It was noted it could be done but it would come with extra costs from another truck and more staff.
- Councillor Boyde stated that through the feedback it was evident that people do not want to change the weekly collection. The Services Asset Manager noted that New Plymouth District Council received the same feedback when they made the change but in reality there had been no issues with the change.
- Councillor Boyde noted there were three private collectors for green waste so there is great choice and service for this already. He thought food waste could wait until 2027 or review it very year to see what is happening. People like to have a choice with green waste collection and to do what they like with food waste. Mr Cooper noted that with the waste levy going up if food waste collection is not mandated then it will be encouraged through the high waste levy.
- It was confirmed the foodwaste would be shipped out of Taranaki until the organic facility is complete. Councillor Dudley felt this should be held off for a couple of years and then review annually. Mr Hanne noted that Year 1 was the only year for the potential subsidy on food waste containers.
- The District Mayor noted that an extra \$12,000 of waste levies would only work out to \$4.86 per year per resident.
- It was noted that last Monday 30 bins were damaged due to the age of the bins. Council owns the bins and replaces them unless they are damaged by contractors.

Points noted in discussion:

- The Deputy Mayor noted this will need to happen at some point. There is the opportunity for subsidies for the bins at this stage. She was very mindful of people's behaviour around rubbish, recycling and waste but that reducing the collection frequency and introducing a food waste collection aligned with the strategic vision in the WMMP. She noted her support for Option 4.
- Councillor Hall agreed that food waste collection should start soon. Council will have to do and should be doing it especially with the opportunity for funding. She noted there was always pushback for change but also that this could provide motivation for change. She was supportive of Option 4. There will also be other opportunities for education and waste recycling to help with this and noted that soft plastics were a big part of waste collected.
- Councillor Boyde felt that after reading the submissions this did not fit with what the community is telling us. Green waste – people want a choice and they have this now. He agreed people need to be more sustainable and promote recycling. He noted the submissions also did not want organic waste so why should council impose a cost on them when they might want to do it themselves in their back yard. Mr Cooper noted an opt in food waste collection would be logistically impossible. Councillor Boyde did not support Option 4, the submissions clearly show the majority do not want this and as a councillor he felt it would be negligent to not listen to the ones paying for the service.
- It was clarified the options are just for food waste, although green waste was a major problems in the bins. There are no tools to allow council to manage green waste unless each bin was policed and this would require a change to the bylaw. Currently the truck won't lift a bin over a certain weight. Councillor Sandford felt there should some tools to enforce this as council has been told that it is a major problem.
- Councillor Dudley did not support bringing in food waste at the moment. She noted she had seen the bins blown around in New Plymouth recently and food was everywhere. She also noted she didn't support it due to the food waste being shipped out. If option 4 was adopted then the recycling bins should be collected the same week as the waste bins otherwise the recycling bins will be used for general waste.
- Councillor Harris supported option 4. She noted that 75% of the feedback had supported option 1 but an equal amount supported reducing the frequency with a larger bin. She felt learnings could be taken from other councils to provide the opportunity to change behaviour.
- Councillor Watt felt to fully utilise the food bins then everyone would still have to reduce their weekly waste by 30% which he thought would just lead to more contamination in the recycling bin, more

dumping and more burning. He noted option 1 had a proposed saving of \$150,000 but this was not a true reflection of the savings as council was not going to be spending less per year as it will be paying for the new service.

- The District Mayor noted it was difficult to make a decision when only 65 out of 2,600 people responded to the survey. This did not give a good sample to give a good steer. The submissions were reasonably repetitive and mostly about their own circumstances. They were personally orientated and not future driven. He felt option 2 could be ruled out. Option 3 – there were a lot of people who asked for an increase in size if reducing the frequency and the costings were the same for Option 1 and 4 and both made sense but in terms of the big goal to reduce waste to landfill then Option 4 did that best.
- Councillor Jones asked if Option 4 could have an amendment to the start date as he felt it was taking away capacity but not giving them anywhere to put it. The District Mayor noted that this would only be about 70litres less capacity and the educational element would be needed for this.

A division was called.

Those voting for the motion: Councillors Harris, Hall, the Deputy Mayor and the District Mayor

Those voting against the motion: Councillors Sandford, Watt, Boyde, Beck, Dudley, Erwood and Jones.

The motion was lost.

Recommendations

2. THAT the committee considers submissions received as part of the public consultation process and decide on Option 1 for the Level of Service for the new solid waste services contract.

VOLZKE/BOYDE
Division
For 8
Against 3
Carried
P&S/23/178

Points noted in discussion:

- The District Mayor noted there was not much difference between Option 1 and 4. Option 3 cut the volume of bins in half by collecting fortnightly which is contrary to the feedback. This moves that it remains at status quo until 2027.
- Councillor Boyde noted that the feedback was very clear. He asked with a timeframe of 2027 could this be revisited and added back in? Mr Hanne noted that any change would require significant lead in to advise the contractors. Councillor Boyde supported option 1.
- The Deputy Mayor noted that council sits here and gets frustrated when the government forces us to make a change. She noted in the last Long Term Plan the community said they wanted to see this but it didn't get across. This is now being pushed to 2027 and Stratford will be the only District Council in the region not doing food waste collection. She felt it meant Stratford was dragging behind the times.
- Councillor Hall agreed and noted it was disappointing to set a strategy about how council will reduce waste and now it feels like councillors are playing with words and not actions.
- It was clarified only the food waste bins are subsidised not the change in general waste bins. An application could be made for funding to purchase the food waste bins early but it may not be successful as council wasn't implementing the service at this time.

12. Monthly Reports

12.1 Assets Report D23/44836 Page 300

Recommendation

THAT the report be received.

VOLZKE/BOYDE
Carried
P&S/23/179

Questions/Points of Clarification:

- It was clarified there has been no feedback on the transport choices designs as the whole thing has been put on hold. Councillor Hall noted this was disappointing given the amount of effort put into this project over the past 18 months by staff. Mr Bowden noted it was also members of the community who were waiting on decisions as they had put off contracts in anticipation of being part of the transport choices work.
- It was noted that the waste water was no longer being tested for covid due to the amount of staff resourcing this took up.
- Councillor Hall requested the speed management submissions be circulated earlier than the hearing in March to allow councillors time to read this.
- Councillor Hall noted the lack of use at the trade waste facility. Mr Hanne noted this was likely to be as a result of the heightened fees and charges and the limitation to only servicing this district.
- It was clarified that the \$58,000 cost from City Care for work at Victoria Park was the final invoice expected from them. There are further discussions to be had around this. It was noted that the field is being prepared now for cricket. Councillor Boyde noted this whole job had been terrible and has been hearing this from ratepayers and user groups. Mr Taylor noted there was still the investigation on the hydrology side to receive which the original design had not adequately addressed. It was clarified that the total budget was \$130,000 with \$60,000 through the Annual Plan budget and \$70,000 from the Better Off Funding.
- It was requested that online advertisements/listings be looked into for the Whangamomona Walkways as it this is completely undiscoverable at the moment.
- The District Mayor noted the trade waste facility was well used by campervans, however commercial operators will go to the cheapest location to dispose of their waste.

The Property Officer, Parks and Reserves Officer and the Services Asset Manager left the meeting at 4.59pm.

12.2 Community Services Report D23/45314 Page 320

Recommendation

THAT the report be received.

HARRIS/DUDLETTY
Carried
P&S/23/180

The Director – Community Services noted the Stratford Youth Event with Zeal had not happened due to the weather. This will rescheduled to join in with Childrens Day.

Questions/Points of Clarification:

- Councillor Boyde noted the amount of patrons at the swimming pool was really cool, as was having seven schools undertaking swimming lessons. He noted a letter of concern had been sent to councillors from one of the schools and asked if this had been addressed? Ms Whareaitu noted a response had been sent. Councillor Boyde requested the response be circulated to all councillors.

2.1 Council Organisations and Council Representatives on other Organisations

- Councillor Harris noted there had been a real focus from the Central Taranaki Safe Community Trust on AED availability in the Stratford District. This is to look at these being open to the public with options for lock boxes outside of buildings. They have also been promoting CPR lessons and have recently secured a new patrol car. An interesting study was done on pedestrian crossings and she noted she had circulated this to councillors.
- Councillor Harris noted that the Te Wera Campgrounds had just installed a new waste water treatment facility and are waiting on compliance for that. They are hosting the BA5 on 13 December and she extended an invitation to councillors to attend.
- Councillor Hall acknowledged the scarecrow trail as such a positive community event creating connectedness and a great initiative.
- Councillor Hall noted the Percy Thomson Gallery sign on Broadway is due for a paint, but the trust has been told this has to wait to be part of the Stratford 2035 work. As the Stratford 2035 work has been held up due to the delay in purchasing the land. Mr Hanne instructed the Assets team to work directly with the trust to find a solution.

The Director – Assets, the Projects Manager and the Roading Assets Manager left the meeting at 5.05pm.

- Councillor Erwood noted he had attended the Sport Taranaki Sports Awards and Stratford had been well represented with Jack Jordan winning Sportsman of the year and Zoe Hobbs winning Sportswoman of the year and Sports Person of the Year.

12.3 Environmental Services Report
D23/43873 Page 328

Recommendation

THAT the report be received.

BOYDE/DUDLEY
Carried
P&S/23/181

The Director – Environmental Services noted that since this report was written the Building Control team have received the draft report from the IANZ audit which has categorised Stratford as low risk. There were seven general non compliance issues, three were addressed while they were on site and the remaining four are on-going work.

Questions/Points of Clarification:

- It was clarified that it should be eight resource consents were received in digital form.
- Councillor Dudley noted the Pembroke Road numbering was getting very confusing and asked if there was a way to get those who have no changed their numbers to do so? The District Mayor noted the Environmental Health Manager does have a plan to approach those houses. He acknowledged there had been a bigger issue where online organisations do not recognise the new addresses yet.

12.4 Corporate Services Report
D23/46937 Page 335

Recommendation

THAT the report be received.

HARRIS/ERWOOD
Carried
P&S/23/182

The Director – Corporate Services noted the property rating revaluations have now all been approved by the auditors. The letter is expected to be in mailboxes tomorrow. Any objections must go back to QV by 19 January 2024.

Questions/Points of Clarification:

- Councillor Harris noted the oxidation pond fencing was still listed separately on the capital expenditure summary and that it had been agreed to merge that into the treatment plant upgrade to reflect the remaining balance for the plant upgrade more accurately.
- The District Mayor noted the comment regarding the aquatic centre and that there was a report forthcoming. He reminded councillors to let Ms Whareaitu know if there were any issues they specifically wanted covered in the report.
- It was clarified that the Waka Kotahi subsidy was over budget due to the budget being spread equally across the year, however the claim is based on total roading expenditure.
- The Deputy Mayor noted the expenditure on 3 waters was over budget due to resource consent compliance and asked if this was due to an infringement? Mr Hanne noted this was the oxidation pond operation and sometimes the timing doesn't align with the spread of the budget, he confirmed there were no infringements.
- The Deputy Mayor noted the pool was already \$172,500 over budget and asked about the anticipation for the future with this. Mrs Radich noted it was a conversation to have when the whole financial outlook was presented for the activity, she noted it was important to remember the swim school had come in after the staffing budget had been set.
- The Deputy Mayor asked when it was anticipated that council would reach the net debt limit and if it was possible to get a forecast out further to 20 years? The Director – Corporate Services noted this was the objective to get the capital works projects sorted to forecast what the debt will look like over the next 10 years. The Infrastructure Strategy is over 30 years. She noted a 20 year forecast for debt would require assumptions which would most like be wrong and could be misleading.

13. Questions

- Councillor Sandford noted the under verandah lighting from TSB Bank to the Clocktower was not working.

14. Closing Karakia

D21/40748 Page 351

The closing karakia was read.

The meeting closed at 5.21 pm

M McKay
Chairman

Confirmed this 23rd day of January 2024

N C Volzke
District Mayor

**Policy and Services Committee
Matters Outstanding Index**

ITEM OF MATTER	MEETING RAISED	RESPONSIBILITY	CURRENT PROGRESS	EXPECTED RESPONSE
Street Numbering - Ariel Street	26 May 2020	Blair Sutherland	On-going	Item 22.3(Environmental Services Report section 2)

INFORMATION REPORT



F22/55/04 – D23/47870

To: Policy and Services Committee
From: Corporate Accountant
Date: 23 January 2024
Subject: Reserve Balances and Movements – 2022/23

Recommendation

THAT the report be received.

Recommended Reason

To inform the Policy and Services Committee of the current reserves balances and a summary of the movements from the previous year.

Moved/Seconded

1. Purpose of Report

- 1.1 This annual information report provides elected members with the reserves balances as at 1 July 2023, and details any significant changes from the previous year.
- 1.2 It is important that Council reviews existing reserves to determine whether each one is relevant and necessary, or whether any additional reserve accounts need to be established to set aside funds for a specified purpose.
- 1.3 A better understanding of changes to the reserve balances will enable elected members to see how Council decisions affect funding capacity. This may enhance Council decision making.

2. Executive Summary

- 2.1 In the context of this report, reserves are funds set aside to pay for specific future obligations or aspirations. They sit on the balance sheet under equity. Council currently has 14 reserves set aside for different purposes.
- 2.2 The total balance of reserve funds has decreased from \$8,528,249 as at 30 June 2022, to a balance of \$7,736,249 as at 1 July 2022. The majority of the reserves are sitting on 120 day Term Deposits with NZ registered banks, with the remainder held in cash.
- 2.3 The biggest changes to the reserve balance accounts were in the General Renewals, Roothing Renewals, and the Asset Sale Proceeds Reserves. The movements are explained further in this report.
- 2.4 As at 30 June 2023 the Water Supply Reserve was in deficit of \$730,195, and the Roothing Reserve was in deficit of \$1,022,419.

3. Local Government Act 2002

Under section 10 of the Local Government Act 2002, the Council's purpose is to "enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future"			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓		✓

4. Background

4.1 The reserves sit on the balance sheet under equity; as funds set aside for a specified purpose. All reserve balances are credited with interest in proportion to the credit balance of the reserve. The Council currently has three categories of reserve accounts, these are:

4.1.1 Renewal and Targeted Rate Reserves

- General Renewals Reserve – Created for the accumulation of depreciation on buildings, plant, vehicles, office equipment and furniture and fittings to cover replacement of these assets,
- Roading Renewals Reserve – Created for the accumulation of depreciation on roading assets to cover the replacement of roading assets,
- Stormwater Renewals Reserve – Created for the accumulation of depreciation on storm water assets to cover like for like replacement of storm water assets,
- Solid Waste – Created for the accumulation of depreciation on solid waste assets to cover like for like replacement of solid waste assets, and yearly surplus/deficit,
- Wastewater – Created for the accumulation of depreciation on wastewater assets to cover like for like replacement of wastewater assets, and yearly surplus / deficit,
- Water Supply - Created for the accumulation of depreciation on water assets to cover like for like replacement of water assets, and yearly surplus / deficit.

4.1.2 Council Created Reserves

- Contingency Reserve – Created to assist in the event of an emergency, including a natural disaster,
- Asset Sales Proceeds Reserve – Accumulation of net sale proceeds from Council assets that have not been specifically tagged for a particular purpose. Funds can be used to acquire new capital assets,
- Staff Gratuities Reserve – Created for the payment of gratuities, redundancies, farewells, and recognition of long service for Council Staff and Elected Members as per the Presentations to Elected Members and Staff Policy,
- Mayor's Relief Fund – Created to provide funds for the relief of distress in the Stratford district at the Mayor's discretion, and is funded by donations,
- Turf Replacement Reserve – Created by Council during the 2018-28 Long Term Plan process, to put aside a sum each year towards the replacement of the artificial hockey turf,
- Farm Reserve – this is for the surplus from the activity, which is available for use in the following year for rates mitigation.

4.1.3 Restricted Reserves

- Elsie Fraser Bequest Reserve – These funds came from a bequest from Elsie Fraser in 1985 for the provision of a “home for the less affluent old people within the Stratford community”.
 - Financial Contributions Reserve – Financial Contributions are charged as per the District Plan in relation to new land development and may be used for the upgrade and maintenance of district infrastructure and the enhancement of reserves and community facilities.
- 4.2 Council may decide to “loan” funds from these accounts where they are in surplus to other activities to reduce the need for external loans. Interest is charged on the loan as for external loans. This can be credited to the reserve account that generated it, or it can be used for other purposes, such as reducing the rates requirement within the activity.
- 4.3 Council's Revenue and Financing Policy does not allow the General Renewal Reserve to be used to fund service-level improvements and new growth infrastructure.
- 4.4 Reserves were substantially backed by cash in the bank, with \$5,000,000 of between 117 and 122 day term deposits, as at 1 July 2023.

5. Information Summary

- 5.1 Refer to **Appendix 1 - Reserves Balances Movements 2022/23**, where further explanation has been given below for significant movements.

5.2 General Renewals Reserve – Increased by \$801,000

The increase in this reserve account is due to the level of renewal capital projects being much lower than the amount of depreciation that went in to the reserve during the year, as Council prioritised the delivery of projects funded through the receipt of external grant funding. Loan repayments are also funded from this reserve, to avoid funding of depreciation and loan repayments for the same asset – known as double-dipping.

5.3 Asset Sale Proceeds Reserve – Decreased by \$478,000

The purpose of this reserve is to accumulate the net proceeds from the sale of council assets that have not been specifically tagged for a particular purpose. These funds can then be used to acquire new capital assets.

The cost of the land purchased of the extension of Kopuatama Cemetery was funded from this reserve.

5.4 Elsie Fraser Bequest Reserve – Decreased by \$23,000

The deficit is a result of the operating expenditure exceeding the amount of revenue being charged to the tenants, in order to ensure rents remain sustainable to the tenants. Part of the Pensioner Housing activity is funded from general rates.

5.5 Reserves with a negative balance

a) Roading Reserve – Decreased by \$1,022,419

The net decrease in the reserve is a result of an additional \$1m in expenditure during the year on the roading network, which is made up as follows:

- The council share of the subsidised extra \$ spent, which is \$1,000,000 x 39% = \$390,000
- The \$200,000 spent over and above what was requested to bring forward from 2023/24
- \$332,000 for the Walking and Cycling which was not subsidised
- \$40,000 of unsubsidised Transport Choices expenditure.

Any over spend is not funded by Waka Kotahi (NZTA), therefore is fully funded by council reserves. As a result of the overspend, the 2023/24 budget has been reduced from \$6.5m to \$5.5m, therefore the deficit in the reserve will significantly reduce.

b) Water Supply Reserve – Decreased by \$170,000

The net decrease in the reserve is a result of renewals being funded through reserves exceeding the total amount of depreciation for the year, that is first credited to the reserve. This will vary each year, depending on the amount of renewals that may be required, which is normal for renewal reserves.

Also, the reserve balance is impacted by historic decisions not to fully fund depreciation, which amounted to \$36,000 in 2022/23, and is \$199,000 (25% of the annual depreciation) in the 2023/24 Annual Plan.

6. Strategic Alignment

6.1 **Direction**

Not applicable.

6.2 **Annual Plan and Long Term Plan**

There may be impacts on Annual Plan or Long-Term Plan if funding decisions are influenced by reserve balance movements. Should Council continue to not fund a portion of the Water Supply depreciation, the reserve fund deficit will potentially get worse.

Depreciation is designed to cover the cost of all replacements or loans for loan funded assets during the year, and when any portion of depreciation is not funded, this creates the shortfall in the reserve. This applies to all activities that have assets and a depreciation charge.

In these situations, there is the option of loan funding capital expenditure, however this would be in breach of the Treasury Management Policy.

The other option is to reduce operating expenditure or renewal expenditure, however this may impact the level of service provided.

6.3 **District Plan**

Not applicable.

6.4 **Legal Implications**

Not applicable.

6.5 **Policy Implications**

Not applicable.

Attachment:

Appendix 1 - Reserves Balances Movements 2022/23 (and explanation of transfers in/out)



Christine Craig
Corporate Accountant



[Endorsed by]
Tiffany Radich
Director – Corporate Services



[Approved by]
Sven Hanne
Chief Executive

Date: 16 January 2024

Appendix 1

	Notes	Balance as at 1 July 2022	Transfers in to fund	Transfers from fund	Net Movement	Balance as at 30 June 2023
Renewal Reserves						
General Renewals	1	\$ 4,419,714	\$ 1,832,000	\$ 1,031,000	\$ 801,000	\$ 5,220,714
Roading Renewals	2	\$ 233,581	\$ 2,897,000	\$ 4,153,000	-\$ 1,256,000	\$ 1,022,419
Storm water Renewals	3	\$ 545,025	\$ 248,000	\$ 41,000	\$ 207,000	\$ 752,025
Council Created Reserves						
Asset Sale Proceeds Reserve	4	\$ 1,183,143	\$ 34,000	\$ 512,000	-\$ 478,000	\$ 705,143
Mayor's Relief Fund	5	\$ 4,122	\$ -	\$ -	\$ -	\$ 4,122
Staff Gratuities Reserve	6	\$ 136,389	\$ 4,000	\$ 4,000	\$ -	\$ 136,389
Contingency Reserve		\$ 504,500	\$ 15,000	\$ 15,000	\$ -	\$ 504,500
Farm Surplus	7	\$ 233,911	\$ 68,911	\$ 233,911	-\$ 165,000	\$ 68,911
Turf Replacement Reserve	8	\$ 41,124	\$ 11,000	\$ -	\$ 11,000	\$ 52,124
Restricted Reserves						
Financial Contributions Reserve	9	\$ 1,035,250	\$ 128,000	\$ -	\$ 128,000	\$ 1,163,250
Elsie Fraser Bequest Reserve	10	\$ 84,160	\$ 36,000	\$ 59,000	-\$ 23,000	\$ 61,160
Targeted Rate Reserves						
Solid Waste Reserve	1	\$ 19,400	\$ 192,000	\$ 45,000	\$ 147,000	\$ 166,400
Wastewater Reserve	12	\$ 648,125	\$ 422,000	\$ 416,000	\$ 6,000	\$ 654,125
Water Supply Reserve	13	-\$ 560,195	\$ 720,000	\$ 890,000	-\$ 170,000	\$ 730,195
TOTAL		\$ 8,528,249	\$ 6,607,911	\$ 7,399,911	-\$ 792,000	\$ 7,736,249

- | | |
|---|--|
| 1. Movements in Interest, disposal proceeds (e.g. vehicle sales), depreciation. | Movements out: Renewal capital expenditure, new vehicle, books, etc |
| 2. Movements in Interest, depreciation. | Movements out: Street services (non-subsidised roading), depreciation already funded by NZTA, and an additional expenditure of \$1.0m on road maintenance. |
| 3. Movements in Interest, depreciation. | Movements out: Loan repayments, renewal capital expenditure |
| 4. Movements in Interest | Movements out: Purchase of additional land for Kopuatama Cemetery |
| 5. Movements in Nil | Movements out: Nil |
| 6. Movements in Interest | Movements out: Staff presentations expenditure |
| 7. Movements in Nil | Movements out: Rates mitigation and loan repayment |
| 8. Movements in Transfer as per Annual Plan | Movements out: Nil |
| 9. Movements in Interest, financial contributions received | Movements out: Nil |
| 10. Movements in Interest, depreciation. | Movements out: Deficit for the year |
| 11. Movements in Interest, depreciation, targeted rates | Movements out: Loan repayment, deficit for year |
| 12. Movements in Interest, depreciation, targeted rates operating surplus | Movements out: Renewal capital expenditure |
| 13. Movements in Interest, depreciation, targeted rates operating surplus | Movements out: Nil |

DECISION REPORT



F22/55/04 – D24/570

To: Policy and Services Committee
From: Communications Manager
Date: 23 January 2024
Subject: Communications and Engagement Strategy Review 2024

Recommendations

1. THAT the report be received.
2. THAT the reviewed *draft* Communication and Engagement Strategy be released for public feedback.

Recommended Reason

The recommendation from the Committee will enable public feedback to begin prior to Council adopting the draft strategy as a framework for communication and engagement activity.

/
Moved/Seconded

1. Purpose of Report

The purpose of this report is to obtain the Committee's approval for the release of the draft Communications and Engagement Strategy for public feedback.

2. Executive Summary

The purpose of the Communication and Engagement Strategy is to:

- Understand community satisfaction and expectations of Council in the areas of communication and community engagement;
- Analyse Council's current process in communications and engagement;
- Identify goals that will support Council's commitment to communicate and engage in a way that encourages an open, transparent relationship between the community and Council.

The Strategy was initially developed and adopted in 2020. Council staff have since reviewed and made suggested changes to the Strategy.

The changes to the strategy are:

- a) Removal of redundant information – the Glossary and data that dates easily ie, Social Media numbers.
- b) Updated principles, to increase relevance and provide more detail for the reader.
- c) The inclusion of guiding principles for engagement with Māori.
- d) Addition of the International Association for Public Participation (IAP2) Core Values which provide a better overview of our community engagement commitment alongside the levels of engagement framework.
- e) Addition of roles and responsibilities for the communications and engagement process which provides a high level overview of what is expected of council staff, Elected Members and community members as part of the process.
- f) Removal of key initiatives section. These will be identified as part of a work plan and reported on when required through the community services monthly report.
- g) Amendments to the strategic goals section. Removing objectives as these will be reflected in a work plan and reported on when required as part of the community services monthly report. The Goals section therefore remains relevant and provides strategic overview of the outcomes Council desires as part of this Strategy.
- h) Minor wording changes throughout the document to improve understanding and ensure document will remain current.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓	✓	✓

4. Background

- 4.1 The Local Government Act 2002 (the Act) is the primary Act that drives engagement and communications between Council and its community. The Act includes a series of principles which are intended to govern the overall actions of local authorities, and includes principles relating to the conduct of business in an open and transparent manner; making itself aware of community views; providing opportunities for Māori to participate in decision-making processes; collaborating and cooperating with other local authorities as appropriate; ensuring prudent stewardship of resources; and taking a sustainable development approach.
- 4.2 The Communication and Engagement Strategy provides a consistent approach for Council to give effect to the principles in the Local Government Act 2002.
- 4.3 The strategy’s vision is to have an engaged community, where everyone feels connected and able to participate in decision making opportunities.
- 4.4 The International Association for Public Participation (IAP2) Spectrum framework and core values is used to support the delivery of the strategy. The spectrum gives a guide on the level of engagement, and the methods of engagement for each of the levels.

5. Consultative Process

5.1 Public Consultation - Section 82

There is no requirement to carry out public consultation on this strategy as per Section 82 of the Act. However, officers recommend this goes out for public feedback to ensure the information and goals included within the strategy meet the needs of our community before being adopted. The strategy outlines roles and responsibilities for both Council and our community members and identifies key channels of communication and engagement. While we have used information already obtained via other feedback mechanisms it’s important that we seek feedback on the strategy as a whole document.

5.2 Māori Consultation - Section 81

Council staff sought feedback from representatives of Ngāti Maru, Ngāruahine and Ngāti Ruanui on part of the strategy that referenced engagement guidelines for Māori in July 2023. No feedback was provided at that stage. Further engagement will be undertaken with Iwi and Whakaahurangi Marae during the feedback process.

6. Risk Analysis

Refer to the Council Risk Register - available on the Council website.

- Does this report cover any issues that relate to any risks on the Council Risk Register, and if so which risks and what are the impacts and likelihood of eventuating?
- Does this report cover any issues that may lead to any new risks that are not on the Council Risk Register, and if so, provide some explanation of any new identified risks.
- Is there a legal opinion needed?

6.1 There is no risk in adopting the Communication and Engagement Strategy for feedback. The Strategy has been written to give effect to legislative principles.

7. Decision Making Process – Section 79

7.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	Yes. The Communications and Engagement Strategy supports all future engagement on Council planning documents.

7.2 Data

- Do we have complete data, and relevant statistics, on the proposal(s)?
- Do we have reasonably reliable data on the proposals?
- What assumptions have had to be built in?

In preparing the draft strategy Council officers considered feedback from our annual customer satisfaction survey, outcomes of internal review work, and comments from the public through other forms of feedback.

Key findings informing the draft strategy includes:

- Overall room for improvement in the way Council communicates and engages with community members on Council functions.
- Expectation for better transparency in Council decision making.
- Residents in rural areas are significantly less satisfied with how council keeps them informed than residents in urban areas.
- Antenno App users like the App as a way of keeping up to date on Council news.
- 94% of respondents know where to get Council information from.
- 6 in 10 residents (61%) are satisfied with how the council keeps them informed.
- 31% say they're happy with the communication they receive from Council.
- The 44-55-year age bracket are significantly less satisfied (51%) than all other age brackets.
- 61% keep informed on council information through the Stratford Press. This figure is declining on previous years but it's still the preferred way for people to be kept up to date (28%).
- Council's Facebook page is second with 33% using it to stay informed, and 23% say it's their preferred source of information.

Using this data Council officers update the initial SWOT analysis undertaken in 2020 and this is below:

<p>Strengths</p> <ul style="list-style-type: none"> • Small community, some residents eager to be involved • Good existing relationships with community groups and stakeholders • Access to communication channels that community members are engaged with • An increasingly active social media audience • Committed to improving community-based decision making • Elected members advocating for and engaging with all communities 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited funding for new / advanced communication and engagement methods • Limited resources to effectively manage community expectations re communication and engagement
<p>Opportunities</p> <ul style="list-style-type: none"> • Increasing online services and users on digital tools like Antenno App • Enhance interactive engagement through the use of new technology • Improving iwi relationships • Through this strategy, an approach that is practical, innovative and integrated • Improved measures for communications and engagement • A community that feels supported, engaged and informed by Council 	<p>Threats</p> <ul style="list-style-type: none"> • Difficult decision making leading to disengagement / lack of trust • Commercial sensitivity of some decisions, and increasing need to protect information under the Privacy Act • Reputational risks • Changes from central Government that are out of our control

7.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance and Engagement Policy in the Long Term Plan?	No	
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	

In terms of the Council's Significance and Engagement Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
		✓

7.4 **Options**

An assessment of costs and benefits for each option must be completed. Use the criteria below in your assessment.

1. What options are available?
2. For **each** option:
 - explain what the costs and benefits of each option are in terms of the present and future needs of the district;
 - outline if there are any sustainability issues; and
 - explain if the outcomes meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions?
3. After completing these, consider which option you wish to recommend to Council, and explain:
 - how this option is the most cost effective option for households and businesses;
 - if there are any trade-offs; and
 - what interdependencies exist.

Option 1 The committee recommends to release the reviewed *draft* Communications and Engagement Strategy for public feedback **as presented**.

Council officers support **option 1**.

Option 2 The committee recommends to release the reviewed *draft* Communications and Engagement Strategy for public feedback with **any changes**.

Option 3 The committee recommends not to proceed with the review of the Communications and Engagement Strategy and to retain the existing strategy as current.

7.5 **Financial**

- Is there an impact on funding and debt levels?
- Will work be undertaken within the current budget?
- What budget has expenditure come from?
- How will the proposal be funded? eg. rates, reserves, grants etc.

There is no financial impact. Work will be undertaken within the current budget.

7.6 **Prioritisation & Trade-off**

Have you taken into consideration the:

- Council's capacity to deliver;
- contractor's capacity to deliver; and
- consequence of deferral?

No trade-off is being undertaken.

7.7 **Legal Issues**

- Is there a legal opinion needed?
- Are there legal issues?

No legal opinion is required.

7.8 **Policy Issues - Section 80**

- | |
|---|
| <ul style="list-style-type: none">• Are there any policy issues?• Does your recommendation conflict with Council Policies? |
|---|

There are no policy issues. The strategy supports Council's Significance and Engagement Policy.

Attachments:

Appendix 1 – Current Communications and Engagement Strategy 2020

Appendix 2 – Reviewed DRAFT Communications and Engagement Strategy 2024 (pre-design)



Gemma Gibson
Communications Manager



Kate Whareaitu
Director Community Services



Approved by
Sven Hanne
Chief Executive

Date 16 January 2024

APPENDIX 1



STRATFORD DISTRICT COUNCIL

Communications & Engagement Strategy 2020

stratford.govt.nz





Contents

Purpose 2
 Introduction 2
 Legislation 3
 District profile 4
 How we work now 7
 How are we performing? 8
 How we want to work going forward 10
 Key initiatives 12
 Our strategic aims and objectives 13
 Where to from here 15
 Related documents 15
 Glossary 15

Purpose

This strategy has been prepared as a framework to support communication and engagement between Stratford District Council ('Council' 'we') and the community.

- We have developed the strategy to:
- understand community satisfaction and expectations of Council in the areas of communication and community engagement;
 - analyse Council's current process in communications and engagement;
 - identify new initiatives that will support Council's commitment to communicate and engage in a way that encourages an open, transparent relationship between the community and Council

Introduction

What is Communication and Engagement?

By 'communication', we mean:

- All our published documents, including leaflets, publications (e.g. annual report), website content, engagement and consultation documents, presentations and advertisements used to deliver messages to different audiences, including our residents, wider community, staff and external stakeholder groups
- All statements and comments issued to the media
- All face-to-face meetings, events and telephone conversations where we are hosting or organising the activities
- Materials that are produced to help 'inform' residents and the community, which may be 'one-way' communication at times

By 'engagement', we mean:

- Activities that are specifically designed to find out the experiences and views of the community
- Using a variety of methods depending on what is required and is most appropriate (moving away from a one size fits all approach), including the use of engagement and consultation events, structured discussions (e.g. focus groups, interviews), surveys or advisory groups
- Relationships with statutory partners and local partnerships including the voluntary and community sector, elected members and opinion leaders
- The ways in which we feed back the results of engagement activities, and make clear how these have been taken into account when making decisions.

Legislation

The Local Government Act 2002 (the Act) is the primary act that drives engagement and communications between Council and its community.

The Act includes a series of principles which are intended to govern the overall actions of local authorities, and includes principles relating to the conduct of business in an open and transparent manner; making itself aware of community views; providing opportunities for Māori to participate in decision-making processes; collaborating and cooperating with other local authorities as appropriate; ensuring prudent stewardship of resources; and taking a sustainable development approach.

Some sections of the Act specifically relate to planning, decision-making, consultation and accountability:
 Part 6 – 76AA Significance and Engagement Policy
 Part 6 – 78 Community Views in Relation to Decisions
 Part 6 – 81 Contributions to decision-making processes by Māori
 Part 6 – 82 Principles of Consultation
 Also very relevant to local government is the engagement/consultation required

as part of the Resource Management Act and the Reserves Act.
 The Communications and Engagement Strategy provides a consistent approach for Council to give effect to the principles in the Local Government Act 2002.
 Summary of other legislation that relates to Local Government activities can be found at www.localcouncils.govt.nz/lqip.nsf/wpg_url/Policy-LocalGovernment-Legislation-Other-legislation



District profile

Our Council

Council manages a wide range of services for our people, including planning and resource consents, water services, rubbish and recycling, roads and transport, parks and reserves, economic and community development initiatives, and community facilities like the library and swimming pool.

Our district is one of New Zealand's smallest local authority areas. We encompass just 2,170 square kilometres and within this have four distinct landscape regions:

- The alpine and bush environment of the Egmont National Park.

- The dairy farming country of the Egmont ring-plain.
- The frontal hill country. This land lies between the ring plain and the eastern hill country. It is mostly used for sheep and beef farming.
- The steep hill-country of eastern Taranaki, some areas of which are farmed mostly for sheep and beef farming.

Our district borders two national parks, Egmont National Park and Whanganui National Park. We are a main gateway to Taranaki Mounga including popular tourist sites Dawson Falls and Manganui

Ski Field. We are intersected by State Highway 3 and State Highway 43 (Forgotten World Highway) which connects Stratford township to our smaller towns including the Republic of Whangamomona and beyond to Taumarunui.

Within our district we have 10 primary schools and two secondary schools.

Our diverse audience

We often need to communicate and engage with specific people on different challenges and opportunities. For the purpose of this strategy we have listed these in the below key audience groups:

Stratford district community

- Ratepayers
- Residents
- Businesses and industry
- Community, sporting and social clubs
- Education service
- Volunteers
- Key service users
 - young people
 - older people
 - people with a disability

Elected members and employees

Visitors to the district / tourists

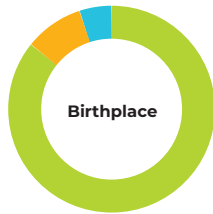
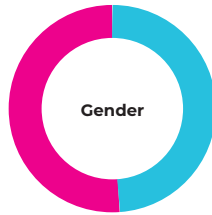
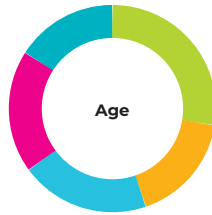
Partners/who we work with

- Government agencies
- Members of Parliament
- Other local authorities
- Media
- Iwi
- Contractors and suppliers
- Consultants

Our community

We have 8,991 residents (2013 census) who live in the heart of Taranaki and call the Stratford district their home, and this figure is predicted to grow. The majority of our population live in the Stratford township. We have a number of smaller satellite towns including Midhirst, Toko and Whangamomona with some of our rural community members living in very remote parts of the district.

Data sourced from *Infometrics.co.nz*





How we work now

Communicating with our diverse audience is important to ensure we have a well-informed community that has been provided the opportunity to engage with Council.

Council recognises that different people have different needs when it comes to communication and engagement. In any one community there are two ends of the spectrum: those who don't want to be bothered by Council at all, and those who want more ongoing involvement in initiatives to improve the area.

Through our existing relationships with stakeholders, learnings from previous consultation and engagement work and community feedback, we determine the best channel(s) to meet the needs and wants of the full spectrum of stakeholders.

The following Stakeholders Matrix displays the communication and engagement channels Council currently uses to meet these needs. It provides guidance on targeted communications and supports with managing our communication resources in the most efficient and cost effective way.

● Currently available
▲ Aim to provide

	Mail	Media and Print	Digital	Customer Experience	Community Engagement
	Rates notices inserts Direct Mail (letters/email) Letterbox drop Media release Radio Print advertising Publications Promotional materials Digital advertising Social Media Email invoicing/e-rates Email marketing Website Intranet Mobile updates (apps/SMS) Council service centres	Face-to-face Meetings Telephone Community events Surveys Workshops Online Forums Information stalls Noticeboards			
Stakeholders					
SDC	Elected members	●	●	●	●
	Committee Members	●	●	●	●
	Senior Leadership	●	●	●	●
	Staff	●	●	●	●
Stratford district community	Residents	●	●	●	●
	Ratepayers	●	●	●	●
	Businesses and industry	●	●	●	●
	Community Organisations/ Clubs	●	●	●	●
	Education services	●	●	●	●
	Older people (65 years +)	●	●	●	●
	Young people (12-24 years)	●	●	●	●
	People with a disability	●	●	●	●
Volunteers	●	●	●	●	
Visitors/tourists	●	●	●	●	●
Partners we work with	Media	●	●	●	●
	Iwi	●	●	●	●
	Contractors and suppliers	●	●	●	●
	Consultants	●	●	●	●
	Other local authorities	●	●	●	●
	Government agencies	●	●	●	●
Members of parliament	●	●	●	●	●



How are we performing?

In preparing this Strategy we have considered feedback from our annual Customer Satisfaction Survey, outcomes of internal review work, and comments from elected members and members of the public through other forms of feedback.

The feedback from the community, staff and elected members has been invaluable and has helped us identify:

- Who makes up our community?
- Community needs in the way of communications and engagement
- What we're doing well and what we can improve
- Strategies to meet the needs and wants of our community

2018/19 Customer Satisfaction Survey results

Key themes

- Overall room for improvement in the way Council communicates and engages with community members on Council functions.
- Those who respond to current engagement opportunities are not a representative cross section of the community.
- Some people simply don't know if Council is making decisions in their best interest because they aren't engaged with the process, or aware of the decisions Council is making at all.
- Identified challenges of communicating to a diverse audience, a "one size fits all" approach impossible, everyone wants something different.
- A need for more transparency in Council decision making

Stats

- 32.15% of respondents "don't know" if Council's decisions represent the best interests of the district.
- 81.08% of respondents are satisfied with the amount of consultation that Council offers.
- 95.35% of respondents know where to get Council information from
- 95.62% use the local newspaper to keep up to date with Council information.
- 33.97% use Council's website
- 21.82% use Council's Facebook page

When asked how you'd most like to receive information about Council in the future, 88.14% of respondents said newspapers, 27.27% said Council's website, 24.11% said Council's Facebook, 18.18% said email updates and 23.12% said personal contact by phoning or visiting Council's Service Centre.

Feedback

- "Website could be easier to navigate"
- "I feel there is a disconnect between the council and the community."
- "Could special notices such as "Water restrictions" be sent to all ratepayers (and other groups) in a group email?"
- "Some people don't have computers or cell phones or email."
- "Council staff are always friendly and super helpful, whether it be by phone or in person. Facebook page updates are great but council must remember that not all of the community have access to social media/websites."
- "I love that Stratford Council have a Facebook page. The information posted is greatly appreciated ie, letting us know about water supply"
- "I have always found the standard of customer service outstanding and queries have always been well received and dealt with by all staff."

Social Media engagement

As of February 2020 Council's active social media presence includes:

	Stratford District Council	2,459 follows	2,313 likes
	Stratford Library	532 follows	510 likes
	TSB Pool Complex	1,551 follows	1,495 likes
	Stratford District Animal Control	773 follows	753 likes
	Stratford District Youth Council	594 follows	561 likes
	Stratford i-SITE	283 followers	
	Stratford District Youth Council	181 followers	
	TSB Pool Complex	229 followers	

We manage and monitor our social media platforms on a daily basis and can view insights on all posts (paid and organic content). Our social media platforms are continuing to trend upwards in audience reach.

SWOT Analysis

<p style="font-size: 2em; margin: 0;">S</p> <p>Strengths</p> <ul style="list-style-type: none"> • Small community, eager to be involved • Good existing relationships with community groups and influencers • Good access to communication channels that community members are engaged with • Committed to improving community based decision making • Elected members advocating for and engaging with both rural and urban communities 	<p style="font-size: 2em; margin: 0;">W</p> <p>Weaknesses</p> <ul style="list-style-type: none"> • Limited funding for new communication methods • Limited resources to effectively manage community expectations re communication and engagement • An outdated community directory • Inconsistent approach to Council branded communications
<p style="font-size: 2em; margin: 0;">O</p> <p>Opportunities</p> <ul style="list-style-type: none"> • An increasing captive social media audience • Increasing online services • Enhance interactive engagement through the use of advances in technology • Improving iwi relationships • Through this strategy, an approach that is practical, innovative and integrated • Improved measures for communications and engagement • A community that feels supported, engaged and informed by Council 	<p style="font-size: 2em; margin: 0;">T</p> <p>Threats</p> <ul style="list-style-type: none"> • Difficult decision making leading to disengagement / lack of trust • Commercial sensitivity of some decisions, and increasing need to protect information under the Privacy Act • Reputational risks • Role of local authorities changing



How we want to work going forward

Our Communications and Engagement Vision

An engaged community, where everyone feels connected and able to participate in decision making opportunities.

Our principles



Informative



Proactive



Engaging



Accessible



Customer-centred



Connecting with our community

Council believes that by encouraging open conversations on community challenges and opportunities we can improve our delivery of service and empower our community.

The below framework will be used to support Council when delivering the objectives set out in this Strategy.

IAP2 Public Participation Spectrum

The International Association for Public Participation (IAP2) developed a framework for engagement which is considered a best practice benchmark worldwide.

The IAP2 Public Participation Spectrum gives a guide on the five levels of public participation, from informing to empowering, and the types of communication suitable for each. The purpose of the spectrum is to improve the practice of public participation or community engagement, incorporating key stakeholders that affect the

public interest. In simply 'informing' stakeholders, there is no expectation of receiving feedback and consequently there is a low level of public interest or impact. At the other end of the spectrum, 'empowering' stakeholders to make decisions implies an increase in expectations and therefore an increased level of public impact.

Differing levels of engagement may be required when engaging on an issue, and for different stakeholders. It will not always be appropriate or practicable to conduct engagement at the 'collaborate' or 'empower' end of this spectrum. Some topics of interest or issues will not need such an involved approach.

	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.	Two-way communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.	Public participation in the process, designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision-making.	Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.	The final decision making is in the hands of the public. Under the LGA 2002, the Mayor and Councillors are elected to make decisions on behalf of their constituents.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced that decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible.	We will implement what you decide.
Example tools	<ul style="list-style-type: none"> Factsheet Website Social media Public notices 	<ul style="list-style-type: none"> Formal submissions and hearings Focus groups Online surveys 	<ul style="list-style-type: none"> Workshops Focus groups 	<ul style="list-style-type: none"> External working groups (involving community experts) 	<ul style="list-style-type: none"> Binding referendum Local body elections

Alongside the IAP2 Framework and Stakeholders Matrix, this Strategy will align with the principles set out in Council's Relationships Framework and Policy in order to provide a consistent approach to engaging and collaborating with external community focused groups.



Key initiatives

While this strategy outlines in further detail the objectives we will implement, the below are six key initiatives that Council will focus on over the next two years.

- **New website functionality** – to improve functionality, stability and overall user experience of the website.
- **Brand audit** – complete an audit of Council’s brand to ensure a consistent, recognised and strengthened brand is applied to the district.
- **Iwi engagement** – work with iwi and hapū on developing an engagement framework.
- **Research and insights** – improve the way we measure communications and engagement within the community to better improve our delivery.
- **Community engagement** – use this strategy to implement a number of initiatives to ensure Council works towards best practice standards and to further embed engagement initiatives into Council’s project management.
- **Digital communications** – use this strategy to implement a plan to grow our online community and engage more through social media and email communications.



Our strategic aims and objectives

These aims and objectives are a combination of Council’s legislated requirements to enable democratic local decision-making and promoting the social, economic, environmental and cultural well-being of Stratford districts communities, while undertaking the deliberate, planned and sustained effort to establish and maintain understanding between Council and the community.

Internal Communications

Aim	
Establish a culture that strengthens internal communication and provide staff with the tools to enhance the way Council engages with the community.	
Objective	Outcome
Develop a communications toolkit for staff	Planned and effective communications for our community, resulting from a collaborative approach
Create a writing style guide for Council staff	Establish an internal culture of writing that uses plain language and is fit for purpose
Provide support and training to staff members to assist them to determine community engagement requirements on a project by project basis	Establish a consistent culture of community engagement where staff are aware of Council’s policies and procedures in considering engagement as early as possible in the project’s development.
Implement media protocols/policy for Council staff	Better informed community through consistent communication
Create a writing for the web guide for Council staff	Establish internal culture of writing for the web that results in timely and effective web communications

Community engagement

Aim	
Liaise with the community on relevant projects to ensure all stakeholders are informed, and create meaningful engagement opportunities seeking community feedback that is considered as part of the decision making process.	
Objective	Outcome
Review and revise the Community Directory	Council has a robust and up to date Community Directory
Proactively seek new opportunities and innovative ways for elected members to engage with the community	Provide community with more open and informal opportunities to discuss issues and ideas with Council
Educate the community on the engagement and consultation process	Increased understanding leading to engaged discussions where our community feel part of Council decision making
Proactively seek new opportunities to engage with our key audience groups	All members of our community feel informed and engage with Council on services, event, initiatives and projects
Develop an engagement framework with iwi and hapū	Engagement processes established between council, iwi and hapū
Review and revise the Significance and Engagement Policy	Council has an updated policy in place that assists Council to execute best practice community engagement by identifying the appropriate level of engagement for each project



Visual communications

Aim	
Ensure Council’s online presence and printed publications strengthen our brand via creative, informative and engaging communications.	
Objective	Outcome
Implement an updated brand style guide for the organisation	Consistent approach to Council produced publications
Review Council’s Signage Policy	Consistent approach to signage throughout the district
Endorse a united brand identity for Council, the district and our Shakespearean identity	Consistent, recognised and strengthened brand that promotes our unique identity
Improve/increase access to approved promotional images	Consistent, recognised and strengthened brand that promotes our district and the people who live here

Digital communications

Aim	
Connect with and build relationships online with our community by developing engaging and valuable two-way conversations. Be the central point of contact online, enabling 24/7 access to information and services to our customers.	
Objective	Outcome
Improve Council’s online presence through the development of a new website	Provide a modern, user-friendly, multi-media rich platform that is engaging and meets web accessibility standards
Improve Council’s social media presence by building awareness and exposure of Council’s social media channels	Increase community awareness and participation in Council social media channels
Review current Council smart phone applications and proactively seek new initiatives in this space	Access to relevant information as the customers time-of-need

Media relations

Aim	
Deliver clear, consistent and factual information to the media to ensure positive and accurate coverage of Council decisions and activities.	
Objective	Outcome
Extend traditional media to include digital distribution of messages	Reach more people with information on Council services, events, initiatives and projects
Have most up to date key Council information available on website	Better informed community through accessible information
Build on relationships with local media	Better informed community through consistent and accurate information sharing
Seek opportunities for spokesperson interviews across media outlets	Increased awareness of Council services, events, initiatives and projects

External Communications

Aim	
Deliver planned, transparent and effective communications by using multiple digital and print mediums that are cost effective, innovative and specific to our community.	
Objective	Outcome
Review use of existing communications tools/ channels	Targeted communications based on community interest and needs
Realign resources from traditional communications to digital communications to meet the growing demand for information and engagement online	New and creative mediums for increased exposure to Council services, events, initiatives and projects through cost-effective options
Proactively seek new opportunities and innovative ways to communicate with the community	Reach more people with information on Council services, events, initiatives and projects

Where to from here

Council will develop a work plan that supports this strategy. Progress on the initiatives and objectives highlighted will be reported to elected members on a regular basis, and shared with the wider community.

The strategy will be reviewed every three years or as needed.



Related documents

- Significance and Engagement Policy
- Media Policy
- Relationships Framework
- Relationships Policy
- Community Development Strategy
- Long Term Plan 2018 – 28
- Annual Plan

Glossary

- Our Council** Elected members, staff and the policies and guidelines that deliver the services, events, projects and initiatives
- Our district** The area that Stratford District Council services and people, organisations, businesses within it
- Our Community** The people who make up the Stratford district, the key stakeholders and audiences who we wish to communicate and engage with
- Services** An ongoing deliver of an expected community service
- Event** A community-focused event
- Initiative** A partnership based delivery or community service
- Project** A partnership based delivery or community service



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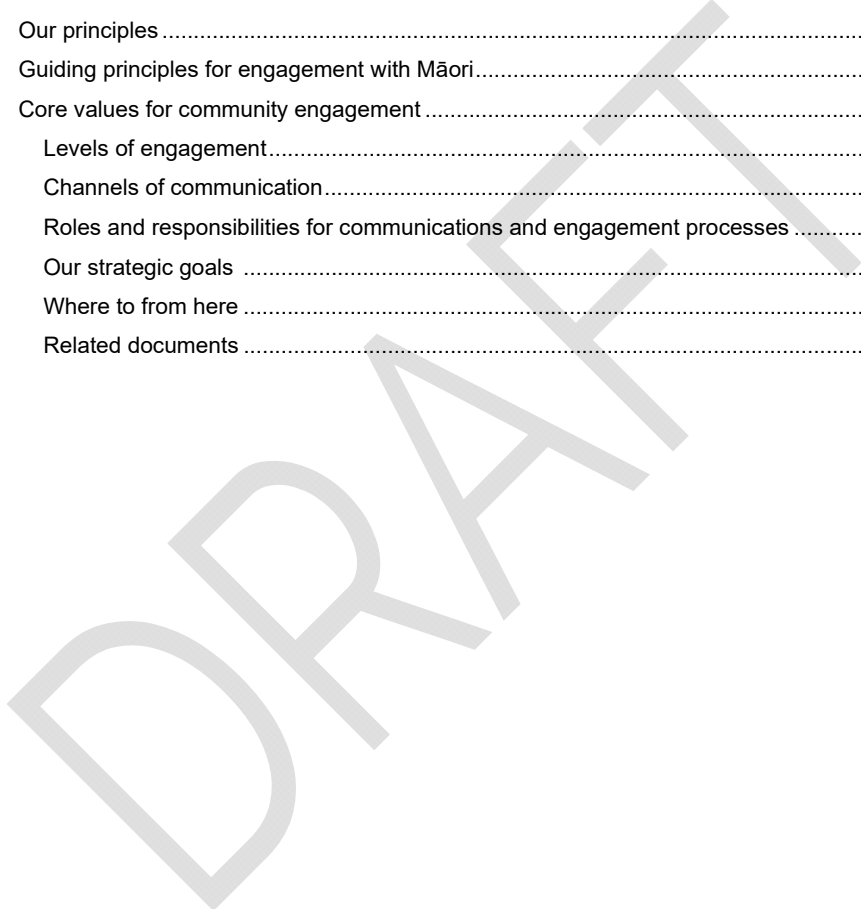


APPENDIX 2

Communications and Engagement Strategy

Contents

- 1 Purpose 2
- 2 Introduction..... 2
- 3 Strategic context 3
- 4 Legislation 3
- 5 District profile..... 4
- 6 Our vision 5
- 7 Our principles 5
- 8 Guiding principles for engagement with Māori..... 5
- 9 Core values for community engagement 6
- 10 Levels of engagement..... 7
- 11 Channels of communication..... 9
- 12 Roles and responsibilities for communications and engagement processes 11
- 13 Our strategic goals 12
- 14 Where to from here 13
- 15 Related documents 14



1 Purpose

This strategy has been prepared as a framework to support communication and engagement between Stratford District Council ('Council', 'we') and the community.

We have developed the strategy to:

- set clear goals and effective methods for how Council communicates with our community and how our community can engage with Council, particularly in relation to decision-making
- engage consistently and at the right level
- provide a framework that will support Council's commitment to communicate and engage in a way that encourages an open, transparent relationship between the community and Council

2 Introduction

What is Communication and Engagement?

By 'communication', we mean:

- a) All our published documents, including newsletters, newspaper publications, website and social media content, council documents, presentations and advertisements used to deliver information to different audiences, including our residents, wider community, staff and external stakeholder groups
- b) All statements and comments issued to the media
- c) All face-to-face meetings, events, and telephone conversations where we are hosting or organising the activities
- d) Materials that are produced to help 'inform' residents and the community, which may be 'one-way' communication at times

By 'engagement', we mean:

- a) Activities that are specifically designed to find out the experiences and views of the community
- b) Using a variety of methods, tailored specifically to our target audience, and what is required and most appropriate for them. This will not be a one size fits all approach, and may include the use of engagement and consultation events, structured discussions (e.g. focus groups, interviews), surveys or advisory groups
- c) Relationships with statutory partners and local partnerships including the voluntary and community sector, elected members and opinion leaders
- d) The ways in which we feed back the results of engagement activities and make clear how these have been taken into account when making decisions
- e) formal engagement processes required by legislation, such as consultation on long term plans and other statutory documents.

3 Strategic context

Communication and engagement is required as part of a range of Council processes. The overarching strategic document for Council is our **Long Term Plan (LTP)** and subsequent annual plans. Our **Significance and Engagement Policy** is reviewed every LTP cycle and plays a key role in how we engage as part of the decision-making process. The Communications and Engagement Strategy is designed to provide the framework for the application of our Significance and Engagement Policy.

4 Legislation

The Local Government Act 2002 (the Act) is the primary act that drives engagement and communication between Council and its community.

The Act includes a series of principles which are intended to govern the overall actions of local authorities, and includes principles relating to the conduct of business in an open and transparent manner; making itself aware of community views; providing opportunities for Māori to participate in decision-making processes; collaborating and cooperating with other local authorities as appropriate; ensuring prudent stewardship of resources; and taking a sustainable development approach.

This Strategy acknowledges that some processes are subject to legal regulations that dictate a minimum level of consultation. In these circumstances Council must full comply with the relevant areas of legislation.

Part 6 of the Act specifically relates to planning, decision-making and accountability:

Section 76AA Significance and Engagement Policy

Section 78 Community Views in Relation to Decisions

Section 81 Contributions to decision making processes by Māori

Section 82 Principles of Consultation

Section 83 Special Consultative Procedure

The Communications and Engagement Strategy provides a consistent approach for Council to give effect to the principles in the Local Government Act 2002.

Public consultation is required in a number of other Acts, for example Land Transport Act 1993, Resource Management Act 1991, and New Zealand Public Health and Disabilities Act 2000. It also stems from other obligations such as those set out in Te Tiriti of Waitangi/the Treaty of Waitangi.

The management and release of information gathered during consultation is subject to the Privacy Act 2020 and the Local Government Official Information and Meetings Act 1987.

5 District profile

Council manages a wide range of services for the community, including planning and resource consents, water services, rubbish and recycling, roads and transport, parks and reserves, economic and community development initiatives, and community facilities like the library and aquatic centre.

Our district is one of New Zealand’s smallest local authority areas. We encompass just 2,170 square kilometres and within this have four distinct landscape regions:

- The alpine and bush environment of the Egmont National Park.
- The dairy farming country of the Egmont ring-plain.
- The frontal hill country. This land lies between the ring plain and the eastern hill country. It is mostly used for sheep and beef farming.
- The steep hill-country of eastern Taranaki, some areas of which are farmed mostly for sheep and beef farming.

Our district borders two national parks, Te Papakura o Taranaki (Egmont National Park) and Whanganui National Park. We are a main gateway to Taranaki Mounga including popular tourist sites Te Rere o Kapuni (Dawson Falls), Stratford Mountain House and Manganui Ski Field. We are intersected by State Highway 3 and State Highway 43 (Forgotten World Highway) which connect Stratford township to our smaller towns including Midhirst, Toko and Whangamomona.

Within our district we have 10 primary schools and 2 secondary schools.

5.1 Our community

We have a population of 9,474 (2018 census) who live in the heart of Taranaki and call the Stratford district their home, and this figure is predicted to grow. The majority of our population lives in the Stratford township. We have a number of smaller satellite towns including Midhirst, Toko and Whangamomona with some of our rural community members living in very remote parts of the district.

Median Age – 39.6 years

Gender

- Male – 4,722
- Female – 4,752

Birthplace

- NZ born – 90.7%
- Overseas born – 9.3%

Ethnicity

- European – 91.4%
- Maori – 14.2%
- Asian – 2.5%
- Pacific peoples – 1.4%
- Middle Eastern / Latin American / African – 0.2%
- Other ethnicity – 1.3%

1,350 identify as Māori – The median age for Māori population is 21.9 years

Unemployment: 3.6%

Full suite of statistics available online at: <https://www.stats.govt.nz/tools/2018-census-place-summaries/stratford-district>

6 Our vision

An engaged community, where everyone feels connected and able to participate in decision making opportunities.

7 Our principles

1. **Inclusive:** Council gives all community members a reasonable opportunity to contribute.
2. **Proactive:** Council prioritises sharing information as soon as it's available and involving community members in the decision-making process as early as possible, so they have the necessary time to learn about the issue and actively participate.
3. **Coordinated:** Council's approach to communication and engagement uses community and council resources (ie, staff time and budget) effectively
4. **Accessible:** Council designs communication and engagement processes that make it easier for community members to influence decisions
5. **Effective:** Council's communication and engagement processes are transparent, timely, easy to understand and regularly evaluated to identify continuous improvement opportunities.

8 Guiding principles for engagement with Māori

Te Tiriti o Waitangi is the basis that forms the overall strategic relationship between Māori^[1] and the Crown. Te Tiriti o Waitangi, and in particular, its principles, play a central role in shaping the engagement between Māori and Council. For example, it's the principles of Te Tiriti that form the basis for Māori involvement with local government. To give effect to Te Tiriti, the courts, government, the Waitangi Tribunal, and many organisations have all developed principles or implicit requirements for both parties.

For Māori, the process of genuine engagement is:

- an acknowledgement of their rangatiratanga and status as Treaty partners
- an acknowledgement that mātauranga Māori makes an important contribution to solving policy and practical problems
- an acknowledgement that Māori have the resources and capability to contribute; and
- an acknowledgement that some issues affect Māori disproportionately who are therefore better placed to develop the solutions.

Councils operate under a number of statutory rules that require them to either consult or engage with Māori or tangata whenua, and/or to provide opportunities for participation in some capacity. Underpinning all terms is the assumption that conversations should be occurring to understand and include the values, aspirations, and interests of Māori. Several pieces of legislation direct central and local government agencies to "take into account" or "have regard to" the principles of Te Tiriti.

Not all Māori engagement is driven by law. Māori have a wealth of knowledge about the cultural, natural, physical, and social environment and are key players in regional economic development.

^[1] *The term Māori is used here and refers to tangata whenua and or mana whenua that within the context of Stratford district means those hapū who whakapapa to the land. In terms of mana whenua, there are also a number of groups and entities that include: iwi, hapū, marae, and post-settlement governance entities.*

There will be many occasions where input from Māori will inform and enrich the work of Council. Aside from Te Tiriti and a legislative context, there are compelling reasons for local government and Māori to work together.

While Council aims to develop an internal Māori engagement framework for staff with iwi partners as part of this strategy, Te Arawhiti has already created a framework and guidance for public sector engagement with Māori that we can seek guidance from.

It identifies three key principles that should guide the development of an engagement process with Māori: **Engage early, Be inclusive, Think broadly.**

Te Arawhiti says engagement that is early, inclusive and broad will lead to the following:

- A greater understanding of one another’s expectations and aspirations
- Increased opportunities to co-design processes and systems
- Increased opportunities to establish shared projects and programmes
- Improved process based on understanding of one another’s priorities, expectations and available resources
- More efficient use of government and Māori resources
- Supporting Māori expectations and aspirations

If engagement with Māori isn’t early, inclusive or broad, there may be reduced opportunities to develop meaningful future relationships and the development and implementation of effective policy options may be compromised.

Stratford District Council is on a journey to grow its relationships with Māori. Partnerships between local government and Māori across Aotearoa New Zealand is continually evolving. It remains vital to maintain and foster both new and established relationships with Māori across the Stratford district – to ensure inclusiveness is embedded in all of Council’s communication and engagement activity.

We acknowledge the following seven iwi as mana whenua within the Stratford District:

- Ngāti Ruanui
- Ngāruahine
- Ngāti Maru
- Ngāti Mutunga
- Ngāti Tama
- Ngā Rauru
- Te Aīāwa.

Council also recognises the role of Whakaahurangi Marae within the district.

9 Core values for community engagement

Council believes that by encouraging open conversations on community challenges and opportunities we can improve our delivery of services and empower our community to participate in democracy.

Council refers to the International Association for Public Participation (IAP2) Core Values as the underlying principles for engaging with our community.

Public participation/community engagement:

- is based on the belief that those who are affected by a decision have a right to be involved in the
- decision-making process;
- includes the promise that the public’s contribution will influence the decision;
- promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers;

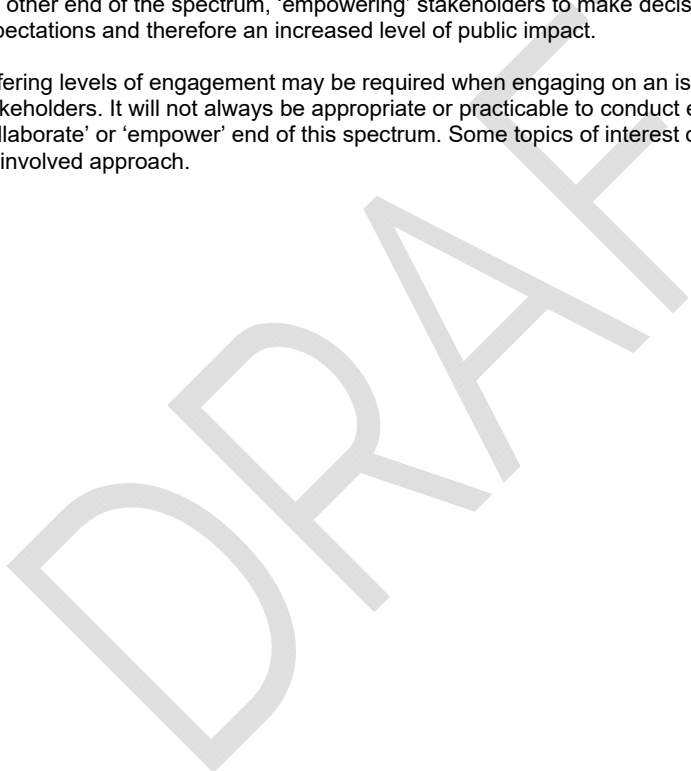
- seeks out and facilitates the involvement of those potentially affected by or interested in a decision;
- seeks input from participants in designing how they participate;
- provides participants with the information they need to participate in a meaningful way;
- communicates to participants how their input affected the decision.

10 Levels of engagement

The IAP2 developed a framework for engagement which is considered a best practice benchmark worldwide.

The IAP2 Public Participation Spectrum gives a guide on the five levels of public participation, from informing to empowering, and the types of communication suitable for each. The purpose of the spectrum is to improve the practice of public participation or community engagement, incorporating key stakeholders that affect the public interest. In simply 'informing' stakeholders, there is no expectation of receiving feedback and consequently there is a low level of public interest or impact. At the other end of the spectrum, 'empowering' stakeholders to make decisions implies an increase in expectations and therefore an increased level of public impact.

Differing levels of engagement may be required when engaging on an issue, and for different stakeholders. It will not always be appropriate or practicable to conduct engagement at the 'collaborate' or 'empower' end of this spectrum. Some topics of interest or issues will not need such an involved approach.



	→	→	→	→	→
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Public Participation Goal	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.	Two-way communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.	Work directly with the public throughout the process to ensure public concerns and aspirations are understood and considered prior to decision-making.	Partner with the public to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions.	The final decision making is in the hands of the public. <i>Under the LGA 2002, the Mayor and Councillors are elected to make decisions on behalf of their constituents.</i>
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced that decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible.	We will implement what you decide.
Example tools	<ul style="list-style-type: none"> • Factsheet • Website • Social media • Public notices 	<ul style="list-style-type: none"> • Formal submissions and hearings • Focus groups • Online surveys 	<ul style="list-style-type: none"> • Workshops • Focus groups 	<ul style="list-style-type: none"> • External working groups (involving community experts) 	<ul style="list-style-type: none"> • Binding referendum • Local body elections

11 Channels of communication

Communicating with our diverse community is important to ensure we have a well-informed district that has been provided the opportunity to engage with Council and have a say in the matters that affect them. Council recognises that different people have different needs when it comes to communication and engagement. In any one community there are two ends of the spectrum: those who don't want to be bothered by Council at all, and those who want more ongoing involvement in initiatives to improve the area.

Through our existing relationships with stakeholders, learnings from previous consultation and engagement work and community feedback, we determine the best channel(s) to meet the needs and wants of the full spectrum of stakeholders. The following Stakeholders Matrix displays the communication and engagement channels Council has available to meet these needs.

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Stakeholders matrix

* = CURRENTLY AVAILABLE
 Δ = AIM TO PROVIDE

		Mail		Media and Print				Digital					Customer Experience			Community Engagement											
		Rates notices inserts	Direct Mail (letters/e-mail)	Letterbox drop	Media release	Radio	Print advertising	Publications	Promotional materials	Digital advertising	Social Media	Email invoicing /e-rates	Email marketing	Website	Intranet	Mobile updates (APP/SMS)	Council service centres	Face-to-face	Meetings	Telephone	Community events	Surveys	Workshops	Online Forums	Information stalls	Noticeboards	
STAKEHOLDERS																											
SOC	Elected members		*	*		*	*	*		*		*			*	*	*	*	*	*	*	*					
	Committee members		*	*		*	*	*		*		*			*	*	*	*	*	*	*	*	*				
	Senior Leadership		*	*		*	*	*		*		*			*	*	*	*	*	*	*	*	*				
	Staff		*	*		*	*	*		*		*			Δ	*	*	*	*	*	*	*	*				
Stanford district community	Residents		*	*	*	*	*	*	*	*	*	Δ	*		*	*	*	*	*	*	*	*	Δ	Δ	Δ	*	
	Ratepayers	*	*	*	*	*	*	*	*	*	*	Δ	*		*	*	*	*	*	*	*	*	Δ	Δ	Δ	*	
	Businesses and industry		*	*	*	*	*	*	*	*	*	Δ	*		*	*	*	*	*	*	*	*	Δ	Δ	Δ	*	
	Community Organisations/Clubs		*	*	*	*	*	*	*	*	*	Δ	*		*	*	*	*	*	*	*	*	Δ	Δ	Δ	*	
	Education services		*			*	*	*	*	*	*	Δ	*		*	*	*	*	*	*	*	*	*	Δ	*		
	Older people (65 years +)					*	*	*	*	*	*	Δ	*		*	*	*	*	*	*	*	*	*	Δ	*	*	
	Young people (12 - 24 years)				*	*	*	*	*	*	*		*		*	*	*	*	*	*	*	*	*	Δ	*	*	
	People with a disability				*	*	*	*	*	*	*		Δ	*		*	*	*	*	*	*	*	*	Δ	*	*	
Volunteers		*		*	*	*	*	*	*	*		Δ	*		*	*	*	*	*	*	*	*	Δ	*	*		
Visitors/tourists				*	*	*	*	*	*	*		Δ	*		*	*	*	*	*	*	*	*	*	*	*	*	
Partners we work with	Media		*	*	*	*	*	*	*	*		*		*	*	*	*	*	*	*	*	*	Δ	Δ			
	Iwi/Hāpu/Māori		*			*	*	*	*	*		*		*	*	*	*	*	*	*	*	*					
	Contractors and suppliers		*	*	*	*	*	*	*	*		Δ	*		*	*	*	*	*	*	*	*					
	Consultants		*									*			*	*	*	*	*	*	*	*					
	Other local authorities		*	*			*	*	*	*		*		*	*	*	*	*	*	*	*	*					
Government agencies		*									*		*	*	*	*	*	*	*	*	*						
Members of parliament		*									*		*	*	*	*	*	*	*	*	*						



12 Roles and responsibilities for communications and engagement processes

For effective conversations and decision-making that best meets the needs of the whole community, we all need to work together. This means Council staff, elected members and community members all have a role to play in these processes.

Council staff

Staff are responsible for the design and implementation of communication and engagement processes. They will take the appropriate steps to ensure the process is consistent and transparent for everyone involved. These steps include:

- Define the project/context
- Define the purpose and identify negotiables (what elements of the project can be influenced) and non-negotiables (what cannot be influenced by the public)
- Identify the level of engagement required, guided by the Significance and Engagement Policy
- Identify who needs to be involved, and develop relationships
- Develop communication and engagement plan for approval
- Roll out the plan
- Give feedback to the community
- Evaluate and review the process
- Ensure ongoing monitoring
- Document evidence (record-keeping for requests under the Local Government Official Information and Meetings Act 1987)

Elected Members

As community leaders, the support of councillors is important for successful community engagement. Councillors will:

- support community engagement processes as appropriate (ie, community meetings and events)
- review information gathered through community engagement processes, existing research and information already known to Council, and seek clarification where necessary to inform Council decisions
- approach decision-making processes with an open mind and in the public's best interest
- act as a channel between the community and Council (using the appropriate information request tools ie, StratfordDC@stratford.govt.nz, online request form and phone 06 765 6099 to direct feedback or questions from the community to Council officers)

From the Council's Code of Conduct:

- treat all people fairly,
- treat all other members, staff, and members of the public, with respect,
- share with Council any information received that is pertinent to the ability of the local authority to properly perform its statutory duties,
- operate in a manner that recognises and respects the significance of the principles of Te Tiriti o Waitangi,

Community members

As part of engagement opportunities, community members are asked to:

- focus on the decision to be made/question to be answered
- recognise that Council must consider the needs of the whole community

- request alternative ways of participating as required
- listen, to best understand the views of others in the community
- provide input and feedback within timeframes
- encourage others to offer feedback, participate in engagement opportunities.

13 Our strategic goals

13.1 Internal Communications

Aim: Establish a culture that strengthens internal communication and provide staff with the tools to enhance the way Council engages with the community.

Outcomes
Planned and effective communication and engagement processes for our community, resulting from a collaborative approach internally
Improved understanding of Council communications through plain language
Consistent culture of community engagement where staff are aware of and actively follow Council’s policies and procedures in considering engagement as early as possible in the process.
Better informed and engaged community through consistent processes
Communications and engagement activity that meets legislative requirements.

13.2 External Communications

Aim: Deliver planned, transparent, and effective communications by using multiple digital and print mediums that are cost effective, innovative and specific to our community.

Outcomes
Targeted communications based on community interest and needs
New and creative mediums for increased exposure to Council services, events, initiatives and projects through cost-effective options
Reach more people with information on Council services, events, initiatives and projects

13.3 Community engagement

Aim: Liaise with the community on relevant projects to ensure all stakeholders are informed, and create meaningful engagement opportunities seeking community feedback that is considered as part of the decision making process.

Outcomes
Council has a robust and up to date Community Directory through regular engagement
Provide the community with more open and informal opportunities to discuss issues and ideas with Council
Increased understanding of the decision making processes leading to engaged discussions where our community are influential in the process
All members of our community feel informed and engage with Council on services, event, initiatives and projects
Engagement processes are established between council, iwi and hapū

13.4 Media relations

Aim: Deliver clear, consistent and factual information to the media to ensure comprehensive and accurate coverage of Council decisions and activities.

Outcomes
Reach more people with information on Council services, events, initiatives and projects
Better informed community through accessible information
Better informed community through consistent and accurate information sharing
Increased awareness of Council services, events, initiatives and projects

13.5 Digital communications

Aim: Connect with and build relationships online with our community by developing engaging and valuable two-way conversations. Be the central point of contact online, enabling 24/7 access to information and services to our customers.

Outcomes
Provide a modern, user-friendly website that is engaging and meets web accessibility standards
Increased community awareness and participation in Council owned digital platforms (ie, social media, Antenno)
Increased opportunities for community members to provide feedback and engage on issues via online platforms
Access to relevant information at the customers time-of-need

13.6 Visual communications

Aim: Ensure Council’s online presence and printed publications strengthen our brand via creative, informative and engaging communications.

Outcome
Consistent approach to Council produced publications
Consistent approach to signage throughout the district
Consistent, recognised and strengthened brand that promotes our unique identity
Consistent, recognised and strengthened brand that promotes our district and the people who live here

14 Where to from here

Council officers will develop a work plan that supports this strategy. Progress on the work plan will be reported to elected members on a regular basis.

The strategy will be reviewed every three years or as needed.



15 Related documents

- Significance and Engagement Policy
- Media Policy
- Community Relationships Policy and Framework
- Community Development Strategy
- Long Term Plan
- Annual Plan

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DECISION REPORT



F22/55/04 – D23/41012

To: Policy and Services Committee
From: Communications Manager
Date: 23 January 2023
Subject: Significance and Engagement Policy Review

Recommendations

1. THAT the report be received.
2. THAT the *draft* Significance and Engagement Policy and statement of proposal is released for public consultation in accordance with section 82 and 82A of the Local Government Act 2002.

Recommended Reason

This is part of council's review of policies related to the Long Term Plan process. Section 76AA of the Local Government Act 2002 requires Council to adopt a Significance and Engagement Policy.

/
Moved/Seconded

1. Purpose of Report

This report seeks approval for consultation of the draft Significance and Engagement Policy.

2. Executive Summary

The Significance and Engagement Policy is an essential component to Council decision making. This review of the Policy has identified opportunities to provide clarity around the process of determining significance, include new criteria, and other minor additions to the Policy to improve people's understanding of how the Policy is used. Sections of the policy that have been edited are highlighted in yellow.

Main changes to the policy are:

- a) Grouping considerations when determining significance under key criteria and presenting this in a table for ease of reference. (Section 2.3 of policy)
- b) Include the impact on climate change as an item in the key criteria for assessing how significant a matter is. (Section 2.3 of policy)
- c) Clarify the relationship between the significance categories and the expected level of engagement. (Section 3.3 of the policy)
- d) New section outlining Council's expectations of the community during engagement. (Section 3.8 of the policy)
- e) Reference legislative requirements that Council is obligated to that fall outside the purpose of this Policy. (Section 3.4 of the policy)
- f) Clarify Council's commitment to engagement with Māori outside of its legal obligations as defined by the Local Government Act. (Section 3.6 of the policy)

Strategic Assets

The current and draft Policy both identify the Three Water assets as being strategic assets. This limits Council's ability to decide to divest those assets (except through a Long Term Plan process). The Water Services Entities Act overrides this limitation. The Three Water assets can be removed from the strategic asset list if a Water Services Reform is completed by the Government. They can be replaced with Council's statutory shareholding in the relevant Water Services Entity.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council's purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓	✓	✓

Up to date policies enable council to perform a good quality local public service and good quality regulatory functions.

4. Background

- 4.1 Council's decision making processes are generally set by the Local Government Act 2002 (LGA). Determining the significance of a matter is a key part of decision making under the LGA. Other legislation can also place obligations on Council when addressing matters under those laws, but the LGA decision making largely still applies.
- 4.2 Section 76AA of the LGA requires Council to adopt a Significance and Engagement Policy. This section requires the Policy to include:
 - 4.2.1 The approach to determining the significance of proposals, including criteria or procedures
 - 4.2.2 The approach to responding to community preferences about engagement, and the form of engagement that may be desirable
 - 4.2.3 The approach to engaging with the community, and
 - 4.2.4 A list of 'strategic assets'.
- 4.3 The definition of significance is the degree of importance of the issue in terms of its impact on the wellbeing of the district, affected or interested persons and the capacity of Council to perform its functions.
- 4.4 Council is obliged to:
 - 4.4.1 Identify all reasonably practicable options for an issue (s77(1)(a) LGA)
 - 4.4.2 Assess the options in terms of their advantages and disadvantages (s77(1)(b) LGA)
 - 4.4.3 Give consideration to the views and preferences of persons affected by and interested in the decision (s78 LGA), although Council is not required by this section alone to undertake any consultation process or procedure.
- 4.5 The LGA states that when Council achieves compliance with the above obligations that it should be done in a way that is in proportion to the *significance* of the matter. Meaning the more significant, the more attention given to it when actively seeking community views through engagement processes
- 4.6 Significance and Engagement Policies are one of the fundamental building blocks of good decision making within councils and have important legal implications across the organisation. The Policy should provide a lawful bottom line for Council to adhere to, with the opportunity to go over and above where necessary.

4.7 The Policy does not override specific legal obligations on some matters. Such as the Reserves Act 1977 and Resource Management Act 1991 which have specific obligations around consultation. Similarly, the Policy is not the primary means of determining engagement with iwi and hapū. Section 81 of the LGA is the key provision for maintaining processes for Māori contribution to decision making, as well as sections 4, 14(1)(d), 77(1)(c), 81 and 82(2). A section on legislative requirements is included in the Policy to help explain this.

5. Consultative Process

5.1 Public Consultation - Section 82

The LGA requires consultation of the Significance and Engagement Policy prior to adoption, unless Council has sufficient information about the community interests and preferences. The suggested changes to the Policy are outside any existing understanding of the community interests and preferences so consultation is recommended.

5.2 Māori Consultation - Section 81

Council staff sought feedback from local Iwi on the existing Policy prior to developing the draft Policy for consultation. No feedback was provided at that stage. Direct engagement will be undertaken with Māori as part of the full consultation process.

6. Risk Analysis

6.1 Significance and Engagement Policies are key to determining the process for other decision making by Council. Having a clear policy that fully reflects statutory requirements and is easy to use for Officers, Elected Members and the community is critical to reducing risk for Council decision making.

6.2 Undertaking consultation before adopting a Significance and Engagement Policy ensures compliance with the LGA.

7. Decision Making Process – Section 79

7.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	The Significance and Engagement Policy is part of Council's review of policies related to the Long Term Plan process. Section 76AA of the Local Government Act 2002 requires Council to adopt a Significance and Engagement Policy. It is a key component in Council's decision-making process.

7.2 Data

No additional information required.

7.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance and Engagement Policy in the Long Term Plan?		
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	
In terms of the Council's Significance and Engagement Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
		✓

7.4 **Options**

Option 1 Approve the draft Policy for community consultation

The draft Policy provides improved direction on decision making processes. Undertaking community consultation before adopting the Policy complies with the LGA. The Policy helps to achieve Community Outcomes, particularly as the proposed draft now includes consideration of community outcomes within the criteria.

Council officers support **option 1**.

Option 2 Approve the draft Policy for community consultation with minor amendments

Option 3 Do not change the Significance and Engagement Policy and continue to operate under the existing policy. This would require re-adoption of the current policy to meet the requirements of the Local Government Act.

7.5 **Financial**

The cost of consulting and finalising the draft Policy can be met within existing resources.

7.6 **Prioritisation & Trade-off**

No trade-off is being undertaken.

7.7 **Legal Issues**

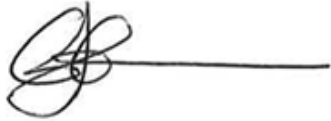
No legal opinion required.

7.8 **Policy Issues - Section 80**

No policy issues will occur as long as Council adopts a Significance and Engagement Policy.

Attachments:

- Appendix 1** – Current Significance and Engagement Policy
- Appendix 2** – Reviewed DRAFT Significance and Engagement Policy
- Appendix 3** – DRAFT Statement of Proposal

A handwritten signature in black ink, consisting of a stylized initial 'G' followed by a long horizontal line.

Gemma Gibson
Communications Manager

A handwritten signature in blue ink, appearing to be 'S Hanne' with a long horizontal line extending to the right.

Approved by
Sven Hanne
Chief Executive

Date 16 January 2024

Appendix 1

STRATFORD DISTRICT COUNCIL

POLICY: <u>SIGNIFICANCE AND ENGAGEMENT</u>	
DEPARTMENT: Community Services	RESPONSIBILITY:
SECTION:	<ul style="list-style-type: none"> Communications Manager
REVIEW DATE: 2019/2020	NEXT REVIEW: 2022/23
VERSION: 4	APPROVAL DATE: 22 June 2021

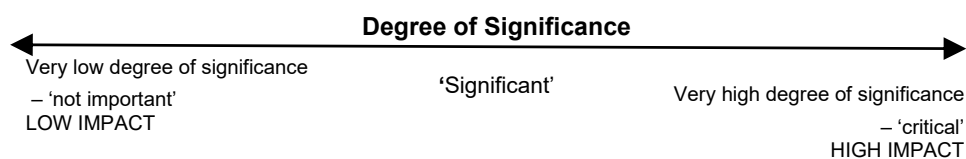
PURPOSE

The purpose of this policy is to inform and enable Stratford District Council and the community to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities. This will determine the level of research and assessment and information to be provided, and the nature and extent of public input.

This policy will tell you:

- When the community can expect to be engaged in Council's decision-making processes.
- How the Council is likely to engage with the community.
- How Council will assess the significance of the decisions.

DETERMINING SIGNIFICANCE



1. Local authorities make decisions about a wide range of matters and most will have a degree of significance but not all issues will be considered to be 'significant'. An assessment of the degree of significance of proposals and decisions, and the appropriate level of engagement, will be considered in the early stages of a proposal before decision making occurs.
2. Council will take into account the following matters when assessing the degree of significance of decisions and the appropriate level of engagement:
 - The impact on the community, how many people are affected and by how much;
 - The impact on levels of service provided by Council or the way in which services are delivered;

3. In some cases, including where a decision is close to, but does not exceed, the significance test under this policy, the Council may decide to consult or undertake some other form of engagement on the matter.
4. The Engagement Guide (refer to *Appendix 2*) identifies the form of engagement Council may use to respond to some decisions. It also provides examples of types of issues and how and when communities could expect to be engaged in the decision-making process.

Principles of engagement

When engagement takes place, other than simply providing information, we will:

- Seek to hear from everyone affected by a decision;
- Ask for views early in the decision-making process so that there is enough time for feedback to be provided and for this to be considered properly;
- Listen and consider views in an open and honest way;
- Respect everyone's point of view;
- Provide information that is clear and easy to understand;
- Consider different ways in which the community can share views with us; and
- Ensure that the engagement process is efficient and cost effective.

Council will also take into consideration that the community can feel 'over consulted'.

Council will ensure that, when conducting any engagement or consultation process in relation to a significant decision, it will provide clear information on:

- What is being proposed
- Why it is being proposed
- What options we have
- What the impacts are (if any)
- How you can have a say
- The timeframes
- How we will communicate the outcome to you

In addition we may add – if we know:

- What our preferred option is
- Any costs and rating impact

Engagement with Māori

Council acknowledges its unique relationship with Māori and will support this through:

- Establishing and maintaining processes to provide opportunities for Māori to contribute to decision-making;
- Taking into account the relationship Māori have with their ancestral land, water, sites, waahi tapu, and other taonga, when a significant decision relates to land or a body of water;
- Building ongoing relationships with Māori to enable early engagement in the development of appropriate plans and policies.

When Council may not engage

There are times when it is not appropriate or possible to engage with the community on certain matters.

Examples of this include where Council:

- Has determined the matter is not of a nature or significance that requires consultation (s82(4)(c) LGA 2002).
- Already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in the matter (s82(4)(d) LGA 2002).
- Is maintaining confidentiality or commercial sensitivity (s82(4)(d) LGA 2002).
- Has determined the cost of consultation as outweighing the benefits of it (s82(4)(e) LGA 2002).
- Is acting with urgency in a crisis (for example, under the Civil Defence Emergency Management Act 2002).
- Has a clear direction on a strategy or plan as part of its business as usual operations, and has already made up its mind about an issue, therefore cannot carry out meaningful engagement.
- Has consulted on the issue in the last 24 months.

Where the above listed circumstances apply and consultation is not to be undertaken, the Council is still required to give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter (s78(1) LGA 2002). The LGA 2002 requires that this consideration be in proportion to the significance of the matters affected by the decision (s79(1)).

RELEVANT LEGISLATION AND REFERENCES

- Local Government Act 2002
- Privacy Act 1993
- Local Government Official Information and Meetings Act 1987
- Civil Defence Emergency Management Act 2002
- Stratford District Council Communication and Engagement Strategy

APPENDIX 1 - STRATEGIC ASSETS

Section 5 of the Local Government Act 2002 states:

- a) any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and
- b) any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and
- c) any equity securities held by the local authority in—
 - (i) a port company within the meaning of the Port Companies Act 1988:
 - (ii) an airport company within the meaning of the Airport Authorities Act 1966

In respect to "strategic assets", a key consideration is whether the assets are essential to the continued delivery of an "outcome" that Council considers important for the well-being of the community.

Decisions to transfer ownership or control of a strategic asset to or from Council or to construct, replace or abandon a strategic asset cannot be made unless they are first included in the Long Term Plan.

For the purpose of section 76AA(3) of the LGA 2002, Council considers the following assets to be strategic assets:

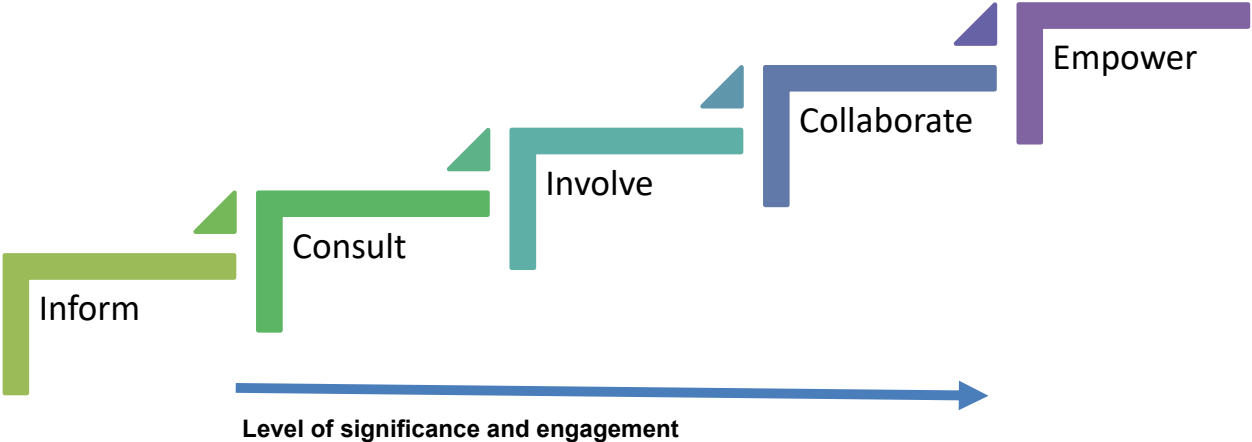
- The roading network, footpath, streetlights and parking
- Water supply schemes
- Wastewater scheme
- Reserves listed and managed under the Reserves Act
- Stormwater network
- Housing for the Elderly
- Swimming pool
- Library
- War Memorial Centre
- Cemeteries
- Percy Thomson Trust

APPENDIX 2 – ENGAGEMENT GUIDE

The International Association for Public Participation (IAP2) Spectrum demonstrates the possible types of engagement Council can have with the community. This model also shows the increasing level of public impact as you progress through the spectrum from left to right - 'inform' through to 'empower'. In simply 'informing' stakeholders, there is no expectation of receiving feedback and consequently there is a low level of public impact. At the other end of the spectrum, 'empowering' stakeholders to make decisions implies an increase in expectations and therefore an increased level of public impact.

Differing levels of engagement may be required during the varying phases of decision-making on an issue, and for different stakeholders. You can see more on this model in Council's Communication and Engagement Strategy.

It will not always be appropriate or practicable to conduct processes at the 'collaborate' or 'empower' end of this spectrum. Many minor issues will not warrant such an involved approach. Time and money may also limit what is possible on some occasions.



Level of Significance	Low	Moderate	High		
Key Considerations	<ul style="list-style-type: none"> Affects individuals Has very little public interest Low consequences for the district Low impact on Council being able to perform its role Expenditure incurred is less than a set percentage of the budgeted annual total expenditure Unbudgeted expenditure is less than a set percentage of the annual total expenditure 	<ul style="list-style-type: none"> Affects sub-group of the community Has moderate public interest Moderate consequences for the district Moderate impact on Council being able to perform its role Expenditure incurred is more than a set percentage of the budgeted annual total expenditure Unbudgeted expenditure is more than a set percentage of the annual total expenditure Moderately difficult to reverse Flows from a prior decision but with some notable variations 	<ul style="list-style-type: none"> Affects a wide range of people Has high public interest Large consequences for the district Large impact on the Council being able to perform its role Expenditure incurred is more than a set percentage of the budgeted annual total expenditure Unbudgeted expenditure is more than a set percentage of the annual total expenditure. Highly difficult to reverse Does not have a strong and logical flow from a prior decision 		
Depending on the level of significance, Council will apply one of the below engagement processes. For example: A decision of high significance could be anywhere between Consult and Empower.					
Level of Engagement	Inform	Consult	Involve	Collaborate	Empower
What does it involve	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.	Two-way communication designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision-making.	Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.	The final decision making is in the hands of the public. Under the LGA 2002, the Mayor and Councillors are elected to make decisions on behalf of their constituents.
Types of issues Council may use this for	Water Restrictions	Rate Remission Policy	District Plan	Community or Economic Development Strategy	Election voting systems (MMP, STV or first past the post)
Tools Council may use	Website Social Media Flyer Public Notices	Formal submissions Hearings User Focus groups On-line surveys	Community workshops Focus groups	External working groups (involving community experts)	Binding referendum Local body elections
When the community can expect to be involved	This process could mean Council would generally advise the community once a decision is made.	This process could mean Council would advise the community once a draft decision is made and may provide the community with up to four weeks to participate and respond.	This process could mean Council would generally provide the community with a greater lead in time to allow them time to be involved in the process.	Council would generally involve the community at the start to scope the issue, again after information has been collected and again when options are being considered.	Council would generally provide the community with a greater lead in time to allow them time to be involved in the process, e.g. typically a month or more.

POLICY

Appendix 2



Policy:	Significance and Engagement
Department:	Chief Executive
Approved by:	
Effective date:	1 July 2024
Next review date:	2027
Document Number:	D23/40550

1. Purpose

1.1 This policy outlines the framework used to determine the level of significance attached to specific Council decisions, and whether the community should be directly engaged

1.2 This policy covers:

- How Council will assess the significance of decisions.
- When and how Council will engage with the community.
- Council's strategic assets and their relation to this policy.

2. Significance

2.1 Local authorities make decisions about a wide range of matters and most will have a degree of significance (how important an issue is) but not all issues will be considered to be 'significant'.

2.2 An assessment of the degree of significance of proposals and decisions, and the appropriate level of engagement, will be considered on a case-by-case basis in the early stages of a proposal before decision making occurs.

2.3 Key criteria and considerations to determine the degree of significance are:

Key criteria	Considerations
Impact on the community now and into the future	<ul style="list-style-type: none"> • Will there be major impacts on wellbeing (cultural, social, economic or environmental)? • How many people are affected? • Are particular communities disproportionately impacted? • Is there high community interest in the matter, or is it likely to generate public interest? • Can the decision be reversed? • What does Council already know about the community's views on the matter?
Significance to mana whenua	<ul style="list-style-type: none"> • Does the matter relate to known issues of significance for iwi and hapu?
Effect on Council's ability to carry out its functions	<ul style="list-style-type: none"> • Is there likely to be an adverse effect on Council's ability to undertake any statutory function or role? • Will Council's levels of service be impacted?
Policy and outcomes	<ul style="list-style-type: none"> • Are there potential effects on delivering Council's existing policies and strategies? • Does the proposal promote achieving particular community outcomes? • Does the proposal flow logically from a decision already made or one part of the Annual Plan or Long Term Plan?

Strategic assets	<ul style="list-style-type: none"> Is the ownership or function of a strategic asset(s) listed in <i>Appendix 1</i> of this policy affected?
Financial cost	<ul style="list-style-type: none"> How big are the financial costs? Will Council's debt levels be impacted? Significance may be assessed as high if unbudgeted expenditure is more than 5% of the annual total expenditure or gross debt increases by more than 20%. Note this does not include Civil Defence emergency event response expenditure and expenditure that has external funding.
Climate change	<ul style="list-style-type: none"> Does the matter impact Council's ability to mitigate or help the district adapt to climate change?

- 2.4 Having considered the key criteria Council will make a judgement on the level of significance of the matter, designating it a category of Low, Moderate or High.
- 2.5 It may be that only one of the key criteria applies but to such a high degree that the decision will be considered 'significant'. At the other end, several criteria may be applicable but to only a low degree and therefore will be considered to have a lower level of significance.
- 2.6 In general, the more significant an issue, the greater the need for community engagement, recognising that sometimes the operational work the Council delivers will be highly significant to those immediately impacted but may not otherwise trigger 'significance' under this policy. Council staff endeavour to engage directly with affected parties whenever possible.
- 2.7 *Appendix 2* of this policy provides further detail on how the criteria will be used to assess significance.

3. Engagement

- 3.1 Engagement provides an opportunity for the public to express a view on the decision or proposal being considered by the Council. The community views expressed through an engagement process will be considered and taken into account, along with other information such as costs and benefits, legislative requirements and technical advice.
- 3.2 Council undertakes engagement in a variety of ways, depending on the type of conversation required, who is being engaged with, the timeframe and cost associated with engagement, and any legislative requirements. Examples of engagement tools used by Council can be found in *Appendix 2*.
- 3.3 **When will Council engage?**
- Council will always engage when required by law. Where procedures for decision making are set out in legislation, those procedures will be used. See 3.4 for more information on legislative requirements.
 - When the matter is deemed significant as per this policy.
 - When Council thinks the matter warrants engagement regardless of the level of significance determined by this policy.

Likelihood of engagement against the significance category is detailed below:

Significance category	Likelihood of engagement
Low	Council may or may not carry out any engagement. If any engagement occurs it's likely to be targeted to directly affected individuals or groups only, rather than wider community engagement.
Moderate	Council will engage with directly affected individuals or groups and some form of wider community engagement is likely, unless there are good reasons not to do so (see 3.6 for details of when Council may not engage).
High	Council will engage with directly affected individuals or groups and some form of wider community engagement is

	highly likely, unless there are good reasons not to do so (see 3.6 for details of when Council may not engage).
--	---

3.4 Legislative requirements

The Local Government Act 2002 (LGA) prescribes processes for councils to follow when they consult and engage with communities on some decisions. These are mostly listed in sections 76 to 83 of the LGA. The Significance and Engagement Policy isn't required when Council is following these legal obligations as legislation supersedes any council policy. Some examples of legislative requirements under the LGA are below:

- A Special Consultative Procedure (SCP), defined under the LGA section 83, must be followed for community engagement on specific plans and processes including Long Term Plans and Bylaws of significant interest.
- Under section 77(1)(c) of the LGA Council must take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga, if a matter involves a significant decision in relation to land or a body of water.
- Other provisions in the LGA specify decisions or activities where community engagement is to be addressed through the larger public consultation processes for a Long Term Plan. These are:
 - a) A decision to transfer the ownership or control of a strategic asset, or a decision to construct, replace or abandon a strategic asset. See *Appendix 1* for a list of Council's strategic assets.
 - b) A decision that will, directly or indirectly, significantly affect Council's capacity, or the cost to Council, in relation to any activity identified in the Long Term Plan.
 - c) A decision to alter significantly the intended level of service delivery for any significant activity undertaken by or on behalf of Council, including a decision to commence or cease any such activity.

3.5 How will Council engage?

The Engagement Guide (refer to *Appendix 2*) identifies the form of engagement Council may use to respond to some decisions. It also provides examples of types of issues and how communities could expect to be engaged in the decision-making process.

Principles of Engagement

Council follows the below principles when undertaking engagement with the Stratford district:

- Give affected people a reasonable opportunity to contribute to the decision-making process
- Ask for views early in the decision-making process so that there is enough time for feedback to be provided and considered;
- Listen and consider views in an open and honest way;
- Respect everyone's point of view;
- Provide information that is clear and easy to understand;
- Consider different ways in which the community can share views with Council; and
- Ensure that the engagement process is efficient and cost effective.

Council will also take into consideration that the community can feel 'over consulted'.

Council will ensure that, when conducting any engagement or consultation process in relation to a significant decision, it will provide clear information on:

- What is being proposed
- Why it is being proposed
- What options we have
- What the impacts are (if any)
- How you can have a say

- The timeframes
- How we will communicate the outcome to you

In addition, we may add – if we know:

- What our preferred option is
- Any costs and rating impact

3.6 Engagement with Māori¹

The LGA requires councils to facilitate participation by Māori in decision-making processes. This is to recognise and respect the Crown's responsibility to take appropriate account of the principles of Te Tiriti o Waitangi/ the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes. These requirements are additional to general policies on community engagement.

However, not all Māori engagement is driven by law. There will be many occasions where input from Māori will inform and enrich the work of Council, so it may choose to engage with Māori on matters that fall outside the scope of this policy.

Council acknowledges its unique relationship with Māori and will support this through:

- Establishing and maintaining processes to provide opportunities for Māori to contribute to decision-making.
- Taking into account the relationship Māori have with their ancestral land, water, sites, waahi tapu/sacred sites, and other taonga/treasures, when a significant decision relates to land or a body of water.
- Building ongoing relationships with local iwi, hapu and marae to understand the issues of significance for mana whenua, and determine appropriate points of engagement
- Applying the following three principles when developing an engagement process with Māori: engage early, be inclusive, think broadly.
- Acknowledging their rangatiratanga and status as treaty partners; that mātauranga Māori/Māori knowledge makes an important contribution to solving policy and practical problems; that Māori have the resources and capability to contribute; and that some issues affect Māori disproportionately and that Māori are therefore better placed to develop the solutions.

3.7 When Council may not engage

There are times when it is not appropriate or possible to engage with the community on certain matters. Examples of this include where Council:

- Has determined the matter is not of a nature or significance that requires consultation (s82(4)(c) LGA 2002).
- Already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in the matter (s82(4)(d) LGA 2002).
- Is maintaining confidentiality or commercial sensitivity (s82(4)(d) LGA 2002).
- Has determined the cost of engagement as outweighing the benefits of it (s82(4)(e) LGA 2002).
- Is acting with urgency in a crisis (for example, under the Civil Defence Emergency Management Act 2002).
- Has a clear direction on a strategy or plan as part of its business as usual operations, and has already made up its mind about an issue, therefore cannot carry out meaningful engagement.

¹ The term Māori is used here and refers to tangata whenua and or mana whenua that within the context of Stratford district means those who whakapapa to the land. In terms of mana whenua, there are also a number of groups and entities that include: iwi, hapū, marae, and post-settlement governance entities.

- Has consulted on the issue in the last 24 months.
- When a council action is required by legislation.

Where the above listed circumstances apply and engagement is not to be undertaken, Council is still required to give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter (s78(1) LGA 2002). The LGA 2002 requires that this consideration be in proportion to the significance of the matters affected by the decision (s79(1)).

3.8 Council's expectations of the community during engagement

When carrying out engagement Council expects the community to:

- Use their real names and contact details when requested to do so while providing submissions or other feedback. Council may place less weight on, or even reject, submissions and feedback that appear to be submitted under a false name or with incorrect contact details.
- Provide their submission or feedback within the timeframe given.
- Use the appropriate engagement methods as provided by Council when making a submission or feedback to ensure it's captured as part of the decision-making process. Council will always provide clear instructions on how to have your say on a matter.
- Provide their submission or feedback in a respectful manner. Council recognises that people have the right to freedom of expression in making their submissions and feedback, however, Council must balance this against its health and safety obligations. Council may redact copies of submissions and feedback, or even reject them, where they include profanities, defamatory attacks on individuals or groups, or other offensive or unacceptable material. If Council does redact or reject a submission or feedback it will inform the submitter and where practical provide an opportunity for the submitter to revise their submission or feedback for inclusion in the decision-making process.
- Understand that their submissions or feedback may become public as part of the decision-making process. If there is any reason why information should not become public, members of the public should raise this with Council before or at the time of making their submission or feedback.

Appendix 1: Strategic Assets

Strategic assets are described in the Local Government Act 2002 (LGA) as 'those assets or group of assets that Council needs to retain in order to maintain capacity to achieve or promote any outcome that Council determines to be important to the current or future wellbeing of the community,' and includes:

- a) any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and
- b) any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and
- c) any equity securities held by the local authority in—
 - i. a port company within the meaning of the Port Companies Act 1988;
 - ii. an airport company within the meaning of the Airport Authorities Act 1966

They are relevant to this policy because any decision to transfer ownership or control of a strategic asset to or from Council or to construct, replace or abandon a strategic asset cannot be made unless they are first included in the Long Term Plan (and therefore consulted on as part of that Long Term Plan).

For the purpose of section 76AA(3) of the LGA 2002, Council considers the following assets to be strategic assets:

- Roading network, footpath, streetlights and parking
- Water supply network
- Wastewater network
- Reserves listed and managed under the Reserves Act
- Stormwater network
- Housing for the Elderly
- Aquatic Centre
- Library and Visitor Information Centre
- War Memorial Centre
- Cemeteries
- Percy Thomson Trust

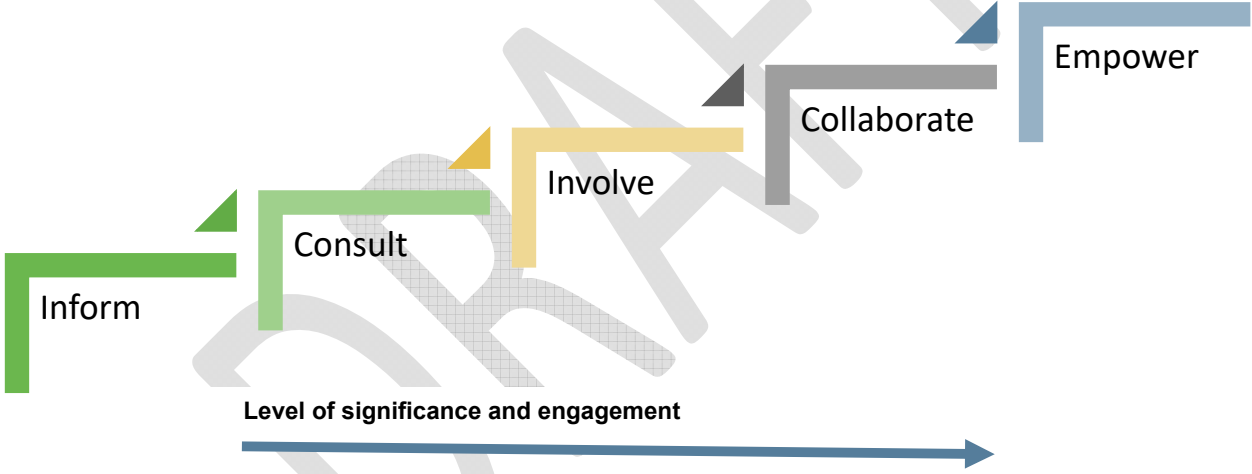
The acquisition or disposal of a small component of a strategic asset will not trigger section 97(1)(b) LGA 2002), unless it is considered that the operation of the strategic asset would be substantially changed. However, it is possible that this could be deemed a significant decision under the policy.

Appendix 2: Engagement Guide

The International Association for Public Participation (IAP2) Spectrum demonstrates the possible types of engagement Council can have with the community. This model also shows the increasing level of public impact as you progress through the spectrum from left to right - 'inform' through to 'empower'. In simply 'informing' stakeholders, there is no expectation of receiving feedback and consequently there is a low level of public impact. At the other end of the spectrum, 'empowering' stakeholders to make decisions implies an increase in expectations and therefore an increased level of public impact.

Differing levels of engagement may be required during the varying phases of decision-making on an issue, and for different stakeholders. You can see more on this model in Council's Communication and Engagement Strategy.

It will not always be appropriate or practicable to conduct processes at the 'collaborate' or 'empower' end of this spectrum. Many minor issues will not warrant such an involved approach. Time and money may also limit what is possible on some occasions.



Level of Significance	Low	Moderate	High		
Key Considerations	<ul style="list-style-type: none"> Affects individuals Has very little public interest Low consequences for the district Low impact on Council being able to perform its role Expenditure incurred is less than a set percentage of the budgeted annual total expenditure Unbudgeted expenditure is less than a set percentage of the annual total expenditure 	<ul style="list-style-type: none"> Affects sub-group of the community Has moderate public interest Moderate consequences for the district Moderate impact on Council being able to perform its role Expenditure incurred is more than a set percentage of the budgeted annual total expenditure Unbudgeted expenditure is more than a set percentage of the annual total expenditure Moderately difficult to reverse Flows from a prior decision but with some notable variations 	<ul style="list-style-type: none"> Affects a wide range of people Has high public interest Large consequences for the district Large impact on the Council being able to perform its role Expenditure incurred is more than a set percentage of the budgeted annual total expenditure Unbudgeted expenditure is more than a set percentage of the annual total expenditure. Highly difficult to reverse Does not have a strong and logical flow from a prior decision 		
Depending on the level of significance, Council will apply one of the below engagement processes. For example: A decision of high significance could be anywhere between Consult and Empower.					
Level of Engagement	Inform	Consult	Involve	Collaborate	Empower
What does it involve	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.	Two-way communication designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision-making.	Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.	The final decision making is in the hands of the public. Under the LGA 2002, the Mayor and Councillors are elected to make decisions on behalf of their constituents.
Types of issues Council may use this for	Water Restrictions Works to improve parts of the roading network Adopting the Annual Report	Making proposed changes to a Policy or Bylaw	District Plan	Community or Economic Development Strategy	Election voting systems (MMP, STV or first past the post)
Tools Council may use	Website Social Media Flyer Public Notices	Formal submissions Hearings User Focus groups On-line surveys	Community workshops Focus groups	External working groups (involving community experts)	Binding referendum Local body elections
When the community can expect to be involved	This process could mean Council would generally advise the community once a decision is made.	This process could mean Council would advise the community once a draft decision is made and may provide the community with up to four weeks to participate and respond.	This process could mean Council would generally provide the community with a greater lead in time to allow them time to be involved in the process.	Council would generally involve the community at the start to scope the issue, again after information has been collected and again when options are being considered.	Council would generally provide the community with a greater lead in time to allow them time to be involved in the process, e.g. typically a month or more.



Statement of Proposal

Draft Significance and Engagement Policy 2024

Introduction

Stratford District Council has reviewed its Significance and Engagement Policy and wants your feedback before finalising it.

The Significance and Engagement Policy is an essential component of Council decision-making. Council uses the Policy to decide the *significance* of an issue, how important it is. This impacts the amount of work Council should put into a decision on the issue and influences the level of engagement required – whether Council will need to seek community views before making a decision.

Why does the Council have a Significance and Engagement Policy?

Council's decision-making processes are generally set by the Local Government Act 2002 (LGA). Determining the significance of a matter is a key part of decision-making under the LGA. Section 76AA of the LGA requires Council to adopt a Significance and Engagement Policy.

A Significance and Engagement Policy helps Council to determine how important an issue is and therefore what issues to engage the community on and how to engage. Council would expect to engage the community on more significant issues and for smaller issues, simply get on and do the work. However, there can be reasons why a significant issue might not have community engagement, and reasons why a small issue might have some community engagement.

Why is the Council reviewing the Policy now?

The policy is required to be reviewed every 3 years as part of the Long Term Plan process. The current Policy was adopted in 2021 with the Long Term Plan 2021-31.

What is the Council proposing in the reviewed Policy?

This review of the Policy has identified opportunities to provide clarity around the process of determining significance, include new criteria, and other minor additions to the policy to improve people's understanding of how the policy is used.

Main changes to the Policy are:

- a) Grouping considerations when determining significance under key criteria and presenting this in a table for ease of reference.
- b) Include climate change as an item in the key criteria for assessing how significant a matter is.
- c) Clarify the relationship between the significance categories and the expected level of engagement.
- d) New section outlining Council's expectations of the community during engagement.
- e) Reference legislative requirements that Council is obligated to that fall outside the purpose of this Policy.
- f) Clarify Council's commitment to engagement with Māori outside of its legal obligations as defined by the Local Government Act.

What must the Council consider when reviewing this policy?

Section 76AA of the LGA requires the Policy to include:

- The approach to determining the significance of proposals, including criteria or procedures

- The approach to responding to community preferences about engagement, and the form of engagement that may be desirable
- The approach to engaging with the community, and
- A list of 'strategic assets'.

How will the Council implement and fund the policy?

No funding, other than staff time to undertake the administration process of the policy is required. Costs associated with engagement determined by the policy are managed through existing budget allocation for service delivery and are determined as part of the decision-making process.

Where do I get copies of the *draft* Significance and Engagement Policy?

This *Draft* Policy is available at the following locations:

- Council Offices 63 Miranda Street, P O Box 320, Stratford;
- Stratford Library and Visitor Information Centre Prospero Place, Stratford; and
- Council's website stratford.govt.nz.

Right to make submissions and be heard

Any person or organisation has a right to be heard in regards to this proposal and the Council would encourage everyone with an interest to do so.

To get your submission to us, either:

- Complete our online form at Stratford.govt.nz/haveyoursay
- Email submissions@stratford.govt.nz
- Post it to Stratford District Council, P O Box 320, Stratford 4352
- Deliver it to Council's offices at 63 Miranda Street, Stratford

Submissions should be addressed to:

Chief Executive
Stratford District Council
P O Box 320
STRATFORD 4352

Submissions should be received by Council no later than **Friday 15 March 2024 at 4.00pm**. Council will then hold a hearing as part of the Long Term Plan 2024-34 deliberations which will include feedback on this draft Policy before the end of June 2024.

Every submission made to the Council will be acknowledged, copied and made available to the public, in accordance with the Local Government Act. Every submission will be heard in a meeting which is open to the public.

Section 82 of the Local Government Act sets out the obligations of the Council in regards to consultation and the Council will take all steps necessary to meet the spirit and intent of the law.

Submission form
draft Significance and Engagement Policy 2024

The Statement of Proposal for the Draft Significance and Engagement Policy 2024 is open to feedback from the community. We hope you will take advantage of this opportunity to comment.

Please forward your submission addressed to:

Chief Executive
Stratford District Council
P O Box 320
STRATFORD

Submissions are to be received no later than Friday 15 March at 4.00pm. You also have the opportunity to speak to your submission.

Your name:	_____
Contact address:	_____

Contact telephone:	_____
Contact email:	_____

I do not wish to speak to my submission at the hearing and ask that this written submission be considered.

or

I wish to speak to my submission at a hearing.

**** Your submission may be written on this form and additional white A4 paper.**

**

DECISION REPORT



F22/55 – D24/1121

To: Policy and Services Committee
From: Director – Corporate Services
Date: 23 January 2024
Subject: Administration matters for Long Term Plan 2024-34

Recommendations

1. THAT the report be received.
2. THAT the draft Long Term Plan 2024-34 (LTP) be amended to incorporate the three waters activities for the full ten years of the LTP, noting the government's intention to repeal the Water Services Entity Act 2002 ("the Act").
3. THAT approval be given, subject to repeal of the Act, that the Consultation Document for the Long Term Plan 2024-34 is not required to be audited.
4. THAT the timeframe for the adoption of the Long Term Plan 2024-34 by 30 June 2024 continue to be the preferred date for adoption, however allowing some flexibility by agreeing that the LTP shall be adopted no later than 31 July 2024.

Recommended Reason

To progress the development of the LTP with a more realistic perspective, resulting in a robust and appropriate LTP for our community.

/
Moved/Seconded

1. Purpose of Report

- 1.1 To provide elected members with an update of the Government's intent to repeal the affordable waters legislation by early March 2024, the proposed transitional provisions for preparing the Long Term Plan 2024-34 (LTP), and to seek approval of officer's preferred approach to progress the LTP with the transitional provisions in mind.

2. Executive Summary

- 2.1 This report is in response to the letter from Hon Simeon Brown, the Minister for Local Government, received on 14 December 2023 (attached to this report).
- 2.2 Draft significant forecasting assumptions were adopted by council in November 2023, approving council direction - to align the LTP with the Act and not include the three waters activities from Year 2 of the LTP. Officers are now asking that council formally change direction and decide to include three waters for the full ten years of the LTP, due to the government's signalled intention to repeal the Act.
- 2.2 Officers are seeking flexibility from elected members to not require the LTP Consultation Document to be audited so that consultation with the community on the LTP can progress without being held up by the audit.
- 2.3 Council officers are still committed to adopting the final LTP by 30 June 2024, but are requesting flexibility in that, due to significant changes required to be made to the draft LTP, time resourcing constraints may need to be factored in, with an extended deadline to adopt the LTP by 31 July 2024, if necessary.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural

4. Background

- 4.1 In December 2023, the Government gave notice to local authorities of their intention to repeal the affordable waters legislation within their first 100 days in government. At the time of writing this report it is unclear what the soon-to-be-repealed legislation will be replaced with, however the guidance indicates that the responsibility for the delivery of three water services will remain with local authorities.
- 4.2 The draft budget prepared to date for the LTP originally excluded the three waters activities from Year 2 of the LTP as the expectation was that the proposed Entity B would be established in 2025, with a transition date of April 2025, and in accordance with the current Water Services Entities Act 2022. Work is now being carried out to include provision for three waters services for the full ten years of the LTP.
- 4.3 Noting that considerable effort is required to include water services for the 10 years covered by the LTP, the Government has provided several transitional provision options for councils to consider as a path forward in preparing their LTPs. Officers are keen to keep to the LTP timeframes as much as reasonably possible, however incorporating some aspects of the transitional options available makes sense, and will enable us to better consult in good faith with our community and adopt a robust and legally compliant LTP.
- 4.4 The most significant options being presented to councils are for the LTP Consultation Document to not be formally audited, and a three-month extension on the deadline for adoption of the LTP – to 30 September 2024, which also comes with an extension of the adoption of the Annual Report to 31 December 2024.
- 4.5 Senior corporate staff met with the auditors (Deloitte) in early January 2024 to discuss timeframes for the audit of the LTP and have indicated to audit that not requiring an audit report on the consultation document is officer’s preference, with a formal decision to be presented to council later in the month. This decision will enable officers to continue discussions with auditors on timeframes for the audit of the LTP.

5. Consultative Process

- 5.1 **Public Consultation - Section 82**
 Consultation will naturally occur during the LTP process, however not specifically on whether or not the Consultation Document is audited. This is a decision that should be made by elected members on behalf of the community.
- 5.2 **Māori Consultation - Section 81**
 As stated in 5.1 above.

6. Risk Analysis

<p>Refer to the Council Risk Register - available on the Council website.</p> <ul style="list-style-type: none"> • Does this report cover any issues that relate to any risks on the Council Risk Register, and if so which risks and what are the impacts and likelihood of eventuating? • Does this report cover any issues that may lead to any new risks that are not on the Council Risk Register, and if so, provide some explanation of any new identified risks. • Is there a legal opinion needed?
--

- 6.1 There is a risk that council is not complying with current legislation and is commencing work prior to the proposed legislation taking effect. However, the Government's intention to make the proposed legislative changes has been set in strong terms. Accordingly, given its majority in Parliament, the repealing of the Act is highly likely to proceed. Given this, commencing work in anticipation of such changes being made, is an efficient use of Council resources in line with the principle requiring local authorities to ensure the efficient use of its resources under section 14 of the Local Government Act 2002.
- 6.2 There is a risk that a lower level of assurance will be provided to the community and elected members with regard to the quality of the LTP Consultation Document. However, auditors have assured council officers that the document will still undergo rigorous audit testing – consequently there is unlikely to be a notable reduction in the audit fee (which is yet to be confirmed).
- 6.3 There is a risk that delaying the adoption of the LTP past 30 June 2024 will affect the ability to charge rates in accordance with elected members intentions as per the 2024/25 Funding Impact Statement. Council officers will keep elected members updated with progress in meeting LTP timeframes.

7. Decision Making Process – Section 79

7.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	Yes – directly relates to the quality of the LTP and ability to meet timeframes for adopting the LTP.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	Including the three waters activities will provide the community with a more realistic view of future infrastructure needs and costs.

7.2 Data

<ul style="list-style-type: none"> • Do we have complete data, and relevant statistics, on the proposal(s)? • Do we have reasonably reliable data on the proposals? • What assumptions have had to be built in?
--

Refer to the correspondence Hon Simeon Brown, Minister of Local Government.

Despite the outcome of the decisions within this report, the auditors (Deloitte) still intend to meet the following audit dates, and will still review the consultation document for any errors and misstatements, or any areas of non-compliance with legislation:

- Consultation document
 - 26 February – 22 March 2024
- LTP finalisation
 - 20 – 31 May 2024

7.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long Term Plan?	Yes	The proposal will have a significant impact on the LTP – but is not intended to be a key issue for the LTP and is viewed as an administrative matter driven by proposed legislative change.
Is it:		
• considered a strategic asset; or		
• above the financial thresholds in the Significance Policy; or		
• impacting on a CCO stakeholding; or		
• a change in level of service; or		
• creating a high level of controversy; or		
• possible that it could have a high impact on the community?		

In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
	✓	

7.4 **Options**

<p>An assessment of costs and benefits for each option must be completed. Use the criteria below in your assessment.</p> <ol style="list-style-type: none"> 1. What options are available? 2. For each option: <ul style="list-style-type: none"> • explain what the costs and benefits of each option are in terms of the present and future needs of the district; • outline if there are any sustainability issues; and • explain if the outcomes meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions? 3. After completing these, consider which option you wish to recommend to Council, and explain: <ul style="list-style-type: none"> • how this option is the most cost effective option for households and businesses; • if there are any trade-offs; and • what interdependencies exist.

Approve recommendations:

1. Incorporate three waters activities for full ten years of the LTP

This option requires significant additional work, but provides the most realistic budget outlook for the district and community. The repeal of the Act by March 2024 will mean that agreeing to this option will not mean council is presenting information that contradicts legislation.

2. Agree to not require the LTP Consultation Document to be audited

This option will enable council to progress with releasing the consultation document to the community without delays from audit. It also means the document can be prepared by council for the community, where in previous LTPs auditors had significant involvement as to what should and shouldn't be in the consultation document.

3. Agree to adopt the LTP by no later than 31 July

The government intends to legislate for an extension to adopting the LTP out to 30 September 2024. However, adopting the LTP any later than July will impact the invoicing of rates for the 2024/25 year. Council officers are still working towards a 30 June adoption date.

7.5 Financial

- Is there an impact on funding and debt levels?
- Will work be undertaken within the current budget?
- What budget has expenditure come from?
- How will the proposal be funded? eg. rates, reserves, grants etc.

Adding back the three waters budgets for the full ten years of the LTP will have significant financial consequences that are yet to be worked through. Given the time resourcing required to make these changes, draft ten year financials will not be available to workshop with elected members until 30 January. Following that workshop, decisions will need to be made at pace, to ensure the LTP Consultation Document is approved by council to release for audit by 26 February.

There is unlikely to be any financial benefit from choosing to not have the LTP Consultation Document audited – as indicated by auditors to senior staff. With their rationale being that the same level of audit scrutiny will still be applied to the LTP audit.

7.6 Prioritisation & Trade-off

- Have you taken into consideration the:
- Council's capacity to deliver;
 - contractor's capacity to deliver; and
 - consequence of deferral?

Yes – council's ability to deliver an audited LTP Consultation Document, with three waters in for the full ten years, within a timeframe that enables adoption of the LTP by 30 June 2024 is unachievable.

The repercussions of adopting the LTP past mid July will flow onto council's ability to issue rates assessments and invoices for the 2024/25 year. Council officers will seek to avoid this situation at all costs.

7.7 Legal Issues

- Is there a legal opinion needed?
- Are there legal issues?

There is guidance support from sector organisations and the government that it is for elected members to decide their own direction with regards to the decisions within this report.

A legal opinion is unnecessary.

7.8 Policy Issues - Section 80

- Are there any policy issues?
- Does your recommendation conflict with Council Policies?

No direct policy issues.

Attachments:

Appendix 1 - Appendix One: Letter from Hon Simeon Brown, 14 December 2023



Tiffany Radich
Director – Corporate Services



[Approved by]
Sven Hanne
Chief Executive

Date 16 January 2024

Appendix 1

Hon Simeon Brown

MP for Pakuranga

Minister for Energy

Minister for Auckland

Minister of Local Government

Minister of Transport

Deputy Leader of the House



Mayor Neil Volzke
Stratford District Council
Email: nvolzke@stratford.govt.nz

cc. Sven Hanne Chief Executive
Email: shanne@stratford.govt.nz

Dear Mayor Volzke

New direction for water services delivery

This morning I announced that earlier this week Cabinet agreed to repeal the previous government's water services legislation. I also signalled next steps for implementing our plan for water services, Local Water Done Well.

I wish to provide you with further information about three key aspects of our plan, to ensure you have the clarity and certainty you need as you develop your council's 2024-34 long-term plan and prepare for your next financial year:

1. Repeal of the previous government's water services legislation
2. Options to help your council complete its 2024-34 long-term plan
3. Local Water Done Well – key principles of our future direction for water services.

I want to acknowledge that councils across the country are facing multiple challenges, including pressures with water infrastructure. I also want to acknowledge that many councils have done a good job of managing their water infrastructure, and that there is not a one size fits all solution to moving to more financially sustainable water services.

The Government is committed to addressing the longstanding challenges this country is facing with our water services infrastructure.

Our Local Water Done Well approach recognises the importance of local decision making and flexibility for communities and councils to determine how their water services will be delivered in future. We will do this while ensuring a strong emphasis on meeting rules for water quality and investment in infrastructure.

1. Repealing the previous Government's water services legislation

Cabinet has agreed to introduce a repeal bill that will restore council ownership and control of water infrastructure and services. The bill makes the following changes:

- All legislation relating to water services entities will be repealed (Water Services Entities Act 2022, Water Services Entities Amendment Act 2023, and Water Services Legislation Act 2023).
- Previous legislation related to the provision of water services will be reinstated (including local government legislation). This will restore continued council ownership and control of water services, and responsibility for service delivery.

Private Bag 18041, Parliament Buildings, Wellington 6160 New Zealand
+64 4 817 6804 | s.brown@ministers.govt.nz | www.beehive.govt.nz

- The Northland and Auckland Water Services Entity (the only entity that had been legally established under the Water Services Entities Act 2022) will be disestablished and any outstanding work on the entity’s set-up will cease.
- Councils will need to add and integrate information about water services into their 2024 long-term plans. Some transitional support options are available to assist you (below).

The repeal bill is expected to be introduced in February 2024 and enacted as soon as possible.

2. Options to help your council complete its 2024-34 long-term plan

I have heard that councils are seeking legislative certainty for your 2024-34 long-term plan and are seeking direction and support for how to continue to plan for and finance water services.

I am also conscious that different councils will have different needs and preferences and will be at various stages of developing their long-term plans.

To provide flexibility for these local circumstances, Cabinet has agreed the repeal bill will include temporary modifications to local government legislation for the transitional period affecting the 2024 long-term plans. Once the bill is passed, these options will be available for councils to use, as appropriate.

I recognise a few councils are preparing an unaudited three-year plan, with a focus on cyclone recovery, rather than a standard 10-year plan. As such, some of the proposed modifications may be less relevant to you.

If your council is...	Options available
<p>Starting to prepare or consult on long-term planning material that includes water services information – ahead of the repeal bill being enacted</p>	<p>The enacted provisions clarify that the council can include water services material in the final plan, without re-consulting, but:</p> <ul style="list-style-type: none"> • Must include new/updated information on water services in its final plan – to reflect the continuation of its responsibilities; • Must consider the views and preferences of affected and interested persons as it considers appropriate; and • Does not have to delay the adoption of its long-term plan past 30 June 2024 (in order to provide opportunities for public consultation on its revised proposals). <p>Transitional provisions will also help ensure the risks of future legal challenge (associated with concerns about possible issues in process) will be minimised.</p>

If your council is...	Options available
<p>Needing more time to develop and consult on long-term planning material</p>	<p>The statutory deadline by which the 2024 long-term plan must be adopted will be extended by three months – to 30 September 2024.</p> <p>This flexibility may be desirable to smaller councils with fewer resources, or those councils that would prefer to wait until the repeal legislation is enacted before starting consultation.</p> <p>The deadline for adopting the 2023/24 annual reports will also be extended, to reflect the possible overlap in auditing processes if councils are taking longer than usual to finalise the long-term plan.</p>
	<p>Councils will be permitted to have unaudited long-term plan consultation documents.</p> <p>This would allow auditing of the final long-term plan to proceed in tandem with consultation, to help achieve statutory deadlines.</p>

3. Local Water Done Well – key principles of our future direction for water services

With Local Water Done Well we are going to do things in a way that recognises the importance of local decision making and flexibility for communities and councils to determine how their water services will be delivered in future. We will do this while ensuring a strong emphasis on meeting rules for water quality and investment in infrastructure.

We want to enable councils and communities to determine what works best for them, while establishing clear expectations and bottom lines.

Key principles of our future plan for the delivery of water services include:

- Introducing greater central government oversight, economic and quality regulation.
- Fit-for-purpose service delivery models and financing tools, such as improving the current council-controlled organisation model and developing a new class of financially separate council-owned organisation.
- Setting rules for water services and infrastructure investment.
- Ensuring water services are financially sustainable. Financial sustainability means revenue sufficiency, balance sheet separation, ring-fencing and funding for growth.

I intend to work with all councils on the development of our Local Water Done Well policy to ensure it reflects your local needs and circumstances.

I look forward to working with you in the New Year to refine our approach to water services delivery.

Yours sincerely,



Hon Simeon Brown
Minister of Local Government

DECISION REPORT



F22/55/04 – D24/1114

To: Policy and Services Committee
From: Director – Corporate Services
Date: 23 January 2023
Subject: Forestry Differential – Roding Targeted Rate

Recommendations

1. THAT the report be received.
2. THAT the application of the Forestry Differential be expanded to include areas within a rating unit, of which are no less than 10 hectares, and used for exotic forestry (excluding indigenous and protected forests), where the rating unit is not currently classified as having forestry as the primary use under the Valuer-General rules
3. THAT the amount collected under the Forestry Differential on the Roding Targeted Rate be increased to \$350,000 (exclusive of GST), taking into account the increased costs of remediation works on council's roading network as a result of forestry operations.

Recommended Reason

To ensure the Roding Targeted Rate is applied equitably across all ratepayers, taking into account the exacerbator pays and benefits received funding principles.

/
Moved/Seconded

1. Purpose of Report

- 1.1 To consider proposals to increase the amount collected under the Forestry Differential on the Roding Targeted Rate and to expand the application of the differential.

2. Executive Summary

- 2.1 Council is currently developing its Long Term Plan 2024-34 (LTP) and one of the decisions relevant to the LTP is how the differential to the Roding Targeted Rate will be applied, and relevant to Year 1 of the LTP is how much will be collected from the differential.
- 2.2 The first proposal is to expand the application of the differential to include properties that are not classified as Exotic Forestry (FE) under the Valuer-General rules, but have areas of exotic forestry of more than 10 hectares. The individual rating unit would be apportioned into two or more rating units which would be valued and rated for specifically based on the property category.
- 2.3 The second proposal is to increase the amount collected by the differential from \$250,000 in 2023/24 to \$350,000 in 2024/25. Based on new properties added to the Exotic Forestry category, and the addition of other properties as noted in 2.2 above, this would result in a 4.4% increase in the roading rate for FE properties, if the general roading rate increased by 10%.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council's purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓	✓	

The Forestry Differential was implemented to ensure a sufficient financial contribution was made towards the detrimental wellbeing impacts of forestry – particularly the economic impacts and environmental damage.

4. Background

- 4.1 The forestry differential to the Roothing Targeted rate was implemented in 2022/23 year, initially collecting \$100,000 plus GST. In 2023/24, the amount collected was increased to \$250,000.
- 4.2 The differential applies only to properties in the Stratford district that have exotic forestry as the primary use of the land, excluding indigenous or protected forests, and are classified as FE under the Valuer-General rules. The current application makes it unfair to large properties that are primarily used for pastoral purposes, but have large forestry blocks on them that are capable of causing significant roading damage when forestry operations take place on their land - particularly when compared to insignificant sized properties that are classified as FE.
- 4.3 In 2022/23, Council spent \$975,000 on unplanned repairs and maintenance on unsealed roads due to heavy vehicle damage, specifically as a result of forestry operations. Council receives a subsidy on this expenditure from Waka Kotahi of 61%, meaning the portion from rates funding was \$380,250. These funds are reallocated from other roading maintenance priorities, due to the extent of the damage requiring urgent remediation to ensure the roading network is at a functioning level.

5. Consultative Process

5.1 Public Consultation - Section 82

Officers propose to issue letters to the approximately 31 properties who are expected to be newly impacted by the forestry differential. These include 10 new properties that have been identified by our registered valuers as having forestry as the primary use and have been recategorised as FE, and 21 properties that appear to be affected by an apportionment of the area of property used for forestry purposes. The letters will provide information on the draft proposal adopted by council, and will ask the property owners to provide evidentiary information, and feedback on the proposal.

5.2 Māori Consultation - Section 81

Specific consultation with iwi is not considered necessary for the process.

6. Risk Analysis

<p>Refer to the Council Risk Register - available on the Council website.</p> <ul style="list-style-type: none"> • Does this report cover any issues that relate to any risks on the Council Risk Register, and if so which risks and what are the impacts and likelihood of eventuating? • Does this report cover any issues that may lead to any new risks that are not on the Council Risk Register, and if so, provide some explanation of any new identified risks. • Is there a legal opinion needed?
--

- 6.1 There is no specific risk on Council's risk register relating to the funding of Council activities and determining who pays for what. These types of decisions can often be subjective and dependent on elected members' opinions and the quality of information provided by Council staff, as well as the impact of submissions received after public consultation.

Therefore, risk 72 Elected Member's Decision Making is a relevant risk to consider:

IF elected members make significant decisions based on inaccurate/insufficient information, "biased" influences, conflicts of interest not disclosed, or lack of understanding of the financial or legislative impacts, THEN there could be funding access difficulties, audit scrutiny, financial penalties, and/or community distrust in elected members. Potential breach of Local Authorities (Member's Interests) Act 1968, and Councillors may be personally financially liable under S.47 of LGA 2002.

The risk treatment states:

Relies on the accuracy and quality of the advice given by staff to elected members - ensure agenda, reports, and other papers are always reviewed by CEO, and Directors if appropriate. Information related to decision making should be given to elected members in a timely manner. Elected members should receive initial induction training and attend LGNZ, SOLGM conferences where material is relevant to get a better understanding of governance decision making. Council has a Professional Indemnity insurance policy for all elected members and independent committee members.

7. Decision Making Process – Section 79

7.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	Yes – links to Revenue and Financing Policy and Funding Impact Statement in Long Term Plan.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	In relation to future needs for infrastructure, it allocates the future costs for roading infrastructure to the ratepayers who are creating the need for the expenditure, in order to maintain roads that are at a minimum safe standard for all the community to enjoy.

7.2 Data

<ul style="list-style-type: none"> • Do we have complete data, and relevant statistics, on the proposal(s)? • Do we have reasonably reliable data on the proposals? • What assumptions have had to be built in?
--

Refer to **Appendix 1** which provides a detailed listing of all 67 properties that are likely to be covered by the forestry differential to the Roading Targeted Rate if proposed changes are approved. Note – the targeted rates by property are presented as GST inclusive, but the amount collected is GST exclusive.

The schedule shows there are currently 36 properties covered by the forestry differential in the 2023/24 year – collecting an approximate total of \$250,000 plus GST.

There were an additional 10 properties identified through the three-yearly property revaluation process in October 2023 that are now classified as FE. These will be added to the forestry differential from the 2024/25 rating year.

Additionally, staff have identified a further 21 properties that appear to have exotic forestry of more than 10 hectares, but not more than 50% of the total property. If the application of the differential is extended to parts of a rating unit, the forestry portion of these properties would likely come under the forestry differential from the 2024/25 rating year. The remaining non-forestry portion would still be subject to the general rooding rate.

Rating Scenarios

The scenario presented in **Appendix 1** is based on an increase in the general rooding rate of 10% and presents the impact on the ratepayers already subject to, and newly subject to the forestry differential, of the proposal to collect \$350,000.

Under a 10% general rooding rate increase:

- The properties already subject to the differential (classified as FE) would experience a 4.4% increase in their rooding targeted rate.
- The properties being reclassified to FE from some other category would experience a 792% increase in their rooding targeted rate. Refer to the property numbered 41, valued at \$3,000,000, which would see the rooding targeted rate increase from \$3,076 to \$27,423.
- The increase in the rooding targeted rate for properties that would be apportioned will vary depending on the portion of the property that will be subject to the forestry differential – but ranges from a 30-208% rate increase.

Not presented in the workshop material, but for elected members information purposes is other scenarios such as:

- Increasing the amount collected under this differential from the \$350,000 proposed to \$400,000, results in an increase to current FE properties of 19.3% to the rooding targeted rate.
- Collecting \$370,000 under the forestry differential will provide a similar rooding rates increase of 10% (under scenario presented), to ratepayers who are currently subject to the differential, and all other rooding ratepayers. However, the increase in the rooding rate for properties switching from the general rooding rate to the forestry differential jumps to 843%.

7.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long Term Plan?	No	However, it involves a change to the current rating system and therefore requires consultation with affected parties at a minimum.
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	

In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
	✓	

7.4 **Options**

An assessment of costs and benefits for each option must be completed. Use the criteria below in your assessment.

1. What options are available?
2. For **each** option:
 - explain what the costs and benefits of each option are in terms of the present and future needs of the district;
 - outline if there are any sustainability issues; and
 - explain if the outcomes meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions?
3. After completing these, consider which option you wish to recommend to Council, and explain:
 - how this option is the most cost effective option for households and businesses;
 - if there are any trade-offs; and
 - what interdependencies exist.

Expand application of the Forestry Differential

1. Officers propose to apply the differential to areas within a rating unit that are used for exotic forestry, and will apportion these areas separately from the rest of the rating unit for rating purposes.
 - The alternative to this is that Council maintain its current rating system, where only properties that have a primary use of forestry have the forestry differential applied. This is much simpler, but less sophisticated and less fair approach.
2. Secondary to a decision to increase the application of the forestry differential, is that officers propose to apply an apportionment only to properties where the area used for forestry purposes is no less than 10 hectares.
 - Elected members may decide to choose a higher or lesser forestry area threshold.

Forestry Differential amount

1. The amount proposed to be collected is \$350,000, rounded down to the nearest \$50,000, based on council's share of the expenditure on the rooding network to fix roads damaged by forestry operations in 2022/23.
 - Elected members may decide to choose a higher or lesser amount.

7.5 **Financial**

- Is there an impact on funding and debt levels?
- Will work be undertaken within the current budget?
- What budget has expenditure come from?
- How will the proposal be funded? eg. rates, reserves, grants etc.

Increasing the amount collected through the forestry differential does not increase the total amount of rates collected. Rather, it reallocates a larger portion of rates that would have been collected by all other ratepayers through the Rooding Targeted rate, to properties that have significant forestry areas capable of causing damage to the council rooding network.

7.6 **Prioritisation & Trade-off**

Have you taken into consideration the:

- Council's capacity to deliver;
- contractor's capacity to deliver; and
- consequence of deferral?

N/A

7.7 **Legal Issues**

- Is there a legal opinion needed?
- Are there legal issues?

Legal advice has been sought from a local government specialist law firm on the application of the differential and the proposed apportionment change.

7.8 **Policy Issues - Section 80**

- Are there any policy issues?
- Does your recommendation conflict with Council Policies?

The proposal is in line with the proposed Revenue and Financing Policy, to come into effect from 1 July 2024.

Attachments:

Appendix 1 Schedule of properties to which the Forestry Differential is applicable



Tiffany Radich
Director – Corporate Services



[Approved by]
Sven Hanne
Chief Executive

Date 16 January 2024

Appendix 1

Ha of Forestry	Ha of Property	Capital Value	Apportion CV	Forestry		Location	Roding Rate		Roding Rates 2024/25			Key
				Differential	Roding rate		2023/24	\$350,000	General*	Change		
1	1146	\$ 3,020,000		\$ 3,020,000		Matau North Road RD 25 Stratford 4395	\$ 26,445	\$27,606	\$ -	\$1,160.73	4.4%	Existing FE
2	30	\$ 220,000		\$ 220,000		Junction Road RD 25 Stratford 4395	\$ 1,926	\$2,011	\$ -	\$84.56	4.4%	QV identified
3	405	\$ 1,735,000		\$ 1,735,000		Matau Road RD 25 Stratford 4395	\$ 15,237	\$15,860	\$ -	\$623.06	4.1%	Apportion - TRC
4	409	\$ 1,026,000		\$ 1,026,000		Matau Road RD 25 Stratford 4395	\$ 8,984	\$9,379	\$ -	\$394.34	4.4%	Apportion - staff
5	162	\$ 748,000		\$ 748,000		Junction Road RD 25 Stratford 4395	\$ 6,550	\$6,838	\$ -	\$287.49	4.4%	
6	19	\$ 180,000		\$ 180,000		Mangaopa Road RD 25 Stratford 4395	\$ 1,576	\$1,645	\$ -	\$69.18	4.4%	
7	722	\$ 2,505,000		\$ 2,505,000		Douglas North Road RD 22 Stratford 4392	\$ 21,936	\$22,898	\$ -	\$962.79	4.4%	
8	73	\$ 186,000		\$ 186,000		Douglas North Road RD 22 Stratford 4392	\$ 1,629	\$1,700	\$ -	\$71.48	4.4%	
9	113	\$ 560,000		\$ 560,000		Douglas Road RD 22 Stratford 4392	\$ 4,904	\$5,119	\$ -	\$215.24	4.4%	
10	330	\$ 1,030,000		\$ 1,030,000		Tauwharenikau Road RD 22 Stratford 4392	\$ 9,019	\$9,415	\$ -	\$395.88	4.4%	
11	81	\$ 265,000		\$ 265,000		Puniwhakau Road RD 22 Stratford 4392	\$ 2,321	\$2,422	\$ -	\$101.85	4.4%	
12	51	\$ 215,000		\$ 215,000		Ohura Road RD 25 Stratford 4395	\$ 1,883	\$1,965	\$ -	\$82.63	4.4%	
13	21	\$ 142,000		\$ 142,000		Ohura Road RD 25 Stratford 4395	\$ 1,243	\$1,298	\$ -	\$54.58	4.4%	
14	143	\$ 590,000		\$ 590,000		Makahu Road RD 22 STRATFORD 4392	\$ 5,166	\$5,393	\$ -	\$226.77	4.4%	
15	270	\$ 1,280,000		\$ 1,280,000		Moki Road RD 27 Stratford 4397	\$ 11,209	\$11,701	\$ -	\$491.96	4.4%	
16	0	\$ 3,810,000		\$ 3,810,000		Ohura Road RD 25 Stratford 4395	\$ 33,363	\$34,827	\$ -	\$1,464.36	4.4%	
17	1233	\$ 1,360,000		\$ 1,360,000		Rimuputa Road RD 27 Stratford 4397	\$ 11,909	\$12,432	\$ -	\$522.71	4.4%	
18	44	\$ 276,000		\$ 276,000		Mohakau Road RD 25 Stratford 4395	\$ 2,417	\$2,523	\$ -	\$106.08	4.4%	
19	280	\$ 740,000		\$ 740,000		Matau Road RD 25 Stratford 4395	\$ 6,480	\$6,764	\$ -	\$284.41	4.4%	
20	166	\$ 400,000		\$ 400,000		Matau North Road RD 25 Stratford 4395	\$ 3,503	\$3,656	\$ -	\$153.74	4.4%	
21	81	\$ 230,000		\$ 230,000		Puniwhakau Road RD 22 Stratford 4392	\$ 2,014	\$2,102	\$ -	\$88.40	4.4%	
22	37	\$ 235,000		\$ 235,000		Arnold Road RD 25 Stratford 4395	\$ 2,058	\$2,148	\$ -	\$90.33	4.4%	
23	40	\$ 245,500		\$ 245,500		Douglas North Road RD 22 Stratford 4392	\$ 2,150	\$2,244	\$ -	\$94.36	4.4%	
24	19	\$ 106,000		\$ 106,000		Junction Road RD 25 Stratford 4395	\$ 928	\$969	\$ -	\$40.74	4.4%	
25	39	\$ 206,000		\$ 206,000		Junction Road RD 25 Stratford 4395	\$ 1,804	\$1,883	\$ -	\$79.18	4.4%	
26	50	\$ 200,000		\$ 200,000		Junction Road RD 25 Stratford 4395	\$ 1,751	\$1,828	\$ -	\$76.87	4.4%	
27	127	\$ 485,000		\$ 485,000		Mangaehu Road RD 22 Stratford 4392	\$ 4,247	\$4,433	\$ -	\$186.41	4.4%	
28	210	\$ 1,150,000		\$ 1,150,000		Heao Road RD 25 Stratford 4395	\$ 10,070	\$10,512	\$ -	\$441.99	4.4%	
29	445	\$ 2,410,000		\$ 2,410,000		Rimuputa Road RD 27 Stratford 4397	\$ 21,104	\$22,030	\$ -	\$926.27	4.4%	
30	677	\$ 2,160,000		\$ 2,160,000		Whangamomona Road RD 26 Stratford 4396	\$ 18,914	\$19,745	\$ -	\$830.19	4.4%	
31	159	\$ 665,000		\$ 665,000		Moki Road RD 27 Stratford 4397	\$ 5,823	\$6,079	\$ -	\$255.59	4.4%	
32	81	\$ 381,000		\$ 381,000		Taihore Road RD 22 STRATFORD 4392	\$ 3,336	\$3,483	\$ -	\$146.44	4.4%	
33	404	\$ 1,222,000		\$ 1,222,000		Puniwhakau Road RD 22 Stratford 4392	\$ 10,701	\$11,170	\$ -	\$469.67	4.4%	
34	54	\$ 220,000		\$ 220,000		Puniwhakau Road RD 22 Stratford 4392	\$ 1,926	\$2,011	\$ -	\$84.56	4.4%	
35	162	\$ 411,000		\$ 411,000		Puniwhakau Road RD 22 Stratford 4392	\$ 3,599	\$3,757	\$ -	\$157.97	4.4%	
36	162	\$ 560,000		\$ 560,000		Puniwhakau Road RD 22 Stratford 4392	\$ 4,904	\$5,119	\$ -	\$215.24	4.4%	
						TOTAL (INCL GST)	\$ 273,030	\$284,968		\$11,938		
37	4	\$ 225,000		\$ 225,000		Matau North Road RD 25 Stratford 4395	\$ -	\$2,057	\$ -	\$2,056.74		new subdivision
38	104	\$ 195,000		\$ 195,000		Matau North Road RD 25 Stratford 4395	\$ -	\$1,783	\$ -	\$1,782.50		new subdivision
39	118	\$ 320,000		\$ 320,000		Matau North Road RD 25 Stratford 4395	\$ -	\$2,925	\$ -	\$2,925.13		new subdivision
40	140	\$ 420,000		\$ 420,000		Mt Damper Road	\$ 431	\$3,839	\$ -	\$3,408.61	791.5%	
41	644	\$ 3,000,000		\$ 3,000,000		Tahora Road	\$ 3,076	\$27,423	\$ -	\$24,347.24	791.5%	
42	102	\$ 670,000		\$ 670,000		Tahora Road	\$ 687	\$6,125	\$ -	\$5,437.55	791.5%	
43	153	\$ 545,000		\$ 545,000		Ohura Road	\$ 559	\$4,982	\$ -	\$4,423.08	791.5%	
44	233	\$ 790,000		\$ 790,000		Tauwharenikau Road	\$ 810	\$7,221	\$ -	\$6,411.44	791.5%	
45	57	\$ 235,000		\$ 235,000		Puniwhakau Road	\$ 241	\$2,148	\$ -	\$1,907.20	791.5%	
46	106	\$ 910,000		\$ 910,000		Walter Road RD 25 Stratford 4395	\$ 933	\$8,318	\$ -	\$7,385.33	791.6%	
47	10	\$ 2,515,000	\$ 69,003	\$ 69,003	\$ 2,445,997	Junction Road RD 25	\$ 2,584	\$ 631	\$ 2,759	\$805.67	31.2%	
48	10	\$ 2,850,000	\$ 100,794	\$ 100,794	\$ 2,749,206	Makuri Road RD 22	\$ 2,922	\$ 921	\$ 3,101	\$1,099.89	37.6%	
49	10	\$ 5,360,000	\$ 141,546	\$ 141,546	\$ 5,218,454	Makuri Road RD 22	\$ 5,496	\$ 1,294	\$ 5,886	\$1,683.80	30.6%	
50	11	\$ 255,000	\$ 35,303	\$ 35,303	\$ 219,697	Mangaehu Road RD 22	\$ 261	\$ 323	\$ 248	\$309.04	118.2%	
51	18	\$ 2,505,000	\$ 135,856	\$ 135,856	\$ 2,369,144	Makuri Road RD 22	\$ 2,568	\$ 1,242	\$ 2,672	\$1,345.48	52.4%	
52	24	\$ 232,500	\$ 33,950	\$ 33,950	\$ 198,550	Mangaopa Road RD 25	\$ 238	\$ 310	\$ 224	\$295.89	124.1%	
53	25	\$ 495,000	\$ 100,683	\$ 100,683	\$ 394,317	Junction Road RD 25	\$ 508	\$ 920	\$ 445	\$857.55	169.0%	
54	27	\$ 4,860,000	\$ 490,329	\$ 490,329	\$ 4,369,671	Hartnet Road RD 22	\$ 4,983	\$ 4,482	\$ 4,928	\$4,427.41	88.9%	
55	41	\$ 8,220,000	\$ 403,481	\$ 403,481	\$ 7,816,519	Makuri Road RD 22	\$ 8,418	\$ 3,688	\$ 8,816	\$4,086.23	48.5%	
56	49	\$ 2,125,000	\$ 132,836	\$ 132,836	\$ 1,992,164	Douglas North Road RD 22	\$ 2,179	\$ 1,214	\$ 2,247	\$1,282.32	58.9%	
57	51	\$ 850,000	\$ 178,741	\$ 178,741	\$ 671,259	Ohura Road RD 25	\$ 872	\$ 1,634	\$ 757	\$1,519.44	174.3%	
58	53	\$ 415,000	\$ 159,141	\$ 159,141	\$ 255,859	Puniwhakau Road RD 22	\$ 3,634	\$ 1,455	\$ 289	-\$1,890.75	-52.0%	change from FE
59	56	\$ 5,170,000	\$ 734,315	\$ 734,315	\$ 4,435,685	Croydon Road RD 24	\$ 5,301	\$ 6,712	\$ 5,003	\$6,414.30	121.0%	

2024 - Agenda - Policy and Services - January - Decision Report - Forestry Differential - Roding Targeted Rate

60	85	678	\$ 6,490,000	\$ 811,801	\$ 811,801	\$ 5,678,199	Toko Road RD 22	\$ 6,654	\$ 7,421	\$ 6,404	\$7,170.55	107.8%	
61	97	97	\$ 465,000	\$ 465,000	\$ 465,000	\$ -	Brewer Road RD 22	\$ 477	\$ 4,251	\$ -	\$3,773.83	791.6%	should be FE - emailed QV
62	99	582	\$ 3,290,000	\$ 559,874	\$ 559,874	\$ 2,730,126	Upper Mangaehu Road RD 22	\$ 3,373	\$ 5,118	\$ 3,079	\$4,823.71	143.0%	
63	20	79	\$ 180,000	\$ 45,522	\$ 45,522	\$ 134,478	Puniwhakau Road RD 22	\$ 185	\$ 416	\$ 152	\$383.24	207.7%	
64	12	162	\$ 330,000	\$ 24,463	\$ 24,463	\$ 305,537	Puniwhakau Road RD 22	\$ 338	\$ 224	\$ 345	\$229.86	67.9%	
65	43	452	\$ 2,980,000	\$ 283,628	\$ 283,628	\$ 2,696,372	Mangaehu Road RD 22	\$ 3,055	\$ 2,593	\$ 3,041	\$2,578.31	84.4%	
66	47	237	\$ 2,750,000	\$ 545,838	\$ 545,838	\$ 2,204,162	Tauwharenikau Road	\$ 2,820	\$ 4,990	\$ 2,486	\$4,655.87	165.1%	
67	19	163	\$ 820,000	\$ 95,554	\$ 95,554	\$ 724,446	Matemateaonga Road RD 22	\$ 841	\$ 873	\$ 817	\$849.76	101.1%	
TOTAL CV FOR FORESTRY DIFFERENTIAL				\$ 44,032,159			TOTAL AMOUNT COLLECTED 2024/25 (INCL GST)		\$402,500				

*Proposed roding general rate on non-forestry portion based on 2023/24 roding rate of 0.10253 plus 10% increase (0.112783)

DECISION REPORT



F22/55/04 – D24/1096

To: Policy and Services Committee
From: Director – Corporate Services
Date: 23 January 2024
Subject: Revenue and Financing Policy

Recommendations

1. THAT the report and attachments be received.
2. THAT the draft Revenue and Financing Policy in **Appendix 1** to this report, is approved to be released for consultation with the Long Term Plan 2024-34 Consultation Document.

Recommended Reason

To establish the funding principles and policy that will guide the development of the LTP and future Annual Plans, and that will apply for the three years from 1 July 2024.

/
Moved/Seconded

1. Purpose of Report

- 1.1 To approve the draft Revenue and Financing Policy which will be released for consultation with the Long Term Plan 2024-34 (LTP) Consultation Document.

2. Executive Summary

- 2.1 The Revenue and Financing Policy is due for review in line with the development of the LTP. Developments to the LTP have contributed to the proposed amendments to this policy, although the policy format, structure and wording remain largely similar to the existing policy, last amended in June 2022.
- 2.2 The major changes to the policy are discussed in more detail in 7.2 of this report. Additionally, a track changes version and a clean amended version of the policy have been attached to this report.
- 2.3 Consultation on amendments to this policy is legislatively required. This will occur during the LTP consultation phase expected to be in April 2024. Feedback will be considered at the LTP hearing and a final policy is expected to be adopted in June, for the policy to take effect from 1 July 2024.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:		Yes – all four well-beings are considered in the development of this policy.	
Social	Economic	Environmental	Cultural
✓	✓	✓	✓

The impact of council funding and financing policies on the four well-beings has been considered within the policy itself for each of Social, Economic, Environmental and Cultural.

4. Background

4.1 The Revenue and Financing Policy provides a summary of Council’s funding policies in respect of operating and capital expenditure for each Council Activity. The Policy is reviewed at least every three years. The last review was carried out in 2022, after the adoption of the Long Term Plan 2021-31 as a result of changes to the rating system with regards to funding sources and the roading targeted rate.

4.2 It is proposed that the updated policy come into effect from 1 July 2024.

5. Consultative Process

5.1 Public Consultation - Section 82

Consultation on any amendments to this policy is mandatory under legislation. The amended policy will be released for consultation with the LTP Consultation Document in April 2024.

5.2 Māori Consultation - Section 81

This policy is relevant to Māori, and Mana Whenua should be specifically consulted with.

6. Risk Analysis

Refer to the Council Risk Register - available on the Council website.
<ul style="list-style-type: none"> • Does this report cover any issues that relate to any risks on the Council Risk Register, and if so which risks and what are the impacts and likelihood of eventuating? • Does this report cover any issues that may lead to any new risks that are not on the Council Risk Register, and if so, provide some explanation of any new identified risks. • Is there a legal opinion needed?

6.1 This report relates to Risk 4 – Bylaws and Policies. This risk relates to ensuring policies are kept up to date and in line with legislation to ensure they are enforceable and legal. This policy has been reviewed to ensure the overall Council direction is aligned with the proposed LTP.

However, elected members have indicated that a commercial differential to fund Economic Development initiatives may be appealing. This is yet to be confirmed and worked through.

7. New Addition – principles in legislation relating to Māori land

Section 102(3A) of the Local Government Act 2002 (LGA) provides that Council’s Revenue and Financing Policy must support the principles set out in the Preamble to Te Ture Whenua Māori Act 1993 (TTWM Act). This provision comes into effect from 1 July 2024 – refer to section 8A and clause 22 of Part 4 of Schedule 1AA of the LGA. Council considers the Revenue and Financing Policy supports the principles set out in the Preamble to TTWM Act. However, the Council proposes to amend the Revenue and Financing Policy to describe the principles involved, and to note that Council considers the Revenue and Financing Policy supports those principles. The proposed addition to the Revenue and Financing Policy is:

“Support for principles relating to Māori land

Section 102(3A) of the Local Government Act 2002 provides that this policy must support the principles set out in the Preamble to Te Ture Whenua Maori Act 1993 (that requirement is effective from 1 July 2024). These principles include recognition that land is a taonga tuku iho of special significance to Māori people, and to facilitate the occupation, development, and utilisation of that land for the benefit of its owners, their whanau, and their hapū. Council considers that this policy supports those principles when viewed in conjunction with Council’s Policy on Remission and Postponement of Rates for Māori Freehold Land.”

7.3 Significance

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long Term Plan?	Yes	This policy forms the basis of how all expenditure in the LTP will be funded.
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	

In terms of the Council’s Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
	✓	

7.4 Options

<p>An assessment of costs and benefits for each option must be completed. Use the criteria below in your assessment.</p> <ol style="list-style-type: none"> 1. What options are available? 2. For each option: <ul style="list-style-type: none"> • explain what the costs and benefits of each option are in terms of the present and future needs of the district; • outline if there are any sustainability issues; and • explain if the outcomes meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions?

3. After completing these, consider which option you wish to recommend to Council, and explain:
- how this option is the most cost effective option for households and businesses;
 - if there are any trade-offs; and
 - what interdependencies exist.

Option 1 Approve the draft policy to be released for consultation.

Option 2 Approve the draft policy, with amendments to the proposed policy, and then release the policy for consultation. Note – any amendments to what is proposed may require legal advice.

Option 3 Do not approve the draft policy, and request further work be carried out on the policy before it is brought back to elected members. Note - this may delay the progression of the LTP.

7.5 Financial

- Is there an impact on funding and debt levels?
- Will work be undertaken within the current budget?
- What budget has expenditure come from?
- How will the proposal be funded? eg. rates, reserves, grants etc.

The changes to the policy will affect how activities are to be funded, and may affect the reserves balances available to contribute to the wellbeing of future generations.

7.6 Prioritisation & Trade-off

- Have you taken into consideration the:
- Council's capacity to deliver;
 - contractor's capacity to deliver; and
 - consequence of deferral?

Not specifically relevant to the proposed policy amendments.

7.7 Legal Issues

- Is there a legal opinion needed?
- Are there legal issues?

The Revenue and Financing Policy informs the development of the LTP and future Annual Plans, and is a significant policy that is exposed to legal challenge if there is any dispute over Council's rating system and processes.

7.8 Policy Issues - Section 80

- Are there any policy issues?
- Does your recommendation conflict with Council Policies?

This policy should align with the Treasury Management Policy, Rates Remissions Policy, the Financial Strategy, and the annual budgets set.

Attachments:

Appendix 1: Revenue and Financing Policy (draft for adoption)

Appendix 2: Revenue and Financing Policy (tracked changes version)



Tiffany Radich
Director – Corporate Services



[Approved by]
Sven Hanne
Chief Executive

Date 16 January 2024

POLICY



APPENDIX 1

Policy:	Revenue and Financing Policy
Department:	Corporate Services
Approved by:	Council
Effective date:	July 2024
Next review date:	June 2027
Document Number:	D24/50

1. Overview

This Policy provides a summary of Council's funding policies in respect of operating and capital expenditure for each Council Activity. The Policy is reviewed at least every three years. The last review was completed in 2022, after the adoption of the Long Term Plan 2021-31. This updated policy comes into effect from 1 July 2024.

The Council must undertake services in a financially prudent and sustainable way for the Council and the community as a whole. Funding decisions made by elected members and the rationale underpinning the decisions are set out in this Policy.

In accordance with section 101(3) of the Local Government Act 2002, in funding each activity the Council has considered:

- The community outcomes to which each activity contributes;
- An analysis of who benefits from the activity;
- The period of time the benefits are expected to occur;
- The extent to which the actions or inaction of a particular person or group contributes to the need to undertake the activity, and
- The costs and benefits of funding the activity distinctly from other activities, and
- The overall impact of any allocation of liability for revenue needs on the four wellbeing outcomes of the community.

Council has also taken into account legislative requirements in setting rates and determining sources of funding. For example the Local Government (Rating) Act 2002 provides that all rates set on a uniform fixed amount basis (including the UAGC, but excluding water and wastewater uniform targeted rates) must not exceed 30% of the total rates revenue. Other legislation set out statutory fees for various types of regulatory services, and these fees may be either fixed or not exceeded. The Resource Management Act 1991 specifies the circumstances in which local authorities may require financial contributions from developers to meet the costs of their impact on the environment, including their impact on the demand for infrastructure.

2. Initial Funding Options Considered

Prior to determining the amount of expenditure to be funded by rates, Council will identify and exhaust all other funding sources available. These include:

Fees and Charges

Fees and charges are usually either full or part charges to recover the costs of delivering the services. Fees and charges are usually only set for services that a user has discretion to use or not, and where it is efficient for the Council to collect the fee or charge.

Grants and Subsidies

These are provided by external agencies and are usually for an agreed, specified purpose. The major source of grants and subsidies is the New Zealand Transport Agency (NZTA) which provides subsidies for road maintenance, renewals and improvements. For all other grants and subsidies, applications will be made wherever they are available.

Borrowing

Debt will be used to fund new or significantly improved capital assets.

Debt may also be used to fund operational expenditure or capital renewals where that expenditure provides benefits over many years, and it is financially prudent to do so.

Proceeds from Asset Sales

Sale proceeds may be used to fund new or replacement assets. The Council has established an Asset Sales Proceeds Reserve to ring-fence sale proceeds that have not been specifically tagged for any other purpose, for the purpose of funding new or replacement assets – with any decision on the funding of asset purchases from this reserve to be made by elected members on a case-by-case basis.

Council Reserves

For activities with specified purpose reserve funds, these funds may be used for rates smoothing purposes if Council is able to use the fund in this way and deems this a prudent approach.

Financial Contributions

Financial Contributions may be required as part of Council's Development and Financial Contributions Policy, and used to fund operating or capital expenditure as per the requirements of the District Plan. As there is some uncertainty whether Council will charge Financial Contributions in the years ahead or to what extent, no amount has been budgeted for Financial Contributions in the Long Term Plan. Any actual Financial Contributions collected will be transferred to the Financial Contributions Reserve, with any funding decisions from the reserve to be made by elected members on a case by case basis.

Interest and Dividends from Investments

If the investment income relates to a specific activity that has a reserve established for a targeted rate, then investment income will go towards funding that activity. Otherwise, it will be part of a corporate treasury fund that nets off the overall general rates requirement. It is expected that the council owned Farm will contribute at least \$75,000 a year to offset the general rates requirement.

Operating Surpluses

The Council may choose to not fully fund operating expenditure in any year if the deficit can be funded from operating surpluses in the year before or in subsequent years. An operating deficit will only be budgeted when beneficial to avoid significant fluctuation in rates, fees and charges and financial impact on residents and ratepayers.

3. Rating Options

When considering how rates are to be applied to ratepayers, Council has considered the following principles:

- Who benefits from providing the activity,
- Who causes the need to provide the specific service to the community,
- The ability of ratepayers, users, and exacerbators to pay for the costs of the activity,
- Intergenerational equity – where the cost aligns with the time period over which the benefits are received,
- Operating an efficient rating system, that is cost effective to administer, and transparent to ratepayers.

General Rates

These are generally used to fund activities that benefit a wide portion of the community, and where it is considered fair and efficient to use this rating tool.

General rates are applied by a specific rate in the dollar per Capital Value of a rating unit. The general rates requirement is determined after all other funding (including other rates funding) options have been netted off total operating expenditure. No differentials are used in the application of general rates.

Targeted Rates

These will be used where Council requires transparency in funding for a particular activity and where the funds collected will be ring-fenced for funding that Activity only.

Targeted rates may be applied on the basis of ratepayers who use or are able to use a service, to properties in a specified area, or over the district as a whole. They may be applied by rating unit or by a separately used or inhabited part of a rating unit (or "SUIP", defined later on in this policy). A targeted rate may be set differentially under Section 16 of the Local Government (Rating) Act 2002 for different categories of rateable land.

Targeted rates are used to fund the Rooding, Solid Waste (Rubbish and Recycling), Wastewater, Water Supply, and Civic Amenities activities.

For the Rooding Activity, the rates collected from land that is used primarily for forestry purposes (excluding indigenous or protected forests) are based on a differential that is calculated at a level expected to collect a specific amount, determined annually, and guided by the cost of previous years' remediation work on roads damaged by forestry operations. Where parts of a rating unit are used for forestry purposes, the Council may apportion the rateable value of that rating unit among those parts in order to calculate the overall liability for the rating unit. This is to ensure fairness in that all forestry owners, that have exotic forestry of more than a certain minimum size (10 hectares) are contributing specifically towards rooding costs impacted by forestry operations.

UAGC (Uniform Annual General Charge)

The UAGC is applied as a fixed rate per SUIP.

This rate will be used for activities where it is considered that each SUIP benefits from the activity by a similar amount. Council allows for remissions on the UAGC where the property is bare land, used for the same purpose as another property, and has the same ownership but is not contiguous. Council also allows for a remission on the UAGC for low value properties.

Definition of SUIP

A SUIP is a Separately Used or Inhabited Part of a rating unit and includes any part of a rating unit that is used or inhabited by any person. This definition applies to the application of the UAGC, the Solid Waste targeted rate, Wastewater targeted rate, and the Community Centre targeted rate.

This definition includes separately used parts, whether or not actually occupied at any particular time, which are provided by the owner for rental or other form of occupation on an occasional or long term. For the purpose of this definition, vacant land and vacant premises are separately used by the owner as a property available for separate sale, or provided by the owner for rental (or other form of occupation).

For a commercial rating unit (other than motels/hotels), this includes a building or part of a building that is, or is capable of being, separately tenanted, leased or subleased, and is not integral to the commercial operation. Motels/hotels are treated as one SUIP even if each accommodation unit may be capable of separate habitation.

For a residential rating unit, this includes a building or part of a building which is used, or is capable of being used, as an independent unit. An independent unit is any unit containing either separate cooking and living facilities, or a separate entrance; and that has its own toilet or bathroom facilities.

Separate parts of buildings, after the first, that are uninhabitable and declared unsanitary under the Health Act 1956 or the Building Act 2004 are not SUIPs.

EXAMPLES	NO. OF SUIP'S per rating unit
Single Dwelling	1
Dwelling plus self-contained flat	2
Six flats	6
Corner dairy with integral dwelling attached	1
Dwelling with nail business within dwelling	1
Dwelling with hair salon in structure detached from main house	2
Three retails shops and one industrial building	4
Garden centre with separate café	2
Farm with 1 dwelling	1
Farm with 3 dwellings	3
Farm run-off	1
Farm with 1 dwelling plus a contracting business	2
Hotel/Motel with six rooms (one commercial business activity)	1
Hotel/Motel with attached restaurant	2
Caravan park with six cabins (one commercial business activity)	1
Rest home with 10 self-contained residential units	11

4. IMPACT ON FOUR WELL-BEINGS

Council has considered the economic impact on our community of the funding and rating system, and considers that the use of capital value rating system for the general rate and roading targeted rate is a fair way of funding the rates requirement. However, the council recognises that maximising the use of the UAGC provides a fair approach for higher value properties, which are generally rural and unlikely to receive more benefit from services than urban ratepayers. The remission policy allows recognition of the value of new economic investment in the district.

Council has considered the impact of the funding model on the cultural wellbeing of the district and that the activities that contribute to Council's cultural wellbeing should receive investment from all ratepayers as this benefits the wider community and the ongoing vibrancy and prosperity of the district. Council has a remission policy for Maori freehold land to recognise that certain Māori owned lands have particular conditions, features, ownership structures, or other circumstances which make it appropriate to provide relief from rates and recognise the cultural benefits of Maori freehold land.

Council has considered the environmental impact of its funding model, and where appropriate a user pays or exacerbator pays system is to be used to fairly allocate the cost of ensuring environmental wellbeing. The Regulatory activities are generally funded by a mixture of UAGC and fees and charges.

Council has considered the social impact of its funding model and that there is significant value to the wider district and community in ensuring that activities that contribute to the social wellbeing of the district are mostly funded by all ratepayers, with support from fees and charges where able to do so. Council uses its remission policy to minimise the rates impact on organisations that exist purely to benefit the social wellbeing of the district.

5. Groups of Activities

<i>Group</i>	<i>Activity</i>	<i>Description of Activity</i>	<i>Time Period of Benefits</i>	<i>Direct Beneficiaries of Activity</i>	<i>Community Outcomes (Rationale for Activity)</i>	<i>Funding Sources (excl capital for all except Roading)</i>
Recreation and Facilities	Aerodrome	Provides opportunities for local air transport, recreation and light commercial needs. Council owns the land, the apron pad, car parking, site drainage, landscaping. The Stratford Aero Club owns the clubrooms, hangars and the fuel pump.	Operational - annual	Aerodrome users / aeroclub members	Welcoming, Resilient, Connected, Enabling	General rates 50-70% User Charges 30-50%
	Civic Amenities	Range of community facilities including public toilets, bus shelters, rural halls, structures, War Memorial Centre, Clock Tower, Pensioner Housing.	Operational - annual	Community, tourists, users of the facilities. Some facilities are considered to be of low benefit and won't be replaced, therefore the asset is not depreciated i.e. Centennial Restrooms, Rural Halls, TET Stadium.	Welcoming, Resilient, Connected, Enabling	Pensioner Housing: General Rates 30-50% User Charges 50-70% Civic Amenities: General rates 60-80% Targeted rate (community halls) <5% User charges 5-15% Grants <10%
	Library	Provides physical access to books, and online access to digital books and articles. Provides free wi-fi, some learning opportunities, school holiday programmes.	Operational - annual	Library users, community	Welcoming, Connected, Enabling	General rates 90-100% User charges <10%

Group	Activity	Description of Activity	Time Period of Benefits	Direct Beneficiaries of Activity	Community Outcomes (Rationale for Activity)	Funding Sources (excl capital for all except Roading)
	Parks, Reserves and Cemeteries	Provision of recreation opportunities, open spaces, sports fields, and cemeteries for use by all.	Operational - annual	Users, the community also benefits from having areas available for recreation. Cemeteries are an important part of a community.	Welcoming, Resilient, Connected	Cemeteries: General rates 30-50% User charges 50-70% Parks and Reserves: General rates 95-99% User charges 1-5%
	Wai O Rua Stratford Aquatic Centre	Provision of swimming pool facilities, swimming lessons, and fitness classes. Also provides spaces available for hire.	Operational - annual	Users. The business community also benefits from visitors to the pool.	Welcoming, Connected	General rates 75-90% User charges 10-25%
Community Development	Community Services	Support community groups in the Stratford district to achieve their goals i.e. Positive Ageing, Central Taranaki Safe Trust, Iwi groups, Youth Council, and providing events that benefit the community and recognise and enhance cultural wellbeing, including events that celebrate Maori culture.	Operational - annual	Community, groups and individuals receiving support from Council	Welcoming, Resilient, Connected, Enabling	General rates >70% Grants and/or user charges <30%
	Economic Development	Supports the growth of the district and promotes the district as a place to do business and a great place to live.	Operational - annual	Ratepayers (property owners), business owners.	Welcoming, Resilient, Connected, Enabling	UAGC 50% General rates 50%
	Investment Property	Council owns properties for strategic or investment purposes - includes Farm, and other commercial properties.	Varies, depending on the intended future use of the property.	Ratepayers expectation is that the investments should contribute towards rates however this is not always the case for some rental	Resilient, Connected, Enabling	Farm: User Charges >100% (subsidises general rate) Rental Properties: User Charges >90% General Rates <10%

<i>Group</i>	<i>Activity</i>	<i>Description of Activity</i>	<i>Time Period of Benefits</i>	<i>Direct Beneficiaries of Activity</i>	<i>Community Outcomes (Rationale for Activity)</i>	<i>Funding Sources (excl capital for all except Roading)</i>
				properties in the short term.		
Democracy	Democracy	Includes all governance processes, meetings, elections, and community involvement in the democratic process.	Election costs - once every three years. Everything else annually.	Stratford district community – citizens and ratepayers	Welcoming, Resilient, Connected, Enabling	UAGC 100%
Environmental Services	Building Services	Receives and processes applications for building consents. Monitoring and compliance of building work in the district.	Operational - annual	Users, ratepayers	Welcoming, Resilient, Connected, Enabling	UAGC 50-60% User charges 40-50%
	Planning	Development and administration of the District Plan. Issuing of resource consents.	District Plan costs - spread over the life of the plan	Community, users, all ratepayers	Welcoming, Resilient, Connected, Enabling	UAGC 60-80% User charges 20-40%
	Community Health and Safety	Regulation and enforcement of legislation and bylaws relating to health, food, alcohol, animal control, and general nuisance.	Operational - annual	Users (affected business owners, dog owners), exacerbators, community.	Welcoming, Connected, Enabling	UAGC 55-70% User charges 30-45%
	Emergency Management	Regional shared service for civil defence emergency management and preparedness.	Benefits are primarily received at the time of a Civil Defence event only.	The district and community, all ratepayers	Welcoming, Resilient, Connected, Enabling	UAGC 100%

<i>Group</i>	<i>Activity</i>	<i>Description of Activity</i>	<i>Time Period of Benefits</i>	<i>Direct Beneficiaries of Activity</i>	<i>Community Outcomes (Rationale for Activity)</i>	<i>Funding Sources (excl capital for all except Rooding)</i>
Rooding	Rooding	Management, construction and maintenance of rural and urban roads, footpaths, street lighting and associated infrastructure, excluding state highways, repairing damage from roads impacted by forestry harvesting. Council will collect a fixed portion from the forestry properties, the amount to be determined annually with consideration to the cost of damage to ratepayers.	Operational – annual. Longer time period for forestry impacted roads.	Road users, forestry property owners, community and ratepayers	Welcoming, Resilient, Connected, Enabling	Targeted rate (incl reserves) 30-55% (rate per \$CV, forestry differential) NZTA Grant 40-65% User charges <5%
Stormwater	Stormwater	Provision of stormwater reticulation and collection services, and minimising excess water from a major rainfall event, and allowing for normal drainage of stormwater and groundwater.	Operational - annual	The CBD and residents, community and ratepayers	Resilient, Connected, Enabling	UAGC 100%
Wastewater	Wastewater	The operation, maintenance and management of the reticulation network and treatment plant, managing the disposal of sewerage.	Operational – annual Desludging of oxidation pond – capital cost occurs once every 15-20 years.	Properties connected to wastewater system, users of the discharge facility, commercial users.	Welcoming, Resilient, Connected, Enabling	Targeted rate 85-95% (by SUIP, commercial differential) User charges 5-15%
Solid Waste	Solid Waste	Waste and recycling collection service to households in urban areas and a transfer station in Stratford.	Landfill aftercare provision \$12k a year to 2022/23	Properties within rubbish collection area, transfer station users, the community (bins on Broadway collected - UAGC funded).	Welcoming, Resilient, Connected, Enabling	Targeted rate 75-85% (SUIP) User charges 15-25% UAGC <5%

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Water Supply	Water Supply	Council operates three water supplies, water treatment plant and manages the reticulation systems and associated infrastructure to supply the district with clean drinking water.	Operational - annual	Properties to which water is supplied, community.	Welcoming, Resilient, Connected, Enabling	Fixed targeted rate 60-80% (by SUIP) Variable targeted rate 20-40% (based on consumption)

6. Funding of Capital Expenditure

Schedule 10 of the Local Government Act requires Councils to, in relation to each group of activities, and for each financial year covered by the Long Term Plan, include a statement of the amount of capital expenditure budgeted to a) meet additional demand for an activity, b) improve the level of service, and c) replace existing assets. This is outlined in the Funding Impact Statements in the Long Term Plan 2024-34. The funding source for each type of capital expenditure is explained below.

Renewal projects

Renewal projects restore or replace components of an asset or the entire asset to maintain the current level of service (original size, condition or capacity). These projects will be funded from capital reserves built up from rates funded depreciation. Where the reserve is not sufficient to meet the programmed renewals and the work is deemed necessary, then an internal loan may be used to recognise the overdrawn reserve account, and repaid from a contribution from the reserve over a period that matches with useful life of the asset.

Level of Service projects

Increasing the levels of service expenditure is the creation of new assets or improvements to existing assets that result in a higher level of service delivered to the community. These projects will be funded by loans and repaid from operational funding sources. It is considered that debt funding is a fair funding mechanism for significant improvements to the community that will benefit future generations over several years, reflecting intergenerational equity.

Growth Related projects

These relate to the additional investment required to serve growth in existing services due to new areas being serviced, or growth in the district. These projects will be funded from financial contributions, with any additional funding requirement to be funded by loans as above (Level of Service projects).

Emergency Capital Expenditure

Where an entire asset is damaged by an extraordinary event, e.g. a natural disaster, all efforts will be made to claim under Council's insurance policies where possible, with any excess payable to be covered by Council's Contingency Reserve. If neither of these funding sources are sufficient or available, then Council may fund any emergency capital expenditure requirements through borrowing.

Reserves

The Asset Sales Proceeds Reserve, or any other reserve, not specifically tagged to an Activity, may be used to fund capital expenditure other than Renewal projects, where specific council approval is given.

7. Support for principles relating to Māori land

Section 102(3A) of the Local Government Act 2002 provides that this policy must support the principles set out in the Preamble to Te Ture Whenua Maori Act 1993 (that requirement is effective from 1 July 2024). These principles include recognition that land is a taonga tuku iho of special significance to Māori people, and to facilitate the occupation, development, and utilisation of that land for the benefit of its owners, their whanau, and their hapū. Council considers that this policy supports those principles when viewed in conjunction with Council's Policy on Remission and Postponement of Rates for Māori Freehold Land."

POLICY



Appendix 2

Policy:	Revenue and Financing Policy
Department:	Corporate Services
Approved by:	Council
Effective date:	July 2024
Next review date:	June 2027
Document Number:	D24/50

1. Overview

This Policy provides a summary of Council's funding policies in respect of **both** operating and capital expenditure for each Council Activity. The Policy is reviewed at least every three years. The last review was completed in 2022, after the adoption of the Long Term Plan 2021-31. This updated policy comes into effect from 1 July 2024.

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2. Initial Funding Options Considered

Prior to determining the amount of expenditure to be funded by rates, Council will identify and exhaust all other funding sources available. These include:

Fees and Charges

Fees and charges are usually either full or part charges to recover the costs of delivering the services. Fees and charges are usually only set for services that a user has discretion to use or not, and where it is efficient for the Council to collect the fee or charge.

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Borrowing

Debt will be used to fund new or significantly improved capital assets.

Debt may also be used to fund operational expenditure or capital renewals where that expenditure provides benefits over many years, and it is financially prudent to do so. An example of this is the development of the District Plan, where expenditure occurs over a 2-3 year period, but the benefits are received over a 10+ year period.

Proceeds from Asset Sales

Sale proceeds may be used to fund new or replacement assets. The Council has established an Asset Sales Proceeds Reserve to ring-fence sale proceeds that have not been specifically tagged for any other purpose, for the purpose of funding new or replacement assets – with any decision on the funding of asset purchases from this reserve to be made by elected members on a case-by-case basis.

Targeted Rates Council Reserves

For activities with specified purpose reserve funds, these funds may be used for rates smoothing purposes if Council is able to use the fund in this way and deems this a prudent approach.

Financial Contributions

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If the investment income relates to a specific aActivity that has a reserve established for a targeted rate, then investment income will go towards funding that aActivity. Otherwise, it will be part of a corporate treasury fund that nets off the overall general rates requirement. It is expected that the council owned Farm will contribute at least \$5975,000 a year to offset the general rates requirement.

Operating Surpluses

The Council may choose to not fully fund operating expenditure in any year if the deficit can be funded from operating surpluses in the year before or in subsequent years. An operating deficit will only be budgeted when beneficial to avoid significant fluctuation in rates, fees and charges and financial impact on residents and ratepayers.

3. Rating Options

When considering how rates are to be applied to ratepayers, Council has considered the following principles:

- Who benefits from providing the activity,
- Who causes the need to provide the specific service to the community,
- The ability of ratepayers, users, and exacerbators to pay for the costs of the activity,
- Intergenerational equity – where the cost aligns with the time period over which the benefits are received,
- Operating an efficient rating system, that is cost effective to administer, and transparent to ratepayers.

General Rates

These are generally used to fund activities that benefit a wide portion of the community, and where it is considered fair and efficient to use this rating tool.

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General rates are applied by a specific rate in the dollar per Capital Value of a rating unit. The general rates requirement is determined after all other funding (including other rates funding) options have been netted off total operating expenditure. No differentials are used in the application of general rates.

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These will be used where Council requires transparency in funding for a particular activity and where the funds collected will be ring-fenced for funding that Activity only.

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Targeted rates are used to fund the Roading, Solid Waste (Rubbish and Recycling), Wastewater, Water Supply, and Civic Amenities activities.

For the Roading Activity, the rates collected from land that is used primarily for forestry purposes (excluding indigenous or protected forests) are based on a differential that is calculated at a level expected to collect a specific amount, determined annually, and guided by the cost of previous years' remediation work on roads damaged by forestry operations. Where parts of a rating unit are used for forestry purposes, the Council may apportion the rateable value of that rating unit among those parts in order to calculate the overall liability for the rating unit. This is to ensure fairness in that all forestry owners, that have exotic forestry of more than a certain minimum size (10 hectares) are contributing specifically towards roading costs impacted by forestry operations.

UAGC (Uniform Annual General Charge)

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Definition of SUIP

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Council has considered the economic impact on our community of the funding and rating system, and considers that the use of capital value rating system for the general rate and roading targeted rate is a fair way of funding the rates requirement. However, the council recognises that maximising the use of the UAGC provides a fair approach for higher value properties, which are generally rural and unlikely to receive more benefit from services than urban ratepayers. The remission policy allows recognition of the value of new economic investment in the district.

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Council has considered the impact cultural wellbeing of the funding model on the cultural wellbeing of the district and that the activities that contribute to Council's cultural wellbeing should be funded by all receive investment from all ratepayers as the value this benefits the wider community and the ongoing vibrancy and prosperity of the district. Council has a remission policy for Maori freehold land to recognise that certain Māori owned lands have particular conditions, features, ownership structures, or other circumstances which make it appropriate to provide relief from rates and recognise the cultural benefits of Maori freehold land.

Council has considered the environmental impact of its funding model, and where appropriate a user pays or exacerbator pays system is to be used to fairly allocate the cost of ensuring environmental wellbeing. The Regulatory activities are generally funded by a mixture of UAGC and fees and charges.

Council has considered the social impact of its funding model and that there is significant value to the wider district and community all ratepayers in ensuring that activities that contribute to the social wellbeing of the our district are in a large part mostly funded by all ratepayers, with support from fees and charges where able to do so. Council uses its remission policy to minimise the rates impact on organisations that exist purely to benefit the social wellbeing of the district.

4.5 Groups of Activities

Group	Activity	Description of Activity	Time Period of Benefits	Direct Beneficiaries of Activity	Community Outcomes (Rationale for Activity)	Funding Sources (excl capital for all except Roading)
Recreation and Facilities	Aerodrome	Provides opportunities for local air transport, recreation and light commercial needs. Council owns the land, the apron pad, car parking, site drainage, landscaping. The Stratford Aero Club owns the clubrooms, hangars and the fuel pump.	Operational - annual	Aerodrome users / aeroclub members	Connected Communities, Enabling Economy	General rates 65 ⁵⁰ - 87 ⁷⁰ % User Charges 23 ³⁰ - 45 ⁵⁰ %
	Civic Amenities	Range of community facilities including public toilets, bus shelters, rural halls, structures, War Memorial Centre, Clock Tower, Pensioner Housing.	Operational - annual	Community, tourists, users of the facilities. Some facilities are considered to be of low benefit and won't be replaced, therefore the asset is not depreciated i.e. Centennial Restrooms, Rural Halls, TET Stadium.	Connected Communities, Vibrant Community	General rates 80-90 ⁸⁰⁻⁹⁰ % Targeted rate <5 ^{<5} % (SUIP) User charges 10-20 ¹⁰⁻²⁰ % Grants/donations <40 ^{<40} % Pensioner Housing: General Rates 30-50 ³⁰⁻⁵⁰ % User Charges 50-70 ⁵⁰⁻⁷⁰ % Civic Amenities: General rates 60-80 ⁶⁰⁻⁸⁰ % Targeted rate (community halls) <5 ^{<5} % User charges 5-15 ⁵⁻¹⁵ % Grants <10 ^{<10} %

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Group	Activity	Description of Activity	Time Period of Benefits	Direct Beneficiaries of Activity	Community Outcomes (Rationale for Activity)	Funding Sources (excl capital for all except Rooding)
	Library	Provides physical access to books, and online access to digital books and articles. Provides free wi-fi, some learning opportunities, school holiday programmes.	Operational - annual	Library users, community	Welcoming, Resilient, Connected, Enabling Vibrant Community, Connected Communities	General rates 90-100% User charges <10%
	Parks, Reserves and Cemeteries	Provision of recreation opportunities, open spaces, sports fields , and cemeteries for use by all.	Operational - annual	Users, the community also benefits from having areas available for recreation. Cemeteries are an important part of a community.	Welcoming, Resilient, Connected, Enabling Sustainable Environment, Connected Communities	Cemeteries: General rates 45-65% User charges 40-55% Parks and Reserves: General rates 95-99% User charges 1-5%
	Pool Complex Wai O Rua Aquatic Centre	Provision of swimming pool facilities, swimming lessons , and fitness classes . Also provides spaces available for hire .	Operational - annual	Users. The business community also benefits from visitors to the pool.	Welcoming, Connected, Enabling Vibrant Community, Enabling Economy, Connected Communities	General rates 75-90% User charges 10-20%
Community Development	Community Services	Support community groups in the Stratford district to achieve their goals i.e. Positive Ageing, Central Taranaki Safe Trust, Iwi groups, Youth Council, and providing events that benefit the community and recognise and enhance cultural wellbeing, including events that celebrate Maori culture.	Operational - annual	Community, groups and individuals receiving support from Council	Welcoming, Resilient, Connected, Vibrant Community, Connected Communities	General rates >90% Grants and/or user charges <10%

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Group	Activity	Description of Activity	Time Period of Benefits	Direct Beneficiaries of Activity	Community Outcomes (Rationale for Activity)	Funding Sources (excl capital for all except Roading)
	Economic Development	Supports the growth of the district and promotes the district as a place to do business and a great place to live.	Operational - annual	Ratepayers (property owners), business owners.	Welcoming, Connected, Enabling Economy, Vibrant Community	UAGC 50% General rates 50%
	Information Centre	Provides a booking service for tourists and residents, also a tourist gift shop, and an AA.	Operational - annual	Tourists, users of the I-Site and AA, community.		Enabling Economy, Vibrant Community General rates 70-80% User charges 20-30%
	Rental and Investment Properties Investment Property	Council owns properties for strategic or investment purposes - includes Farm, and other commercial properties.	Varies, depending on the intended future use of the property.	Ratepayers expectation is that the investments should contribute towards rates however this is not always the case for some rental properties in the short term.	Welcoming, Resilient, Connected, Enabling Economy	Farm: User Charges >100% (subsidises general rate) Rental Properties: User Charges >90% General Rates <10% User charges >100%
Democracy	Democracy	Includes all governance processes, meetings, elections, and community involvement in the democratic process.	Election costs - once every three years, <u>Everything else annually.</u>	Stratford district community = <u>citizens and ratepayers</u>	Resilient, Connected, Enabling Communities, Vibrant Community, Enabling Economy, Sustainable Environment	UAGC 100%
Environmental Services	Building Services	Receives and processes applications for building consents. Monitoring and compliance of building work in the district.	Operational - annual	Users, ratepayers	Welcoming, Resilient, Connected, Enabling Economy,	UAGC 50-60% User charges 40-50% UAGC 55-65% User charges 35-45%

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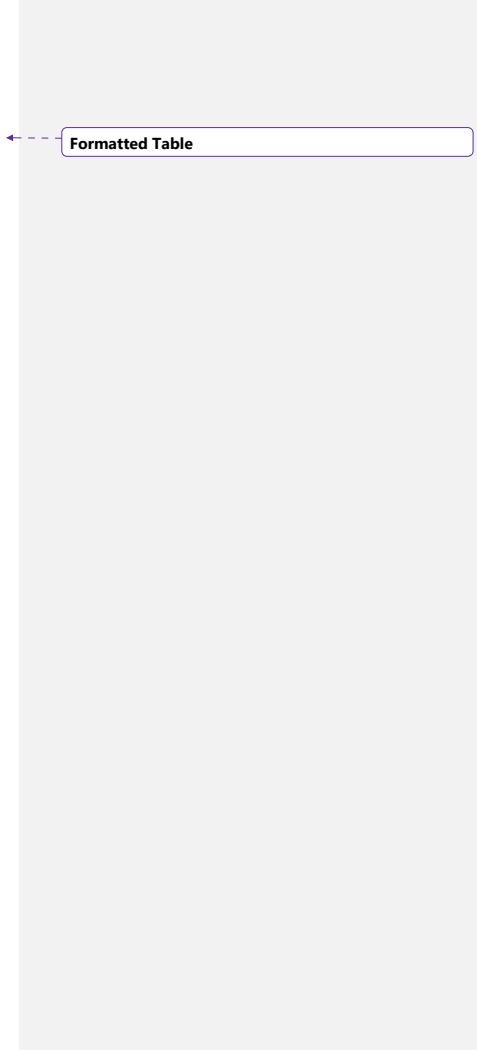
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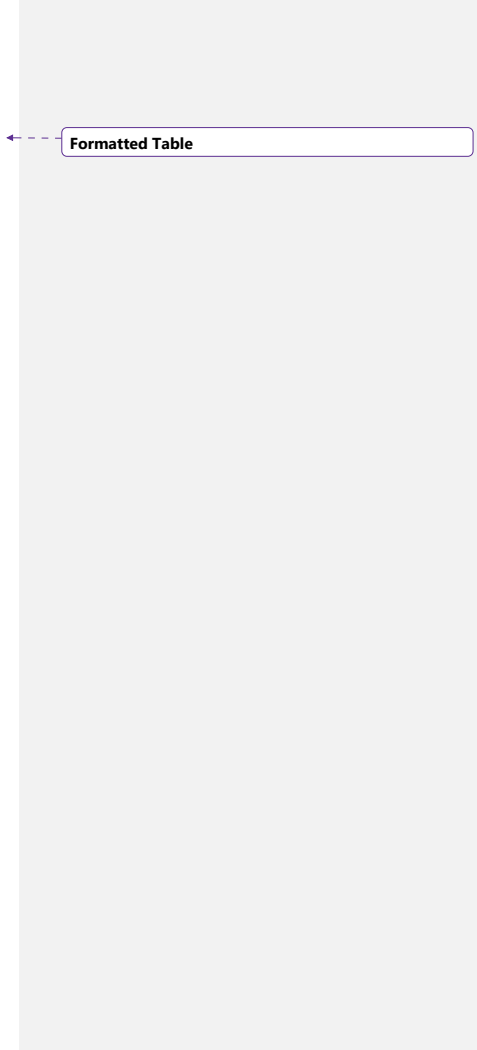
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Group	Activity	Description of Activity	Time Period of Benefits	Direct Beneficiaries of Activity	Community Outcomes (Rationale for Activity)	Funding Sources (excl capital for all except Roading)
					Sustainable Environment	
	Planning	Development and administration of the District Plan. Issuing of resource consents.	District Plan costs - spread over the life of the plan	Community, users, all ratepayers	Welcoming, Resilient, Connected, Enabling Sustainable Environment, Enabling Economy	UAGC 60-80% User charges 20-40% UAGC 75-85% User charges 15-25%
	Community Health and Safety	Regulation and enforcement of legislation and bylaws relating to health, food, alcohol, animal control, and general nuisance.	Operational - annual	Users (affected business owners, dog owners), exacerbators, community.	Welcoming, Resilient, Connected, Enabling Sustainable Environment, Enabling Economy	UAGC 55-70% User charges 30-45% UAGC 60-70% User charges 30-40%
	Civil Defence and Emergency Management	Regional shared service for civil defence emergency management and preparedness.	Benefits are primarily received at the time of a Civil Defence event only.	The district and community, all ratepayers	Welcoming, Connected, Enabling Sustainable Environment, Connected Communities	UAGC 100%
Roading	Roading	Management, construction and maintenance of rural and urban roads, footpaths, street lighting and associated infrastructure, excluding state highways, repairing damage from roads impacted by forestry harvesting. <u>Council will collect a fixed portion from the forestry properties, the amount to be determined annually.</u>	Operational – annual. Longer time period for forestry impacted roads.	Road users, forestry property owners, community and ratepayers	Welcoming, Resilient, Connected, Enabling Connected Communities, Enabling Economy	Targeted rate (incl reserves) 30-55% (rate per \$CV, forestry differential) NZTA Grant 40-65% User charges <5%



Group	Activity	Description of Activity	Time Period of Benefits	Direct Beneficiaries of Activity	Community Outcomes (Rationale for Activity)	Funding Sources (excl capital for all except Roading)
		<u>with consideration to the cost of damage to ratepayers.</u>				
Stormwater	Stormwater	Provision of stormwater reticulation and collection services, and minimising excess water from a major rainfall event, and allowing for normal drainage of stormwater and groundwater.	Operational - annual	The CBD and residents, community and ratepayers	<u>Welcoming, Resilient, Connected, Enabling Economy, Sustainable Environment</u>	UAGC 100%
Wastewater	Wastewater	The operation, maintenance and management of the reticulation network and treatment plant, managing the disposal of sewerage.	Operational – annual Desludging of oxidation pond – capital cost occurs once every 15-20 years.	Properties connected to wastewater system, users of the discharge facility, commercial users.	<u>Resilient, Connected, Enabling Economy, Sustainable Environment</u>	Targeted rate 85-95% (by SUIP, commercial differential) User charges 5-15%
Solid Waste	Solid Waste	Waste and recycling collection service to households in urban areas and a transfer station in Stratford.	Landfill aftercare provision \$12k a year to 2022/23	Properties within rubbish collection area, transfer station users, the community (bins on Broadway collected - UAGC funded).	<u>Welcoming, Resilient, Connected, Enabling Economy, Sustainable Environment</u>	<u>Targeted rate 85-95% (SUIP)</u> <u>User charges 5-15%</u> <u>UAGC <5%</u> <u>Targeted rate 75-85% (SUIP)</u> <u>User charges 15-25%</u> <u>UAGC <5%</u>



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Group	Activity	Description of Activity	Time Period of Benefits	Direct Beneficiaries of Activity	Community Outcomes (Rationale for Activity)	Funding Sources (excl capital for all except Roading)
Water Supply	Water Supply	Council operates three water supplies, water treatment plant and manages the reticulation systems and associated infrastructure to supply the district with clean drinking water.	Operational - annual	Properties to which water is supplied, community.	<u>Welcoming, Resilient, Connected, Enabling Economy, Sustainable Environment</u>	<u>Fixed targeted rate 60-80% (by SUIP)</u> <u>Variable targeted rate 20-40% (based on consumption)</u> <u>Targeted rate 35-45% (by SUIP)</u> <u>Targeted rate 55-65% (variable, based on usage)</u>

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5.6. Funding of Capital Expenditure

Schedule 10 of the Local Government Act requires Councils to, in relation to each group of activities, and for each financial year covered by the Long Term Plan, include a statement of the amount of capital expenditure budgeted to a) meet additional demand for an activity, b) improve the level of service, and c) replace existing assets. This is outlined in the Funding Impact Statements in the Long Term Plan 2024-34-34. The funding source for each type of capital expenditure is explained below.

Renewal projects

Renewal projects restore or replace components of an asset or the entire asset to maintain the current level of service (original size, condition or capacity). These projects will be funded from capital reserves built up from rates funded depreciation. Where the reserve is not sufficient to meet the programmed renewals and the work is deemed necessary, then an internal loan will may be used to recognise the overdrawn reserve account, and repaid from a contribution from the reserve over a period that matches with the benefit received from the expenditure useful life of the asset.

Level of Service projects

Increasing the levels of service expenditure is the creation of new assets or improvements to existing assets that result in a higher level of service able to be delivered by the Council delivered to the community. These projects will be funded by loans and repaid from operational funding sources. It is considered that debt funding is a fair funding mechanism for significant improvements to the community that will benefit future generations over a number of several years, reflecting intergenerational equity.

Growth Related projects

These relate to the additional investment required to serve growth in existing services due to new areas being serviced, or growth in the district. These projects will be funded from financial contributions, with any additional funding requirement to be funded by loans as above (Level of Service projects).

Emergency Capital Expenditure

Where an entire asset is damaged by an extraordinary event, e.g. a natural disaster, all efforts will be made to claim under Council's insurance policies where possible, with any excess payable to be covered by Council's Contingency Reserve. If neither of these funding sources are sufficient or available, then Council may fund any emergency capital expenditure requirements through borrowing.

Reserves

The Asset Sales Proceeds Reserve, or any other reserve, not specifically tagged to an Activity, may be used to fund capital expenditure other than Renewal projects, where specific council approval is given.

7. Support for principles relating to Māori land

Section 102(3A) of the Local Government Act 2002 provides that this policy must support the principles set out in the Preamble to Te Ture Whenua Maori Act 1993 (that requirement is effective from 1 July 2024). These principles include recognition that land is a taonga tuku iho of special significance to Māori people, and to facilitate the occupation, development, and utilisation of that land for the benefit of its owners, their whanau, and their hapū. Council considers that this policy supports those principles when viewed in conjunction with Council's Policy on Remission and Postponement of Rates for Māori Freehold Land."

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DECISION REPORT



F22/55/04 – D23/19380

To: Policy and Services
From: Property Officer
Date: 23 January 2024
Subject: Housing for the Elderly Policy Review

Recommendations

1. THAT the report be received.
2. THAT the Committee approves Option Three of the report as the preferred method for setting rental charges
3. THAT the Draft Housing for the Elderly Policy be released to collect feedback from the key stakeholders.

Recommended Reason

To align the rental charges with the current market rate and update the policy to reflect the changes proposed.

/
Moved/Seconded

1. Purpose of Report

- 1.1 The purpose of this report is to seek the approval from the committee on:
 - Preferred rental charge for the current housing for the elderly units, starting from 1 July 2024
 - Draft Housing for the Elderly Policy attached.

2. Executive Summary

- 2.1 Council requested Officers, as part of the Long-Term Plan process, to provide an analysis of the rental charge for the Housing of the Elderly units, located on Page Street, Stratford.
- 2.2 Officers have provided this analysis in **Appendix 1** of this report, assessed several options, and have recommended an option for approval.
- 2.3 Officers have reviewed the current Housing for the Elderly Policy to reflect the proposed rental charge change, in addition to including:
 - Changes to the eligibility criteria.
 - Removal of the secondary waiting list.
 - Addition of other conditions of rental.
- 2.4 The Committee's decision will determine whether the rental charges are administered through the Policy or the Councils fees and Charges schedule.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓	✓	

4. Background

4.1 Council received funds in 1985 from the estate of Elsie Fraser for the provision of a “home for the less affluent old people within the Stratford community”. Four one-bedroom units were constructed on Page Street using this bequest. Another six one-bedroom units were built between 1989 and 1991. This was funded by a loan from the then Housing Corporation.

4.2 As of 2023, Council owns a total of ten one-bedroom units. The ten housing units have different fixtures attached:

- Four have carports.
- Nine have conservatories in the front.
- One has a back porch.

4.3 Council generally achieves 100% occupancy of these units.

4.4 Rental Charge Review

4.4.1 The current weekly rent for the units is set in Council’s fees and charges as follows;

- Unit with either conservatory, carport, or rear porch \$140.00
- Unit with two of either conservatory, carport, or rear porch \$145.00

4.4.2 This rental charge represents approximately 40% of the current market rate, but aligns with rental charges charged by other Councils for similar properties. Revenue from the units amounts to only 45% of the total operational cost for the Housing for the Elderly activity – the rest is funded through rates.

4.4.3 Elected Members have indicated their position is to optimise the revenue collected from the units. Officers were requested to provide options for consideration in setting the rental rate.

4.5 Policy

4.5.1 The purpose of this policy is to facilitate the allocation of Council-owned housing units, as they become available, to elderly persons in the district.

4.5.2 The current policy states:

- The eligibility criteria for applicants who apply for pensioner housing;
- The two types of waiting list maintained by staff to fill pensioner housing vacancies; and
- The special conditions that apply to the successful applicant.

- 4.5.3 Identified issues with the current Policy include:
- Lack of criteria relating to residents who are not independent in their day to day living.
 - Lack of emergency contact information requirement.
 - Ambiguity around the need for a secondary waiting list.
 - Setting of rental charges by fees and charges which is quite clumsy and results in a lag of annual rent review.

4.5.4 These issues are being addressed by the proposed new policy.

5. Rent Charge Analysis

- 5.1 The current market rent for a one-bedroom unit in Stratford is \$ 332.00. Market rate is based on 80% of a median two bedroom house in Stratford on the [Tenancy Services](#) website and confirmed by a local Real Estate in Stratford. This approach has been used as Tenancy Services does not provide data on one-bedroom units.
- 5.2 **Appendix 1** provides a rental analysis for several scenarios, based on the current market rate. Scenarios analysed include **40%, 50%, 60%, 70%, 80%, and 100%** of the current market rate. Officers also analysed a scenario that allows the rental units to be cost-neutral, although this option has not been assessed further.
- 5.3 **Table 1** provides a summary of the implication of percentage rental increase for the scenarios analysed.

Table 1: Percentage Increase based on Market Rate

Scenarios	Percentage of market rate (MR)	Maximum Rental Increase based on current MR
Scenario 1	40% MR – Status Quo	-6%
Scenario 2	50% MR	19%
Scenario 3	60% MR	42%
Scenario 4	70% MR	66%
Scenario 5	80% MR	90%
Scenario 6	100% MR	137%

- 5.4 To address elected Member's request, Officers are proposing that any adjustments to the rental charge, be set at an increment of no more than 10% of the current market rate at the time of review, per year. This is included the Draft Housing for the Elderly Policy, attached as **Appendix 4**.
- 5.5 If the 80% market rate scenario is adopted by Elected Members, for example, the rental charge will be set as per **Table 2**. It is proposed that these new rental charges will apply from 1 July 2024 for all existing tenants. All new tenancies from 1 July 2024 will be charged 80% of the current market rate.

Table 2: Rental Charges implementation for 80% market rate scenario for existing tenants

	Year 1	Year 2	Year 3	From Year 4
Start of new Rental Charge	From 1 July 2024	From 1 July 2025	From 1 July 2026	From 1 July 2027
New Rental Charge as a percentage of the Market Rate (MR)	50% MR	60% MR	70% MR	80% MR

- 5.6 **Table 3** shows the comparison of current weekly rental rates for Council owned social housing in the Taranaki Region, which shows Council's current rent aligns with the neighbouring Council charges.

Table 3: Current weekly rental rates for the Taranaki Region

NPDC		STDC		SDC	
Inglewood	\$140-\$170	Ōpunakē	\$149-\$159	Unit	\$140
New Plymouth	\$160-\$210	Manaia	\$149 - \$159	Unit + Carport	\$145
Waitara	\$180-\$190	Kaponga	\$139 - \$143		
		Eltham	\$138 - \$166		
		Hāwera	\$186 - \$201		
		Pātea	\$139 - \$159		
		Waverley	\$154 - \$156		
		Ōpunakē	\$149 - \$159		
		Manaia	\$149 - \$159		
		Kaponga	\$139 - \$143		

- 5.7 South Taranaki District Council has recently updated their policy so that units are rented at 80% market rate, with rental increasing in 10% increments until this rate is reached. The New Plymouth District Council policy does not specify any rental criteria.

6. Consultative Process

6.1 Public Consultation - Section 82

While no public consultation is required, officers will seek feedback from the key stakeholders on the draft Housing for the Elderly Policy, being the current residents of the units in question.

6.2 Māori Consultation - Section 81

There is no need for separate consultation with Iwi.

7 Risk Analysis

- 7.1 This report relates to Risk 4 of the corporate risk register.

Risk 4- Compliance and Legislation – Bylaws and Policies. *If Council fails to keep Policies and Bylaws up to date, THEN the policies and Bylaws may become unenforceable and irrelevant, and council could be acting illegally, or the policy is not fit for purpose. This raw risk score is 8 High. Control Description, which reduces score to 3 moderate include:*

- *Quality assurance, Resourcing levels maintained, Regular Policy Schedule review by CEO. Regular review of Bylaw timetable maintained in Content Manager.*

8. Decision Making Process – Section 79

8.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	Yes, this decision will directly affect the revenue laid out in the 2021-2031 long term plan.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	None.

8.2 **Data**

Data has been sourced from a number of entities:

- Rent information for New Plymouth units from NPDC.
- Rent Information for South Taranaki units from STDC.
- Market rates for a two bedroom house in Stratford from Tenancy Services
- Market Rates for a one-bedroom unit in Stratford from a local Real Estate in Stratford.

8.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long-Term Plan?	No	
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	
In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
		✓

8.4 **Options**

8.4.1 **Rental Charges**

The following options have been identified for the setting of rental charges:

Option 1 – Do Nothing

Continuing to set the rent in the Annual Plan/Long Term Plan (LTP) fees and charges does not provide transparency as to how the rental charge is decided. Elected Members have already made suggestions to remove this from Annual Plan/LTP process.

Option 2 – Rent to be set as 50% of the current market rent.

This would be an immediate rent increase of 19%, based on current figures.

The policy would include that rent will be set at 50% of the market rate at the time of rent review.

Option 3 – Rent to be set up to 80% of the current market rent. This is the recommended option.

This would be a rent increase of 90%, based on current figures.

To manage the increase in rent, this option includes a 10% increment per year (at the market rate at the time of review), up to 80% for existing tenants. New tenants will be charged at 80%. This option is in line with STDC's policy.

This will mean a 19% increase in rent (similar to Option 2) on 1 July 2024 and similar increases in subsequent years until the 80% Market Rent equivalent is reached in year 4.

Option 4 – Rent to be set as 100% of the current market rent.

This would be a rent increase of 137%, based on current figures.

To manage the increase in rent, this option includes a 10% increment per year (at the market rate at the time of review), up to 100% for existing tenants. New tenants will be charged at 100%.

This will mean a 19% increase in rent (similar to Option 2) on 1 July 2024.

8.4.2 Policy

Two options have been identified for review of the Housing for the Elderly Policy:

Option 1 – Do Nothing.

This option is not the preferred option. The current policy does not outline that residents are required to be able to live independently or set the requirements for setting rental charges.

Leaving the policy as is leaves a risk that Officers will be expected to update the unit to manage the resident's accessibility.

Option 2 – Approve the draft Housing for the Elderly Policy for feedback from key stakeholders, with or without amendments. This is the recommended option.

The addition of these 6 clauses of the rental charges will provide clear guidance for Officers and Residents of the criteria Council requires for living in a unit.

8.5 Financial

For Option 2 (rental Charges), there will be no impact on the funding and debt levels of the Council.

There are no direct financial and resourcing implications from the decisions covered by this report.

Any increase in the cost recovery percentage of this activity will mitigate the rates requirement placed on the wider Community.

The proposed option (Option 3) will bring cost recovery for this activity from approximately 40% to approximately 2% over the course of 4 years.

At the time of writing this report the rent needs to be 91% of the market rate to be self funded.

8.6 Prioritisation & Trade-off

This policy aims to find a compromise between Council's social obligation and the financial burden its activities place on the wider community.

8.7 Legal Issues

There are no legal implications arising from this report.

8.8 Policy Issues - Section 80

There are no policy issues related to this project.
This recommendation does not conflict with any Council policies.

Attachments:

Appendix 1	Rent Charge Analysis
Appendix 2	Current Housing for Elderly Policy
Appendix 3	Draft Housing for Elderly Policy – track changes
Appendix 4	Draft Housing for Elderly Policy – clean version



Sara Flight
Property Officer



Victoria Araba
Director - Assets



[Approved by]
Sven Hanne
Chief Executive

Date 16 January 2024

Appendix 1

Rent Charge Analysis

Scenario 1 – 40% Market Rate

Proposed Rent based on 40% Market Rate Annually	Proposed Rent based on 40% Market Rate Weekly	Percentage decrease
\$ 6,905.60	\$ 132.80	-5%
\$ 7,113.60	\$ 136.80	-6%
\$ 7,113.60	\$ 136.80	-6%
\$ 6,905.60	\$ 132.80	-5%
\$ 6,905.60	\$ 132.80	-5%
\$ 7,113.60	\$ 136.80	-6%
\$ 7,113.60	\$ 136.80	-6%
\$ 6,905.60	\$ 132.80	-5%
\$ 6,905.60	\$ 132.80	-5%
\$ 6,905.60	\$ 132.80	-5%
\$ 69,888.00		

Scenario 2 – 50% Market Rate

Proposed Rent based on 50% Market Rate Annually	Proposed Rent based on 50% Market Rate Weekly	Percentage increase
\$ 8,632.00	\$ 166.00	19%
\$ 8,892.00	\$ 171.00	18%
\$ 8,892.00	\$ 171.00	18%
\$ 8,632.00	\$ 166.00	19%
\$ 8,632.00	\$ 166.00	19%
\$ 8,892.00	\$ 171.00	18%
\$ 8,892.00	\$ 171.00	18%
\$ 8,632.00	\$ 166.00	19%
\$ 8,632.00	\$ 166.00	19%
\$ 8,632.00	\$ 166.00	19%
\$ 87,360.00		

Scenario 3 – 60% Market Rate

Proposed Rent based on 60% Market Rate Annually	Proposed Rent based on 60% Market Rate Weekly	Percentage increase
\$ 10,358.40	\$ 199.20	42%
\$ 10,670.40	\$ 205.20	42%
\$ 10,670.40	\$ 205.20	42%
\$ 10,358.40	\$ 199.20	42%
\$ 10,358.40	\$ 199.20	42%
\$ 10,670.40	\$ 205.20	42%
\$ 10,670.40	\$ 205.20	42%
\$ 10,358.40	\$ 199.20	42%
\$ 10,358.40	\$ 199.20	42%
\$ 10,358.40	\$ 199.20	42%
\$ 104,832.00		

Scenario 5 – 70% Market Rate

Proposed Rent based on 70% Market Rate Annually	Proposed Rent based on 70% Market Rate Weekly	Percentage increase
\$ 12,084.80	\$ 232.40	66%
\$ 12,448.80	\$ 239.40	65%
\$ 12,448.80	\$ 239.40	65%
\$ 12,084.80	\$ 232.40	66%
\$ 12,084.80	\$ 232.40	66%
\$ 12,448.80	\$ 239.40	65%
\$ 12,448.80	\$ 239.40	65%
\$ 12,084.80	\$ 232.40	66%
\$ 12,084.80	\$ 232.40	66%
\$ 12,084.80	\$ 232.40	66%
\$ 122,304.00		

Scenario 6 – 80% Market Rate

Proposed Rent based on 80% Market Rate Annually	Proposed Rent based on 80% Market Rate Weekly	Percentage increase
\$ 13,811.20	\$ 265.60	90%
\$ 14,227.20	\$ 273.60	89%
\$ 14,227.20	\$ 273.60	89%
\$ 13,811.20	\$ 265.60	90%
\$ 13,811.20	\$ 265.60	90%
\$ 14,227.20	\$ 273.60	89%
\$ 14,227.20	\$ 273.60	89%
\$ 13,811.20	\$ 265.60	90%
\$ 13,811.20	\$ 265.60	90%
\$ 13,811.20	\$ 265.60	90%
\$ 139,776.00		

Scenario 7 – 100% Market Rate

Proposed Rent based on 100% Market Rate Annually	Proposed Rent based on 100% Market Rate Weekly	Percentage increase
\$ 17,264.00	\$ 332.00	137%
\$ 17,784.00	\$ 342.00	136%
\$ 17,784.00	\$ 342.00	136%
\$ 17,264.00	\$ 332.00	137%
\$ 17,264.00	\$ 332.00	137%
\$ 17,784.00	\$ 342.00	136%
\$ 17,784.00	\$ 342.00	136%
\$ 17,264.00	\$ 332.00	137%
\$ 17,264.00	\$ 332.00	137%
\$ 17,264.00	\$ 332.00	137%
\$ 174,720.00	\$ 3,360.00	

Appendix 2

Current Housing for the Elderly Policy

POLICY



<i>Policy:</i>	Housing for the Elderly
<i>Department:</i>	Assets
<i>Approved by:</i>	Director Assets
<i>Approved date:</i>	13 July 2021
<i>Next review date:</i>	2023/2024
<i>Document Number:</i>	D23/25127

1. Purpose

The purpose of this policy is to facilitate the allocation of Council-owned housing units, as they become available, to elderly persons in the district.

The policy states:

- The eligibility criteria for applicants who apply for pensioner housing;
- The two types of waiting list maintained by staff to fill pensioner housing vacancies; and
- The special conditions that apply to the successful applicant.

2. Eligibility Criteria

To be eligible to apply for any rental unit:

- 2.1 Applicants must be 65 years of age or older at the date of the application.
- 2.2 Applicants must have resided in the District for at least five years over the previous 20 years or have family who had resided in the District for at least two years.
- 2.3 Applicants must not have a weekly income from all sources, including NZ Superannuation, in excess of the adult minimum wage for a 40 hour week current at the time of tenancy commencement.
- 2.4 Applicants must not have assets (including cash, investments, shares, real property or other assets, but not including one motor vehicle, furniture and personal effects or a funeral plan to the value of up to \$10,000) exceeding \$50,000 in value.
- 2.5 In each of the above cases, applicants shall be required to provide evidence, or a statutory declaration to this effect, to show that all relevant criteria is met.
- 2.6 If an applicant turns down a unit due to personal reasons but wishes to stay on the waiting list, they will remain on the list, but will be transferred to the bottom of the list they are currently on.
- 2.7 Notwithstanding the order of priority on the waiting list an application may be prioritised when a unit becomes available where certain special circumstances prevail.
- 2.8 Special circumstances may include, but are not limited to the following:
 - The applicant being in dire state of need; and/or
 - The applicant being vulnerable and requiring urgent housing security; and/or
 - Any other special circumstance supporting the need for prioritisation at the discretion of the Director, Assets or Chief Executive.

3. Waiting List

- 3.1 Vacancies will be filled from a Primary waiting list of eligible applicants, based on date of application, unless special conditions apply.

- 3.2 A Secondary waiting list shall be maintained of applicants who do not meet any of the criteria under 1.2 above. They must however, still meet criteria 1.1, 1.3 and 1.4. This waiting list may be used to fill a vacancy in the event such vacancy is unable to be filled from the Primary waiting list.
- 3.3 An applicant may request to be transferred from the Secondary waiting list to the bottom of the Primary waiting list upon meeting one of the criteria under 1.2 above.

4. Special Conditions for Tenants

The following conditions shall apply to any tenancy:

- The tenancy shall be subject to the Residential Tenancies Act 1986.
- No bond is required as part of the tenancy agreement.
- Rent shall be set each year in accordance with Council's Fees and Charges which are reviewed annually as part of the Long Term or Annual Plan process;

POLICY



Appendix 3

Changes to current policy

Policy:	Housing for the Elderly
Department:	Assets
Approved by:	Director Assets
Approved date:	13 July 2021 March 2024
Next review date:	2023/2024 2025/2026
Document Number:	D23/25127

1. Purpose

1.1 The purpose of this policy is to:
~~facilitate the allocation of Council-owned housing units, as they become available, to elderly persons in the district.~~

- Guide the provision and management of the housing units owned by Council.
- Facilitate the allocation of Council-owned housing units, as they become available, to eligible persons in the district; and
- Provide a mechanism where the rental prices are established for the units.

1.2 The purpose of housing for the elderly in the Stratford District is to provide affordable housing for elderly residents of the district, as per the Eligibility Criteria below.

1.3 Council's role is to maintain the current stock of housing in a manner that supports the current level of service and minimises the rates contribution from the community and meets all legislative requirements under the Residential Tenancies Act.

1.4 The policy states the:-

- The eligibility criteria for applicants ~~who apply for pensioner housing;~~ for housing for the elderly.
- The two types of waiting list maintained by staff to fill pensioner housing vacancies; and Conditions of rental; and
- The special conditions that apply to the successful applicant. Rental charges and funding principles.

2. Eligibility Criteria

To be eligible to apply for any rental unit, the applicant must:-

2.1 Be a single occupant.

2.2 Be able to live independently.

~~2.4.2.3~~ Applicants must be 65 years of age or older at the date of the application.

~~2.2.4~~ Applicants must have resided in the ~~d~~District for at least five years over the previous 20- years or have family who had resided in the ~~d~~District, for at least two years.

~~2.3~~ Applicants must not have a weekly income from all sources, including NZ Superannuation, that does not exceed the adult minimum wage for a 40-hour week, current at the time of tenancy commencement, in excess of the adult minimum wage for a 40-hour week current at the time of tenancy commencement.

~~2.4.2.5~~

~~2.5.2.6~~ Applicants must not have Have total assets (including cash, investments, shares, real property or other assets, but not including one motor vehicle, furniture and personal effects or a funeral plan to the value of up to \$10,000) exceeding ~~\$50,000~~ 20,000 in value.

2.7 Be able to demonstrate they are a good tenant with no history of excessive drinking of alcohol, use of recreational drugs or domestic or other violence.

2.8

~~2.62.9~~ In each of the above cases, applicants shall ~~be~~ shall ~~be~~ required to provide evidence, or a statutory declaration to this effect, to show that all relevant criteria is met.

~~2.7 If an applicant turns down a unit due to personal reasons but wishes to stay on the waiting list, they will remain on the list, but will be transferred to the bottom of the list they are currently on.~~

~~2.8 Notwithstanding the order of priority on the waiting list an application may be prioritised when a unit becomes available where certain special circumstances prevail.~~

~~2.9 Special circumstances may include, but are not limited to the following:~~

- ~~• The applicant being in dire state of need; and/or~~
- ~~• The applicant being vulnerable and requiring urgent housing security; and/or~~
- ~~• Any other special circumstance supporting the need for prioritisation at the discretion of the Director, Assets or Chief Executive.~~

3. Other Conditions of Rental

3.1 If an applicant turns down a unit due to personal reasons but wishes to stay on the waiting list, they be transferred to the bottom of the list.

3.2 The Council provides Housing for the Elderly as a social service. However, this is not an obligation to accommodate any applicant who meets the eligibility criteria. For example, if an applicant has a previous record of causing loss or damage to their accommodation or disruption to neighbours, their application may not be accepted.

4. Rental Charges and Funding Principles

4.1 The operational costs of the Housing for the Elderly activity will be funded as per the Council's Revenue and Financing Policy.

4.2 To achieve the funding objectives, rents for Housing for the Elderly will be set at 80% of market rates for a median two-bedroom house in Stratford or the closest applicable town (if no market data exists for Stratford), as indicated on the Government tenancy website, with consideration given to the condition of each unit.

4.3 Rents for existing tenants will be increased by a maximum of 10% per year until 80% of market rate is reached. See table below for new rental charge from 1 July 2024.

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>From Year 4</u>
<u>Start of new Rental Charge</u>	<u>From 1 July 2024</u>	<u>From 1 July 2025</u>	<u>From 1 July 2026</u>	<u>From 1 July 2027</u>
<u>New Rental Charge as a percentage of the Market Rate (MR)</u>	<u>50% MR</u>	<u>60% MR</u>	<u>70% MR</u>	<u>80% MR</u>

4.4 Rents must be paid no less than 2 weeks in advance.

3.5. Waiting List

5.1 Vacancies will be filled from a Primary waiting list of eligible applicants, based on date of application, unless special conditions apply.

5.2 The waiting list will be reviewed annually, and applicants will be contacted in writing to confirm if their applications are still current and valid.

~~A Secondary waiting list shall be maintained of applicants who do not meet any of the criteria under 1.2 above. They must however, still meet criteria 1.1, 1.3 and 1.4. This waiting list may be used to fill a vacancy in the event such vacancy is unable to be filled from the Primary waiting list.~~

~~3.3 An applicant may request to be transferred from the Secondary waiting list to the bottom of the Primary waiting list upon meeting one of the criteria under 1.2 above.~~

~~4. Special Conditions for Tenants~~

~~The following conditions shall apply to any tenancy:~~

- ~~• The tenancy shall be subject to the Residential Tenancies Act 1986.~~
- ~~• No bond is required as part of the tenancy agreement.~~
- ~~• Rent shall be set each year in accordance with Council's Fees and Charges which are reviewed annually as part of the Long Term or Annual Plan process;~~

6 Tenancy Agreement

6.1 The tenancy shall be subject to the Residential Tenancies Act 1986.

6.2 The Tenant shall read and sign a Tenancy Agreement prior to taking occupancy of the assigned housing unit.

6.3 The Tenant shall observe to comply with all terms and conditions stated in the signed Tenancy Agreement.

Appendix 4

Draft Housing for the Elderly Policy

POLICY



Policy:	Housing for the Elderly
Department:	Assets
Approved by:	Director Assets
Effective date:	March 2024
Next review date:	2025/2026
Document Number:	D23/25127

1. Purpose

- 1.1 The purpose of this policy is to:
 - Guide the provision and management of the housing units owned by Council;
 - Facilitate the allocation of Council-owned housing units, as they become available, to eligible persons in the district; and
 - Provide a mechanism where the rental prices are established for the units.
- 1.2 The purpose of housing for the elderly in the Stratford District is to provide affordable housing for elderly residents of the district, as per the Eligibility Criteria below.
- 1.3 Council's role is to maintain the current stock of housing in a manner that supports the current level of service and minimises the rates contribution from the community and meets all legislative requirements under the Residential Tenancies Act.
- 1.4 The policy states the:
 - Eligibility criteria for applicants for housing for the elderly;
 - Conditions of rental; and
 - Rental charges and funding principles.

2. Eligibility Criteria

To be eligible to apply for any rental unit, the applicant must:

- 2.1 Be a single occupant.
- 2.2 Be able to live independently.
- 2.3 Be 65 years of age or older at the date of the application.
- 2.4 Have resided in the district for at least five years over the previous 20 years or have family who are residing in the district, for at least two years.
- 2.5 Have a weekly income (from all sources), including NZ Superannuation, that does **not** exceed the adult minimum wage for a 40-hour week, current at the time of tenancy commencement.
- 2.6 Have total assets (including cash, investments, shares, real property or other assets, but not including one motor vehicle, furniture and personal effects or a funeral plan to the value of up to \$10,000) **not** exceeding \$20,000 in value.
- 2.7 Be able to demonstrate they are a good tenant with no history of excessive drinking of alcohol, use of recreational drugs or domestic or other violence.

- 2.8 Shall be required to provide evidence, or a statutory declaration to this effect, to show that all relevant criteria are met.

3. Other Conditions of Rental

- 3.1 If an applicant turns down a unit due to personal reasons but wishes to stay on the waiting list, they be transferred to the bottom of the list.
- 3.2 The Council provides Housing for the Elderly as a social service. However, this is not an obligation to accommodate any applicant who meets the eligibility criteria. For example, if an applicant has a previous record of causing loss or damage to their accommodation or disruption to neighbours, their application may not be accepted.

4. Rental Charges and Funding Principles

- 4.1 The operational costs of the Housing for the Elderly activity will be funded as per the Council's Revenue and Financing Policy.
- 4.2 To achieve the funding objectives, rents for Housing for the Elderly will be set at 80% of market rates for a median two-bedroom house in Stratford or the closest applicable town (if no market data exists for Stratford), as indicated on the Government tenancy website, with consideration given to the condition of each unit.
- 4.3 Rents for existing tenants will be increased by a maximum of 10% per year until 80% of market rate is reached. See table below for new rental charge from 1 July 2024.

	Year 1	Year 2	Year 3	From Year 4
Start of new Rental Charge	From 1 July 2024	From 1 July 2025	From 1 July 2026	From 1 July 2027
New Rental Charge as a percentage of the Market Rate (MR)	50% MR	60% MR	70% MR	80% MR

- 4.4 Rents must be paid no less than 2 weeks in advance.

5. Waiting List

- 5.1 Vacancies will be filled from a waiting list of eligible applicants, based on date of application.
- 5.2 The waiting list will be reviewed annually, and applicants will be contacted in writing to confirm if their applications are still current and valid.

6. Tenancy Agreement

- 6.1 The tenancy shall be subject to the Residential Tenancies Act 1986.
- 6.2 The Tenant shall read and sign a Tenancy Agreement prior to taking occupancy of the assigned housing unit.
- 6.3 The Tenant shall observe to comply with all terms and conditions stated in the signed Tenancy Agreement.

DECISION REPORT



F22/55/04 – D24/1117

To: Policy and Services Committee
From: Director – Corporate Services
Date: 23 January 2023
Subject: Fees and Charges 2024/25

Recommendations

1. THAT the report be received.
2. THAT the proposed Fees and Charges for 2024/25 be approved, and released for public consultation with the Long Term Plan 2024-34 (LTP) Consultation Document.

Recommended Reason

To review fees and charges for Year 1 of the LTP, in accordance with Council's Revenue and Financing Policy.

/
Moved/Seconded

1. Purpose of Report

- 1.1 To approve the Fees and Charges for 2024/25, and release the proposal to the community for consultation, along with the LTP Consultation Document.

2. Executive Summary

- 2.1 Fees and Charges are set each year to allow Council to recover part or all of the costs of delivering services to the community as per the Long Term Plan. Fees and charges are usually only set for a service that a user has discretion to use or not, and where it is efficient for the Council to collect the fee or charge.
- 2.2 The current Fees and Charges Schedule can be found on the Stratford District Council (SDC) website. The proposed Fees and Charges Schedule for 2024/25 is attached to this report (**Appendix 1**).
- 2.3 The key changes proposed include the following:
 - Addition of strip hire fee for Aerodrome
 - Increase in Building Control inspection fees
 - Increase to burial and interment fees for Cemetery
 - Addition to Transfer Station fees and Bylaw compliance
 - Removal of Roding bonds for damage
 - Increase to Sportsground seasonal and casual use
 - Increase to Wastewater, Stormwater and Water Supply Connection charges
 - Increase to Dog Registration fees
 - Increase to Bylaw fees (impounding, licenses and permits)
 - Addition/increase to Food-Health and Safety registrations / renewals
 - Increase to Resource Consent application fees
 - Increase to Staff charge out rate – across all activities

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council's purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:		<i>Decisions relating to Fees and Charges have a big impact on overall community wellbeing.</i>	
Social	Economic	Environmental	Cultural
✓	✓	✓	✓

4. Background

- 4.1 Fees and Charges are set by Council help fund the delivery of Council services, and guide the revenue budget for the year. They are usually set at a level that is affordable to the community and in most cases, only a part recovery of the cost of the service is able to be achieved. In some cases, legislation limits what may be charged.
- 4.2 The Fees and Charges should be reviewed in conjunction with Council's Revenue and Financing Policy and the annual financial budgets.
- 4.3 In the council workshop on 12 December 2023, elected members requested that all budget managers undertake a review of their fees and charges for potential full cost recovery and comparison against our neighbouring councils, and where no increases are proposed, then further information to be provided to elected members with reasoning. The proposed Fees and Charges Schedule 2024/25 attached to this report has been reviewed by the respective managers for opportunities to increase activity revenue.
- 4.4 The schedule referred to above does not include any changes to the Wai O Rua Stratford Aquatic Centre as a workshop for the activity will be held with elected members on 23 January 2024, prior to this meeting, and will cover off revenue and fees and charges. It is expected will be able to be made at the Policy and Services Committee meeting on the preferred swimming pool fees following this workshop.
- 4.5 The schedule also does not include any changes to the Venue Hire fees for the War Memorial Centre and Centennial Restrooms. Instead, options are presented by the Activity Manager in **Appendix 2** for discussion. It is expected that a decision will be made at this Policy and Services Committee meeting regarding the preferred fees for Venue Hire.
- 4.6 Note – all proposals will be subject to full consultation along with the LTP 2024-34 (LTP) Consultation Document and may be subject to change when the final LTP is adopted.

5. Consultative Process

- 5.1 **Public Consultation - Section 82**
The proposal will form part of the LTP Consultation. Targeted consultation will also be undertaken with particular affected parties.
- 5.2 **Māori Consultation - Section 81**
Consultation with Māori will be carried out in line with the LTP Communications Plan.

6. Risk Analysis

Refer to the Council Risk Register - available on the Council website.

- Does this report cover any issues that relate to any risks on the Council Risk Register, and if so which risks and what are the impacts and likelihood of eventuating?
- Does this report cover any issues that may lead to any new risks that are not on the Council Risk Register, and if so, provide some explanation of any new identified risks.
- Is there a legal opinion needed?

6.1 There is no applicable risk in Council's risk register in relation to the Fees and Charges, however Risk 23 relates to outstanding debt receivable and in particular debtors receivable – which can result when debtors do not agree with the fee charged by Council or cannot afford the fees charged.

6.2 Additionally, fees should be set at a reasonable level to avoid behaviour that may incur additional cost for Council, or that may leave Council services underutilised, and Activity performance measures unable to be achieved.

7. Decision Making Process – Section 79

7.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	There is a strong link directly to the LTP 2024-34.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	Some fees may have a direct impact on the extent to which some council services are used.

7.2 Data

- Do we have complete data, and relevant statistics, on the proposal(s)?
- Do we have reasonably reliable data on the proposals?
- What assumptions have had to be built in?

All fees and charges have been reviewed by their respective budget managers and the results from the review are detailed below.

Assets

Aerodrome - Addition

Budget managers are proposing that the strip hire fee be included in the Fees and charges. In 2020/2021 the strip hire fee was \$6.50 per tonne. The proposed fee is \$13.00 per tonne being a 100% increase, in response to cost increases for the Aerodrome activity.

It is also proposed that the ground lease rentals be added to the fees and charges at "market rate" for transparency purposes.

Cemetery - Increase

The budget manager has proposed an increase of approximately 20% across the board.

	NPDC (current)	STDC (current)	SDC (current)	SDC (proposed)
Burial Plot Purchase	\$2,914 (lawn) \$1,339 (cremation)	\$1,900 (lawn) \$1,360 (cremation)	\$2,420 (lawn) \$1,000 (cremation)	\$2,800 (lawn) \$1,200 (cremation)
2 – 15 years			\$1,650	\$2,000
Under 14	\$2,088			
Under 2 years		\$1,360	\$1,000	\$1,200
Internment Fees	\$2,628	\$2,120	\$1,650	\$2,000
2 – 15 years			\$1,210	\$1,500
Under 14	\$1,331			
Under 2 years		\$1,535	\$800	\$1,000
Cremation Fees	\$891	\$545	\$495	\$600
Under 14	\$526			

Transfer Station - Addition

Budget Managers propose a change to the Transfer Station fees which is the addition of Small E-waste Charge i.e. cell phones, keyboards at \$5.00 per unit.

The application fees made under the Solid Waste Bylaw have been increased also and give clarification around regularity of charge.

Roading - Removal

Budget Managers recommend removal of Street Event Bonds and Vehicle Crossing refundable deposits. The refundable bonds/deposits are insufficient to cover remediation works, and they are administratively inefficient to charge, monitor, and refund. Council is currently holding onto more than \$100,000 in these bonds and is legally unable to release them without evidence and is unable to treat as revenue – therefore they are showing as a council liability on our balance sheet.

No other changes are proposed.

Sports Ground/Parks And Reserves - Increase

Seasonal use of sports grounds has been increased for all codes to align fees and charges with New Plymouth District Council (NPDC) and South Taranaki District Council (STDC). A proposed increase of 100% for casual use of sportsgrounds with and without lights has been included.

Management have recommended no change for events held in sportsgrounds/parks and reserves as they want community members to use our grounds and do not want the price to deter potential customers.

Stormwater Connection - Increase

Comparisons have been made to STDC who charge \$200 per connection and NPDC who charge \$274 per connection. Officers recommend increasing the fee to \$250.

Trade Waste – No Change

No changes were put forward by management. These fees were last reviewed in 2022.

Wastewater - Increase

The fee for bulk discharge of wastewater is increased by 10% to take into account the increased processing costs of wastewater discharged.

Comparisons have been made to STDC who charge \$200 per connection and NPDC who charge \$274 per connection. Officers recommend increasing the fee to \$250.

Water Supply - Increase

Comparisons have been made to STDC who charge \$200 per connection and NPDC who charge \$274 per connection. Officers recommend increasing the fee to \$250.

Venue Hire – Increase

Budget managers have proposed changes to venue hire fees. These have not been included in the Fees and charges schedule and are attached separately.

Community Development

Library - No change

Significant fee increases were made in 2023/2024 to better align our fees with neighbouring councils and therefore no changes are recommended.

Wai O Rua Stratford Aquatic Centre – proposals to be confirmed

Proposed changes to swimming pool fees have not been included in the Fees and charges Schedule 2024/25 and will be workshopped with elected members on the 23 January prior to the Policy and Services Committee meeting.

It is expected that elected members will be able to finalise a draft proposal for the swimming pool fees and charges for 2024/25 at the time the recommendation from this decision report is deliberated.

Environmental Services

Note - when reviewing the previous years funding sources for operational expenditure, the Community Health and Safety activity's actual fees and charges did not meet the Revenue and Financing Policy threshold of between 30-40% of funding sourced from user charges. The Planning activity however, exceeded the policy threshold of 15-25%, with 27% of operational expenditure funded by user charges – note the policy threshold for Planning is recommended to be increased to 20-40% in the policy.

Building Control – No Change

The Building Control Manager has reviewed the fees against our neighbouring councils. In relation to the majority of the Code of Compliance fees (majority of the revenue) STDC are cheaper due to their final site inspections having a different fee to a standard inspection. However, it is proposed that the hourly rate for officer time is increased, which will affect the cost of all building consent applications.

In relation to fireplaces most councils don't have full cost recovery due to this being a main heating source that provides health benefits to the district community. We recommend that fees for fireplaces remain the same due to this reason, but below is the cost of full recovery for elected member's consideration.

LogFire F/Standing	\$657.00
Logfire Inbuilt/Plumbing Inc	\$867.00

Animal Control - Increase

The dog registration fees were last reviewed in 2023, where the fees were increased across the board by \$10. This year a 5% increase on registration fee has been applied, plus a significant increase in the late payment fee.

When looking at other councils of similar size across NZ, Stratford sits comparable.

We have seen some significant increase in most operational costs over the last two years including afterhours contract services, with last year seeing an 8.4% increase and a 7.2% increase in 2023.

The council achieves a 97-98% registration rate for known dogs most years, and this is reflected in the reasonable fees Stratford charges in addition to monitoring, education and enforcement. It is likely that a greater increase than what is suggested will result in more unregistered dogs which may result in no overall impact on total revenue. Approximately 130-150 late registration fees (the standard fee in fees and charges) are issued each year. A breakdown of the dog registration by type is below:

Registered Dogs	
Group: <u>Rural Dog Up to First 3 Dogs</u> subtotal	967
Group: <u>Rural Dog More Than 3 Dogs</u> subtotal	242
Group: <u>General Dog Owner</u> subtotal	4
Group: <u>Good Dog Owner</u> subtotal	466
Group: <u>Select Dog Owner</u> subtotal	444
Group: <u>Disability Assistance Dog</u> subtotal	3
Group: <u>Good Owner - Dangerous Dog</u> subtotal	1
	2127

Bylaws - Increase

The budget Manager has recommended no change to the Call Out Fee and release of impounded wheeled device, but some fees have been increased.

In comparison to our neighbours and a couple of smaller Councils similar to our size, no charge out fee for the breach of a bylaw is noted in their fees and charges. Under our fees and charges, this fee is charged to a repeat offender and is not charged out in the first instance. This fee comes in-line with infringements appointed under other legislation. In some instances, our bylaws note a fee that will be charged, for example, a nuisance activity. A warning is generally applied to an offender of a wheeled device.

Health and Safety Licenses – Additions / Increases

As our registration fees are higher than some other councils', the Budget Manager has recommended no amendment to the current fees. The budget Manager has proposed an additional fee, application for campground exemptions. The Camp-Grounds Regulations 1985 allows for the Council to consider an exemption if an application meets the criteria of the regulations. An example of a proposal for an exemption, is a small-scale campground offering a small number of sites or declare hardship grounds. An exemption may also be considered for an operator who are offering sites to Certified Self Contained vehicles only.

An application fee is a one-off fee for the consideration and administration to process the application. Over the years, there has been no desire or proposal from a new operator for an exemption. Several other councils across the country charge a fee for an exemption application. We propose to charge a on-off fee that is consistent with other council health registration fees being \$242. No annual fee would be charged to a successful applicant unless they have an additional proposal.

The Food (Fees and Charges) Regulations 2015 and Food Act 2014, allow Councils to fix fees to recover direct and indirect costs associated with the registration and verification of food premises. Councils across NZ vary in the fees they prescribe. Compared to our neighbours, our fee is approximately 50% higher in one instance and approximately 25% less than the other for registration fees. Stratford also charges

more for renewal registration. However, inspection fees for neighbouring Councils are slightly higher. If comparing our fees to other councils across nz, again there is no consistency and Stratford fees are either higher or lower.

The Ministry of Primary Industries (MPI) appoint lower fees for the registration of a template food control plan if compared to most councils. MPI also adopted a practice note in 2020 that provides guidance on setting fees and cost recovery principals that note a broad range of activities in the consideration of setting a fee and these have been used by Stratford in the consideration of setting fees. The government is no longer subsidising MPI to the degree it was previously, hence all councils are now required to pay for license subscription to enter applicant details in MPI's database adding another increase for Council to consider. Given increasing costs, it is likely councils will increase fees that will come in-line with Stratford's and other councils with a similar fee structure.

Councils across NZ also have fluctuations in the fee for the verification (inspection) of premises and there are variations in the time officers take and charge for a verification. I consider that councils take the time to undertake a verification into account when setting a registration fee and consider a lower registration fee is appropriate. While there is no data as to how long council's take to verify a business, MPI is currently investigating this. Stratford officers prepare a business prior to a verification to ensure both parties are prepared, and less time is required for the verification process.

Mobile Trading shops bylaw – No Change

We have a per day fee and a cap rather than our neighbours who charge a set rate for this activity. Council has not charged this fee to date.

If we consider our cap of \$500 to our neighbours set fee, we are over 50% higher than our neighbours. As operators have limited options for setting up a travelling shop on council owned land, Stratford does not see a high level of activity under this bylaw with most operators choosing to set up on private property. If comparing other NZ councils, there is also no common consistency and fees range from 50% higher than Stratford's cap, to fees under or over our per day fee.

In setting the fees for this activity, the food act registration and the per day fees for stands and stalls were taken into consideration, all this combined indicates Stratford is sitting about right with the current fee and no change is recommended.

Tattoo and Beauty Therapy – No Change

Neighbouring Council's charge a separate fee for registration and inspections to beauty therapy businesses, and the difference when added together for comparison purposes, indicate Stratford fees are approximately 15% higher. However, Stratford offers a renewal fee that is lower than the application fee, this renewal fee still puts Stratford in a higher percentage bracket than our neighbours.

Looking at other councils who have fees related to this activity, there is no common consistency in fee setting and Stratford sits either higher or lower in. An initial application for a beauty therapy business involves a greater amount of an officer's time and resources if compared to on-going inspections and administration. In addition, the transfer of registration fee also involves greater amount of an officer's resources. Consequently, no changes are proposed to the current fees.

Resource Management – Increase

Officers are proposing considerable fee increases for resource consent applications and plan changes to enable a higher cost recovery through fees and charges.

At present, council invoices for the applications at the time the consent is issued and released – unlike other councils who require an upfront deposit to be paid at the time of application. The manager proposes to retain the existing charging process, to encourage and support development in the district.

In most cases, NPDC fees are still significantly higher than the proposed changes. Most of our fees are not comparable to STDC's fees as they have a different charging

structure, but where the fee types are comparable the proposed change to our fees are similar to STDC’s 2023/24 fee.

Corporate Services

Photocopying, Printing & Facsimile – No Change

Officers initially proposed to remove fax charges from the fees and charges however after investigation there are still members of the community that use this service. Therefore, the recommendation is no change.

Publications - Increase

Officers have recommended a fee increase of \$5.00 for District Plan and Planning Maps. This is lower than NPDC.

Staff Charge Out Rates – Increase

Officers propose to increase management, technical and administration charge out rates to better align with our neighbouring councils. No change has been recommended for research as council currently already charge an appropriate fee.

7.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long Term Plan?	Yes	Yes – there is a direct impact on funding levels and sources available for the LTP.
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	

In terms of the Council’s Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
	✓	

7.4 **Options**

<p>An assessment of costs and benefits for each option must be completed. Use the criteria below in your assessment.</p> <ol style="list-style-type: none"> 1. What options are available? 2. For each option: <ul style="list-style-type: none"> • explain what the costs and benefits of each option are in terms of the present and future needs of the district; • outline if there are any sustainability issues; and • explain if the outcomes meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions? 3. After completing these, consider which option you wish to recommend to Council, and explain: <ul style="list-style-type: none"> • how this option is the most cost effective option for households and businesses; • if there are any trade-offs; and • what interdependencies exist.

Option One: Approve the proposed Fees and Charges Schedule for 2024/25, with amendments as approved by elected members, and consult on any significant changes.

Option Two: Do not approve the proposed Fees and Charges Schedule for 2024/25 as presented, and request for a further workshop to be held, focusing on specific areas.

7.5 Financial

- | |
|--|
| <ul style="list-style-type: none">• Is there an impact on funding and debt levels?• Will work be undertaken within the current budget?• What budget has expenditure come from?• How will the proposal be funded? eg. rates, reserves, grants etc. |
|--|

The Fees and Charges Schedule directly impacts on the revenue budgeted in the LTP 2024-2034. However, the effect on revenue may be offset by the reduction in customers if the fees and charges increase over a level that is considered value for money, or where the service is available from somewhere else for a lower price.

7.6 Prioritisation & Trade-off

- | |
|--|
| Have you taken into consideration the: <ul style="list-style-type: none">• Council's capacity to deliver;• contractor's capacity to deliver; and• consequence of deferral? |
|--|

An increase in individual Fees and Charges does not necessarily result in increased revenue overall as there are other factors to take into account such as:

- Whether there is competition for the service and if there is, how council's price compares to competitors.
- If the service provided by council is not a necessity and the price reaches a level that is unaffordable, this may prohibit participation, or reduce usage of a council facility or service, overall reducing revenue and impacting community wellbeing.
- If the price of a service is not increased in line with the cost, the quality of service may be compromised.

7.7 Legal Issues

- | |
|--|
| <ul style="list-style-type: none">• Is there a legal opinion needed?• Are there legal issues? |
|--|

Some Fees and Charges are prescribed by legislation and Council has no ability to exceed the limits set in legislation. Where the fee/charge is prescribed by legislation, this has been made clear in that particular section.

Occasionally guidance is given by government on setting fees and charges, and although not legislation, it is considered that these government guidelines should be followed when it comes to setting fees and charges to avoid any dispute or challenge. Additionally, Council bylaws may prescribe how and what fees will be charged in particular circumstances.

7.8 Policy Issues - Section 80

- | |
|---|
| <ul style="list-style-type: none">• Are there any policy issues?• Does your recommendation conflict with Council Policies? |
|---|

The revenue generated from the Fees and Charges for each activity must achieve the funding portion specified in the Revenue and Financing Policy. The Fees and Charges have been reviewed in alignment with this policy to ensure consistency.

Attachments:

- Appendix 1 -** Proposed fees and charges schedule for 2024/25
Appendix 2 - Venue Hire – Fees and Charges proposal



Tiffany Radich
Director – Corporate Services



[Approved by]
Sven Hanne
Chief Executive

Date 16 January 2023

FEES AND CHARGES 2024/25

Note all prices include GST if any

ABANDONED VEHICLES			
Towage		At Cost	
Inspection <i>Fixed fee, includes inspection and administration</i>		\$230.00	
Storage of vehicle		At Cost	
AERODROME			
Strip Hire Fee		\$13.00	Per tonne
Ground Lease Rental		Market Rate	
BUILDING CONTROL			
<p>Building fees and charges are charged under the Building Act 2004. Building infringements are determined by statute and can be found in the Building (Infringement Offences, Fees and Forms) Regulations 2007. The Building Research Association of New Zealand (BRANZ) levy is charge under the Building Research Levies Act 1969. The Ministry of Business, Innovation and Employment (MBIE) levy is charged under the Building Levy Order 2005</p> <p>Government levies Certain building consent applications must pay government levies in addition to Council's building consent fees below. We collect the levies and pay them to the Building Research Association of New Zealand (BRANZ) and the Ministry of Business, Innovation and Employment (MBIE). The BRANZ levy is \$1.00 per \$1,000.00 for building work valued at \$20,000 including GST or more. The MBIE levy is \$1.75 per \$1,000.00 for building work valued at \$20,444.00 including GST or more.</p> <p>Accreditation fee All building consent applications must pay a Council accreditation fee, in addition to Council's building consent fees. To issue building consents, we have to meet certain standards set by the government (accreditation). This fee helps to cover the cost of meeting those requirements (Building Accreditation of Building Consent Authorities Regulations 2006)</p>			
Accreditation levy (applies to all Building Consents)		\$1.80	Per \$1,000.00 building work
Building Research levy (BRANZ)		\$1.00 per \$1,000 value or part thereof for project valued at \$20,000 or more	
MBIE levy		\$1.75 per \$1,000 value or part thereof for project valued at \$20,444 or more	
Electronic Lodgement Fee This fee is an external cost from a third-party service provider for the full process of a consent application.		\$152.00	(This fee is included within the consent type fees below)
<p><i>There are two fee types:</i></p> <p>Fixed fee This fee covers projects where the costs are easily identified before application, or where an average rate is appropriate. The amount is fixed. No additional costs will be charged by Stratford District Council (SDC) in regards to the fee quoted.</p> <p>Base fee The base fee is based on the anticipated costs for the processing of the application. In some cases, actual costs of a project may exceed the estimated base fee due to external specialist input, amendments, additional information submitted, application complexity, inspection complexity or additional inspections undertaken. When this happens any additional amount will be charged in accordance with the staff charge out rates.</p>			
<p>A typical calculation for the fee to pay can be done using this formula:</p> <p>- Base Fee for category + MBIE/BRANZ levies (if applicable) + Inspections + Accreditation levy</p>			

D23/1515

- SDC inspection list can be found at https://www.stratford.govt.nz/our-services/building/building-inspections		
Project Information Memorandum (PIM) application (When applied separate from a Building Consent)	\$572.00	Base fee
Fee for ALL manual/hardcopy applications (This fee will be charged on ALL Building applications not submitted via the online portal)	\$150.00	Fixed fee
Provision of a Record of Title	\$25.00	Fixed fee
Record of Schedule 1 exempt work	\$100.00	Fixed fee
Waiver/B2 Modification	\$300.00	Fixed fee + Cost of amendment
Private BCA Filing Fee	\$150.00	Fixed Fee
Building Consent Data (One year)	\$250.00	Fixed fee
Section 71, Building Act 2004 - Building on land subject to natural hazards.	\$536.00	Fixed fee
Section 75, Building Act 2004 - Construction of building on 2 or more allotments	\$536.00	Fixed fee
Amendments		At Cost
Minor Variation Assessments	\$80.00	Fixed Fee
New residential dwelling house/townhouse/multi-unit (First unit)	\$2,797.00	Base fee
Residential Multi-units (Subsequent units)	\$975.00	Base fee
New Commercial buildings -(commercial/Industrial)	\$5,307.00	Base Fee
Commercial value fee	\$200.00	Per \$100,000 over \$1 million
Relocated/Repled buildings	\$1,477.00	Base fee
Minor Works (Residential) (e.g Internal wall removal/Minor Kitchen/Bathroom alterations)	\$1,058.00	Base Fee
Residential Alterations/Additions	\$2,115.00	Base fee
Commercial Alterations/Additions	\$2,967.00	Base fee
Proprietary Garages		
- Standard	\$862.00	Base fee
- With fire wall, Sleepout, or Plumbing & Drainage	\$1,057.00	Base fee
<i>Fully self-contained use residential dwelling rates.</i>		
Pole sheds (Res/Com)		
- 1-6 Bays	\$862.00	Base fee
- > 6 Bays	\$1,057.00	Base fee
Swimming pools		
Swimming pool >1200mm above ground and fences	\$152.00	Fixed Fee
In-ground swimming pools	\$812.00	Base Fee
Fireplaces:		
Inbuilt or with plumbing	\$560.00	Fixed fee
Free-standing without plumbing	\$440.00	Fixed Fee
Plumbing & Drainage	\$617.00	Base fee
Onsite Effluent System	\$617.00	Base fee
Wet Shower Installation	\$812.00	Base fee
Tents/marquees >100m2	\$497.00	Fixed fee
Amusement devices: Application to operate an amusement devise		Prescribed by the Amusement Devices Regulations 1978
Pool Inspections:		
Registration and audit inspection	\$210495.00	Per inspection

Re-inspection (if non-compliance identified)	\$120.00	Per re-inspection
Building Consent Authority Fees		
Inspections and re-inspections	\$210 195.00	Per inspection
Technical	\$210 195.00	Per Hour
Administration	\$170 159.00	Per hour
Late cancellation (Less than 24hrs)	\$80.00	Fixed fee
Costs for engineering review or other professional services not available in-house	Cost	plus 10%
Certificate of Acceptance	\$1.75 x	Base fee for relevant building consent, plus BRANZ/MBIE levies
Notice to Fix - Dangerous/Insanitary Notification	\$390.00	Base Fee + Inspection/Processing time
Building Consent Extension of Time	\$110.00	Fixed fee.
Schedule 1, Clause 2 Exemptions	\$497.00	Base fee
Certificate of Public Use	\$692.00	Base fee
Sale of Alcohol Building Certificate	\$390.00	Base fee
E/Q Prone Buildings	\$390.00	Base fee
E/Q Prone (EPB) Notice	\$150.00	Fixed Fee
Change of Use Assessment (assessment and record of)	\$390.00	Base fee
Miscellaneous Notices		Infringements
Compliance Schedules		
New Compliance schedules	\$390.00	Base fee. A \$75 fee per Specified system also applies.
Amendment to Compliance Schedule	\$390.00	Base fee. A \$75 fee per Specified system also applies.
Building Warrant of Fitness (BWoF)		
Site audit and findings report	\$390.00	Base Fee
BWoF annual renewal fee	\$130.00	Fixed fee
BWoF late reminder notice	\$235.00	Fixed fee
Independently Qualified Persons (IQP) registration		As per Central IQP register fee schedule
Compliance Action	At cost	
BYLAWS		
All licences and certificates as required under Council bylaw*	\$230 42.00	
Call Out Fee (in breach of bylaw, charged to offender)	\$300.00	
Release of Impounded Stereo	\$200 159.00	
Release of Impounded wheeled device, e.g. Skateboard or Cycle	\$50.00	
Permit for Stands and Stalls in a Public Place ** (Karla check email 21.12.23 – 8.53)	\$22.00 24.20	Per stand or stall per day with a minimum fee of \$66.00 72.60
* Excludes licences under: <ul style="list-style-type: none"> the Tattoo and Beauty Parlour Bylaw, see Health Licences; Solid Waste, see Refuse (Solid Waste); Trade Waste, see Trade Waste; Water Supply Bylaw, see Water Supply Bylaw Charges. 		

*Also excludes licenses under the Trade Waste
 ** Excludes not for profit organisations and community groups. See Licences section for Mobile or Travelling Shops Bylaw.

CEMETERY	
Plot purchase	
• Adult (16+ years)	\$2,420.00 <u>2,800.00</u>
• Child (2 – 15 years)	\$1,650.00 <u>2,000.00</u>
• Infant (under 2 years)	\$1,200.00 <u>\$1,000.00</u>
• Ashes plot	\$1,01 <u>200.00</u>
• RSA plot	no charge
• Memorial Wall	\$198.00
Interments (includes grave digging)	
• Adult (16+ years)	\$1,650 <u>2,000.00</u>
• Child (2 - 15 years)	\$1,240 <u>1,500.00</u>
• Infant (under 2 years)	\$81 <u>1,000.00</u>
• Stillborn	\$550.00
• Ashes	\$495 <u>600.00</u>
Miscellaneous Charges	
• Bond for damage (Private Users) as per clause 19.4 of Cemeteries Bylaw	\$300.00

Damage in excess of bond will be charged at cost

Notes:

- Weekends/Public Holidays Fees are included in above charges.
- Administration and Permit Fees are included in above charges.
- Disinterment and Reinterment are the same as interment charges above.
- Extra Depth is included in above charges.
- Services Cemetery fees are the same as the adult interment charge above.
- Services Cemetery Purchase of Plot is free as per Stratford Borough Council decision at meeting on 16 July 1917.
- Memorial Wall Plaque - Permanite material, size 390mm x 190mm

DOG AND ANIMAL CONTROL		
Registration Fees	Discounted Fee if paid by the due date (Per dog)	Standard Fee if paid on or after the due date (Per dog)
Rural dog (for every dog up to and including first three dogs)	\$54.00 <u>4.30</u>	\$68.40 <u>81.00</u>
Rural dog (for every dog after first three dogs)	\$39.00 <u>42.00</u>	\$51.30 <u>63.00</u>
General Dog Owner	\$165.30 <u>173.00</u>	\$240.00 <u>259.00</u>
Good Dog Owner (refer Dog Control Policy)	\$131.40 <u>137.00</u>	\$171.00 <u>205.00</u>
Select Dog Owner (refer Dog Control Policy)	\$68.40 <u>71.00</u>	\$91.20 <u>106.00</u>
Urban Multiple Dog Licence		
• Application	\$70.00	
• Annual Renewal	\$40.00	
Micro chipping	At cost	
Replacement Tag	\$5.00	
Bark Collar Hire (2 weeks)	\$54.00	
Impounding Fees		
Dogs:		
• Registered dog, 1 st Impounding	\$150.00	
• Registered dog, subsequent Impounding	\$250.00	
• Unregistered dog	\$300.00	Plus registration

• Unregistered dog under 3 months	\$150.00	Plus registration
• After hours pound release fee	\$60.00	Requires payment of all applicable fees (impounding, sustenance & after-hours release) at the Library or Pool during opening hours prior to release
• Sustenance fee per dog	\$10.00	Per day
• Destruction	At cost	
• Re-housing fee	\$50.00	
Other animals:		
• Stock	\$100.00	
• Sustenance fee per animal (all stock)	\$10.00	Per day
• Advertising	At cost	
• Droving		As per staff charge out rates or cost if provided by contractor
• Call Out Fee		As per staff charge out rates
• Transporting of Stock	At cost	
Notes		
<ul style="list-style-type: none"> • The criteria for these categories are given within the Stratford District Council Dog Control Policy. • Any application to be a Select Dog Owner must be made before 30 April 2023. • Infringements may be issued for all outstanding registrations after 1 October 2023. • The Dog Control Act 1996 prescribes that an additional penalty fee may not exceed 50% of the fee that would have been payable if the dog had been registered on the first day of the registration year. 		
HEALTH LICENCES		
Health Act Registrations and Annual Renewals		
• Hairdressers	\$230.00 242.00	Annual fee
• Offensive Trade	\$400.00 412.00	Annual fee
• Funeral Directors	\$230.00 242.00	Annual fee
• Camping Ground	\$230.00 242.00	Annual fee
• Complaint driven investigation	\$170.00	Per hour
• Transfer of registration	\$230.00 242.00	
• Campground exemptions	242.00	
Food Act 2014		
• Application for registration of a food control plan	\$460.00	Fixed fee (includes up to 2 hours processing time)
• Renewal of registration of food control plan	\$315.00	Annual fee
• Application for registration of a national programme	\$315.00	Fixed fee (includes up to 1 hour processing time)
• Renewal registration of a national programme	\$315.00	Annual fee
• Transfer of registration (Food control plan)	\$400.00	
• Transfer of registration (National Programme)	\$315.00	
• Initial verification visit	\$400.00	Fixed fee (includes up to 2 hours processing time)
• Monitoring for food safety and suitability and subsequent verification investigation	\$170.00	Per hour, plus disbursements at cost.
• Complaint driven investigation	\$170.00	Per hour
• Application for review of improvement notice	\$170.00	Per hour
• Application for second sites	\$170.00	Per hour
• Significant amendment	\$170.00	Fixed fee (includes up to 1 hour of processing time)
• New business assistance, or pr-opening visit	\$170.00	Fee applied after the first hour.
Mobile and Travelling Shop Bylaw		
• Licence for mobile and travelling shop as per the Mobile and Travelling Shop Bylaw	\$60.00	Per day up to a maximum of \$500.00 per annum

D23/1515

• Complaint driven investigation	\$170.00	Per hour
Tattoo and Beauty Therapy Bylaw		
• Application for registration of a High Risk Activity	\$375.00	Fixed fee (includes up to 1.5 hours processing time and annual inspection)
• Renewal of registration	\$250.00	Fixed fee (includes up to 1 hour processing time and annual inspection)
• Transfer of registration	\$375.00	Fixed fee
• Complaint driven investigation	\$170.00	Per hour
HOUSING FOR THE ELDERLY (<i>Rent reviews are Subject to 60 days notice period</i>)		
Charges will be initially set as per the individual tenancy agreement, and reviewed every 12 months, in line with market rentals for similar properties Council policy .		
LAND INFORMATION MEMORANDUM <i>When requesting Property information; the information included is based on a search of Council records only. There may be other information relating to the land which is unknown to the Council. Council records may not show illegal or unauthorised building works on the property. The applicant is solely responsible for ensuring that the land is suitable for a particular purpose.</i>		
Standard Application (<i>Processed within 10 working days</i>)		
• residential	\$350.00	
• commercial	\$500.00	
Urgent Application (<i>Processed within 5 working days</i>)		
• residential	\$600.00	
• commercial	\$800.00	
Property File Information		
• Electronic data (USB storage device)	\$25.00	Per property file (plus \$4.00 postage fee if required)
• Property File by Email or OneDrive	\$20.00	Per property file
LIBRARY		
Fees		
• Inter-loaning a Book (between libraries in NZ)	\$12.00	Per item
• DVD Rental	\$3.00	Per week
• Membership Card Replacement Fee	\$6.00	Per card
Overdue Fines		
• DVDs	\$0.50	Per day overdue
<i>With a grace period of 3 days before fine for total overdue days is imposed</i>		
Replacement books, DVDs	<i>At cost</i>	
Laminating:		
• A4	\$2.00	Per page
• A3	\$4.00	Per page
Scanning:		
• Self Service	No charge	
• Staff assisted	\$1.00	
Photocopying/Printouts/Facsimile		As per Photocopying, Printing & Facsimile charges
3D Printing	\$0.20	Per gram material, plus \$2.00 setup fee
Ready Made 3D Items	<i>At Cost</i>	As advertised
Programmes & Events		As advertised
Wheelchair Use refundable bond (please book in advance)	\$50.00	Refundable (hireage free)
Kowhai Room Hire	\$5.00	Per hour
<i>The Kowhai Room hire fee will be waived for non-profit community groups</i>		

Ticket Booking Fees		
Commission	\$1.50	Per ticket sold
Credit Card payments via phone	\$2.00	Per ticket (capped at \$10)
General Booking Fee (such as accommodation, bus ferry etc)	\$2.00	
MISCELLANEOUS		
Debt Collection		
Referral to debt management agency	10%	Of invoice outstanding
PARKING <i>*These penalties have been set by Council as being the maximum allowable, pursuant to Schedule 2 of the Land Transport Act 1998.</i>		
Parking Infringement*		
Exceeding restricted parking time limit:		
• Up to 30 minutes	\$12.00	
• 30 minutes to 1 hour	\$15.00	
• 1 hour to 2 hours	\$21.00	
• 2 hours to 4 hours	\$30.00	
• Over 4 hours	\$42.00	
Parking Offences*		
• Parked on or within 6m of an intersection	\$60.00	
• Parked on or near a pedestrian crossing	\$60.00	
• Parked on broken yellow lines	\$60.00	
• Double parking	\$60.00	
• Inconsiderate parking	\$60.00	
• Parked on a clear way	\$60.00	
• Parked on a bus only lane	\$60.00	
• All other Parking Offences	\$40.00	
Temporary "No Parking" Signs Application		
• Fee	\$15.00	
• Refundable deposit	\$20.00	
PHOTOCOPYING, PRINTING & FACSIMILE		
Photocopying & Printing		
• A4 Black and White	\$0.40	Per page
• A4 Black and White (double sided)	\$0.60	Per page
• A4 Coloured	\$1.00	Per page
• A4 Coloured (double sided)	\$1.20	Per page
• A3 Black and White	\$0.50	Per page
• A3 Black and White (double sided)	\$1.00	Per page
• A3 Coloured	\$1.50	Per page
• A3 Coloured (double sided)	\$2.00	Per page
Facsimile		
• National, first page	\$2.50	
• National, each subsequent page	\$0.50	
• International, first page	\$5.00	
• International, each subsequent page	\$1.50	
• Received Faxes	\$1.00	Per page
PUBLICATIONS		
• Annual Plan	\$50.00	
• Long Term Plan (LTP)	\$50.00	
• Annual Report	\$50.00	
• Bylaws	\$20.00	
• District Plan (excluding planning maps)	\$12500.00	
• Planning Maps	\$12500.00	

REFUSE (SOLID WASTE)							
Bylaws							
<ul style="list-style-type: none"> Licensing - Application Fee for Commercial Waste Collectors and Waste Disposal Operators 					\$50150.00	Per annum	
<ul style="list-style-type: none"> Removal of Trade Refuse (Clause 13.4 of Solid Waste Management and Minimisation Bylaw) 					At cost		
<ul style="list-style-type: none"> Application Fee for Event Waste Management and Minimisation Plan (EWMMP) Approval 					\$100.00	Per event, plus contractor fee and disposal costs	
Replacement Receptacles							
<ul style="list-style-type: none"> Recycling crate 					\$40.00	Per crate	
<ul style="list-style-type: none"> Wheelaway bin 					\$128.00	Per bin	
Transfer Station							
	Bag (50 ltr)	Car Boot	Car Other	Drum (200 ltr)	Small Trailer & Utes (no cage)	Tandem Trailer (no cage)	All Other (per m³)
Green Waste	NA	\$5.00	\$8.00	\$8.00	\$10.00	\$38.00	\$18.00
Recyclables	Free	Free	Free	Free	Free	Free	Free
Scrap Metal	NA	\$15.00	\$20.00	\$20.00	\$25.00	\$50.00	\$50.00
General Refuse	\$5.00	\$24.00	\$32.00	\$32.00	\$39.00	\$133.00	\$78.00
Miscellaneous							
<ul style="list-style-type: none"> Whiteware 					\$10.00	Per unit	
<ul style="list-style-type: none"> TV 					\$20.00	Per unit	
<ul style="list-style-type: none"> Stereo, Computer 					\$10.00	Per unit	
<ul style="list-style-type: none"> Small E-Waste i.e. cellphones, keyboards 					\$5.00		
First Year Service Fee for refuse collection						Pro rata amount of applicable targeted rate equivalent. *	
*A service charge will apply from the first month following connection with the same conditions that would apply to the owner as if they were a ratepayer for that year.							
RESOURCE MANAGEMENT							
Resource Consents							
<ul style="list-style-type: none"> Notified (full) 					\$4,000.00 \$6,000.00	Deposit with full cost recovery	
<ul style="list-style-type: none"> Notified (limited) 					\$4,012.00	Deposit with full cost recovery	
<ul style="list-style-type: none"> Non-notified 					\$1,5200.00	Base fee plus cost recovery for staff time as per staff charge out rates, and all direct disbursements	
<ul style="list-style-type: none"> Deemed Permitted/Boundary Activity 					\$500	Base fee plus cost recovery for staff time as per staff charge out rates, and all direct disbursements	
<ul style="list-style-type: none"> Certificate of Compliance 					\$10500	Base fee plus cost recovery for staff time as per staff charge out rates, and all direct disbursements	
<ul style="list-style-type: none"> Bond agreement under S222 					\$350.00	Base fee plus cost recovery for staff time as per staff charge out rates, and all direct disbursements	
<ul style="list-style-type: none"> S224 Certificate 						As per staff charge out rates	
<ul style="list-style-type: none"> S 223 Certificate 						As per staff Charge out rates	
<ul style="list-style-type: none"> Consultation with District Land Registrar 					\$145.00	Fixed Fee	

Miscellaneous		
• Request for Plan Change	\$4,000.00 \$6,000.00	Deposit with full cost recovery
• Request for Designation or Heritage Order or removal/variation of Designation	\$24,000.00	Deposit with full cost recovery
• Planning Certificates	\$50,250.00	Base fee plus cost recovery for staff time as per staff charge out rates, and all direct disbursements
• Monitoring of Resource Consent Conditions	At cost	As per staff charge out rates
• Attendance to Noise Complaints (Charged to Offender)	\$300.00	Per call out
• Joint Hearings with Other Authorities	At cost	As per staff charge out rates with deposits As required by either Taranaki Regional Council or Horizons Regional Council
• Seizure, impounding, transporting and storage pursuant to S.328 of the Resource Management Act	\$300.00	
<p><i>The following activities are exempt from all consent application, processing and monitoring fees:</i></p> <ul style="list-style-type: none"> <i>The alteration, but not demolition, of any heritage structure listed in Appendix 6 of the Stratford District Plan</i> <i>Work to maintain or enhance indigenous fauna or flora in protected areas listed in Appendix 9 of the Stratford District Plan</i> <p><i>Any costs incurred from third parties in relation to any of the above applications will be on-charged to the applicant at cost.</i></p> <p><i>Bonds held by Council do not accrue interest.</i></p> <p><i>Any activities not listed above will be charged in accordance with staff charge out rates.</i></p>		
ROADING		
Road Closure		
• Application, including <ul style="list-style-type: none"> – Traffic Management Plan – Advertising (Up to \$200. Actual cost will be charged if it exceeds \$200) – Inspection 	\$520.00	
• Additional Inspection	At cost	As per staff charge out rates
• Emergency Road Closure over 4 hours	At cost	
Fallen Trees		
• Clearing of privately owned fallen trees on road reserve	At cost	Applies to costs greater than \$500.00
Temporary Obstruction Permit		
• Application, including <ul style="list-style-type: none"> – Traffic Management Plan – Inspection 	\$300.00	
• Additional Inspection	At cost	As per staff charge out rates
Traffic Management Plan		
• Generic Traffic Management Plan	\$500.00	
• Site Specific Traffic Management Plan	\$200.00	
Corridor Access Request (CAR)		
CAR application for:		
• Excavation >10m ² in any CAR in carriageway	\$400.00	
• Excavation <10m ² in berm	\$80.00	
• CAR additional inspection	\$170.00	

Overweight Permit (set by statute, specified route)		
• Single or multiple trip overweight permit	\$20.91	Plus disbursements
• Continuous overweight permit	\$62.73	Plus disbursements
• Renewal of a continuous overweight permit	\$10.45	Plus disbursements
• Over dimension permit	\$32.20	Plus disbursements
• HPMV permit	\$62.73	Plus disbursements
• Specialist vehicle permit	\$62.73	Plus disbursements
<i>There is an additional fee of \$10.45 for overweight, HPMV or specialist vehicle permit applications if there are fewer than three working days available for processing.</i>		
Overweight Permits – District wide		
• Generic Overweight Permit – valid for two years	\$180.00	
<i>Note: Issued when an area wide permit is required to cover Stratford District Council defined roads. Permit outlines roads to be used, bridges to be crossed, bridges which are prohibited.</i>		
• Individual Overweight Permit – single trip only	\$120.00	
<i>Note: Issued when an area wide permit is required to cover Stratford District Council defined roads. Permit outlines roads to be used, bridges to be crossed, bridges which are prohibited.</i>		
• Inspections (per hour)	\$200.00	
Licence to Occupy (Berm or Unused legal road)		
• Application fee	\$260.00	
• Rental	5.75%	Of land value per annum
Street Event		
• Refundable bond for damages	\$2,000.00	
• Damages	At cost	
Other		
• Damage to Street Furniture	At cost	
• Application for Road Stopping (LGA, 2002)	\$500.00	
• Application for Petrochemical pipeline in the road reserve	\$750.00	
• Application for Stock Underpass	\$200.00	
Vehicle Crossing		
Vehicle Crossing Application fee	\$205.00	
<i>Bonds held by Council do not accrue interest.</i>		
Street Damage		
Inspection	\$170.00	Per inspection
Vehicle Crossing		
Refundable Deposit:		
— New construction	\$2,500.00	
— Demolition/Relocation of existing building	\$3,000.00	
Refundable bond – new development on an existing section with an existing sub-standard crossing	\$1,000.00	
Street Damage		
Damage to street furniture, footpath, kerb and channel		At cost
Costs to make good any damage to vehicle crossings as a result of building works		At cost
Cost to repair an unsafe vehicle crossing (trip hazard, dangerous condition to pedestrians)		At cost
Failure to comply with consent conditions to construct a new vehicle crossing		At cost

SALE OF ALCOHOL			
<i>Fee must be confirmed with the Liquor Licensing Inspector prior to lodging an application</i>			
On, Off and Club Licences Application Fees and Annual Fees:			
Total risk rating of premises	Fees Category	Application fee	Annual fee
0-2	Very low	\$368.00	\$161.00
3-5	Low	\$609.50	\$391.00
6-15	Medium	\$816.50	\$632.50
16-25	High	\$1,023.50	\$1,035.00
26 plus	Very high	\$1,207.50	\$1,437.50
Special licence fees			
Class 1 1 large event (400 people) <u>or</u> more than 3 medium events (100 to 400 people) <u>or</u> more than 12 small events (fewer than 100 people)			\$575.00
Class 2 3 to 12 small events (fewer than 100 people) <u>or</u> 1 to 3 medium events (100 to 400 people)			\$207.00
Class 3 1 or 2 small events (fewer than 100 people)			\$63.25
Manager's Certificates (new or renewal)		\$316.25	
<i>Fee set by regulation in accordance with the Sale and Supply of Alcohol (Fees) Regulations 2013</i>			
Other Fees			
• Temporary Authority		\$296.70	
• Temporary Licence		\$296.70	
• Extract from Register		\$50.00	
• Compliance Certificate (RMA/Building)		\$50.00	
• Website Advertising Fee		\$50.00	
• Refer to the Building Control fees for the requirement of a s.100(f) building certificate (new licence only)			
Gambling Consent Fee			
• Application Fee		\$230.00	
SPORTS GROUNDS/PARKS AND RESERVES			
Sportsgrounds – seasonal use			
• Cricket (per block)		\$ 420 600.00	
• Rugby (per field Page Street)		\$ 420 500.00	
• Rugby (per field Victoria Park no 1 and no 2)		\$ 770 850.00	
• Football (per field)		\$ 500 420.00	
• Croquet (Victoria Park greens)		\$ 500 420.00	
• Netball (King Edward Park hard courts)		\$ 770 900.00	
• Tennis (King Edward Park hard courts)		\$ 770 900.00	
• Other codes (per field Victoria Park)		\$770.00	
• Other codes (per field elsewhere)		\$420.00	
Sportsgrounds – casual use			
• Per field, per hour or part thereof (without lights)		\$ 40 20.00	
• Per field, per hour or part thereof (with lights)		\$ 45 30.00	

Sportsgrounds/Parks and Reserves – other events		
• Major event (public event) per day or part thereof	\$155.00	
• Minor event (private event) per day or part thereof • Refundable bond for damage to grounds	\$78.00	Determined by Council Officer upon initial assessment of application.
Page Street sports amenities building		
• Seasonal use	\$420.00	
• Casual use per day or part thereof	\$26.00	

STAFF CHARGE OUT RATES

Charge out rates are as follows:		
• Management	\$244.00	Per hour or part thereof
• Technical	\$2147.00	Per hour or part thereof
• Research (includes LGOIMA, Cemetery enquiries)	\$170.00	First 30 minutes free
• Administration	\$1720.00	Per hour or part thereof
• Vehicle Charge (Mileage)		Per current IRD mileage rate

STORMWATER CONNECTION

• Application Fee	\$25005.00	
• Connection Fee	N/A	Property owner to engage suitably qualified contractor

SWIMMING POOL COMPLEX

Pool Entry

Casual Use		
Adult	\$5.00	Per entry
Child/Senior/Green Prescription	\$4.00	Per entry
Caregiver/Parent Supervising Child under 8 years of age (Only applies to caregivers getting in the water to supervise)	50%	of Adult Entry Fee
Family Pass - (2 Adult, 2x Child over 8 years of age or 1 Adult, 3 Child)	\$15.00	Per entry
Spectator	Free	

Concessions	10X	25X	50X	entries
Adult	\$45	\$110	\$210	Per card
Child/Senior/Green Prescription	\$36	\$90	\$170	Per card

Group Fitness/ Aquarobics/ Adult Lessons

	Per session	10X concession	25x concession	50x concession
Adult	\$9.00	\$85.00	\$200.00	\$380.00
Child/Senior/Green Prescription	\$7.50	\$70.00	\$170.00	\$320.00

Miscellaneous

School Groups	\$1.50	Per pupil
Instructor Hire – school group	\$40.00	Per hour
Instructor – private hire	\$85.00	Per hour
Swim Club High Use – 2 entries/week	\$6.00	Per week
Swim Club High Use – 3 entries/week	\$9.00	Per week
Swim Club High Use – 4+ entries/week	\$12.00	Per week
Use of Showers (only)	\$3.50	Per entry
Big Inflatable	\$180.00	Max 3 hours
Learn to Swim Instruction (excludes entry)	\$100	Per term*

*Based on 10 week term, pro-rata adjustment where term is longer or shorter

Private Hire (includes entry fee)		
Pool Complex – exclusive use, excludes multipurpose rooms. Maximum of 200 people.	\$600.00	Per hour
Additional charge per 50 extra people	\$60.00	Per hour
Private Hire (excludes entry fee)		
Main Pool – Per lane	\$25.00	Per hour
Main Pool – Whole pool	\$200.00	Per hour
Learn To Swim Pool – Per lane	\$25.00	Per hour
Learn To Swim Pool –Whole pool	\$100.00	Per hour
Programme Pool – Per lane	\$30.00	Per hour
Programme Pool – Whole pool	\$120.00	Per hour
Small – Multi Purpose Room	\$28.00	Per hour
Big – Multi Purpose Room	\$30.00	Per hour
Programmes and Activities		
Party Hire	As advertised	
Private Lessons	As advertised	
School Holiday Programme	As advertised	
Other	As advertised	

TRADE WASTE		
<i>The compliance monitoring fee component is based on the number of sampling events specified in a discharger's trade waste consent multiplied by the charge specified.</i>		
Annual License for Conditional Activity Consents		
Administration fee (includes up to 3 hours officer time)	\$302.40	First fee pro-rata during year
Inspection fee (includes up to 1.5 hours officer time)	\$194.40	
Total base fee* (administration and inspection)	\$496.80	As advertised
• Sampling event	\$239.40	Per event As advertised
Consent Application for Temporary Discharge Consents		
Administration fee (includes up to 1.5 hours officer time)	\$151.20	As advertised
Inspection fee (includes up to 1 hour officer time)	\$144.00	As advertised
• Total base fee* (administration and inspection)	\$295.20	
Consent Application for Conditional Activity Consent		
Administration fee (includes up to 5 hours officer time)	\$504.00	
Inspection fee (includes up to 5.5 hours officer time)	\$597.60	
• Total base fee* (administration and inspection)	\$1,102.50	
• Renewal fee (includes up to 3 hours officer time)	\$302.40	
• Technical charge for officer time above base fee (includes technical officers and monitoring officers)		As per staff charge out rates
• Manager/external technical charge for officer time	\$134.10	
Non-compliance Re-inspection Fee		
• Administration fee (includes up to 3 hours officer time)	\$302.40	
• Inspection fee (includes 1.5 hours officer time)	\$194.40	
Total base fee* (administration and inspection)	\$496.80	
Sampling event	\$239.40	Per event

Other Charges		
• Volume	\$0.97	Per m ³
• Suspended solids (SS)	\$0.85	Per kg
• Biochemical Oxygen Demand (BOD)	\$2.22	Per kg
• Copper	\$210.43	Per kg
• Nickel	\$352.00	Per kg
• Zinc	\$70.02	Per kg
<p><i>In addition to the base fees the discharger will be charged for the cost of treating their effluent (BOD, SS, volume and toxic pollutants) as per the scale of trade waste charges, and the cost of any laboratory expenses incurred in characterising the waste. If the discharge is made into the wet well at the wastewater treatment plant, a handling fee is also charged.</i></p> <p><i>*Base fee: the base fee is non-refundable except in accordance with the refund criteria. It is set at a level to cover a straight forward application with no external inputs or other case-specific costs. This fee will cover the receipt and issue of the application and initial inspection, and includes the number of hours of technical input specified. In some cases, the base fee will be exceeded. Matters that could cause the base fee to be exceeded include external or specialist inputs, amendments or additional information or application complexity. Any additional costs over and above the base fee will be invoiced to the applicant.</i></p>		
VENUE HIRE (OTHER) This includes hall-hirer insurance, if not already covered by insurance.		
Centennial Rest Rooms		
• Meeting Room without kitchen	\$18.00	Per hour or part thereof
• Meeting Room with kitchen	\$22.00	Per hour or part thereof
• Institute Room without kitchen	\$24.00	Per hour or part thereof
• Institute Room with kitchen	\$28.00	Per hour or part thereof
• Refundable bond (when food and/or alcohol is to be served)	\$300.00	
• Stratford Women's Club hireage	\$5,000.00	Per annum
War Memorial Centre		
• Stadium	\$30.00	Per hour for 1-12 hours
	\$28.00	Per hour for 12-24 hours
	\$26.00	Per hour for 24+ hours
• Function Facility (with kitchen)	\$28.00	Per hour for 1-12 hours
	\$26.00	Per hour for 12-24 hours
	\$24.00	Per hour for 24+ hours
• Function Facility (without kitchen)	\$24.00	Per hour for 1-12 hours
	\$22.00	Per hour for 12-24 hours
	\$20.00	Per hour for 24+ hours
• TSB Chambers	\$20.00	Per hour for 12-24 hours
	\$18.00	Per hour for 1-24 hours
	\$16.00	Per hour for 24+ hours
• Projector	\$25.00	Per hire
• Piano	\$15.00	Per hire
• Refundable bond (when food and/or alcohol is to be served)	\$300.00	
WASTEWATER		
Bulk Discharge		
• Tanker Load less than 2m ³	\$1100.00	Use of bulk discharge point requires prior Council approval in writing.
• Tanker Load between 2m ³ - 4m ³	\$2200.00	
• Tanker Load between 4m ³ - 6m ³	\$3300.00	
• Tanker Load over 6m ³	\$4400.00	
• Dump Station Clean up Fee	At Cost	
New Wastewater Connection		
• Application fee	\$25005.00	
• Connection Fee	N/A	Property owner to engage suitably qualified contractor
• First Year Service Fee		Pro-rata amount of applicable targeted rate equivalent.*
• Reconnection Fee	At cost	

WATER SUPPLY		
Bulk Supply (Tanker Load)	\$5.00	Per cubic metre
New Water Connection		
• Application fee	\$25095.00	
• Connection Fee	N/A	Property owner to engage suitably qualified contractor
• Reconnection Fee	At cost	
• First Year Service Fee		Pro rata amount of applicable targeted rate equivalent. *
<i>*A service charge will apply from the first month following connection with the same conditions that would apply to the owner as if they were a ratepayer for that year.</i>		
Water Supply Bylaw Charges		
• Costs incurred in remedying breach of Water Bylaw		At cost
• Tampering/Interfering with Council equipment		At cost
• Unauthorised water abstraction from Council supply		At cost
• Correcting contamination of water supply		At cost
• Repair of private water assets		At cost
• Install backflow protection device		At cost

Appendix 2

VENUE HIRE

	Existing Cost	Proposed Cost	Percentage Increase	30% Decrease	20% Decrease	10% Decrease	10% Increase	20% Increase	30% Increase	Comments
All Facilities										
10% non refundable bond at time of booking										
Refundable bond (when food and/or alcohol is to be served)	300.00	300.00	0%	210.00	240.00	270.00	330.00	360.00	390.00	
Centennial Rest Rooms										
Whole Complex Day Rate 8.00am to 12.00am 16 hrs	736.00	750.00	2%	515.20	515.20	662.40	809.60	883.20	956.80	New flat rate Although it looks as we might lose revenue, it may encourage people to book a day rate so they can have the entire complex, which would then increase the revenue to Council.
Whole complex hr	46.00	60.00	23%	32.20	36.80	41.40	50.60	55.20	59.80	Want to make it still affordable
Meeting Room without kitchen	18.00			12.60	14.40	16.20	19.80	21.60	23.40	Remove separate rates for the rooms as you cant hire it out to two different groups as the rooms join and it would be too noisy. It is also hard to control and to stop people using both rooms when
Meeting Room with kitchen	22.00	30.00	27%	15.40	17.60	19.80	24.20	26.40	28.60	
Institute Room without kitchen	24.00			16.80	19.20	21.60	26.40	28.80	31.20	
Institute Room with kitchen	28.00	40.00	30%	19.60	22.40	25.20	30.80	33.60	36.40	
Stratford Women's Club hireage	5,000.00	5,100.00	2%	3,500.00	4,000.00	4,500.00	5,500.00	6,000.00	6,500.00	
War Memorial Centre										
Whole Complex Day Rate 8.00am to 12.00am 16 hrs	\$ 1,248.00	\$ 1,000.00	-25%	873.60	998.40	1,123.20	1,372.80	1,497.60	1,622.40	New flat rate Although it looks as we might lose revenue, it may encourage people to book a day rate so they can have the entire complex, which would then increase the revenue to Council.
Whole Complex Weekend Rate Fri 12.00pm to Sun 12.00pm Fri 12-12, Sat 8-12, Sun 8-12	\$ 2,496.00	\$ 2,500.00	0.2%	1,747.20	1,996.80	2,246.40	2,745.60	2,995.20	3,244.80	New flat rate This is quite tricky to work out as there are different perceptions on how it can be worked out
Stadium										
1-12 hrs (per hour or half hour splits)	30.00	40.00	25%	21.00	24.00	27.00	33.00	36.00	39.00	
12-24 hrs (per hour or half hour splits)	28.00	30.00	7%	19.60	22.40	25.20	30.80	33.60	36.40	
24+ hrs (per hour or half hour splits)	26.00	26.00	0%	18.20	20.80	23.40	28.60	31.20	33.80	
Function Facility (with kitchen)										
1-12 hrs (per hour or half hour splits)	28.00	60.00	53%	19.60	22.40	25.20	30.80	33.60	36.40	
12+ hrs (per hour or half hour splits)	26.00	28.00	7%	18.20	20.80	23.40	28.60	31.20	33.80	
24+ hrs (per hour or half hour splits)	24.00	24.00	0%	16.80	19.20	21.60	26.40	28.80	31.20	
Function Facility (without kitchen)										
1-12 hrs (per hour or half hour splits)	24.00	50.00	52%	16.80	19.20	21.60	26.40	28.80	31.20	
12+ hrs (per hour or half hour splits)	22.00	24.00	8%	15.40	17.60	19.80	24.20	26.40	28.60	
24+ hrs (per hour or half hour splits)	20.00	20.00	0%	14.00	16.00	18.00	22.00	24.00	26.00	
TSB Chambers										
1-12 hrs (per hour or half hour splits)	20.00	25.00	20%	14.00	16.00	18.00	22.00	24.00	26.00	
12+ hrs (per hour or half hour splits)	18.00	20.00	10%	12.60	14.40	16.20	19.80	21.60	23.40	
24+ hrs (per hour or half hour splits)	16.00	17.00	6%	11.20	12.80	14.40	17.60	19.20	20.80	
Items to Hire										
Projector	25.00	25.00	0%	17.50	20.00	22.50	27.50	30.00	32.50	
Piano	15.00	15.00	0%	10.50	12.00	13.50	16.50	18.00	19.50	
Cleaning Services charged out at market rate										<i>New proposal</i>
Setting up and Packing down Rooms charges out at market rate.										<i>New proposal</i>
Catering can be arranged										

DECISION REPORT



D23/47876

To: Policy and Services Committee
From: Projects Manager
Date: 23 January 2024
Subject: Facilities Seismic Assessment – Strengthening Costs

Recommendations

1. THAT the report be received.
2. THAT the Committee approves Option 3 for the Wall Memorial Centre.
3. THAT the Committee approves Option 4 for the TET Multi Sports Centre.
4. THAT the Committee approves Option 3 for the Clock Tower.

Recommended Reason

By approving these options, Council will be able to continue to provide safe facilities for the community.

/
Moved/Seconded

1. Purpose of Report

- 1.1 The purpose of this report is to provide cost information to Council for seismic strengthening of key facilities identified as earthquake-prone in the district and seek approval from the Committee on the recommended action.
- 1.2 This information is provided to fulfil Elected Member's request at the May 2023 Audit and Risk Committee meeting.
- 1.3 The approved recommendation will guide the development of projects and budgets for the following earthquake-prone buildings, for inclusion in the 2024/34 Long Term Plan (LTP):
 - War Memorial Centre (WMC);
 - TET Multi Sports Centre (TET); and
 - Clock Tower.

2. Executive Summary

- 2.1 Any Territorial Authority may issue an *Earthquake Prone Building Notice* to buildings that are identified as earthquake-prone at any time. Where this occurs, building owners have up to 25 years to strengthen the earthquake-prone building.
- 2.2 A report was presented to the Audit and Risk Committee May 2023 meeting, informing of the seismic rating of the key Civic Amenities buildings as per Table 1 of this report.
- 2.3 This report provides options for consideration to retrofit our current seismic buildings. Cost options for strengthening and demolition are also provided, including an assessment of implication of each option.
- 2.4 Options for consideration were developed for each building, **in Section 8 of this report**, with recommended options presented for the Committee's approval.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓	✓	

4. Background

- 4.1 In 2005, the New Zealand Government issued the *Building (Specified Systems, Change the Use, and Earthquake-Prone Buildings) Regulations 2005*, as part of the Building Code 2004.
- 4.2 The Regulations have been amended several times, notably after the Christchurch (2010/11), Kaikoura (2016) and Seddon (2018) earthquakes. The latest Amendment was published in 2019.
- 4.3 When Territorial Authorities conduct a desktop review of buildings that may be at risk to earthquake damage and issue an Earthquake-Prone Building notice, building owners have 12 months to verify if their building is earthquake-prone or not.
- 4.4 Depending on the building priority, the Building Act (BA) 2004 provides the following timeframes to carry out seismic strengthening or demolition work of the earthquake-prone building:
 - 12½ years for a priority building; or
 - 25 years for a non-priority building.
- 4.5 A report presented to the Audit and Risk Committee May 2023 meeting, advised of the seismic rating for three Civic Amenities buildings, as provided in **Table 1**. Recommendations from this meeting was for Officers to provide further strengthening and demolition costs for these identified buildings.

Table 1: Summary of Civic Amenities Seismic Rating NBS

Civic Amenities Building	Seismic Rating NBS	Notice Period
War Memorial Centre (WMC)	15 % NBS IL3	25 years
TET Multi Sports Centre (TET)	20 % NBS IL3 15 % NBS IL4	25 years
Clock Tower	30 % NBS IL2	25 years

Importance Levels (IL)

IL3 – Structures that may contain crowds, have contents of high value to the community or pose a risk to large numbers of people in proximity, such as conference centres, stadium and airport terminals.

IL4 – Buildings that must be operational immediately after an earthquake or other disastrous event, such as emergency shelters and other critical post disaster infrastructure.

- 4.6 So far, Officers have commissioned an **Initial Seismic Assessment (ISA)**, a **High-level Seismic Assessment (HLSA)** and **Detailed Seismic Assessments (DSA)** at costs indicated in **Table 2** of this report.

Table 2: Summary of completed assessments and expended costs.

		Expenditure/Contracted Amount (NZD)			
		Initial Seismic Assessment (ISA)	High Level Seismic Assessment (HSA)	Detailed Seismic Assessment. (DSA)	Quantity Surveying to Inform Retrofitting
1	Clock Tower	4,500.00		28,500.00	
2	TSB Pool*		9,000.00		
3	TET			30,500.00	5,824.75
4	WMC			31,000.00	4,370.00
Total		4,500.00	9,000.00	90,000.00	10,194.75
Total expended costs					113,694.75
<i>Note – Pool is not part of this report</i>					

5. Proposed Cost Estimates for Strengthening and Demolition (and Rebuilding)

- 5.1 Industry Experts have provided high level costings for seismic strengthening of these buildings, for different importance level (IL) scenarios. These are provided in **Table 3** below.

Table 3: Seismic Strengthening Cost Estimates

	Seismic Rating NBS	Estimated Cost (NZD)
A. Stratford TET Multi Sports Centre		
3	34 % NBS IL3	260,000
4	67 % NBS IL3	630,000
1	100 % NBS IL3	760,000
2	100 % NBS IL4 recommended)	1,220,000*
B. Stratford War Memorial Hall		
3	34 % NBS IL3	900,000
4	67 % NBS IL3 (recommended)	1,400,000*
5	100 % NBS IL3	2,200,000
C. Clock Tower		
6	34 % NBS IL2	1,200,000*

*Refers to Recommended Option

- 5.2 Estimated Demolition costs are provided in **Table 4** below.

Table 4: Estimated Costs for Demolition and Rebuilding

Civic Amenities Building	Estimated Demolition + Rebuild Cost
War Memorial Centre (WMC)	6,500,000
TET Multi Sports Centre (TET)	14,000,000
Clock Tower	3,200,000
Total	23,700,000

- 5.3 It is important to note the seismic rating requirements in **Table 5** for insurance purposes.

Table 5: Insurance Cover Seismic Rating Requirements

Seismic Rating (%)	Insurance cover
≤ 33 %	Indemnity only and a 10 % excess (in some cases uninsurable)
34 to 67	Normal Natural Disaster Cover excess (i.e., 2.5 % to 5 %), but with a higher rate.
≥ 68	Better insurance rate

6. Consultative Process

6.1 Public Consultation - Section 82

No consultation required.

6.2 Māori Consultation - Section 81

No consultation required.

7. Risk Analysis

7.1 The key potential risks are:

- Health, safety, and wellbeing. In the event of injury or fatality to any member of the public, staff, or contractors, as a result of a building collapse due to a natural disaster such as an earthquake.
- Reputational and Conduct associated with the injury or fatality event.
- Financial risk in the event of litigation either from WorkSafe New Zealand or any member of the public.

7.2 These risks are closely related to Risk 86 on the corporate Risk Register below:

Risk 86 - Asset / Infrastructure Failure causing Public Health risk. *If Council assets or infrastructure fail to work as intended, are unsafe, cause harm, public damage or endanger the public, THEN the public may be exposed to health, wellbeing or safety risks, that may put Council's reputation at risk, and Council could be subject to various penalties if found negligent. This raw risk score is 6 High. Control Description, which reduces score to 3 Moderate include:*

- Ensure asset replacement programmes are identified through physical checks of the individual assets.
- The capital investment required to replace these assets is aligned with a developed.
- replacement programme which is included in the respective AMP.

- Identify any issues that may arise at the time of renewing existing resource consents.
- Maintain and update incident response plans for each asset group, including any public notification where required.
- Ensure staff and contractors are trained on the requirements of the incident response plans.

8. Decision Making Process – Section 79

8.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	Yes, this decision will directly affect the budget laid out in the 2024-2034 long term plan.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	A direct and strong relationship with the communities current and future needs for infrastructure as this report seeks direction on the future of the Council's civic amenities.

8.2 Data

Data supporting this report is as per Seismic Assessment reports commissioned by council for each of the council facilities has been used to form this report.

8.3 Significance

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long-Term Plan?	No	
Is it:	Yes	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	N/A
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	It is expected that the proposed changes will create a low to medium level of controversy.
• possible that it could have a high impact on the community?	Yes	These concern the safety of Council's civic amenities.
In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
	✓	

8.4 Options

The following are potential options for each building for consideration:

8.4.1 War Memorial Centre

- **Option 1 – Do Nothing.**
By doing nothing, Council will be exposed to safety and reputational risks. The building will eventually become unavailable for usage, providing no income to offset the cost to maintain.

When the EPB notice expires in 2048, Council will need to apply to the District Court to demolish the building.

- **Option 2 – Strengthen the building to the minimum threshold for earthquake prone buildings being 34% NBS IL3.**

The DSA supports this option. While the building will no longer be considered earthquake prone and will be removed from the Earthquake Prone Building database, the WMC will still be considered an Earthquake Risk building by our insurance company.

This option will also expose Council to the risk of future seismic strengthening requirements.

It is likely that corporate customers will not utilise a building below 67% earthquake strengthening.

- **Option 3 – Strengthen the building to 67% NBS IL3.**

The DSA supports this option. This option will remove the building from being Earthquake Prone and Earthquake Risk and limit Council's exposure to seismic strengthening legislation changes.

This is the preferred option.

- **Option 4 – Demolish and rebuild to meet New Building Standards requirements 100% NBS IL3.**

This option would cost the Council approximately \$6.5M. It would, however, bring the building to 100% IL3, thereby securing the future of the building.

8.4.2 TET Multi Sports Centre

- **Option 1 – Do Nothing.**

By doing nothing, Council will be exposed to safety and reputational risks. The building will eventually become unavailable for usage, providing no income to offset the cost to maintain.

When the EPB notice expires in 2048, Council will need to apply to the District Court to demolish the building.

- **Option 2 – Strengthen the building to the minimum threshold for earthquake prone buildings being 34% NBS IL3.**

The DSA supports this option. While the building will no longer be considered earthquake prone and will be removed from the Earthquake Prone Building database, the TET Multi Sports Centre will still be considered an Earthquake Risk building by our insurance company.

This option will also expose Council to the risk of future seismic strengthening requirements.

- **Option 3 – Strengthen the building to 67% NBS IL3.**

The DSA supports this option.

This option will remove the building from being Earthquake Prone and Earthquake Risk and limit Council's exposure to seismic strengthening legislation changes. However, the Stratford District will continue to not have a Civil Defence base.

- **Option 4 – Strengthen the majority of the building to 100% NBS IL3. Strengthen the Stadium component of the building to 100% IL4.**

This option would limit the cost to Council and still provide a structure suitable for Civil Defence purposes.

This is the preferred option.

- **Option 5– Demolish and rebuild to meet New Building Standards requirements 100% NBS IL3.**

This option would cost the Council approx. \$14M. It would, however, bring the building to 100% IL3, thereby securing the future of the building, but will not provide a Civil Defence base.

8.4.3 Clock Tower

- **Option 1 – Do Nothing**

By doing nothing, Council will be exposed to safety and reputational risks. The building will eventually become unavailable for tourism purposes.

When the EPB notice expires in 2048, Council will need to apply to the District Court to demolish the building.

- **Option 2 – Strengthen the building to the minimum threshold for earthquake prone buildings being 34% NBS IL2.**

The DSA supports this option. While the building will no longer be considered earthquake prone and will be removed from the Earthquake Prone Building database, the Tower will still be considered an Earthquake Risk building by our insurance company.

This option will also expose Council to the risk of future seismic strengthening requirements.

- **Option 3 – Strengthen the building to 67% NBS IL2.**

The DSA supports this option.

This option will remove the building from being Earthquake Prone and Earthquake Risk and limit Council's exposure to seismic strengthening legislation changes.

This is the recommended option.

- **Option 4 – Demolish and rebuild to meet New Building Standards requirements 100% NBS IL2.**

This option would cost the Council approximately \$3.2M. It would, however, bring the building to 100% IL2, thereby securing the future of the building.

8.5 Financial

Yes, there would be an impact on both funding and debt levels.

There is no current budget allocated for any of this work. Budget will be requested through the Long-Term Plan process. To date expenditure has come from the operational budget which has been reported on via the policy and services committee meetings.

The proposals will be loan funded.

8.6 Prioritisation & Trade-off

The council can deliver the proposed works if budgeted in the 2024/34 Long-Term Plan. Deferral is not recommended due to the public safety and other associated risks and implications described in Section 7 of this report.

8.7 Legal Issues

There is no legal opinion required.

There is potential legal liability if the proposed buildings aren't rectified by a certain time.

8.8 Policy Issues - Section 80

There are no policy issues related to this project.

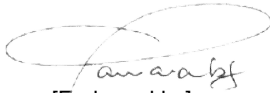
This recommendation does not conflict with any Council policies.

Attachments:

Appendix 1 – Summary of Seismic Assessment and Costs



Steve Taylor
Projects Manager



[Endorsed by]
Victoria Araba
Director - Assets



[Approved by]
Sven Hanne
Chief Executive

Date: 16 January 2024

Appendix 1

Summary of Seismic Assessment and Costs

		Expenditure/Contracted Amount (NZD)				Estimated/Proposed Amount (NZD)			Total NZD
		Initial Seismic Assessment (ISA)	High Level Seismic Assessment (HSA)	Detailed Seismic Assessment. (DSA)	Quantity Surveying to Inform Retrofitting	Strengthening Cost	Demolition Cost	Detailed Seismic Assessment (DSA)	
1	Clock Tower	4,500.00		28,500.00		37,500.00			70,500.00
2	TSB Pool		9,000.00				440,000.00	60,000.00	509,000.00
3	TET			30,500.00	5,824.75				37,830.00
4	WMC			31,000.00	4,370.00				36,600.00
Total		4,500.00	9,000.00	90,000.00	10,194.75	37,500.00	440,000.00	60,000.00	651,194.75
		Expenditure/Contracted Total			113,694.75	Estimated/ Proposed Total		537,500.00	651,194.75

DECISION REPORT



F22/55/04 – D23/47571

To: Policy and Services Committee
From: Projects Manager
Date: 23 January 2024
Subject: 2024/2034 LTP Capital Projects

Recommendations

1. THAT the report be received.
2. THAT Council approves Option 3 – Consider each project per Activity as outlined in **Appendix 1** of this report with supporting Business Cases in Appendix 2 and approve as necessary for information in the community consultation document.

Recommended Reason

The projects included in each Activity will demonstrate Council's commitment to continue investing in the district to make Stratford "A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki".

/
Moved/Seconded

1. Purpose of Report

- 1.1 The purpose of the report is to seek Council's approval of 2024-34 projects for information in the community consultation document with the Stratford District Community.

2. Executive Summary

- 2.1 Every three years, Council undertakes a review of the Long-Term Plan (LTP) to determine budget or projects for the management and maintenance of Council activities.
- 2.2 A series of workshops were held in October 2023 with Elected Members, Senior Leadership and Officers to discuss proposed projects for inclusion in the 2024/34 LTP.
- 2.3 Officers have identified capital projects over the next ten years for the activities outlined in Table 1.

Table 1: Summary of 2024/34 LTP Capital Project costs

Activity	Year 1	Year 2	Year 3	Years 4 -10	Total
Aerodrome	\$15,000				\$15,000
Civic Amenities	\$293,000	\$2,458,000	\$1,048,000	\$1,931,000	\$5,730,000
Civil Defence			\$450,000		\$450,000
Community Services	\$500,000	\$500,000	\$400,000		\$1,400,000
Corporate	\$428,000	\$267,000	\$148,000	\$1,312,000	\$2,155,000
Economic	\$2,600,000	\$2,600,000	\$800,000		\$6,000,000
Library	\$60,000	\$105,000	\$10,000	\$40,000	\$215,000
Parks and Reserves	\$325,000	\$655,000	\$305,000	\$1,125,000	\$2,410,000

Activity	Year 1	Year 2	Year 3	Years 4 -10	Total
Planning	\$20,000	\$60,000	\$220,000	\$3,730,000	\$4,030,000
Pool	\$54,000	\$54,000	\$32,000	\$89,000	\$229,000
Rental/Investment	\$195,000	\$160,000	\$40,000	\$210,000	\$605,000
Roading	\$8,205,000	\$7,475,000	\$9,070,000	\$88,905,000	\$113,655,000
Solid Waste	\$60,000	\$30,000	\$165,000	\$1,860,000	\$2,115,000
Stormwater	\$700,000	\$100,000	\$270,000	\$1,245,000	\$2,315,000
Sustainability				\$395,000	\$395,000
Wastewater	\$975,000	\$845,000	\$355,000	\$12,255,000	\$14,430,000
Water	\$4,327,000	\$3,620,000	\$6,760,000	\$14,677,000	\$29,384,000
Total	\$19,057,000	\$19,439,000	\$19,523,000	\$127,059,100	\$165,046,100

2.4 The business cases for each Project are attached in **Appendix 2**.

2.5 Officers have identified three options for consideration:

Option 1 – Do Nothing – this will result in no proposed capital projects for the next three years.

Option 2 – Include all capital projects (identified in the workshops) in the Activities listed in Table 1.

Option 3 – Consider each project per Activity as outlined in **Appendix 1** of this report with supporting Business Cases in **Appendix 2** and approve as necessary.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓	✓	✓

4. Consultative Process

4.1 Public Consultation - Section 82

The public will be consulted on all Council budgets during the LTP consultation process, which is expected to take place from end of March to end of April.

4.2 Māori Consultation - Section 81

Māori will be specifically consulted with during the LTP consultation process.

5. Risk Analysis

5.1 Risk 9 Compliance and Legislation – LTP/Annual Plan.

This report aligns with Council’s ability to adopt the LTP by 30 June 2024.

5.2 Risk 18 Financial – Accessing Funding

Officers will ensure to use ‘best endeavours’ to determine costings for each project, including operational costs.

- 5.3 Risk 78 Operational – Government Policy Impacting on Local Government
 The proposed projects in the 2024/34 LTP are based on current legislation set by Government. With a new Government formed in November 2023, the 3 Waters Reform may be repealed, resulting on future 3 Waters projects being delivered by Council, instead of the new Water entities.

6. Decision Making Process – Section 79

6.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	This report relates directly to the Long-Term Plan.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	This report outlines the future projects proposed for the next ten years.

6.2 Data

Estimating costings are indicative only. Officers have used best endeavours to estimate project and whole of life costs.

The consequential operating expenditure for all new capital has been assumed to be 3% of the capital cost.

6.3 Significance

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long-Term Plan?	Yes	This report directly relates to the LTP.
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	Yes	
• possible that it could have a high impact on the community?	Yes	

In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
✓		✓

6.4 Options

The following options have been identified for Council to consider:

- Option 1 Do Nothing**
 This option includes declining all projects that are proposed and consult with the community stating that Council is proposing to have no capital projects for the next ten years.
- Option 2 Approve all capital projects.**
 As proposed for the Activities listed in Table 1.
- Option 3 Consider and approve for consultation, each project per Activity.**
 As outlined in Appendix 1 of this report with supporting Business Cases in Appendix 2 and approve as necessary.

7.5 **Financial**

New projects will have financial implications, including Loans, Reserves, and Rates. Cumulatively there may be impacts on funding and debt levels.

7.6 **Prioritisation & Trade-off**

Council has the capacity to deliver through outsourcing to external contractors. These Contractors are selected through Council's procurement processes.

Some projects may be deferred, however a management plan will be required to minimise the impact of the deferral.

7.7 **Legal Issues**

There are no legal implications as this Decision Report meets our obligations to consult with.

7.8 **Policy Issues - Section 80**

The recommendation does not conflict with any Council Policies.

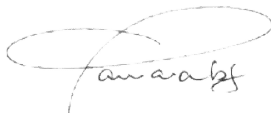
Attachments:

Appendix 1 Summary list of Capital Projects per Activity.

Appendix 2 Business Cases.



Steve Taylor
Projects Manager



[Endorsed by]
Victoria Araba
Director - Assets



[Approved by]
Sven Hanne
Chief Executive

Date: 16 January 2023

APPENDIX 1

Summary List of Capital Projects

Item	Activity	Project	Driver	Funding Source	Total Cost	Opex Impact	Cost - Year Proposed									
							2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
1	Aerodrome	Widening turn area at end of access road.	Retain LOS	Loans	\$15,000	Low	\$15,000									
TOTAL AERODROME					\$15,000		\$15,000									
2	Civic Amenities	Clock Tower - Structural strengthening and water tightening of façade	Retain LOS	Loans	\$1,250,000	Nil	\$50,000	\$1,200,000								
3	Civic Amenities	TET Stadium - Structural Strengthening	Health & Safety	Loans	\$850,000	Nil		\$50,000	\$800,000							
4	Civic Amenities	Demolition of the TSB Pool and associated reinstatement	Health & Safety	Reserves	\$480,000	Nil	\$50,000	\$430,000								
5	Civic Amenities	War Memorial Centre - Structural Strengthening	Health & Safety	Loans		Nil			\$50,000	\$1,400,000						
6	Civic Amenities	WMC - Replace all lower flat roofs (3x)	Retain LOS	Reserves	\$400,000	Nil		\$400,000								
7	Civic Amenities	Admin Building Partial carpet replacement	Retain LOS	Reserves	\$65,000	Nil			\$30,000	\$20,000	\$15,000					
8	Civic Amenities	TET Multi Sport Centre infrastructure renewals	Retain LOS	Reserves	\$500,000	Nil	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
9	Civic Amenities	Centennial Restrooms to resolve plumbing issues	Retain LOS	Reserves	\$10,000	Nil	\$10,000									
10	Civic Amenities	WMC - Hot Water Supply	Retain LOS	Reserves	\$40,000	Nil	\$40,000									
11	Civic Amenities	Miranda Street infrastructure renewals	Retain LOS	Reserves	\$65,000	Nil	\$10,000	\$5,000	\$5,000	\$10,000	\$5,000	\$5,000	\$10,000	\$5,000	\$5,000	\$5,000
12	Civic Amenities	Library infrastructure renewals	Retain LOS	Reserves	\$30,000	Nil	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
13	Civic Amenities	Public toilets infrastructure renewals	Retain LOS	Reserves	\$30,000	Nil	\$30,000									
14	Civic Amenities	Demolition of Municipal Building and associated reinstatement	Retain LOS	Reserves	\$350,000	Low	\$50,000	\$300,000								
15	Civic Amenities	Admin Building Kitchen upgrade	Retain LOS	Reserves	\$40,000	Nil			\$40,000							
16	Civic Amenities	War Memorial - Stadium lighting	Retain LOS	Grant Funding	\$30,000	Low			\$30,000							

2024 - Agenda - Policy and Services - January - Decision Report - 2024/34 LTP Capital Projects

Item	Activity	Project	Driver	Funding Source	Total Cost	Opex Impact	Cost - Year Proposed									
							2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
17	Civic Amenities	Victoria Park Grandstand infrastructure renewals	Retain LOS	Reserves	\$20,000	Nil		\$20,000								
18	Civic Amenities	WMC - Resurface Stadium Floor	Retain LOS	Reserves	\$80,000	Nil			\$40,000			\$40,000				
19	Civic Amenities	Admin Building Access upgrade	Increase LOS	Loans	\$40,000	Nil			\$40,000							
TOTAL CIVIC AMENITIES					\$5,730,000		\$293,000	\$2,458,000	\$1,048,000	\$1,523,000	\$73,000	\$58,000	\$103,000	\$58,000	\$58,000	\$58,000
20	Civil Defence	TET Stadium - Structural Strengthening	Health & Safety	Loans	\$450,000	Nil			\$450,000							
TOTAL CIVIL DEFENCE					\$450,000			\$450,000								
21	Community Services	Stratford 2035 projects - NEED BUSINESS CASE	0	Loans		High										
22	Community Services	Prospero Place Development	Increase LOS	Grant Funding	\$1,400,000	High	\$500,000	\$500,000	\$400,000							
TOTAL COMMUNITY SERVICES					\$1,400,000		\$500,000	\$500,000	\$400,000							
23	Corporate	Authority Data Cleansing	Retain LOS	Reserves	\$15,000	Nil	\$15,000									
24	Corporate	Computers and Peripherals	Retain LOS	Reserves	\$445,000	Nil	\$30,000	\$60,000	\$50,000	\$40,000	\$50,000	\$30,000	\$50,000	\$45,000	\$40,000	\$50,000
25	Corporate	Vehicle Replacements	Retain LOS	Reserves	\$350,000	Nil	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
26	Corporate	Photocopier Replacements	Retain LOS	Reserves	\$37,000	Nil	\$10,000					\$15,000	\$12,000			
27	Corporate	Content Manager Upgrade	Retain LOS	Reserves	\$75,000	Nil		\$15,000		\$15,000		\$15,000		\$15,000		\$15,000
28	Corporate	Firewall + Wi-Fi replacement	Retain LOS	Reserves	\$74,000	Nil		\$25,000		\$12,000				\$25,000	\$12,000	
29	Corporate	Core Server Replacement	Retain LOS	Reserves	\$80,000	Nil		\$40,000					\$40,000			
30	Corporate	Core Switch Replacement	Retain LOS	Reserves	\$60,000	Nil		\$25,000							\$35,000	
31	Corporate	EftPOS Terminal Upgrades	Retain LOS	Reserves	\$14,000	Nil		\$7,000					\$7,000			
32	Corporate	Staff Cell phone Fleet Replacement	Retain LOS	Reserves	\$105,000	Nil		\$35,000			\$35,000			\$35,000		
33	Corporate	Disaster Recovery Onsite Server & Software Replacement	Retain LOS	Reserves	\$34,000	Nil			\$17,000					\$17,000		
34	Corporate	Battery UPS Replacement	Retain LOS	Reserves	\$8,000	Nil			\$8,000							
35	Corporate	Large Plotter and LaserJet printer replacements	Retain LOS	Reserves	\$6,000	Nil			\$6,000							

2024 - Agenda - Policy and Services - January - Decision Report - 2024/34 LTP Capital Projects

Item	Activity	Project	Driver	Funding Source	Total Cost	Opex Impact	Cost - Year Proposed									
							2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
36	Corporate	iPad Replacements Staff & Contractor	Retain LOS	Reserves	\$24,000	Nil			\$12,000			\$12,000				
37	Corporate	Datacentre Upgrade	Retain LOS	Reserves	\$100,000	Nil			\$100,000							
38	Corporate	Portable Presentation/Conference Screens	Retain LOS	Reserves	\$10,000	Low					\$10,000					
39	Corporate	Councillor iPad replacements	Retain LOS	Reserves	\$20,000	Nil				\$20,000						
40	Corporate	Replacement of GPS location unit and software for GIS	Retain LOS	Reserves	\$15,000	Nil	\$15,000									
41	Corporate	Upgrade / Replace GIS System	Retain LOS	Reserves	\$100,000	Nil	\$100,000									
42	Corporate	Procure to Pay	Retain LOS	Loans	\$63,000	Medium	\$63,000									
43	Corporate	National Processing Reporting	Retain LOS	Reserves	\$10,000	Low	\$10,000									
44	Corporate	Authority ERP Upgrade - Altitude SaaS	Retain LOS	Reserves	\$120,000	Low				\$120,000						
45	Corporate	Phone System Upgrade	Retain LOS	Reserves	\$25,000	Low		\$25,000								
46	Corporate	GoGet Upgrade	Retain LOS	Reserves	\$40,000	Nil			\$20,000					\$20,000		
47	Corporate	Council Chambers AV	Retain LOS	Loans	\$210,000	Low	\$105,000								\$105,000	
48	Corporate	Procurement Software	Increase LOS	Loans	\$25,000	Low	\$25,000									
49	Corporate	ePlan	Increase LOS	Loans	\$70,000	Low				\$70,000						
50	Corporate	Survey Drones	Increase LOS	Loans	\$20,000	Low	\$20,000									
TOTAL CORPORATE					\$2,155,000		\$428,000	\$267,000	\$148,000	\$202,000	\$330,000	\$105,000	\$156,000	\$192,000	\$122,000	\$205,000
51	Economic Development	41 Flint Road Subdivision	Increase LOS	Loans	\$6,000,000	High	\$2,600,000	\$2,600,000	\$800,000							
TOTAL ECONOMIC					\$6,000,000		\$2,600,000	\$2,600,000	\$800,000							
52	Library	Safety improvements around AA desk	Health & Safety	Loans	\$30,000	Nil	\$5,000	\$25,000								
53	Library	Bathroom upgrade	Retain LOS	Reserves	\$15,000	Nil	\$15,000									
54	Library	Underneath storage	Retain LOS	Reserves	\$10,000	Nil	\$10,000									
55	Library	Interiors repaint	Retain LOS	Reserves	\$70,000	Nil		\$50,000		\$20,000						
56	Library	Windowsill replacements	Retain LOS	Reserves	\$20,000	Nil	\$10,000	\$10,000								
57	Library	Update graphics on windows / bus shelters and other internal areas of library	Retain LOS	Reserves	\$20,000	Unknown	\$10,000	\$10,000								

2024 - Agenda - Policy and Services - January - Decision Report - 2024/34 LTP Capital Projects

Item	Activity	Project	Driver	Funding Source	Total Cost	Opex Impact	Cost - Year Proposed									
							2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
58	Library	Development of seating areas/meeting spaces	Increase LOS	Loans	\$50,000	Nil	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000					
TOTAL LIBRARY					\$215,000		\$60,000	\$105,000	\$10,000	\$10,000	\$30,000					
59	Parks & Reserves	Victoria Park Skate Park concrete resurfacing	Health & Safety	Grant Funding	\$100,000	Low	\$100,000									
60	Parks & Reserves	Cardiff Walkway - new aluminium steps and bridge	Retain LOS	Loans, Reserves	\$50,000	Low	\$50,000									
61	Parks & Reserves	Carrington Walkway (Regan Street to Brecon Road) steps need replacing	Retain LOS	Reserves	\$20,000	Nil	\$20,000									
62	Parks & Reserves	Replace two bridges within Three Bridges Trail - King Edward Park	Retain LOS	Reserves, Grant Funding	\$400,000	Nil			\$200,000	\$200,000						
63	Parks & Reserves	Playground Equipment replacement - King Edward Park and Victoria Park	Retain LOS	Reserves	\$100,000	Nil	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
64	Parks & Reserves	Street Tree and tree surrounds replacements	Retain LOS	Reserves	\$100,000	Nil		\$50,000	\$50,000							
65	Parks & Reserves	Replace 4 clotheslines - HfRE units	Retain LOS	Reserves	\$5,000	Nil	\$5,000									
66	Parks & Reserves	Replace old seats throughout all parks, reserves and walkways	Retain LOS	Reserves	\$80,000	Nil		\$20,000	\$20,000			\$20,000	\$20,000			
67	Parks & Reserves	Replacement of all Heritage Signs - Stratford to Tangarakau	Retain LOS	Reserves	\$75,000	Nil		\$75,000								
68	Parks & Reserves	Continued Parks Development	Retain LOS	Reserves	\$50,000	Nil	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
69	Parks & Reserves	Replace red brick monument wall with old bricks - Pioneer Cemetery	Retain LOS	Grant Funding	\$100,000	Nil		\$100,000								
70	Parks & Reserves	Continued Walkway Development	Retain LOS	Reserves	\$50,000	Nil	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
71	Parks & Reserves	Replacing boundary hedges - Midhirst (Old) Cemetery and Midhirst (Open) Cemetery	Retain LOS	Reserves	\$20,000	Nil		\$10,000	\$10,000							
72	Parks & Reserves	Development of the Eastern Loop	Retain LOS	Loans	\$30,000	Medium		\$30,000								

2024 - Agenda - Policy and Services - January - Decision Report - 2024/34 LTP Capital Projects

Item	Activity	Project	Driver	Funding Source	Total Cost	Opex Impact	Cost - Year Proposed									
							2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
73	Parks & Reserves	Page Street Sportsground - install new turf on Ground 1	Retain LOS	Reserves, Grant Funding	\$100,000	Nil				\$100,000						
74	Parks & Reserves	Lighting at Bike Park	Increase LOS	Grant Funding	\$15,000	Medium	\$15,000									
75	Parks & Reserves	Victoria Park - Skate Park - Replace gravel path with concrete path	Increase LOS	Grant Funding	\$25,000	Low		\$25,000								
76	Parks & Reserves	Continued Walkway Development	Increase LOS	Loans	\$200,000	Medium	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
77	Parks & Reserves	Continued Parks Development	Increase LOS	Loans	\$150,000	Medium	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
78	Parks & Reserves	Lighting and power box in Rhododendron Dell	Increase LOS	Grant Funding	\$50,000	Medium			\$50,000							
79	Parks & Reserves	Seating to Pump Track area	Increase LOS	Grant Funding	\$25,000	Low		\$25,000								
80	Parks & Reserves	Kopuatama Cemetery (new land) - Concept plan and design and implementation	Increase LOS	Loans	\$250,000	High			\$50,000			\$200,000				
81	Parks & Reserves	King Edward Park - Completion of lime chip path	Increase LOS	Loans	\$60,000	Low	\$60,000									
82	Parks & Reserves	Completion with metal path at Kopuatama Cemetery	Increase LOS	Loans	\$50,000	Nil		\$50,000								
83	Parks & Reserves	Garden planting and seat installation - Kopuatama Cemetery	Increase LOS	Loans	\$15,000	Low		\$15,000								
84	Parks & Reserves	Completion of replacing lime chip path to concrete - Netball Courts to Rhododendron Dell	Increase LOS	Loans	\$70,000	Nil			\$70,000							
85	Parks & Reserves	Victoria Park sports fields continued development	Increase LOS	Loans	\$220,000	Medium	\$20,000	\$200,000								
TOTAL PARKS AND RESERVES					\$2,410,000		\$325,000	\$655,000	\$305,000	\$355,000	\$255,000	\$55,000	\$275,000	\$75,000	\$55,000	\$55,000
86	Planning	Review District Plan	Legislative	Rates	\$4,030,000	High	\$20,000	\$60,000	\$220,000	\$530,000	\$610,000	\$610,000	\$560,000	\$560,000	\$430,000	\$430,000
TOTAL PLANNING					\$4,030,000		\$20,000	\$60,000	\$220,000	\$530,000	\$610,000	\$610,000	\$560,000	\$560,000	\$430,000	\$430,000
87	Pool	Wai o Rua infrastructure renewals	Retain LOS	Reserves	\$20,000	Nil	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000

2024 - Agenda - Policy and Services - January - Decision Report - 2024/34 LTP Capital Projects

Item	Activity	Project	Driver	Funding Source	Total Cost	Opex Impact	Cost - Year Proposed									
							2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
88	Pool	Spin Bikes	Retain LOS	Grant Funding	\$60,000	Low			\$30,000					\$30,000		
89	Pool	TV Replacements	Retain LOS	Reserves	\$15,000	Nil										\$15,000
90	Pool	Ice Bath/Plunge	Increase LOS	Loans	\$30,000	Medium								\$30,000		
91	Pool	Pilates - Reformers	Increase LOS	Grant Funding	\$42,000	Low		\$42,000								
92	Pool	Mirrors installation in fitness room	Increase LOS	Grant Funding	\$5,000	Nil		\$5,000								
93	Pool	TV installed in Meeting Room	Increase LOS	Loans	\$2,000	Low	\$2,000									
94	Pool	Total bars	Increase LOS	Grant Funding	\$5,000	Low		\$5,000								
95	Pool	On-site Café – Tea and Coffee facilities	Increase LOS	Loans	\$50,000	Low	\$50,000									
TOTAL POOL					\$229,000		\$54,000	\$54,000	\$32,000	\$2,000	\$2,000	\$2,000	\$2,000	\$62,000	\$2,000	\$17,000
96	Investment Property	Pensioner Housing - Roof replacements	Retain LOS	Reserves	\$200,000	Nil	\$120,000	\$80,000								
97	Investment Property	Page Street Units Picket Fence	Retain LOS	Reserves	\$10,000	Nil		\$10,000								
98	Investment Property	Farm- Race and Culvert upgrades	Retain LOS	Loans	\$250,000	Nil	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
99	Investment Property	Pensioner Housing infrastructure renewals	Retain LOS	Reserves	\$50,000	Nil	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
100	Investment Property	Farm - Clearing of subsoil drains	Retain LOS	Reserves	\$50,000	Nil		\$50,000								
101	Investment Property	Farmhouse lighting - new lights and fixtures	Retain LOS	Reserves	\$5,000	Nil	\$5,000									
102	Investment Property	Farm - Construct additional calving sheds	Increase LOS	Loans	\$40,000	Medium	\$40,000									
TOTAL INVESTMENT PROPERTY					\$605,000		\$195,000	\$160,000	\$40,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
103	Roading	unsealed road metalling	Retain LOS	Reserves, Subsidy	\$12,770,000	Nil	\$910,000	\$1,220,000	\$1,330,000	\$1,330,000	\$1,330,000	\$1,330,000	\$1,330,000	\$1,330,000	\$1,330,000	\$1,330,000
104	Roading	Sealed road resurfacing	Retain LOS	Reserves, Subsidy	\$16,350,000	Nil	\$1,260,000	\$1,490,000	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000
105	Roading	Drainage Renewals	Retain LOS	Reserves, Subsidy	\$8,320,000	Nil	\$915,000	\$885,000	\$815,000	\$815,000	\$815,000	\$815,000	\$815,000	\$815,000	\$815,000	\$815,000
106	Roading	Pavement Rehab	Retain LOS	Reserves, Subsidy	\$7,350,000	Nil	\$650,000	\$700,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
107	Roading	Structure Component Replacement	Retain LOS	Reserves, Subsidy	\$11,940,000	Nil	\$950,000	\$670,000	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000	\$1,290,000
108	Roading	Traffic Services	Retain LOS	Reserves, Subsidy	\$2,010,000	Nil	\$160,000	\$170,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000	\$210,000

2024 - Agenda - Policy and Services - January - Decision Report - 2024/34 LTP Capital Projects

Item	Activity	Project	Driver	Funding Source	Total Cost	Opex Impact	Cost - Year Proposed									
							2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
109	Roading	footpath renewals	Retain LOS	Reserves, Subsidy	\$2,650,000	Nil	\$210,000	\$240,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000
110	Roading	low-cost low risk roads	Retain LOS	Reserves, Subsidy	\$22,215,000	Nil	\$2,600,000	\$1,550,000	\$2,150,000	\$2,300,000	\$2,100,000	\$1,685,000	\$2,200,000	\$1,930,000	\$2,650,000	\$3,500,000
111	Roading	Walking and cycling	Increase LOS	Loans, Subsidy	\$4,000,000	High	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
112	Roading	Centennial Bridge	Increase LOS	Subsidy	\$600,000	High							\$600,000			
113	Roading	Monmouth Road Extension (Stratford Park access)	Increase LOS	Loans, Subsidy	\$500,000	High					\$500,000					
114	Roading	Oberon Street Extension to Flint Road - Hotspur Street	Increase LOS	Loans, Subsidy	\$2,000,000	High				\$2,000,000						
115	Roading	Manaia Road widening to 6m wide	Increase LOS	Subsidy	\$2,500,000	High					\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
116	Roading	Seal Extensions (Dust Coat Seals)	Increase LOS	Loans, Subsidy	\$450,000	Low	\$150,000	\$150,000	\$150,000							
117	Roading	Brecon Rd Bridge	Increase LOS	Loans, Subsidy	\$20,000,000	High								\$1,000,000	\$9,500,000	\$9,500,000
TOTAL ROADING					\$113,655,000		\$8,205,000	\$7,475,000	\$9,070,000	\$9,070,000	\$10,870,000	\$9,455,000	\$10,070,000	\$10,200,000	\$19,420,000	\$19,820,000
118	Solid Waste	Transfer Station - City care building - sealing of concrete blockwork	Retain LOS	Reserves	\$30,000	Nil	\$30,000									
119	Solid Waste	Transfer Station renewals	Retain LOS	Reserves	\$60,000	Nil	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000				
120	Solid Waste	Transfer Station - Weigh bridge	Increase LOS	Loans	\$500,000	High										\$500,000
121	Solid Waste	Organic Materials Processing facility	Increase LOS	Grant Funding, Loans	\$1,400,000	High			\$100,000	\$300,000	\$1,000,000					
122	Solid Waste	Mobile event waste bins and trailer for events on council land	Increase LOS	Grant Funding	\$20,000	Medium	\$10,000	\$10,000								
123	Solid Waste	Permanent recycling stations	Increase LOS	Loans	\$60,000	Medium	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000				
124	Solid Waste	Rural mobile mini recycling stations X2	Increase LOS	Grant Funding	\$45,000	High			\$45,000							
TOTAL SOLID WASTE					\$2,115,000		\$60,000	\$30,000	\$165,000	\$320,000	\$1,020,000	\$20,000				\$500,000
125	Stormwater	Safety improvements	Retain LOS	Reserves	\$40,000	Nil			\$20,000				\$20,000			
126	Stormwater	Reticulation renewals	Retain LOS	Reserves	\$1,000,000	Nil	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
127	Stormwater	Modelling	Retain LOS	Reserves	\$500,000	Low	\$400,000						\$100,000			
128	Stormwater	Silt Retention Victoria Park	Retain LOS	Reserves	\$100,000	Nil			\$100,000							

2024 - Agenda - Policy and Services - January - Decision Report - 2024/34 LTP Capital Projects

Item	Activity	Project	Driver	Funding Source	Total Cost	Opex Impact	Cost - Year Proposed									
							2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
129	Stormwater	Pipework Capacity increase	Increase LOS	Loans	\$600,000	Low	\$150,000		\$150,000			\$150,000			\$150,000	
130	Stormwater	Safety improvements	Increase LOS	Loans	\$75,000	Low	\$50,000					\$25,000				
TOTAL STORMWATER					\$2,315,000		\$700,000	\$100,000	\$270,000	\$200,000	\$100,000	\$275,000	\$220,000	\$100,000	\$250,000	\$100,000
131	Sustainability	Community Energy generation project	Increase LOS	Grant Funding, Loans	\$150,000	High				\$50,000	\$50,000	\$50,000				
132	Sustainability	Retro fit council buildings with solar energy panels and batteries, annual programme.	Increase LOS	Grant Funding, Loans	\$140,000	High				\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
133	Sustainability	Create wetlands	Increase LOS	Grant Funding	\$105,000	Medium				\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
TOTAL SUSTAINABILITY					\$395,000				\$85,000	\$85,000	\$85,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
134	Wastewater	Treatment upgrade	Legislative	Loans	\$550,000	Medium	\$50,000	\$500,000								
135	Wastewater	Pipe at Swansea Road Bridge	Retain LOS	Reserves	\$300,000	Nil	\$300,000									
136	Wastewater	Infiltration renewals	Retain LOS	Reserves	\$2,150,000	Nil	\$350,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
137	Wastewater	Bulk discharge renewals	Retain LOS	Reserves	\$60,000	Nil	\$30,000					\$30,000				
138	Wastewater	Safety renewals	Retain LOS	Reserves	\$100,000	Nil	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
139	Wastewater	Campervan discharge facility	Retain LOS	Reserves	\$20,000	Nil			\$10,000				\$10,000			
140	Wastewater	Routine step/aerate renewals	Retain LOS	Reserves	\$350,000	Nil	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
141	Wastewater	Treatment design	Retain LOS	Reserves	\$400,000	Low								\$200,000	\$200,000	
142	Wastewater	Reticulation remodelling	Retain LOS	Reserves	\$150,000	Low	\$50,000				\$50,000					\$50,000
143	Wastewater	Desludging ponds	Retain LOS	Reserves	\$3,000,000	Low				\$3,000,000						
144	Wastewater	Renewals	Retain LOS	Reserves	\$900,000	Low		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
145	Wastewater	Pipework Capacity increase	Increase LOS	Loans	\$750,000	Low	\$150,000			\$200,000			\$200,000			\$200,000
146	Wastewater	New discharge point	Increase LOS	Loans	\$5,200,000	Low								\$100,000	\$100,000	\$5,000,000
147	Wastewater	West Extension	Increase LOS	Loans	\$500,000	Low									\$500,000	
TOTAL WASTEWATER					\$14,430,000		\$975,000	\$845,000	\$355,000	\$3,545,000	\$395,000	\$375,000	\$555,000	\$645,000	\$1,145,000	\$5,595,000
148	Water	Midhirst Resource consent	Legislative	Loans	\$50,000	Low	\$50,000									
149	Water	Toko Resource consents	Legislative	Loans	\$50,000	Low	\$50,000									

2024 - Agenda - Policy and Services - January - Decision Report - 2024/34 LTP Capital Projects

Item	Activity	Project	Driver	Funding Source	Total Cost	Opex Impact	Cost - Year Proposed									
							2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034
150	Water	Alternative power supply for Midhirst and Toko	Retain LOS	Reserves	\$50,000	Nil	\$50,000									
151	Water	Street work ridermains	Retain LOS	Reserves	\$200,000	Nil	\$200,000									
152	Water	Stratford Grit tanks	Retain LOS	Reserves	\$4,000,000	Nil	\$2,000,000	\$2,000,000								
153	Water	Hydrants	Retain LOS	Reserves	\$250,000	Nil	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
154	Water	Laterals	Retain LOS	Reserves	\$500,000	Nil	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
155	Water	Meter renewal	Retain LOS	Reserves	\$460,000	Nil		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$300,000
156	Water	Street work ridermains	Retain LOS	Reserves	\$200,000	Nil	\$200,000									
157	Water	Reservoir cleaning	Retain LOS	Reserves	\$120,000	Nil	\$60,000				\$60,000					
158	Water	Infrastructure general	Retain LOS	Reserves	\$450,000	Nil		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
159	Water	Membranes	Retain LOS	Reserves	\$760,000	Nil	\$160,000		\$200,000			\$200,000				\$200,000
160	Water	Toko bore review	Retain LOS	Reserves	\$100,000	Nil		\$100,000								
161	Water	Fluoride plant upgrade	Retain LOS	Reserves	\$300,000	Nil	\$300,000									
162	Water	Reticulation modelling	Retain LOS	Loans	\$200,000	Nil		\$100,000				\$100,000				
163	Water	Automated reticulation monitoring	Retain LOS	Loans	\$450,000	Nil			\$450,000							
164	Water	New Patea crossing for old trunkmain	Retain LOS	Loans	\$4,000,000	Nil										\$4,000,000
165	Water	Water renewals	Retain LOS	Reserves	\$900,000	Nil	0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
166	Water	Stratford Bore	Increase LOS	Loans	\$600,000	Medium		\$100,000	\$500,000							
167	Water	Toko Storage tank	Increase LOS	Loans	\$25,000	Medium	\$20,000					\$5,000				
168	Water	Universal water metering	Increase LOS	Loans	\$1,147,000	High	\$1,147,000									
169	Water	Stratford new Reservoir	Increase LOS	Loans	\$7,000,000	High		\$1,000,000	\$6,000,000							
170	Water	Toko new Reservoir	Increase LOS	Loans	\$182,000	High		\$20,000			\$150,000					\$12,000
171	Water	Midhirst new Reservoir	Increase LOS	Loans	\$7,000,000	High					\$1,000,000	\$6,000,000				
172	Water	New 300mm second trunk main south	Increase LOS	Loans	\$200,000	High									\$100,000	\$100,000
173	Water	Backflow prevention assessment and installations	Increase LOS	Loans	\$150,000	High	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
174	Water	Fuel Tank for Generator	Increase LOS	Loans	\$40,000	Nil		\$40,000								
TOTAL WATER					\$29,384,000		\$4,327,000	\$3,620,000	\$6,760,000	\$910,000	\$1,410,000	\$6,425,000	\$460,000	\$260,000	\$360,000	\$4,852,000
TOTAL					\$185,533,000		\$18,857,000	\$18,929,000	\$20,173,000	\$16,782,000	\$15,410,000	\$17,695,000	\$12,466,000	\$12,217,000	\$21,907,000	\$31,697,000

APPENDIX 2

Long-Term Plan Business Cases

2 – Clock Tower Structural Strengthening and Water Tightening (D24/559)

CIVIC AMENITIES

BACKGROUND	
Date	January 2024
Council Officer	Sara Flight
Director	Victoria Araba
Description of Proposal	Seismic Strengthening of the Clock Tower to 68% NBS IL2.
Intended design life	> 50 years
BUSINESS CASE	
Strategic	Resilient. To meet the current and future needs of the Community.
Alternative options	<p>Do Nothing. Council will be exposed to safety and reputational risks. The building will eventually become unavailable for usage.</p> <p>Strengthen the building to 34% NBS IL2. While the building will no longer be considered earthquake prone and will be removed from the Earthquake Prone Building database, the Centre will still be considered an Earthquake Risk building by our insurance company.</p> <p>Demolish and rebuild to meet New Building Standards requirements 100% NBS IL2. Will cost the Council approx. \$3.2M. It would, however, bring the building to 100% NBS IL2, thereby securing the future of the building.</p>
Funding Sources	Loan
Efficiency Improvements (if relevant)	Strengthening the Clock Tower removes the health and safety risk to the public of the structure failing during an earthquake.
Community	To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs.
Costings Verification	High Level costings have been provided
Risk Identification	<p>The key potential risks are:</p> <ul style="list-style-type: none"> Health, safety, and wellbeing -In the event of injury or fatality to any member of the public, staff, or contractors, as a result of a building collapse due to a natural disaster such as an earthquake. Reputational and Conduct associated with the injury or fatality event. Financial risk in the event of litigation either from WorkSafe New Zealand or any member of the public. <p>These risks are closely related to Risk 86 on the corporate Risk Register (Asset / Infrastructure Failure causing Public Health risk). If Council assets or infrastructure fail to work as intended, are unsafe, cause harm, public damage or endanger the public, THEN the public may be exposed to health, wellbeing, or safety risks, that may put Council's reputation at risk, and Council could be subject to various penalties if found negligent. This raw risk score is 6 High. Control Description, which reduces score to 3 Moderate include:</p> <ul style="list-style-type: none"> Ensure asset replacement programmes are identified through physical checks of the individual assets. The capital investment required to replace these assets is aligned with a developed. replacement programme (included in the respective AMP). Identify any issues that may arise at the time of renewing existing resource consents. Maintain and update incident response plans for each asset group, including any public notification where required. Ensure staff and contractors are trained on the requirements of the incident response plans.

CIVIC AMENITIES

FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Renewal				
Proposed Budget \$					
	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/34</i>	
Capital Expenditure	\$50,000	\$1,200,000			
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$1,500	\$37,500	\$37,500	\$262,500	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$51,500	\$1,237,500	\$37,500	\$262,500	
TOTAL BUDGET	\$1,589,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>				

3/20 – TET Stadium Structural Strengthening (D24/561)**CIVIC AMENITIES/CIVIL DEFENCE**

BACKGROUND	
Date	January 2024
Council Officer	Sara Flight
Director	Victoria Araba
Description of Proposal	Seismic Strengthening of the TET Multi Sports Centre to 100% NBS IL4 for the potential use of a Civil Defence building.
Intended design life	> 50 years
BUSINESS CASE	
Strategic	Resilient. To meet the current and future needs of the Community.
Alternative options	<p>Do Nothing. Council will be exposed to safety and reputational risks. The building will eventually become unavailable for usage.</p> <p>Strengthen the building to 34% NBS IL3. While the building will no longer be considered earthquake prone and will be removed from the Earthquake Prone Building database, the Centre will still be considered an Earthquake Risk building by our insurance company.</p> <p>Strengthen the building to 68% NBS IL3. This will remove the building from being Earthquake Prone and Earthquake Risk and limit Council's exposure to seismic strengthening legislation changes. However, the Stratford District will continue to not have a Civil Defence base.</p> <p>Demolish and rebuild to meet New Building Standards requirements 100% NBS IL3. Will cost the Council approx. \$14M. It would, however, bring the building to 100% NBS IL3, thereby securing the future of the building, but will not provide a Civil Defence base.</p>
Funding Sources	Loan
Efficiency Improvements (if relevant)	Strengthening the centre removes the health and safety risk to public of the structure failing during an earthquake. It will provide Stratford with a facility which can be utilised during a civil defence emergency.
Community	To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs.
Costings Verification	High Level costings have been provided
Risk Identification	<p>The key potential risks are:</p> <ul style="list-style-type: none"> Health, safety, and wellbeing - In the event of injury or fatality to any member of the public, staff, or contractors, as a result of a building collapse due to a natural disaster such as an earthquake. Reputational and Conduct associated with the injury or fatality event. Financial risk in the event of litigation either from WorkSafe New Zealand or any member of the public. <p>These risks are closely related to Risk 86 on the corporate Risk Register (Asset / Infrastructure Failure causing Public Health risk). If Council assets or infrastructure fail to work as intended, are unsafe, cause harm, public damage or endanger the public, THEN the public may be exposed to health, wellbeing, or safety risks, that may put Council's reputation at risk, and Council could be subject to various penalties if found negligent. This raw risk score is 6 High. Control Description, which reduces score to 3 Moderate include:</p> <ul style="list-style-type: none"> Ensure asset replacement programmes are identified through physical checks of the individual assets. The capital investment required to replace these assets is aligned with a developed. replacement programme (included in the respective AMP). Identify any issues that may arise at the time of renewing existing resource consents. Maintain and update incident response plans for each asset group, including any public notification where required. Ensure staff and contractors are trained on the requirements of the incident response plans.

CIVIC AMENITIES/CIVIL DEFENCE

FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Renewal				
Proposed Budget \$					
	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/34</i>	
Capital Expenditure		\$50,000	1,250,000		
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing		\$1,500	\$39,000	\$273,000	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
		\$51,500	\$1,289,000	\$273,000	
TOTAL BUDGET	\$1,613,500				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>				

CIVIC AMENITIES/CIVIL DEFENCE

5 – War Memorial Centre Structural Strengthening (D24/564)

CIVIC AMENITIES

BACKGROUND	
Date	January 2024
Council Officer	Sara Flight
Director	Victoria Araba
Description of Proposal	Seismic Strengthening of the War Memorial Centre to 68% NBS IL3.
Intended design life	> 50 years
BUSINESS CASE	
Strategic	Resilient. To meet the current and future needs of the Community.
Alternative options	<p>Do Nothing. Council will be exposed to safety and reputational risks. The building will eventually become unavailable for usage.</p> <p>Strengthen the building to 34% NBS IL3. While the building will no longer be considered earthquake prone and will be removed from the Earthquake Prone Building database, the Centre will still be considered an Earthquake Risk building by our insurance company.</p> <p>Demolish and rebuild to meet New Building Standards requirements 100% NBS IL3. Will cost the Council approx. \$14M. It would, however, bring the building to 100% NBS IL3, thereby securing the future of the building, but will not provide a Civil Defence base.</p>
Funding Sources	Loan
Efficiency Improvements (if relevant)	Strengthening the centre removes the health and safety risk to public of the structure failing during an earthquake.
Community	To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs.
Costings Verification	High Level costings have been provided
Risk Identification	<p>The key potential risks are:</p> <ul style="list-style-type: none"> Health, safety, and wellbeing - In the event of injury or fatality to any member of the public, staff, or contractors, as a result of a building collapse due to a natural disaster such as an earthquake. Reputational and Conduct associated with the injury or fatality event. Financial risk in the event of litigation either from WorkSafe New Zealand or any member of the public. <p>These risks are closely related to Risk 86 on the corporate Risk Register (Asset / Infrastructure Failure causing Public Health risk). If Council assets or infrastructure fail to work as intended, are unsafe, cause harm, public damage or endanger the public, THEN the public may be exposed to health, wellbeing, or safety risks, that may put Council's reputation at risk, and Council could be subject to various penalties if found negligent. This raw risk score is 6 High. Control Description, which reduces score to 3 Moderate include:</p> <ul style="list-style-type: none"> Ensure asset replacement programmes are identified through physical checks of the individual assets. The capital investment required to replace these assets is aligned with a developed. replacement programme (included in the respective AMP). Identify any issues that may arise at the time of renewing existing resource consents. Maintain and update incident response plans for each asset group, including any public notification where required. Ensure staff and contractors are trained on the requirements of the incident response plans.

CIVIC AMENITIES

FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Renewal				
Proposed Budget \$					
	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/34</i>	
Capital Expenditure			\$50,000	\$1,400,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing			\$1,500	\$304,500	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
			\$51,500	\$1,704,500	
TOTAL BUDGET	\$1,756,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>				

19 – Admin Building Access Upgrade (D23/48177)**CIVIC AMENITIES**

BACKGROUND					
Date	December 2023				
Council Officer	Sara Flight				
Director	Victoria Araba				
Description of Proposal	Upgrade the access to the Administration Building to swipe card on all access points that require security (internal and external).				
Intended design life	10 years				
BUSINESS CASE					
Alternative options	Do Nothing. Council Officers will continue to track keys supplied to staff in a spreadsheet and cut keys when lost. Lost keys pose a risk that when a key gets misplaced outside of the building, it provides the public access to the Admin Building.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	<p>Access to the admin building is via a key or a fob. Installation of an access system by swipe card on the front door, service centre door and also the back doors will provide the following benefits:</p> <ul style="list-style-type: none"> • If a card is lost, it is easier to lock the card than change the locks if a key is lost. • Monitor staff that is on site for health and safety (fire evacuations etc.). <p>Installation of an access control system will help protect the building, staff, and reduce the risk of intruders and breaches of entry.</p>				
Costings Verification	Engineer's estimate based on supply and installation.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	N/A				
Proposed Budget \$	2024/25	2025/26	2026/27	2027/34	
Capital Expenditure			\$40,000		
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing			\$1,200	\$8,400	
Increase/(Decrease) in Operational Costs R&M				\$24,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
			\$41,200	\$32,400	
TOTAL BUDGET	\$73,600				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

CIVIC AMENITIES

22 – Prospero Place Development (D24/1630)**COMMUNITY SERVICES**

BACKGROUND					
Date	January 2024				
Council Officer	Steve Taylor				
Director	Victoria Araba				
Description of Proposal	Develop the town centre as an area for gathering and enjoying which will promote more people to town.				
Intended design life	> 50 years				
BUSINESS CASE					
Strategic	Welcoming, Connected, Resilient, Enabling. To meet the current and future needs of the Community and Businesses.				
Alternative options	Do Nothing. Prospero Place will continue to be a green field with no identity as a town centre. Neglecting to update can have profound and detrimental effects on both its economic vitality and overall community well-being, potentially leading to a decline in foot traffic, local businesses, and property values. A neglected town centre can contribute to a sense of disconnection and disengagement within the community, as the lack of modern amenities and aesthetics may discourage social interactions and community gatherings.				
Funding Sources	Grant Funding				
Efficiency Improvements (if relevant)	Proactive and thoughtful updates to Prospero Place can enhance its vibrancy, foster economic growth, and create a more inviting and sustainable environment for all stakeholders.				
Community	A vibrant town centre contributes to a distinct and memorable sense of place. It becomes a landmark that residents identify with, enhancing the town's character and contributing to a positive community image.				
Costings Verification	Based on the Better off Funding allocation.				
Risk Identification	Key potential risk is Reputational. If Council does not revitalise Prospero Place, Council runs the risk of Reputational Damage due to not showing the Community that it listens to their feedback as well as not caring for the town centre.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth				
Proposed Budget \$					
	2024/25	2025/26	2026/27	2027/34	
Capital Expenditure	\$500,000	\$500,000	\$400,000		
Capital Revenue (expressed as negative)	(\$500,000)	(\$500,000)	(\$400,000)		
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M		\$5,000	\$5,000	\$35,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$0	\$5,000	\$5,000	\$35,000	
TOTAL BUDGET	\$45,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

COMMUNITY SERVICES

48 – Procurement Software

CORPORATE

BACKGROUND					
Date	January 2024				
Council Officer	Steve Taylor				
Director	Victoria Araba				
Description of Proposal	Installation of Procurement Software to adhere to Council Procurement Policy and Audit requirements				
Intended design life	10 – 15 years with software updates.				
BUSINESS CASE					
Alternative options	Do Nothing. Council Officers will continue to use a manual system for Procurement. This is time consuming and tedious, leading to proper procurement not being followed. Council will continue to fail audits based on procurement.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Time saving costs and ensuring proper procurement processes are followed.				
Costings Verification	Estimate from Supplier.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	2024/25	2025/26	2026/27	2027/34	
Capital Expenditure	\$25,000				
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$750	\$750	\$750	\$5,250	
Increase/(Decrease) in Operational Costs R&M		\$10,000	\$10,000	\$70,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$25,750	\$10,750	\$10,750	\$75,250	
TOTAL BUDGET	\$122,500				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

CORPORATE

49 – ePlan

CORPORATE

BACKGROUND					
Date	November 2020				
Council Officer	Blair Sutherland				
Director	Sven Hanne				
Description of Proposal	ePlan.				
Intended design life	10 – 15 years with software updates.				
BUSINESS CASE					
Alternative options	In 2019 the Government introduced the National Planning Standards. The National Planning Standards include a requirement for Council's to have an electronic interactive hyperlinked District Plan. A timeframe of 10 years has been provided for Councils to move to this platform.				
Funding Sources	There are currently no known external sources providing assistance to Councils developing ePlans.				
Efficiency Improvements (if relevant)	An ePlan will be more intuitive for customers looking for District Plan information on the Council's website.				
Costings Verification	The budget figures included are based on guidance from the Ministry for the Environment. There is a very small number of ePlans in New Zealand at this point and so actual financial information is not yet readily available and the cost is likely to decrease as more ePlans are developed and better efficiency is achieved.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	N/A				
Proposed Budget \$					
	2024/25	2025/26	2026/27	2027/34	
Capital Expenditure				\$70,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing				\$12,600	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
				\$82,600	
TOTAL BUDGET	\$82,600				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

CORPORATE

50 – Survey Drones

CORPORATE

BACKGROUND					
Date	January 2024				
Council Officer	Graeme Clarivette				
Director	Victoria Araba				
Description of Proposal	Aerial Mapping and Surveying Drone				
Intended design life	10 years				
BUSINESS CASE					
Alternative options	<p>Do Nothing – Reliance on Consultants to deliver works where a Drone is required.</p> <p>Cheaper Drone without survey capability – Will result in less accurate data being collected and a decline in image resolution. This would minimize the functionality of the drone and provide only minor improvements in service delivery.</p>				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	<p>An aerial mapping and surveying drone will allow the council to immediately:</p> <ul style="list-style-type: none"> • Evaluate areas affected of natural disasters. • Inspect the condition of water sources. • Assess hidden drainage systems. • Bridge Inspections. • Roof inspections. • Survey areas intended for property development. 				
Costings Verification	From suppliers				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$	2024/25	2025/26	2026/27	2027/34	
Capital Expenditure	\$20,000				
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$600	\$600	\$600	\$4,200	
Increase/(Decrease) in Operational Costs R&M		\$1,500	\$1,500	\$10,500	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$20,600	\$2,100	\$2,100	\$14,700	
TOTAL BUDGET	\$39,500				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

CORPORATE

51 – Flint Road Subdivision

ECONOMIC

BACKGROUND	
Date	<i>January 2024</i>
Council Officer	<i>Steve Taylor</i>
Director	<i>Victoria Araba</i>
Description of Proposal	<i>Extension of Midsummer Avenue and development of surrounding land for residential housing.</i>
Intended design life	<i>N/A</i>
BUSINESS CASE	
Strategic	<i>Welcoming, Connected, Resilient, Enabling.</i> A well-executed subdivision can strategically position Stratford for sustainable growth by boosting the economy, increasing population, enhancing infrastructure, and providing a foundation for a more prosperous and attractive community.
Alternative options	<i>Do Nothing.</i> Council recently purchased the land and have a requirement under the Sale and Purchase agreement to provide ‘Best Endeavours’ to develop the land for future development in the surrounding properties. By not developing the land, Council will be seen to be discouraging future growth in the vicinity of Flint Road.
Funding Sources	<i>Loan</i>
Efficiency Improvements (if relevant)	<i>The development of a subdivision in a small town can yield several efficiency benefits:</i> <ul style="list-style-type: none"> • <i>Optimising land use by maximizing the number of residences and amenities in the northwest of Stratford.</i> • <i>Improved transportation network by providing a link from Pembroke Road to Flint Road.</i> • <i>With the development of a subdivision, there may be opportunities for economies of scale in the provision of services. Larger populations can support a wider range of amenities and services, making it more cost-effective to deliver them to residents.</i> • <i>Enhanced utilities infrastructure for Flint Road residents.</i>
Community	<i>Subdivisions can benefit communities by providing:</i> <ul style="list-style-type: none"> • <i>Increased Housing Options:</i> • <i>A larger population base which can enhance the community's vibrancy and support local businesses and services.</i> • <i>Economic stimulus which creates- new businesses and job opportunities.</i> • <i>Improved Infrastructure.</i> • <i>Enhanced property values</i>
Costings Verification	<i>Engineer's Estimate for the design and construction.</i>
Risk Identification	<i>Council will be exposed to market fluctuations when selling off the subdivided lots. The market is currently experiencing a downturn in residential property prices; however, residential new builds have not been as adversely affected as developed properties.</i>

ECONOMIC

FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth				
Proposed Budget \$					
	<i>2024/25</i>	<i>2025/26</i>	<i>2026/27</i>	<i>2027/34</i>	
Capital Expenditure	\$2,600,000	\$2,600,000	\$800,000		
Capital Revenue (expressed as negative)				(\$9,000,000)	
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$78,000	\$156,000	\$180,000	\$360,000	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$2,678,000	\$2,756,000	\$980,000	(\$8,640,000)	
TOTAL BUDGET	(\$2,226,000)				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>				

52 – Safety Improvements around AA Desk (D23/48195)

LIBRARY

BACKGROUND					
Date	December 2023				
Council Officer	Sara Flight				
Director	Victoria Araba				
Description of Proposal	<p>The current layout of the AA Site only provides one exit, which is in the direction of the customer area. This creates a risk to staff if needing to escape from an abusive customer.</p> <p>For those taking drivers licence, the layout doesn't provide any privacy, as they are in view of the public at all time and conversations at the AA desk can be heard throughout the Library.</p>				
Intended design life	> 50 years				
BUSINESS CASE					
Alternative options	Do Nothing. Create a risk to staff of potentially being harm by abusive customers as well as providing lack of privacy for customers.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	By altering/relocating the AA Site, staff would feel safe and secure. The public taking test would feel more at ease, knowing they are out of view from the public.				
Costings Verification	Engineer's estimate based on supply and installation				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	N/A				
Proposed Budget \$					
	2024/25	2025/26	2026/27	2027/34	
Capital Expenditure	\$5,000	\$25,000			
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$150	\$900	\$900	\$6,300	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$5,150	\$25,900	\$900	\$6,300	
TOTAL BUDGET	\$38,250				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

LIBRARY

58 – Development of Seating/Meeting Spaces (D23/48196)**LIBRARY**

BACKGROUND					
Date	December 2023				
Council Officer	Sara Flight				
Director	Victoria Araba				
Description of Proposal	Development of seating and meeting spaces. The way in which the library is used has changed since being refurbished in 2016. Some of the footprint has been lost due to the AA/iSite functions and the furniture we have no longer meets the increased demand for spaces for people to meet for work, for accessing services and for leisure.				
Intended design life	> 50 years				
BUSINESS CASE					
Alternative options	Do Nothing. Staff will have to continue moving the “lounge” style furniture frequently, which is not easy, to make room available for larger school groups and community events.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Creating seating and meeting spaces, provide the Community with more options of how they can use the Library space.				
Costings Verification	Engineer's estimate based on supply and installation				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	N/A				
Proposed Budget \$					
	2024/25	2025/26	2026/27	2027/34	
Capital Expenditure	\$10,000	\$10,000	\$10,000	\$20,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$300	\$600	\$900	\$10,200	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$10,300	\$10,600	\$10,900	\$30,200	
TOTAL BUDGET	\$62,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

LIBRARY

74 – Lighting at Bike Park (D23/47264)

PARKS AND RESERVES

BACKGROUND					
Date	November 2023				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	While the Bike Park project has brought joy to the community and visitor, it has also been targeted by vandalism, causing a significant amount of damage. Currently there are two cameras located within this space, but the Police/Safer Community Trust are unable to see the vandals due to the darkness of the space.				
Intended life	At least 50 years (typical for electrical work with regular maintenance).				
BUSINESS CASE					
Alternative options	Do Nothing. Keep the space in its current condition. Cameras may deter some, but not all individuals. The cost of damage will continue to be paid by council, as most individuals who damage public spaces cannot afford to pay back the costs.				
Funding Sources	Grant Funding				
Efficiency Improvements (if relevant)	By adding low level lighting to this area, will capture anything or anyone after dark within the Bike Park, which would lead to identifying those who are doing the damage.				
Costings Verification	Estimate based on Streetlighting installation.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$15,000				
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$450	\$450	\$450	\$3,150	
Increase/(Decrease) in Operational Costs R&M		\$5,000	\$5,000	\$35,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$15,450	\$5,450	\$5,450	\$38,150	
TOTAL BUDGET	\$64,500				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

PARKS AND RESERVES

75 – Replace Metal Path with Concrete at the Skate Park (D23/47266)

PARKS AND RESERVES

BACKGROUND					
Date	November 2023				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	<p><i>This project links to the community directly as the Skate Park and other facilities within the park are visited more and more by the community and visitors. Currently the Skate Park is undergoing redevelopment with a new bowl and surrounds. Unfortunately, the gravel path next to this space means that the path is a trip hazard for walkers, rugby spectators and skate park users. It has also been highlighted by Skate Park users that when stones blow onto the skate park, it causes safety risks.</i></p>				
Intended life	100 years				
BUSINESS CASE					
Alternative options	<p>Do Nothing. <i>The only alternative is to keep the space in its current condition. In the absence of not upgrading to a concrete path, the pathway next to the Skate Park runs the risk of falling into further disarray and will continue to be a trip hazard and safety risk for those who use it.</i></p>				
Funding Sources	Grant Funding				
Efficiency Improvements (if relevant)	<p><i>Health and Safety risk will be reduced for users of the Skate Park due to the removal of loose stones.</i></p>				
Costings Verification	Based on previous projects completed.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure		\$25,000			
Capital Revenue (expressed as negative)		(\$25,000)			
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
		\$0			
TOTAL BUDGET		\$0			
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<p><i>Signature, or copy Director into email to Finance</i></p>				

PARKS AND RESERVES

76 – Continued Walkways Development (D23/47628)**PARKS AND RESERVES**

BACKGROUND					
Date	January 2024				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	Some walkways are underdeveloped and thus underutilised; therefore, the benefits of this project will increase usage of asset and improved safety.				
Intended design life	> 50 years				
BUSINESS CASE					
Strategic	Resilient. Continuation of future-proofing all walkways and ensure the walkways remain a vital and necessary community asset. This ensures that the level of service within community walkways remains functional for all users.				
Alternative options	Do Nothing. If nothing is put in place, the current levels of service will not be achieved due to the degradation of the existing walkways.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Upgrading walkways will maintain the Asset to an acceptable level of service.				
Community	The walkways within our Parks and Reserves will remain functional and safe for all users.				
Costings Verification	Based on previous projects completed.				
Risk Identification	The main risk is that the walkways assets will be unused or used in unsafe conditions.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth				
Proposed Budget \$					
	2024/25	2025/26	2026/27	2027/34	
Capital Expenditure	\$20,000	\$20,000	\$20,000	\$140,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$600	\$1,200	\$1,800	\$29,400	
Increase/(Decrease) in Operational Costs R&M		(\$6,000)	(\$6,000)	(\$42,000)	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$20,600	\$15,200	\$15,800	\$127,400	
TOTAL BUDGET	\$179,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

PARKS AND RESERVES

77 – Continued Parks Development (D23/47267)

PARKS AND RESERVES

BACKGROUND					
Date	8/01/2024				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	Some parks are underdeveloped and thus underutilised; therefore, the benefits of this project will increased usage of asset and improved safety.				
Intended design life	>50 years				
BUSINESS CASE					
Strategic	Resilient. Continuation of future-proofing all parks and ensure the parks remain a vital and necessary community asset. This ensures that the level of service within community parks remains functional for all users.				
Alternative options	Do Nothing. If nothing is put in place, the current levels of service will not be achieved due to the degradation of the existing parks and reserves.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Upgrading Parks and Reserves will maintain the Asset to an acceptable level of service.				
Community	The Parks and Reserves will remain functional and safe for all users.				
Costings Verification	Based on previous projects completed.				
Risk Identification	The main risk is that the parks and reserve assets will be unused or used in unsafe conditions.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth				
Proposed Budget \$	2024/25	2025/26	2026/27	2027/34	
Capital Expenditure	\$20,000	\$20,000	\$20,000	\$140,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$600	\$1,200	\$1,800	\$29,400	
Increase/(Decrease) in Operational Costs R&M		(\$3,000)	(\$3,000)	(\$21,000)	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$20,600	\$18,200	\$18,800	\$148,400	
TOTAL BUDGET	\$206,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

PARKS AND RESERVES

78 – Lighting and Power Box in Rhododendron Dell (D23/47260)**PARKS AND RESERVES**

BACKGROUND					
Date	November 2023				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	Providing power at the Rhododendron Dell will increase the use of the space for larger events, which would benefit the community. King Edward Park is Stratford's significant park and needs to focus on the future needs of the community by ensuring the necessary equipment is available to all who need and want to use the space.				
Intended life	15 years				
BUSINESS CASE					
Alternative options	Do Nothing. Currently, if a council event is held within the Rhododendron Dell, a generator is hired (which comes at a high cost). Other community organisations will also continue to believe that King Edward Park is not an option to hold private or community events.				
Funding Sources	Grant Funding				
Efficiency Improvements (if relevant)	In the absence of not upgrading the King Edward Park, Rhododendron Dell with a power box, it will ensure that this space will continue to be underutilised, by both the council and the community. This space lends itself to hold community events, large and small and will be used and enjoyed at a higher level if this project proceeds.				
Costings Verification					
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure	\$50,000				
Capital Revenue (expressed as negative)	(\$50,000)				
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M		\$1,000	\$1,000	\$7,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$0	\$1,000	\$1,000	\$7,000	
TOTAL BUDGET	\$9,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

PARKS AND RESERVES

79 – Seating to Pump Track Area (D23/47265)

PARKS AND RESERVES

BACKGROUND					
Date	November 2023				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	Installing seating at the Pump Track so parents/caregivers can watch their younger tamariki at the Pump Track. This project is requiring specialised seating (curved) which can be added to the garden space, by relocating the post fence to protect the younger tamariki who may accidentally come off the track and not be able to stop. The curved seating will ensure no one is harmed in a significant way.				
Intended life	20 years				
BUSINESS CASE					
Alternative options	Do Nothing. Parents/caregivers will not be able to keep a watchful eye on the pump track and those who are using it.				
Funding Sources	Grant Funding				
Efficiency Improvements (if relevant)	Seating will make the area more inviting for parents to bring their younger children to the area to utilise the facility.				
Costings Verification	Based on previous seating installations.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure		\$25,000			
Capital Revenue (expressed as negative)		(\$25,000)			
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M			\$200	\$1,400	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
		\$0	\$200	\$1,400	
TOTAL BUDGET	\$1,600				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

PARKS AND RESERVES

80 – Kopuatama Cemetery (new land) – Concept Design and Design and Implementation (D23/47269) PARKS AND RESERVES

BACKGROUND					
Date	November 2023				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	<p>Within the next six years, the existing Kopuatama Cemetery will be at full burial capacity. Kopuatama Cemetery needs to focus on the future needs of the community by providing adequate space and ensuring Stratford's residents are laid to rest in the district they live in. By purchasing the neighbouring land, it has extended the life of the cemetery by providing space for an additional 50 years (minimum). The development of this land now requires a concept plan, design, and implementation of this project.</p>				
Intended life	>50 years				
BUSINESS CASE					
Strategic	<p>Resilient, Connected. To move forward with a concept plan and design of this land is future proofing Kopuatama Cemetery, which is a vital and necessary community asset.</p>				
Alternative options	<p>Do Nothing. To continue to lease the newly purchased land, without looking into the future of the cemetery site. In six years, Kopuatama Cemetery will no longer be able to take burials, meaning the only open Cemetery in the district will be Midhirst. Residents wishing to bury their loved ones will need to look at neighbouring districts.</p>				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	N/A				
Community	<p>A local cemetery plays a multifaceted role in providing a sense of identity, history, community gathering, and support during times of loss. It contributes to the overall well-being and cohesion of the community.</p>				
Costings Verification					
Risk Identification	<p>The main risk is the current Kopuatama Cemetery site running out of space before the new land is developed.</p>				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure			\$50,000	\$200,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing			\$1,500	\$34,500	
Increase/(Decrease) in Operational Costs R&M				\$33,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
			\$51,500	\$267,500	
TOTAL BUDGET	\$319,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<p style="text-align: center;"><i>Signature, or copy Director into email to Finance</i></p>				

PARKS AND RESERVES

81 – Completion of Lime Chip Path – King Edward Park (D23/47259)**PARKS AND RESERVES**

BACKGROUND					
Date	November 2023				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	<i>This project continues to focus on the future needs of the community by providing good quality infrastructure and ensuring the walkway is safe to access by those who visit. To finish the lime chip path which surrounds the final pathway of the Trees of Significance, will conclude the final stages within this space with the continuation of accessible paths within King Edward Park.</i>				
Intended life	50 years				
BUSINESS CASE					
Alternative options	Do Nothing. Leave the walkway in its current state. The remaining Tress of Significance pathway is aged and in a state of costly repairs. This would take away from accessibility to users, continue to cost more to keep maintained and also look very unattractive.				
Funding Sources	Grant Funding				
Efficiency Improvements (if relevant)	Access to the Trees of Significance will be enhanced. Less maintenance will be required				
Costings Verification	Based on previous projects completed.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure	\$60,000				
Capital Revenue (expressed as negative)	(\$60,000)				
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$0				
TOTAL BUDGET	\$0				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>				

PARKS AND RESERVES

82 – Completion of Metal path at Kopuatama Cemetery (D23/47262)**PARKS AND RESERVES**

BACKGROUND					
Date	November 2023				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	Kopuatama Cemetery needs to focus on the future needs of the community by providing good quality infrastructure and ensuring the cemetery is safe to access by those who visit. The continuation of the metal path (from the entrance upgrade path) will improve the look of the cemetery and remove the unsightly look of mud and damage from vehicles.				
Intended life	50 years				
BUSINESS CASE					
Alternative options	Do Nothing. Keep the potential space a grassed area, means that overtime it will continue to look very unattractive, especially in winter and wet months.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	In the absence of not upgrading to a metal path, Kopuatama Cemetery runs the risk of the grass space falling into further disarray. By not upgrading to a metal path, the cemetery will not provide the notable and beautiful space the cemetery requires.				
Costings Verification	Based on recent installation of a metal path at the cemetery.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure		\$50,000			
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing		\$1,500	\$1,500	\$10,500	
Increase/(Decrease) in Operational Costs R&M			\$500	\$3,500	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
		\$51,500	\$2,000	\$14,000	
TOTAL BUDGET	\$67,500				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

PARKS AND RESERVES

83 – Garden Planting and Seating at Kopuatama Cemetery (D23/47263)**PARKS AND RESERVES**

BACKGROUND					
Date	November 2023				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	Planting new gardens and hedges and adding a new seating space at the Walls of Remembrance to provide a more inviting and an aesthetically pleasing space for those who wish to pay their respects to their loved ones.				
Intended life	>20 years				
BUSINESS CASE					
Alternative options	<p>Do Nothing. Council will continue to receive complaints about how sparse and uninviting the Walls of Remembrance is.</p> <p>Planting only. Add hedging around the boundary of Kopuatama Cemetery in this area - but that does not allow for people to sit and reflect on their loved ones.</p>				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	<p>Council would be seen to listening to Customer Complaints and needs.</p> <p>By adding gardening and seating, the Walls of Remembrance</p>				
Costings Verification	Based on recent installation of a metal path at the cemetery.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$15,000				
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$450	\$450	\$450	\$3,100	
Increase/(Decrease) in Operational Costs R&M		\$2,000	\$2,000	\$14,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$15,450	\$2,450	\$2,450	\$17,100	
TOTAL BUDGET	\$37,450				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

PARKS AND RESERVES

84 – Completion of Replacing Lime Chip Path to Concrete – Netball Courts to Rhododendron Dell (D23/47261) **PARKS AND RESERVES**

BACKGROUND					
Date	November 2023				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	As the lime chip path leading from the Netball Courts to the Rhododendron Dell is a sloped and open, uncovered space it is being damaged by the elements. This project is to replace the lime chip path with concrete to reduce money being spent on on-going damage.				
Intended life	>20 years				
BUSINESS CASE					
Alternative options	<p>Do Nothing. Keep the pathway in its current condition. Repair and maintenance costs would increase, as the lime chip path would continue to disintegrate.</p> <p>This means money will continue to be spent on contractors completing regular repairs and maintenance, while trying to keep the space tidy and not unsightly.</p>				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	<p>Reduce repair costs of continually replacing lime chip.</p> <p>Improve accessibility on a vital connection from the Netball Courts to the Rhododendron Dell.</p>				
Costings Verification	Based on recent installation of a concrete path at King Edward Park.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure			\$70,000		
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing			\$2,100	\$14,700	
Increase/(Decrease) in Operational Costs R&M				(\$21,000)	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
			\$72,100	(\$6,300)	
TOTAL BUDGET	\$65,800				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

PARKS AND RESERVES

85 – Victoria Park Sports Fields Continued Development (D23/47271)**PARKS AND RESERVES**

BACKGROUND					
Date	November 2023				
Council Officer	Mel McBain				
Director	Victoria Araba				
Description of Proposal	<i>The recent upgrade of Victoria Park - Ground 1 has emphasised that maintenance now needs to occur on Ground 2. Investigations and designs will need to occur in the first instance, to determine what improvements are required, with drainage to be installed if necessary.</i>				
Intended life	50 years				
BUSINESS CASE					
Strategic	Resilient. Continuation of future-proofing the sports fields and ensure the parks remain a vital and necessary community asset so they functional for all users. <i>The investigation and improvement to Ground 2 will ensure the rehabilitation of the playing surface will create a space that requires less maintenance and ensure the grounds become a vital and necessary community asset.</i>				
Alternative options	Do Nothing. If nothing is put in place, the current levels of service will not be achieved due to the degradation of the existing sports fields, and Council will continue to receive complaints and Council's reputation will continue to deteriorate.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Upgrading the drainage in the sports fields will maintain the Asset to an acceptable level of service.				
Community	The sports fields will remain functional and safe for all users, especially the Cricket and Rugby codes.				
Costings Verification	Based on previous projects completed.				
Risk Identification	Grounds remain waterlogged, causing more damage from users and lead to Taranaki Sporting Officials excluding Stratford from any matches throughout the year. This will have a monetary impact on the clubs and the community.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure	\$20,000	\$200,000			
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$600	\$6,600			
Increase/(Decrease) in Operational Costs R&M		\$5,000	\$5,000	\$35,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$20,600	\$211,600	\$5,000	\$35,000	
TOTAL BUDGET	\$272,200				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>				

PARKS AND RESERVES

90 – Ice Bath/Plunge Pool

WAI O RUA

BACKGROUND					
Date	December 2023				
Council Officer	Rennie Naicker				
Director	Kate Whareaitu				
Description of Proposal	<p>With Stratford being a sporting community installation of ice baths would be beneficially for our sporting community.</p> <p>As with any popularized recovery tactic or pain management tool, ice baths have had some science behind how it helps improve muscle recovery, decrease pain, and minimize muscle damage and soreness.</p>				
Intended life	80 years				
BUSINESS CASE					
Alternative options	<p>Do Nothing - Potential customers would go elsewhere., which will result in reduced revenue of the Centre. Sport communities will have to travel away and train and have their ice bath at gyms and other aquatic centres.</p>				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	<p>Council is providing resilient infrastructure to meet the current and future needs of the Centre. This will increase the admission numbers and in turn increase revenue.</p>				
Costings Verification	Engineer's estimate based on supply and installation.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth/Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure				\$30,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
				\$30,000	
TOTAL BUDGET	\$30,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

WAI O RUA

91 – Pilates – Reformers

WAI O RUA

BACKGROUND					
Date	December 2023				
Council Officer	Rennie Naicker				
Director	Kate Whareaitu				
Description of Proposal	This will increase mental well-being for the community and will grow the group fitness classes. Regular Pilates practice on a reformer can contribute to reduced stress levels, improved mood, benefiting the overall mental health of community members				
Intended life	20 years				
BUSINESS CASE					
Alternative options	Do Nothing - Our customers will have to travel to New Plymouth, which will reduce group fitness class numbers and revenue to the centre.				
Funding Sources	Grant Funding				
Efficiency Improvements (if relevant)	Council is providing a service which will increase the Pilates classes. This will improve the quality of the services we provide to the Community.				
Costings Verification	Engineer's estimate based on supply and installation.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth/Service Level				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure		\$42,000			
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
		\$42,000			
TOTAL BUDGET	\$42,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

WAI O RUA

95 – On-site Café – Tea and Coffee facilities

WAI O RUA

BACKGROUND																									
Date	January 2024																								
Council Officer	Steve Taylor																								
Director	Kate Whareaitu																								
Description of Proposal	Following regular feedback from pool users, this proposal is to provide on-site tea/coffee purchasing facilities for parents supervising children.																								
Intended life	10 years																								
BUSINESS CASE																									
Alternative options	Do Nothing - Our customers will have to leave the Aquatic Centre to have a coffee while their children are utilising the pool.																								
Funding Sources	Loan																								
Efficiency Improvements (if relevant)	Adding the ability to purchase a coffee at the facility looks to unlock an additional revenue stream. It is not intended to be in direct competition with local businesses, but rather to add to the user experience. It is envisaged that a coffee is purchased after finishing a swim or a class, or while kids are swimming or in lessons.																								
Costings Verification	<p>Cost of a Coffee At local cafes the average cost of a coffee is:</p> <table border="1"> <tbody> <tr> <td>Small</td> <td>\$4.93</td> </tr> <tr> <td>Medium</td> <td>\$5.72</td> </tr> <tr> <td>Large</td> <td>\$6.43</td> </tr> </tbody> </table> <p>Estimates suggest the cost to make a coffee is:</p> <table border="1"> <tbody> <tr> <td>Small</td> <td>\$1.33</td> </tr> <tr> <td>Medium</td> <td>\$1.98</td> </tr> <tr> <td>Large</td> <td>\$2.12</td> </tr> </tbody> </table> <p>This excludes GST and staff time.</p> <p>Estimated profit. The estimated profit, excluding GST, is:</p> <table border="1"> <thead> <tr> <th>Size</th> <th>Estimated Retail</th> <th>Profit</th> </tr> </thead> <tbody> <tr> <td>Small</td> <td>\$5.00</td> <td>\$3.02</td> </tr> <tr> <td>Medium</td> <td>\$6.00</td> <td>\$3.24</td> </tr> <tr> <td>Large</td> <td>\$6.50</td> <td>\$3.53</td> </tr> </tbody> </table> <p>Return on Investment If 5% of users (4,572 people) purchased a small coffee over a year (13 coffees per day sold) the estimated annual profit would be \$13,807.44. With the project estimated to be \$50,000, a profit could be seen in year 3 or 4 of the investment.</p>	Small	\$4.93	Medium	\$5.72	Large	\$6.43	Small	\$1.33	Medium	\$1.98	Large	\$2.12	Size	Estimated Retail	Profit	Small	\$5.00	\$3.02	Medium	\$6.00	\$3.24	Large	\$6.50	\$3.53
Small	\$4.93																								
Medium	\$5.72																								
Large	\$6.43																								
Small	\$1.33																								
Medium	\$1.98																								
Large	\$2.12																								
Size	Estimated Retail	Profit																							
Small	\$5.00	\$3.02																							
Medium	\$6.00	\$3.24																							
Large	\$6.50	\$3.53																							

WAI O RUA

FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth/Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$50,000			\$10,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$1,500	\$1,500	\$1,500	\$12,300	
Increase/(Decrease) in Operational Costs R&M	\$1,000	\$1,000	\$1,000	\$7,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants	(\$13,800)	(\$13,800)	(\$13,800)	(\$96,600)	
	\$38,700	(\$11,300)	(\$11,300)	(\$67,300)	
TOTAL BUDGET	(\$51,200)				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>				

102 – Farm – Construct Additional Calving Sheds**INVESTMENT PROPERTY**

BACKGROUND					
Date	November 2023				
Council Officer	Sara Flight				
Director	Victoria Araba				
Description of Proposal	During calving the current sheds do not have the capacity for the number of calves the sharemilker receives during the season, therefore additional shed capacity is required.				
Intended life	>50 years				
BUSINESS CASE					
Alternative options	Do Nothing - Creates a risk that animal wellbeing could be jeopardised as calves have poor immune systems.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Additional sheds on the farm would increase animal welfare and allow the Farm to increase the herd, and therefore revenue.				
Costings Verification	Engineer's estimate based on supply and installation.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth/Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$40,000				
Capital Revenue (expressed as negative)	\$1,200	\$1,200	\$1,200	\$8,400	
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$41,200	\$1,200	\$1,200	\$8,400	
TOTAL BUDGET	\$52,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

INVESTMENT PROPERTY

111 – Walking and Cycling

ROADING

BACKGROUND					
Date	November 2023				
Council Officer	Steve Bowden				
Director	Victoria Araba				
Description of Proposal	This is for the works that is associated with the Walking and Cycling Strategy. This covers educational programmes to encourage a greater uptake of cycling within the Stratford district and for physical works to constructed cycle lanes.				
Intended life	25 years				
BUSINESS CASE					
Strategic	<p>Welcoming, Connected, Resilient, and Enabling. This is associated with community wellbeing, growth in tourism and links heavily to the Government Policy Statement for Land Transport for multi-modal forms of transport.</p> <p>Developing tourist cycle routes is one key aspect of the strategy. Bringing tourist to Stratford will provide economic growth for the district. The strategy provides for links to surrounding districts and national cycle trails. The strategy promotes active modes of transport for all modes.</p>				
Alternative options	<p>Do Nothing. Council's roading network will continue to be perceived as dangerous for our vulnerable road users. It would also show to Waka Kotahi and the community that we are not serious about our Walking and Cycling Strategy.</p> <p>Educational programmes. Acquire and additional staff member for the educational programmes to run effectively to promote greater use of walking and cycling within the Stratford district.</p>				
Funding Sources	Loan/Waka Kotahi Subsidy				
Efficiency Improvements (if relevant)	This will require additional staff, so there are no savings to be made.				
Community	A healthier community with unlimited access to the tracks and trails within the Stratford district.				
Costings Verification	These are based on current construction costs for a typical road rehabilitation project.				
Risk Identification	Reputational. Our Reputation will be damaged within some parts of the community (walking and cycling community, schools etc.)				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth/Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$400,000	\$400,000	\$400,000	\$2,800,000	
Capital Revenue (expressed as negative)	(\$252,000)	(\$252,000)	(\$252,000)	(\$1,764,000)	
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$4,440	\$8,880	\$13,320	\$120,000	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$152,440	\$156,880	\$161,320	\$1,156,000	
TOTAL BUDGET	\$1,626,640				

ROADING

SIGN-OFF	
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>

ROADING

112 – Centennial Bridge

ROADING

BACKGROUND					
Date	28/11/2023				
Council Officer	Steve Bowden				
Director	Victoria Araba				
Description of Proposal	Replacement and widening of the existing bridge that connects Fenton Street to Page Street. The existing bridge is 50 years old and moderate repairs are required (dynamic, bouncing etc.).				
Intended life	25 years				
BUSINESS CASE					
Strategic	Resilient, Connected. The Transport Choices Programme identified that this is a key link in Council's walking and cycling network.				
Alternative options	Do Nothing. This bridge will continue to be a bottleneck for the walking and cycling network, as well as becoming unsafe for users. Repair existing Bridge. This would make the bridge safe for users, but it will continue as a bottleneck for cyclists and mobility users.				
Funding Sources	Waka Kotahi Subsidy				
Efficiency Improvements (if relevant)	Becomes more inviting to use as users will be able to safely use the bridge without disruption in travel.				
Community	Provide a safe and secure link between the southwest community with the town centre and connection to the sports hub on Portia Street.				
Costings Verification	Prices based on costings from the Transport Choices Programme				
Risk Identification	Reputational. Our Reputation will be damaged within some parts of the community (walking and cycling community, schools etc.)				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth/Service Level				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure				\$600,000	
Capital Revenue (expressed as negative)				(\$600,000)	
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
				\$0	
TOTAL BUDGET	\$0				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

ROADING

113 – Monmouth Road Extension (Stratford Park access)**ROADING**

BACKGROUND				
Date	November 2023			
Council Officer	Steve Bowden			
Director	Victoria Araba			
Description of Proposal	Extension of the existing unsealed road to form a northern access into Stratford Park.			
Intended life	25 years			
BUSINESS CASE				
Strategic	Resilient, Enabling. Extending the current road into the proposed development of the Stratford Park to serve the motorsport complex of the Stratford Park. This will take the vehicle flow pressure off of the existing entrance at Flint Rd and the safety risks at SH3/Flint Rd intersection. Waka Kotahi is signalling the construction of a J-turn located at Monmouth Rd (west) as part of their SH3 New Plymouth to Hawera Safety Improvements project.			
Alternative options	Do Nothing. Lack of Development of this entrance may result in increased transport network issues at Flint Road. Incorporate with Monmouth Road intersection. This will rely on Waka Kotahi to upgrade the intersection, meaning there could be a time delay having this entrance upgraded.			
Funding Sources	Loan/Subsidy/Development Cost			
Efficiency Improvements (if relevant)	Improved safety at both Monmouth Road and Flint Road intersections with SH.3 and providing an alternative access and egress point into the Stratford Park north of the current access located at Flint Rd.			
Community	The project will support the growth of Stratford and the economic growth for the district due to the events being held in Stratford Park.			
Costings Verification	These are based on current construction costs for a typical road rehabilitation project.			
Risk Identification	The risks are associated with the crossing of the railway line at Monmouth Rd. It is highly likely that KiwiRail will require and upgrade to the level crossing given the traffic generation the development will create. There is a risk of the funders not being prepared to pay their share of the costs, e.g. Stratford Park and Waka Kotahi.			
FINANCIAL				
Expenditure Type	Capital			
Expenditure Outcome	Growth			
Proposed Budget \$	24-25	25-26	26-27	27-34
Capital Expenditure				\$500,000
Capital Revenue (expressed as negative)				(\$315,000)
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing				\$27,750
Increase/(Decrease) in Operational Costs R&M				\$20,000
(Increase)/Decrease in Revenue e.g., User charges, rates, grants				
				\$232,750
TOTAL BUDGET	\$232,750			
SIGN-OFF				
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance			

ROADING

114 – Oberon Street Extension to Flint Road (Hotspur Street)**ROADING**

BACKGROUND					
Date	November 2023				
Council Officer	Steve Bowden				
Director	Victoria Araba				
Description of Proposal	Extend Oberon St along a paper road called Hotspur St to connect to Flint Rd opposite the entrance to the Stratford A&P Showground.				
Intended life	25 years				
BUSINESS CASE					
Strategic	<p>This connection will provide an alternative means of access and egress to major events, that are held at the Stratford Park, for vehicles and walking and cycling. This corridor will allow the visitors to the A&P Showground that live south of Stratford to leave the showground via Oberon St and Pembroke Rd to avoid using the Flint Rd/SH.3. intersection.</p> <p>With the potential Equestrian Facilities being developed adjacent to Hotspur St, this road extension could be used to service those facilities.</p>				
Alternative options	Do Nothing. Access to Stratford Park will continue from SH.3 with the Monmouth Road and Flint Road intersections.				
Funding Sources	This could be via Waka Kotahi with a subsidy of 63% (if approved) or via SDC at 100%. Development costs may be an option, particularly if the Equestrian Centre progresses.				
Efficiency Improvements (if relevant)	Providing an alternative route to and from the A&P Showground would relieve traffic pressure on Flint Rd/SH3 intersection when there are large events being held in the showgrounds. This would provide safety improvements to Flint Rd by virtue of being able to re-direct southbound traffic to Oberon St and Pembroke Rd to remove the congestion at Flint Rd/SH3 intersection.				
Community	The project will support the growth of Stratford and the economic growth for the district due to the events being held in the Stratford Park.				
Costings Verification	These are based on current construction costs for a typical road rehabilitation project.				
Risk Identification	The main risk is the lack of support for the project by Waka Kotahi and therefore no funding from Waka Kotahi will be forthcoming. Should this occur Councillors will need to consider if this project should continue to be listed in the LTP until such time that government funding is available or fund the project in its entirety.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure			\$2,000,000		
Capital Revenue (expressed as negative)			(\$1,260,000)		
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing			\$22,200	\$155,400	
Increase/(Decrease) in Operational Costs R&M				\$50,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
			\$762,200	\$205,400	
TOTAL BUDGET	\$967,600				

ROADING

SIGN-OFF	
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>

ROADING

115 – Manaia Road Seal Widening**ROADING**

BACKGROUND	
Date	January 2024
Council Officer	Steve Bowden
Director	Victoria Araba
Description of Proposal	<i>Widening of the section of Manaia Road that is within the National Park Boundary. This road is currently designated as a Special Purpose Road as it is located within a Department of Conservation reserve. The purpose of this project is to widen the road to two lanes for the 5.70km length of the SPR road.</i>
Intended life	25 years
BUSINESS CASE	
Strategic	Resilient, Enabling. This would link into developing the tourist industry in the district and the region. With DoC obtaining funding for improvements to the Taranaki Crossing, an alternative to the Tongariro Crossing, DoC are expecting significant visitor numbers each year. Further consideration should be given to the provision of a "Park and Ride" service which could be operated from a parking area outside the park or even the War Memorial Hall carpark, as there is limited parking at the end of the road.
Alternative options	Do Nothing. The road will continue to provide access to Dawson Falls, however, with increased usage, the road will become unsafe, especially at blind corners.
Funding Sources	Grant Funding via DoC, Iwi or a Government slush fund such as PGF or Tourist Investment Fund.
Efficiency Improvements (if relevant)	<i>Provide improved access to the National Park. As the road will be widened to a minimum of 6m seal width, reduced damage to the road edge will occur as currently passing vehicles in opposing directions requires one vehicle to be driven onto the roadside shoulder. During the winter months this leads to rutting of the shoulder. Edgebreaks to seal will be reduced if the road is widened. There is the potential to reduce on-going maintenance costs.</i> <i>There will be improved access to the new Dawson Falls lodge, Dawson Falls, Wilkies Pools and the numerous trails which commence at the car park.</i>
Community	<i>This project will complement the growth of the district, by virtue of International (overseas) or New Zealand visitors using the National Park visiting or staying in Stratford.</i>
Costings Verification	<i>Typical cost to widen a road is in the order of \$300,000 - \$400,000 per kilometre.</i>
Risk Identification	<i>No funding available from any of the sources identified above.</i>

ROADING

FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth/Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure				\$2,500,000	
Capital Revenue (expressed as negative)				(\$2,500,000)	
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M				\$80,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
				\$80,000	
TOTAL BUDGET	\$80,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>				

ROADING

116 – Seal Extensions (Dust Coat Seals)**ROADING**

BACKGROUND					
Date	November 2023				
Council Officer	Steve Bowden				
Director	Victoria Araba				
Description of Proposal	Apply a 300m length of seal outside residential properties that are within 200m of an unsealed road. For the purposes of this business case \$150,000 would treat 4 properties, therefore \$35,000-\$40,000 per property. We currently apply dust suppressant to 14 to 15 properties annually. If we could achieve a minimum of 10 years life for the dust cost seal, the cost would be \$600,000 total investment, versus \$650,000 - \$700,000 to treat with a dust suppressant over the same period of time.				
Intended life	15 years				
BUSINESS CASE					
Strategic	Resilient, Welcoming. Each year council receives numerous complaints from the property owners where their house is located close to an unsealed road. This is particularly prevalent in the summer months. One of the annual requests for dust suppression is from a resident who lives on Mangaoapa Rd who has had to live with the constant flow of logging trucks past their property. We currently spend in the order of \$65,000 per annum on a dust suppressant product which lasts for up to two months at a time. We only provide a single treatment, so the timing of the application of the product is key. In general terms we leave it until mid to late January.				
Alternative options	Do Nothing. Continue to use Dust Suppressant via the Roading Maintenance Contract.				
Funding Sources	Loan/Subsidy				
Efficiency Improvements (if relevant)	This would eliminate the regular customer requests/complaints from those residents that ring in annually requesting the dust suppressant.				
Community	There would be health benefits to the residents that live within close proximity of an unsealed road.				
Costings Verification	These are based on current construction costs for a typical road rehabilitation project.				
Risk Identification	The greatest risk would be if Waka Kotahi didn't co-fund the work by 63%. In this situation SDC would have to fully fund the treatment and perhaps apply a targeted rate to the properties affected.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure	\$150,000	\$150,000	\$150,000		
Capital Revenue (expressed as negative)	(\$94,500)	(\$94,500)	(\$94,500)		
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$1,600	\$3,400	\$5,000	\$35,000	
Increase/(Decrease) in Operational Costs R&M		\$50,000	\$50,000	\$50,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$57,100	\$108,900	\$110,500	\$85,000	
TOTAL BUDGET	\$361,500				

ROADING

SIGN-OFF

Director to approve business case, and for Officer to proceed to next phase of procurement.

Signature, or copy Director into email to Finance

ROADING

117 – Brecon Road Bridge

ROADING

BACKGROUND	
Date	November 2023
Council Officer	Steve Bowden
Director	Victoria Araba
Description of Proposal	Critical infrastructure that connects Brecon Rd North and Brecon Rd South by virtue of a road and two bridges that cross the Patea River and the Paetahi Stream. The route of the new road is along an existing "paper" road.
Intended life	25 years
BUSINESS CASE	
Strategic	Resilient, Connected. This road will provide good connectivity between the north-western and south-western quadrants of Stratford. The route also provides for access to the tracks within King Edward Park, access to community facilities located to the south of the Patea River. There is a section of land locally known as "50 Acre Wood". The road extension would pass this block of land and any future developer could access this land for residential development if desired. The construction of the road extension would build additional resilience into the roading network of Stratford, should the existing SH3 bridge over the Patea River is un-useable or closed for repairs. This will provide the possibility of economic growth for Stratford and build resilience into the roading network.
Alternative options	Do Nothing. Stratford's Transport Network for west of SH.3 will continue to rely on SH.3 as access over Patea River. This causes major, and sometimes impractical detour delays when SH.3 is closed.
Funding Sources	Potentially 63% from Waka Kotahi (NZTA). Officers have requested the help of Resolve Group to produce a "Point Of Entry" (mini business case) as part of the Better off Funding Programme, which will be sent to Waka Kotahi to determine if Waka Kotahi would be prepared to fund this project. If Waka Kotahi do not support the project for national funds to be used, then SDC will have to be fully fund the project via a loan plus any contributions we can obtain from third parties. If this is the case, then Council will need to decide if they wish to progress with this project or remove it from the LTP. Council could also seek a sizeable contribution from any developer who subdivides 50 Acre Wood for housing.
Efficiency Improvements (if relevant)	The extension will provide resilience in Council's roading network for the west side of Stratford. It will also allow for Growth in the surrounding area to open up for subdivision.
Community	Good alternative connection/route between two quadrants of Stratford that will avoid the use of SH3 Broadway. This forms part of a key walking and cycling corridor in a north/south direction through Stratford. There are many local services which are located on the western side of SH3. Patrons of these services, schools, churches, medical facilities can access these without the need to use SH3 Broadway. This route will also provide for an alternative route for traffic when SH3 Broadway is closed for planned events or un-planned road closures.
Costings Verification	These are based on current construction costs for a typical bridge and road construction projects. Council officers are currently obtaining an Engineers Estimate for the project from Red Jacket and Emmett's for the two bridges, in order to define the cost of this project to the community.

ROADING

Risk Identification	<i>The biggest risk will be the reluctance of Waka Kotahi to fund the project, as this project will be moderated along with all other capital project requests greater than \$2m. This is a national process for all large-scale capital works. The Government Policy Statement for Land Transport 2024-34 will set the guiding principles for Land Transport over the next decade. This document is produced by the Ministry of Transport with direct input from the Minister of Transport, therefore if the construction of new roads is not supported by the current GPS, it is unlikely to be funded by Waka Kotahi. Councillors should be aware that this is one of potentially numerous projects around the country. SDC will have to have a very robust business case in order for Waka Kotahi to fund 63% of the project cost.</i>				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Growth/Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure				\$20,000,000	
Capital Revenue (expressed as negative)				(\$12,600,000)	
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing				\$233,100	
Increase/(Decrease) in Operational Costs R&M				\$30,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
				\$7,663,100	
TOTAL BUDGET	\$7,663,100				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>				

ROADING

120 – Transfer Station – Weigh Bridge**SOLID WASTE**

BACKGROUND					
Date	January 2024				
Council Officer	Vicky Dombroski				
Director	Victoria Araba				
Description of Proposal	Satisfies Te Rautaki Para (New Zealand Waste Strategy) directive to collect accurate data.				
Intended life	20 years				
BUSINESS CASE					
Strategic	Resilient. Future proofing accurate data collection. By 2033/2034 we expect to have a larger population.				
Alternative options	<p>Do Nothing: This would mean Council is not satisfying the Te Rautaki Para directive.</p> <p>Use an existing weighbridge in the community: There is potential to approach Balance Fertiliser, who are based next door to the transfer station, to share their weighbridge under a contract. Council would be reliant on external parties to manage our data.</p>				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Improved accuracy of data for local waste/landfill.				
Community	The weighbridge links to resilient, connected and enabling				
Costings Verification	Budget figures have been carried over from previous budgets. Prices are likely to rise as the LTP years increase.				
Risk Identification	Risks are that the data being collected now and for the next nine years is inaccurate, as the landfill waste is currently weighed when it gets to Hawera. The risks are that our weight is added to by rainfall as it travels from Stratford to Hawera.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure				\$500,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing				\$15,000	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
				\$515,000	
TOTAL BUDGET	\$515,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

SOLID WASTE

121 – Organic Materials Processing Facility**SOLID WASTE**

BACKGROUND	
Date	January 2024
Council Officer	Vicky Dombroski
Director	Victoria Araba
Description of Proposal	<i>Regional Organic Waste Materials Processing Facility. The three Taranaki councils have been involved in the development of this project for a number of years. The idea is to have a facility or multiple facilities to cope with regional industrial and civic food/organic waste that can meet, emissions reductions targets and provide for a circular solution to FOGO waste.</i>
Intended life	> 50 years
BUSINESS CASE	
Strategic	Resilient, Enabling. Council needs to meet community outcomes and central government strategic priorities and legislation to minimise waste. An organic waste facility will reduce our civic waste to landfill by up to 60%. It is also a target, agreed to by council, in the WMMP 2023. The project will also take industrial waste which again will reduce emissions and provide a sustainable circular solution to organic waste in the region.
Alternative options	Do Nothing – This will mean a continuation of organic waste to the landfill and expose Council to future legislation requirements. Stratford Only Based Facility - that can cope with our civic (kerbside) and commercial premises.
Funding Sources	Currently the three councils split the consultant costs on a pro rata basis. For any potential future builds, South Taranaki District Council with support from the consultants have made initial enquiries and applications to Ministry for the Environment, National Waste Minimisation Funding. Industry partners are also expected to pay some of the costs. It is expected that early partners ie Councils, Mana whenua and industry partners will have benefits like reduced costs to use the facility, compared to new customers that come on board once the facility/s are built.
Efficiency Improvements (if relevant)	Being able to save up to 60% of our waste to landfill will reduce our overall emissions and provide reduced costs to dump organic waste to landfill. This also provides a circular economy as suggested in regional strategic documents ie: Tapuae Roa, and nationally; Te Rautaki Para (NZ Waste Strategy)
Community	Aligns with the community outcome Resilient, Connected and Enabling.
Costings Verification	The budgets have been set by South Taranaki District Council and Tonkin and Taylor consultancy. They are also based on the pro rata formula.
Risk Identification	SDC has x2 officers that regularly attend the meetings to keep updated on the projects progress. This way, we ensure we are always up to date with developments of the project. There is a risk that mana whenua will not want to be on board with the project. Early engagement was stymied due to a LGOIMA enquiry, this has now been resolved.

SOLID WASTE

FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure			\$100,000	\$1,300,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing			\$3,000	\$264,000	
Increase/(Decrease) in Operational Costs R&M				\$560,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
			\$103,000	\$2,124,000	
TOTAL BUDGET	\$2,227,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	<i>Signature, or copy Director into email to Finance</i>				

122 – Mobile Event Waste Bins and Trailers for Events on Council Land**SOLID WASTE**

BACKGROUND					
Date	January 2024				
Council Officer	Vicky Dombroski				
Director	Victoria Araba				
Description of Proposal	To meet our Solid Waste Bylaw for events on Council land. Many departments from councils are involved in events and event management. Will require cross council account management, for people applying to hold events.				
Intended life	20 years				
BUSINESS CASE					
Alternative options	Do Nothing: Council will continue to use external contractors to provide this service on request. There may be time delays in delivery and pick up of externally sourced recycle stations or face continued fly tipping at parks..				
Funding Sources	Grant Funding (Waste Levy)				
Efficiency Improvements (if relevant)	Improved systems at Council and meeting Solid Waste bylaw requirement and reducing waste to landfill.				
Costings Verification	Costs were verified in 2023.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure	\$10,000	\$10,000			
Capital Revenue (expressed as negative)	(\$10,000)	(\$10,000)			
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M		\$1,000	\$1,000	\$7,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$0	\$1,000	\$1,000	\$7,000	
TOTAL BUDGET	\$9,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

SOLID WASTE

123 – Permanent Recycling Stations**SOLID WASTE**

BACKGROUND					
Date	January 2024				
Council Officer	Vicky Dombroski				
Director	Victoria Araba				
Description of Proposal	Providing recycling options for locals and visitors to our parks and CBD as per approved WMMP 2023.				
Intended life	25 years				
BUSINESS CASE					
Alternative options	Do Nothing: This is not optimal for the future of our district as all this waste currently goes to landfill and meet our commitments in the WMMP.				
Funding Sources	Grant Funding (Waste Levy)				
Efficiency Improvements (if relevant)	Making our town centre and parks more sustainable and align with the WMMP objectives and actions. Reduction of waste to landfill. Reduction in emissions.				
Costings Verification	Estimates were obtained in 2023.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure	\$10,000	\$10,000	\$10,000	\$30,000	
Capital Revenue (expressed as negative)	(\$10,000)	(\$10,000)	(\$10,000)	(\$30,000)	
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing		\$1,000	\$1,000	\$7,000	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$0	\$1,000	\$1,000	\$7,000	
TOTAL BUDGET	\$60,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

SOLID WASTE

124 – Rural Mobile Mini Recycling Stations

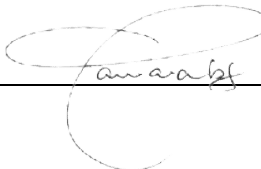
SOLID WASTE

BACKGROUND					
Date	January 2024				
Council Officer	Vicky Dombroski				
Director	Victoria Araba				
Description of Proposal	Installation of 2 mobile mini-recycle stations to provide recycling options for our rural communities as per the approved WMMP 2023.				
Intended life	25 years				
BUSINESS CASE					
Alternative options	Do Nothing: The Rural community would continue to dispose of recycling via traditional waste disposal, i.e., burying on farmland or burning.				
Funding Sources	Grant Funding (Waste Levy)				
Efficiency Improvements (if relevant)	Saving solid waste going to rural burn or bury in the district. Increasing the amount of recycling from the district to the MRF as per WMMP targets approved by council.				
Costings Verification	The figures have been derived from estimates on costs exercise undertaken in 2023.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure			\$45,000		
Capital Revenue (expressed as negative)			(\$45,000)		
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M				\$8,400	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
			\$0	\$8,400	
TOTAL BUDGET	\$8,400				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.	Signature, or copy Director into email to Finance				

SOLID WASTE


129 – Stormwater Capacity Increases (D23/47453)

STORMWATER

BACKGROUND					
Date	November 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Stormwater network capacity increases as required based on findings from the ongoing stormwater modelling project				
Intended life	100 years				
BUSINESS CASE					
Strategic	Connected, Resilient. Ensuring we have sufficient capacity makes our storm water network more resilient, particularly in regard to climate change and increased development within Stratford Town.				
Alternative options	Do Nothing. Without upgrading our storm water capacity, the likelihood of hazards such as flooding causing damage to roads and properties is increased. This will also limit the potential extent of residential development, as our current infrastructure would likely be insufficient.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Increasing capacity reduces the likelihood of flooding which requires council contractors to repair damage.				
Community	By increasing our storm water capacity more potential development can occur. Additionally increased climate change resilience via increased capacity will keep current infrastructure from failing.				
Costings Verification	Budget based on other recent stormwater upgrades and installations.				
Risk Identification	Having an overwhelmed network will result in disruption of service delivery.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level / Growth				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$150,000		\$150,000	\$300,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$4,500	\$4,500	9,000	658,500	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$154,500	\$4,500	\$159,000	\$958,500	
TOTAL BUDGET	\$1,276,500				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

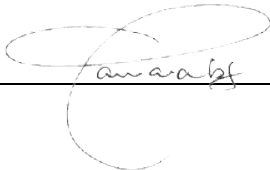
STORMWATER

130 – Stormwater Safety Improvements (D23/47484)**STORMWATER**

BACKGROUND					
Date	November 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Ongoing stormwater safety improvements focusing on stormwater inlet structures.				
Intended life	30 years				
BUSINESS CASE					
Alternative options	Do Nothing. This project was originally instituted after fatalities in New Zealand after people falling into stormwater manholes which had their lids removed in storms, during the previous LTP. This could continue as similar events have occurred in the Auckland flooding of 2023.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	N/A				
Costings Verification	Based on the costs of the previous years				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Renewal				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure	\$50,000			\$25,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$1,500	\$1,500	\$1,500	\$14,250	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$51,500	\$1,500	\$1,500	\$39,250	
TOTAL BUDGET	\$93,750				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

STORMWATER

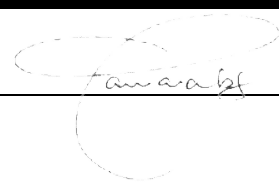
134 – Wastewater Treatment Plant Upgrade (D23/47420)**WASTEWATER**

BACKGROUND					
Date	November 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Ongoing upgrade of Stratford Wastewater Treatment Plant to comply with resource consent conditions of Consent 0196-5.0.				
Intended design Life	At least 10 years (to meet existing consent, may extend longer to meet a new consent)				
LEGISLATION					
List Relevant Legislation	Sections 8, 15, and 108 of the Resource Management Act 1991				
How does the Legislation apply to the proposal?	<p><i>Resource Management Act:</i></p> <p><i>Section 8 - requirement to take into account the principles of the Treaty of Waitangi</i></p> <p><i>Section 15 – discharges requiring a resource consent.</i></p> <p><i>Section 108 – conditions that may be imposed on consents, Consent 0196-5.0 has multiple conditions including the requirement of SDC to install and operate the Diatomix system to reduce phosphorus and nitrate (among other things) from the discharge.</i></p>				
Alternative options	Do Nothing. Under the conditions of the consent, we must continue acting to improve the quality of the water leaving the discharge. Without doing this SDC cannot continue discharging wastewater.				
Costings Verification	Estimate based on ongoing costs as well as provisioning for potential price fluctuations for Diatomix as well as any other required renewals.				
FINANCIAL					
Expenditure Type	Capital				
Intent of Expenditure	Renewal				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$50,000	\$500,000			
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$1,500	\$16,500	\$16,500	\$115,500	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$51,500	\$516,500	\$16,500	\$115,500	
TOTAL BUDGET	\$700,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WASTEWATER

145 – Pipework Capacity Increases (D23/47434)

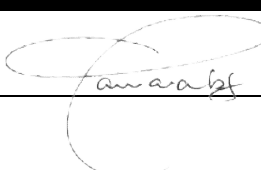
WASTEWATER

BACKGROUND					
Date	November 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Wastewater network capacity increases as required based on findings from the ongoing wastewater modelling project				
Intended life	100 years				
BUSINESS CASE					
Strategic	Connected, Resilient. Ensuring we have sufficient capacity makes our wastewater network more resilient.				
Alternative options	Do Nothing. If pipework capacity is not regularly upgraded to meet the needs of the community our network will eventually be unable to accept new connections, stifling the growth of Stratford.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Increasing capacity of wastewater network will reduce occurrences of overflows and damage in our network. Reducing staff time and contractor costs for repairs and cleaning.				
Community	By increasing our wastewater capacity more potential connections can occur, ensuring houses can continue to be built within Stratford and providing the opportunity for houses currently outside the network or on septic tanks to connect to the council network. Housing is a noted community need and this will ensure as many opportunities are available.				
Costings Verification	Budget based on other recent sewer upgrades and installations.				
Risk Identification	Having an overwhelmed network will stifle growth and may result in wastewater overflows.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level / Growth				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$150,000			\$600,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$4,500	\$4,500	\$4,500	\$103,500	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$154,500	\$4,500	\$4,500	\$703,500	
TOTAL BUDGET	\$867,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WASTEWATER

148 – Midhirst Water Take Resource Consent (D23/47360)


WATER

BACKGROUND					
Date	November				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Ongoing renewal of Midhirst water take consent including preparing Cultural Impact Assessment and any recommendations required.				
Intended life	At least 10 years (based on previous Midhirst water take.)				
LEGISLATION					
List Relevant Legislation	Sections 8, 14, and 88 of the Resource Management Act 1991				
How does the Legislation apply to the proposal?	Resource Management Act Section 8 – requirement to consider the principles of the Treaty of Waitangi Section 14 – "no person may take, use, dam, or divert" "water other than open costal water" this is not prohibited if there is a resource consent, which this procurement will make compliant. Section 88 –provision of resource consents.				
Alternative options	Do Nothing. This project is required to continue water supply from the Te Popo Stream. There is no alternative option.				
Costings Verification	Estimate based on ongoing costs including already spent monies.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Renewal				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$50,000				
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$1,500	\$1,500	\$1,500	\$10,500	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$51,500	\$1,500	\$1,500	\$10,500	
TOTAL BUDGET	\$65,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WATER

149 – Toko Water Bore Resource Consent (D23/47459)

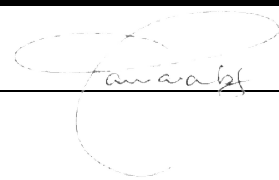
WATER

BACKGROUND					
Date	November 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Renewing Toko water take consent including preparing Cultural Impact Assessment and any recommendations required.				
Intended life	17 years (duration of previous Toko water take consent).				
LEGISLATION					
List Relevant Legislation	Sections 8, 14, and 88 of the Resource Management Act 1991				
How does the Legislation apply to the proposal?	Resource Management Act Section 8 – requirement to consider the principles of the Treaty of Waitangi Section 14 – "no person may take, use, dam, or divert" "water other than open costal water" this is not prohibited if there is a resource consent, which this procurement will make compliant. Section 88 –provision of resource consents.				
Alternative options	Do Nothing. This is required to continue water supply from the Toko bore, there is no alternative options.				
Costings Verification	Estimate based on ongoing Midhirst renewal, due to smaller scope.				
FINANCIAL					
Expenditure Type	Capital				
Intent of Expenditure	Renewal				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$50,000				
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$1,500	\$1,500	\$1,500	\$10,500	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$51,500	\$1,500	\$1,500	\$10,500	
TOTAL BUDGET	\$65,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WATER

150 – Midhirst Water Take Generator Hook Up (D23/47292)

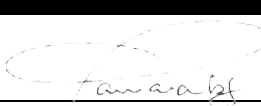
WATER

BACKGROUND					
Date	November 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Midhirst WTP upgrade to allow power to be supplied through a generator, for the event of a power outage.				
Intended life	At least 50 years				
BUSINESS CASE					
Alternative options	<p>Do Nothing. In the event of an emergency, the plant will not be able to provide Midhirst with water due to pumps not working.</p> <p>Install a Permanent Generator Install a permanent generator at Midhirst which would be more costly.</p> <p>Providing the option to use a portable generator in emergencies is more economical and feasible.</p>				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	<p>Do Nothing. In the event of an emergency if water cannot be supplied to the Midhirst township by usual means, water would need to be manually provisioned from the reservoir requiring monitoring by staff members.</p>				
Costings Verification	Engineer's estimate based on recent council electrical contract to connect generator to Stratford WTP.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$20,000				
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$600	\$600	\$600	\$4,200	
Increase/(Decrease) in Operational Costs R&M		\$1,000	\$1,000	\$7,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$20,600	\$1,600	\$1,600	\$11,200	
TOTAL BUDGET	\$35,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WATER

152 – Patea Raw Water Delivery Line and Grit Tank (D23/48183)

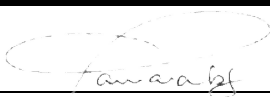
WATER

BACKGROUND					
Date	November 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Ongoing replacement of the existing raw water delivery line, which is approx. 100 years old, to future proof supply of water to Stratford. The project includes replacing the current earthenware tunnel and grit tanks which have reached their end of life and are no longer serviceable. Further funding is required due to unforeseen issues with the site, existing services, and project complexity.				
Intended life	100 years.				
BUSINESS CASE					
Strategic	Connected, Resilient. Replacement will future-proof supply of water to Stratford under the Strategic Level of Service "a reliable water supply is provided".				
Alternative options	Do nothing - If the current earthenware infrastructure is maintained, SDC will run the risk of the existing tunnel or grit tanks collapsing. SDC would not then be able to provide water to Stratford.				
Funding Sources	Loans				
Efficiency Improvements (if relevant)	Enhanced security of supply / improved initial treatment of water supply. The existing grit tanks are no longer serviceable due to age. They are unable to efficiently remove grit from the raw water.				
Community	By replacing the existing 100-year-old system, a high-quality water supply to Stratford can be maintained.				
Costings Verification	Costings provided by current engineers estimate				
Risk Identification	Existing earthenware tunnel will collapse due to its age. If this happens, SDC will not be able to supply water to Stratford.				
FINANCIAL					
Expenditure Type	Capital / Operational				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$2,000,000	\$2,000,000			
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$60,000	\$120,000	\$120,000	\$840,000	
Increase/(Decrease) in Operational Costs R&M				\$200,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$2,060,000	\$2,120,000	\$120,000	\$1040,000	
TOTAL BUDGET	\$5,430,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WATER

161 – Fluoride Safety Improvements – Stratford Water Treatment Plant (D23/51316)

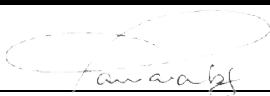
WATER

BACKGROUND					
Date	December 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Stratford Water Treatment Plant fluoride safety upgrades to meet new standards and requirements.				
Intended life	10 years (typical of plant equipment)				
BUSINESS CASE					
Strategic	Connected, Resilient. Ensuring our fluoride dosing is controlled to a safe standard will keep Stratford safely connected.				
Alternative options	Do Nothing. Stratford is required by the Health (Fluoridation of Drinking Water) Amendment Act 2021 to fluoride to our water supplies. In 2023 a best practise guide from Waiora Aotearoa Water New Zealand was issued for managing safety concerns of fluoridation. If there installations are not done as suggested the council may be liable in the event of injury to the public.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Ensures the water supply meet all relevant standards.				
Community	These upgrades will work to keep the residents of Stratford safe.				
Costings Verification	Based on quote supplied by Lutra				
Risk Identification	Fluoride overdose risk mitigation in treatment of water.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$	24-25	25-26	26-27	27-34	
Capital Expenditure	\$300,000				
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$9,000	\$9,000	\$9,000	\$63,000	
Increase/(Decrease) in Operational Costs R&M		\$2,000	\$2,000	\$14,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$309,000	\$11,000	\$11,000	\$77,000	
TOTAL BUDGET	\$408,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WATER

163 – Water – Automatic Reticulation Monitoring Analysers (D23/51262)

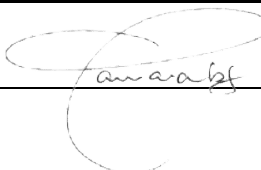
WATER

BACKGROUND				
Date	December 2023			
Council Officer	Kathrena van Hout			
Director	Victoria Araba			
Description of Proposal	Automated water reticulation monitoring to replace need for manual sampling. 9 sites across all three water schemes.			
Intended life	10 years			
BUSINESS CASE				
Strategic	Connected, Resilient. Automatic sampling and monitoring ensure our water reticulation is more resilient, providing more data and ensuring sampling can be done when staff are not available.			
Alternative options	Do Nothing. We can continue manual sampling through council officers or contractors, this will have ongoing costs for both the sampling and the testing. This will also carry a risk as the testing does expose the reticulation if sampling decontamination is not done appropriately. Install in Stratford only. Alternatively, these could only be installed in Stratford reticulation system as it is larger and has more stringent testing requirements.			
Funding Sources	Loans			
Efficiency Improvements (if relevant)	Less council officer time would be spent sampling each of the points as well as organising shipping the samples to the testing labs.			
Community	More regular testing will ensure the safety of the community as it can ensure any issues within the reticulation are caught as soon as possible.			
Costings Verification	Budget based on similar water analyser installed at water treatment plant			
Risk Identification	Will reduce risk associated with human error in sampling.			
FINANCIAL				
Expenditure Type	Capital			
Expenditure Outcome	Service Level			
Proposed Budget \$				
	24-25	25-26	26-27	27-34
Capital Expenditure				\$450,000
Capital Revenue (expressed as negative)				
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing				\$94,500
Increase/(Decrease) in Operational Costs R&M				
(Increase)/Decrease in Revenue e.g., User charges, rates, grants				
				\$544,500
TOTAL BUDGET	\$544,500			
SIGN-OFF				
Director to approve business case, and for Officer to proceed to next phase of procurement.				

WATER

164 – Trunkmain Patea River Bridge crossing (D23/51310)

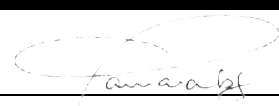
WATER

BACKGROUND					
Date	December 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Relocating the existing Patea River crossing and trunkmain from under to over the river to ensure ease of future maintenance and repair.				
Intended life	50 years.				
BUSINESS CASE					
Strategic	Connected, Resilient. Rerouting the old trunk main over the Patea as opposed to under it will make the line more resilient as it will ensure it can be repaired. This will also make us connected by reducing our effects on the Patea River.				
Alternative options	Do Nothing. Any repairs, maintenance, and inspections require the excavation around and potentially in the Patea River.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	This will secure reliable connection for our network and minimise water service disruption to Stratford residents.				
Community	Rerouting will reduce the consequences of any damage to the Patea in the event of issues occurring with the pipe. There may be further opportunities to include the bridge as part of Carrington Walkway and Western Loop.				
Costings Verification	Based on new trunk main project bridge (\$3.5M) as this is a larger crossing and more remediation is required due to proximity of public walkway				
Risk Identification	This will minimise future disruptions to Stratford residents in the event of a collapsed pipe under the riverbed.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure				\$4,000,000	
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing				\$120,000	
Increase/(Decrease) in Operational Costs R&M					
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$4,000,000			\$4,120,000	
TOTAL BUDGET	\$4,120,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WATER

167 – Toko Water Storage Tank (D23/47239)

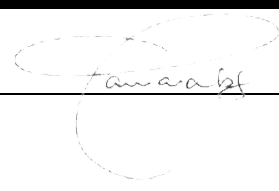
WATER

BACKGROUND					
Date	November 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Additional Toko water storage tank				
Intended life	20 years				
BUSINESS CASE					
Alternative options	<p>Do Nothing. Limited storage will affect delivery of water in during an emergency.</p> <p>Install tanks of Different Sizes. The option to install tanks of different sizes was reviewed, 25 m³ tanks will provide for an additional 16 hours of water storage. Tanks smaller than this will have minor improvements for the cost of land, tanks much larger than this may require more foundations and have a higher cost due to not being made of plastics.</p>				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	By adding another tank an additional 16 hours of water storage can be accounted for providing more time for council to react in the event of WTP failure				
Costings Verification	Cost of tank is readily available from suppliers, logistics and instillation estimated				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$20,000				
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$600	\$600	\$600	\$4,200	
Increase/(Decrease) in Operational Costs R&M				\$5,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$20,600	\$600	\$600	\$9,200	
TOTAL BUDGET	\$31,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WATER

168 – Stratford Universal Water Metering (D23/47358)


WATER

BACKGROUND					
Date	November 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Ongoing installation and supply of water meters using digital meters.				
Intended life	At least 10 years.				
BUSINESS CASE					
Strategic	Resilient. Reliable metering makes the water supply resilient by helping to find water leaks and fix issues.				
Alternative options	Do Nothing. Not metering is not feasible due to the requirements for data collection. Analogue meters are not preferred due to their required time investment, while digital meters have alarms to notify the property owners and council of potential leaks and tampering.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	By metering all properties in Stratford leaks will be easily found reducing staff time in searching for private water leaks and ruling out issues in public lines. Digital metering will also make data collected by staff more accurate and easier to get, previous estimates approximated 920 hours were spent gathering meter readings and collating them.				
Community	Universal metering will help people detect and find water leaks on private property helping owners reduce costs and avoid damage to properties and equipment. Less time is required for monitoring and reading meters compared to analogue meters. Reducing water wasted in leaks will also reduce the required water take from water ways like the Patea and Konini which will be positive for the environment and for Mana Whenua.				
Costings Verification	Budget based on previous quotes and reports, as well as supplier agreement for the meters.				
Risk Identification	Minimise water loss, cost, and refining data				
FINANCIAL					
Expenditure Type	Capital / Operational				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure	\$1,147,000				
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing	\$34,410	\$34,410	\$34,410	\$240,870	
Increase/(Decrease) in Operational Costs R&M	\$1,000	\$1,000	\$1,000	\$7,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$1,182,410	\$35,410	\$35,410	\$247,870	
TOTAL BUDGET	\$1,501,100				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WATER

173 – Backflow Prevention (D23/51330)

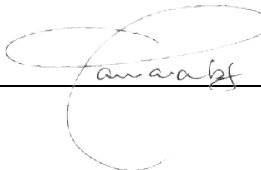
WATER

BACKGROUND					
Date	December 2023				
Council Officer	Kathrena van Hout				
Director	Victoria Araba				
Description of Proposal	Backflow prevention assessment and installations. The Drinking Water Quality Assurance Rules that were passed by government in 2022 require all water suppliers to monitor and assess backflow risks. All connections must be fitted if they are required but for Midhirst and Stratford these must be tested annually.				
Intended life	25 years (typical of backflow preventers)				
BUSINESS CASE					
Strategic	Connected, Resilient. An ongoing analysis of our current and future backflow prevention devices through our water reticulation systems will keep our communities safely connected.				
Alternative options	Do Nothing. Council will run the risk that it will not meet Water Quality Assurance guidelines.				
Funding Sources	Loans				
Efficiency Improvements (if relevant)	Reduces officer time in response to water contamination incidences.				
Community	Ensuring effective backflow prevention will keep our communities' water supply safe.				
Costings Verification	Estimate based on time required				
Risk Identification	Minimising water contamination incidences. Minimising the risk of drinking water safety plan (DWSP) and legislation.				
FINANCIAL					
Expenditure Type	Operational				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	24-25	25-26	26-27	27-34	
Capital Expenditure					
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing					
Increase/(Decrease) in Operational Costs R&M	\$15,000	\$15,000	\$15,000	\$105,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
	\$15,000	\$15,000	\$15,000	\$105,000	
TOTAL BUDGET	\$150,000				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WATER

174 – Fuel Tank for Generator

WATER

BACKGROUND					
Date	January 2024				
Council Officer	Steve Taylor				
Director	Victoria Araba				
Description of Proposal	Installation of external fuel tank to support 3 days running of Generator for power backup, as was part of the original plan. This fuel tank was not installed due to cost.				
Intended design life	20 years.				
BUSINESS CASE					
Alternative options	Do Nothing. The current Generator will run for up to 9 hours running time, which is not feasible for extended emergencies.				
Funding Sources	Loan				
Efficiency Improvements (if relevant)	Provides more power back up in an emergency and is hard to get fuel to the generator within 9 hours.				
Costings Verification	Estimate from Supplier.				
FINANCIAL					
Expenditure Type	Capital				
Expenditure Outcome	Service Level				
Proposed Budget \$					
	2024/25	2025/26	2026/27	2027/34	
Capital Expenditure		\$40,000			
Capital Revenue (expressed as negative)					
Increase/(Decrease) in Operational Costs e.g., Interest, depreciation, staffing		\$1,200	\$1,200	\$8,400	
Increase/(Decrease) in Operational Costs R&M			\$2,000	\$14,000	
(Increase)/Decrease in Revenue e.g., User charges, rates, grants					
		\$41,200	\$3,200	\$22,400	
TOTAL BUDGET	\$66,800				
SIGN-OFF					
Director to approve business case, and for Officer to proceed to next phase of procurement.					

WATER

DECISION REPORT



CF20/23/02- D23/35352

To: Policy and Services Committee
From: Property Officer
Date: 23 January 2024
Subject: Section 17a Review – Building Facilities Maintenance Contract

Recommendations

1. THAT the report be received

THAT the Committee approves to further investigate option 4 - Combination of Status-quo and In-house service delivery (Cleaning and Caretaker), for the cost-effective delivery of the building facilities maintenance service.

Recommended Reasons

The cost of the Building Facilities Maintenance (BFM) Contract is significant to ratepayers, therefore, it is important that this service is delivered in the most effective manner. While the recommended option is not the cheapest, it will deliver the service more efficiently.

 Moved/Seconded

1 Purpose of Report

- 1.1 Before committing to engage a Consultant to establish a comprehensive business case, Council requested Officers to conduct a high-level cost analysis of alternatives to the current delivery arrangement of the building facilities Maintenance.
- 1.2 The purpose of this report is to present a high-level assessment of alternative delivery options for the maintenance of Council's building facilities, currently being delivered by the Building Facilities Maintenance (BFM) contract.
- 1.3 An assessment of alternatives was driven by Section 17A (1) of the Local Government Act, which states that":
'a local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions'.
- 1.4 In Section 17A (2), the review is required to be undertaken:
 - *in conjunction with consideration of any significant change to relevant service levels; and*
 - *within 2 years before the expiry of any contract or other binding agreement relating to the delivery of that infrastructure, service, or regulatory function; and*
 - *at such other times as the local authority considers desirable, but not later than 6 years following the last review under subsection (1).*

2 Executive Summary

- 2.1 Council currently outsources the maintenance of Council owned buildings facilities including the Administration Building, Stratford District Library, War Memorial Centre, TET Multi-Sports Centre, Centennial Restrooms, Wai o Rua, Clock Tower, Rental and

Investment Properties, and Public Toilets (3 in Stratford, 3 on SH43 and 1 at the Aerodrome) through the BFM contract 2019 – 2026, on a 3+2+2¹ term.

- 2.2 The first 3-year term of the current contract commenced in 2019, with the first 2-year extension granted in 2022 to expire in 2024. A final 2-year extension may be granted from 2024 to 2026 at Council’s discretion, subject to the satisfactory assessment of the contractor’s performance.
- 2.3 This report assesses the cost-effectiveness of the current BFM contract and investigates alternatives for delivering the same service in the most efficient manner.
- 2.4 Council has identified 4 options for consideration:
 Option 1: Status quo: BFM contract
 Option 2: In-house service delivery
 Option 3: Combination of Contractor Panel and In-house service delivery (Cleaning)
 Option 4: Combination of Contractor Panel and In-house service delivery (Cleaning and Caretaker)
- 2.5 This report recommends Option 4.

3 Local government Act 2002 - Section 10

Under Section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓		

4 Background

- 4.1 The current BFM contract covers activities including:
 - Cleaning.
 - Building / carpentry.
 - Electrical.
 - Plumbing.
- 4.2 The contract currently manages the following assets throughout Stratford District:
 - Administration Building.
 - Stratford District Library.
 - War Memorial Centre.
 - TET Multi-Sports Centre, including 1 public toilet.
 - Centennial Restrooms.
 - Wai o Rua.
 - Clock Tower.
 - Rental and Investment Properties.
 - Public toilets (3 in Stratford, 3 on SH43 and 1 at the Aerodrome).
- 4.3 The current 3+2+2 contract term commenced in 2019. The first 2-year extension was granted in 2022. A final 2-year extension may be granted from 2024 to 2026 at

¹ The BFM contract is a total of 7 years, delivered in three terms.

Council's discretion, subject to the satisfactory assessment of the contractor's performance.

5 Cost Analysis

- 5.1 Council Officers have researched a variety of options (with the inclusion of cleaning Wai o Rua) to deliver this service as status quo, In-housing and a combination of status quo and in-housing.
- 5.2 In the current BFM contract, the cost of delivering the key tasks is as per Table 1 below. The cost of the BFM contract is adjusted annually in line with the Labour Cost Index Private Sector (40%) and the Producer Price Index Inputs (60%).

Table 1: Option 1 Status Quo – Current Contract Annual Operating Costs

	Description	Total Cost
1	Key Task and Ready Response	\$353,300
2	Internal Overheads (inc. rates, utilities, depreciation etc.)	\$100,000
Total Annual Operating Cost		\$453,300

- 5.3 This cost for Key Task and Ready Response includes materials that would be incurred under any option.
- 5.4 Council is near the end of the 3+2 terms. Based on the satisfactory assessment of the contractor's performance, the status-quo contract may be continued. The cleaning of the Wai o Rua Aquatic Centre will be added as part of the BFM contract in 2024.
- 5.5 Council Officers have researched the Option 2 alternative of *In-housing* this service. This option requires the purchase of key equipment.
- 5.6 Officers have estimated that at least 10x full and part time staff (6 FTE) would be required, which include:
 - 2 x part time Electrician (1 FTE);
 - 2x part time Plumbers (1 FTE);
 - 2x part time Builders (1 FTE); and
 - 2x full time and 2x part time Cleaners (3 FTE).
- 5.7 **Table 2** provides the estimated Annual Operating Expenditure for the Option 2 alternative, including the cost of equipment in year 1. A summary of costs for Option 2, in Year 1, is provided in **Table 3**.

Table 2: Option 2 In-house summary of operating expenditure

Items	Expenditure Items	Estimate Cost
1	Staffing and Employment (10 staff)	\$390,000
2	Operations and Maintenance	\$100,000
3	Land, Building, Rental, Rates, and Insurance	\$25,000
4	Utilities	\$25,000
5	Depreciation	\$25,000
6	Internal Overheads	\$100,000
7	Phone and IT	\$35,000
Total Annual Operating Expenditure		\$700,000

Table 3: Option 2 In-house Summary of Costs

	Cost Description	Total Estimate Cost
1	Equipment	\$150,400
2	Total Annual Operating Expenditure	\$700,000
Total Option 2 cost for Year 1		\$850,400
Total Option 2 cost from Year 2 onwards		\$700,000

- 5.8 Option 3 is a combination of Options 1 and 2. It involves in-housing the Cleaning activity while delivery the balance of the building facilities maintenance under a Contractor Panel contract.
- 5.9 For the purpose of this report, it has been assumed that then cost of the contractor panel will be the same as the current key task and ready response cost.
- 5.10 The cost of the key tasks for Cleaning services under the BFM contract is \$250,000. This cost has been deducted from **Table 4** Contractor Panel costs. Staffing under the in-housing option for cleaning duties requires 3 FTE. **Table 5** shows the annual operating expenditure costings for this option. **Table 6** shows the total Option 3 costs.

Table 4: Option 3 Contractor Panel Annual Operating Expenditure

	Description	Total Estimate Cost
1	Contractor Panel	\$103,300
2	Internal Overheads (rates, utilities, depreciation etc.)	\$100,000
Total Contractor Panel Annual Operating Expenditure		\$203,300

Table 5: Option 3 In-housing Cleaning Activity Annual Operating Expenditure

	Description	Total Estimate Cost
1	Staffing and Employment	\$200,000
2	Operation and Maintenance	\$50,000
3	Insurance	\$1,000
4	Depreciation	\$8,000
5	Internal Overheads	\$60,000
6	Phone and IT	\$15,000
Total In-housing Cleaning Annual Operating Expenditure		\$334,000

Table 6: Option 3 Combined Summary of Costs

	Cost Description		Total Estimate Cost
1	Total Capital Outlay in Year 1	Estimated Equipment	\$50,000
2	Total Annual Operating Expenditure	Total Contractor Panel Annual Operating Expenditure	\$203,300
		Total In-housing Cleaning Annual Operating Expenditure	\$334,000
Total Option 3 cost for Year 1			\$587,300
Total Option 3 cost for Year 2 onwards			\$537,300

- 5.11 Option 4 is a combination of Options 1 and 2. It involves in-housing the Cleaning activity and employing a Caretaker to undertake minor building maintenance work, while delivery the balance of the Building facilities maintenance under a Contractor Panel.

- 5.12 The cost of the key tasks for Cleaning services under the BFM contract is \$283,000. This cost has been deducted from **Table 7** Contractor Panel costs. Staffing under the in-housing option for cleaning service requires 4 FTE. **Table 8** shows the costings for this option. **Table 9** shows the total Option 4 costs.

Table 7: Option 4 Contractor Panel Annual Operating Expenditure

	Description	Total Estimate Cost
1	Contractor Panel	\$70,300
2	Internal Overheads (inc. rates, utilities, depreciation etc.)	\$100,000
Total BFM Contract Annual Operating Expenditure		\$170,300

Table 8: Option 4 In-housing Cleaning and Caretaker Activity Annual Operating Expenditure

	Description	Total Estimate Cost
1	Staffing and Employment	\$260,000
2	Operation and Maintenance	\$65,000
3	Insurance	\$1,500
4	Depreciation	\$10,000
5	Internal Overheads	\$80,000
6	Phone and IT	\$20,000
Total In-housing Cleaning Annual Operating Expenditure		\$436,500

Table 9: Option 4 Combined Summary of Costs

	Cost Description		Total Estimate Cost
1	Total Capital Outlay in Year 1	Estimated Equipment	\$80,000
2	Total Annual Operating Expenditure	Total Contractor Panel Annual Operating Expenditure	\$170,300
		Total In-housing Cleaning and Caretaker Annual Operating Expenditure	\$436,500
Total Option 4 cost for Year 1			\$686,800
Total Option 4 cost for Year 2 onwards			\$606,800

6 Consultative process

6.1 Public Consultation - Section 82

There is no need for public consultation as this is essentially an operational matter and there is no change to the level of service being delivered.

6.2 Māori Consultation - Section 81

There is no need for Māori consultation.

7 Risk analysis

This report relates to the following risks in Council’s corporate Risk Register.

- **Risk 7; Property and Parks – Non-Compliance**
IF Council does not comply with its obligations under legislation (e.g. Resource Management Act 1991, Building Act 2004, Health and Safety at Work Act 2015) THEN administrative fines and penalties may result, and reputational damage.
- **Risk 25; Procurement contracts**
IF procurement contracts entered into are not cost-effective and do not comply with Council’s Procurement Policies THEN council projects could go over budget and council procurement could be subject to industry, media, legal scrutiny.
- **Risk 63 Financial Theft by Contractors**
IF contractors have unrestricted access to council property and/or information, THEN there is an opportunity for theft and consequently loss of Council assets.
- **Risk 48 Operational Maintenance Contractor fails to deliver.**
IF maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, THEN assets may become under threat, unreliable, or unable to meet community needs.

8 Decision making process - Section 79

8.1 Direction

	Explain
Is there a strong link to Council’s strategic direction, Long Term Plan/District Plan?	The proposals herein link appropriately to Council’s activities and community outcomes in relation to building facilities as outlined in the Long-Term Plan 2021-31

8.2 Data

The data within this report have been used to assess the four options investigated. **Table 1** highlights the current data in the BFM contract. **Table 2 – 9** are estimates developed on current prices and do not include the cost to purchase cleaning products and toiletries consumables.

8.3 Significance

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long-Term Plan?	No	
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stake holding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	

In terms of the Council’s Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
		✓

8.4 Options

The following options are available to the Council:

Option 1: Status quo: BFM contract
Annual Operating Cost - \$453,300

Advantages:

- Minimal financial impact on SDC by offsetting the cost of equipment, staff and health and safety requirements on to the Contractor.
- Liaising with only one contractor instead of four.

Disadvantages

- On-going Contractor resource capacity issues.
- Contractor response timeframes.
- Unsatisfactory service delivery.
- Increasing cost

Option 2: In-house Service Delivery
Total Cost for Year 1 - \$850,400
Annual Operating Cost from Year 2 onwards - \$700,000

Advantages:

- Resources available on demand to respond to all requirements of maintenance in a timely manner.

Disadvantages

- The on-going operational costs of the equipment and staff salaries are estimated to be \$700,000.

Option 3: Combination of Contractor Panel and In-house service delivery (Cleaning)
Total Cost for Year 1 - \$587,300.
Annual Operating Cost from Year 2 onwards - \$537,300.

This option includes having the Programme Management and cleaning duties in-house. Contractors for building, plumbing, and electrical works will be appointed to a panel.

Advantages:

- Less disruption and financial impact than Option 1, 2, and 4
- Opens opportunities for smaller contractors in the district.
- Removes additional overhead cost of having a third party engaged.
- Reduces complaints from the public on cleaning issues.

Disadvantages

- Unattractive package for the larger companies.
- Less guarantee on time responses, especially from the building sector.

Option 4: Combination of Contractor Panel and In-house service delivery (Cleaning and Caretaker)

Total Cost for Year 1 - \$686,800.

Annual Operating Cost from Year 2 onwards - \$606,800.

This option includes having the Programme Management, cleaning, and 'handyman duties in-house. Contractors for plumbing, and electrical works will be appointed to a panel, which will need to be carefully managed to ensure work is evenly distributed.

Advantages:

- Less disruption and financial impact than Option 2
- Opens opportunities for smaller contractors in the district.
- Building response times will be improved for the smaller projects that can be managed by one person.

Disadvantages

- Higher cost impact than Option 3
- Unattractive package for the larger companies.
- Less guarantee on time responses although the main concern of building is addressed.

A cost comparison of options is provided in **Table 5** below.

Table 10: Comparison of Options

DESCRIPTION	OPTION 1 Status Quo	OPTION 2 Inhouse	OPTION 3 Contractor Panel in House cleaning	OPTION 4 Contractor Panel In House cleaning and cartaker
Total Capital Outlay Purchase of Key Equipment	\$0	\$150,400	\$50,000	\$80,000
Annual In-housing operating expenditure	\$0	\$700,000	\$334,000	\$436,500
Annual contract operating expenditure	\$453,300	\$0	\$203,300	\$170,300
Total Year 1 Costs	\$453,300	\$850,400	\$587,300	\$686,800
Annual Operating Costs from Year 2 onwards (normal fees)	\$453,300	\$700,000	\$537,300	\$606,800

Note: Staff are based on \$65k per annum

Recommended Option is Option 4.

Even though this is a higher operating cost, this will be offset by the delays and unsatisfactory service delivery that is experienced with the current BFM contract.

8.5 Financial

Options 2 and 4 will have significant funding impacts, particularly as a direct result of new staff recruitment and equipment.

8.6 Prioritisation & Trade-off

There is no issue relative to capacity to deliver.

8.7 Legal Issues

No legal opinion is required in this instance.

8.8 Policy Issues - Section 80

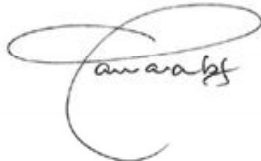
There are no policy issues inherent herein.



Sara Flight
Property Officer



[Reviewed By]
Steve Taylor
Projects Manager



[Endorsed by]
V Araba
Director, Assets



[Approved by]
S Hanne
Chief Executive

DATE: 16 January 2024

DECISION REPORT



F22/55/04 – D23/33805

To: Policy and Services Committee
From: Parks and Reserves Officer
Date: 23 January 2024
Subject: Section 17a Review - Open Space Maintenance Contract

Recommendations

1. THAT the report be received
2. THAT the Committee approves Option 1 – Status Quo, for the continued cost-effective delivery of the parks and reserves maintenance service.

Recommended Reasons

The cost of the Open Space Maintenance (OSM) Contract is significant to ratepayers. Therefore, it is important that this service is delivered in the most cost-effective manner.

/_____
Moved/Seconded

1. Purpose of Report

- 1.1 Before committing to engage a Consultant to establish a comprehensive business case, Council requested Officers to conduct a high-level cost analysis of alternatives to the current delivery arrangement of the building facilities Maintenance.
- 1.2 The purpose of this report is to present a high-level assessment of alternative delivery options for the maintenance of Council's open spaces, currently being delivered by the *Open Spaces Maintenance* (OSM) contract.
- 1.3 An assessment of alternatives was driven by Section 17A (1) of the Local Government Act, which states that 'a local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services, and performance of regulatory functions'.
- 1.4 In Section 17A (2), the review is required to be undertaken:
 - *in conjunction with consideration of any significant change to relevant service levels; and*
 - *within 2 years before the expiry of any contract or other binding agreement relating to the delivery of that infrastructure, service, or regulatory function; and*
 - *at such other times as the local authority considers desirable, but not later than 6 years following the last review under subsection (1).*

2. Executive Summary

- 2.1 Council currently outsources the maintenance of community green spaces and facilities including parks, walkways, playgrounds, sports fields, street trees and reserves through the OSM contract 2019 – 2026, on a 3+2+2¹ term.
- 2.2 The first 3-year term of the existing contract commenced in 2019, with the first 2-year extension granted in 2022 to expire in 2024. A final 2-year extension may be granted from 2024 to 2026 at Council's discretion, subject to the satisfactory assessment of the contractor's performance.

¹ The OSM contract is a total of 7 years, delivered in three terms.

- 2.3 This report assesses the cost-effectiveness of the current OSM contract and presents the results of the investigation of delivery alternatives in a cost-effective manner.
- 2.4 Council has identified 3 alternatives for consideration:
 - Option 1: Status-Quo – OSM contract.
 - Option 2: In-house service delivery.
 - Option 3: Combination of Status quo and In-house (Cemetery Duties).
- 2.5 This report recommends Option 1: Status-quo – OSM contract.

3. Local government Act 2002 - Section 10

Under Section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓	✓	✓

4. Background

- 4.1 The current OSM contract covers activities including:
 - Park and reserve mowing.
 - Maintenance and mowing of sportsgrounds.
 - Cemeteries operations and maintenance.
 - Civic gardens/horticulture.
 - Street and park tree care.
 - Litter control & bin servicing.
 - Walkways maintenance.
 - Maintenance of park assets (furniture, structures).
 - Playgrounds maintenance.
 - Programming, inspections, and reports.
- 4.2 The contractor currently manages the following Open Space assets, which cover over 38 ha:
 - 3x parks (King Edward Park, Victoria Park, and Windsor Park).
 - 5x urban reserves (Adrian, Cassandra, Celia, Midsummer, and Pembroke)
 - 5x open and closed cemeteries and memorials (Kopuatama, Midhirst x2, Pioneer, and Whangamomona).
 - 3x sportsgrounds (Page Street, Swansea Road, and Victoria Park).
 - 3x playgrounds (Adrian Reserve, King Edward Park, and Victoria Park).
 - All urban street trees, planter boxes and town gardens.
 - 2x walkways (Carrington and Cardiff).
 - All urban bench seats, picnic tables and painted surfaces.
 - 7x external spaces surrounding council buildings.
 - 1x Aerodrome.
- 4.3 The current 3+2+2 contract term commenced in 2019. The first 2-year extension was granted in 2022. A final 2-year extension may be granted from 2024 to 2026 at Council’s discretion, subject to the satisfactory assessment of the contractor’s performance.

5 Cost Analysis

5.1 In the current OSM contract, the cost of delivering the key tasks is as per **Table 1** below. The cost of the OSM contract is adjusted annually in line with the Labour Cost Index Private Sector (40%) and the Producer Price Index Inputs (60%).

Table 1: Option 1 Status Quo OSM Contract Annual Operating Costs

	Description	Total Cost
1	Key Tasks and Ready Response	\$662,400
2	Internal Overheads (rates, utilities, depreciation etc.)	\$100,000
Total Annual Operating Cost		\$762,400

5.2 This cost for Key Task and Ready Response includes materials that would be incurred under any option.

5.3 Council is near the end of the 3+2 terms. Based on the satisfactory assessment of the contractor’s performance, the status-quo contract may be continued.

5.4 Council Officers have researched the Option 2 alternative of *In-housing* this service. This option requires the purchase of key machinery.

5.5 Officers have estimated that at least 10x full and part time staff (6 FTE) would be required, 9 of which will report to a **Parks and Reserves Manager**, who would report to the Director – Assets. The current Parks and Reserves Officer role would need to be *‘upgraded’* to a manager role, to effectively oversee the activity, including the programming of capital works delivery and the 9x staff, which include:

- 3x part-time (1.5 FTE) cemetery staff (duties include sexton duties, digger operator, mowers and use of other equipment);
- 2x part-time (1 FTE) gardeners (duties include weeding, spraying, planting and use of other equipment);
- 3x full time staff (3 FTE) (duties include mowing, vegetation maintenance, reactive work, STMS traffic controllers, pest control and use of equipment); and
- 1x part-time (0.5 FTE) administration person (duties include general operational administration, emails, phone calls, invoicing, etc).

5.6 **Table 2** provides the estimated Annual Operating Expenditure for the Option 2 alternative, including the cost of equipment in year 1.

5.7 A summary of costs for Option 2, in Year 1, is provided in **Table 3**.

Table 2: Option 2 In-house summary of operating expenditure

Items	Expenditure Items	Estimate Cost
1	Staffing and Employment (10 staff)	\$550,000
2	Operations and Maintenance	\$150,000
3	Land, Building, Rental, Rates, and Insurance	\$100,000
4	Utilities	\$60,000
5	Depreciation (buildings & equipment)	\$100,000
6	Internal Overheads	\$100,000
7	Phone and IT	\$35,000
Total Annual Operating Expenditure		\$1,095,000

Table 3: Option 2 In-house Summary of Costs

	Cost Description	Total Estimate Cost
1	Machinery	\$815,900
2	Total Annual Operating Expenditure	\$1,095,000
Total Option 2 cost for Year 1		\$1,910,900
Total Option 2 cost from Year 2 onwards		\$1,095,000

- 5.8 Option 3 is a combination of Options 1 and 2. It involves in-housing the Cemetery maintenance activity while delivery the balance of the Open Space maintenance under the Status-quo OSM contract.
- 5.9 The cost of the key tasks for Cemetery maintenance under the OSM contract is \$109,000. This cost has been deducted from **Table 4** Key Task and Ready Response costs. Staffing under the in-housing option for cemetery duties requires 1.5 FTE. **Table 5** shows the annual operating expenditure costings for this option. **Table 6** shows the total Option 3 costs.

Table 4: Option 3 OSM contract Annual Operating Expenditure

	Description	Total Estimate Cost
1	Key Task and Ready Response (less Cemetery component)	\$553,400
2	Internal Overheads (rates, utilities, depreciation etc.)	\$100,000
Total OSM Contract Annual Operating Expenditure		\$653,400

Table 5: Option 3 In-housing Cemetery Activity Annual Operating Expenditure

	Description	Total Estimate Cost
1	Staffing and Employment	\$97,500
2	Operation and Maintenance	\$60,000
3	Insurance	\$5,000
4	Depreciation	\$20,000
5	Internal Overheads	\$20,000
6	Phone and IT	\$5,000
Total In-housing Cleaning Annual Operating Expenditure		\$207,500

Table 6: Option 3 Combined Summary of Costs

	Cost Description		Total Estimate Cost
1	Total Capital Outlay in Year 1	Estimated Machinery	\$160,300
2	Total Annual Operating Expenditure	Total In-housing Cemetery Annual Operating Expenditure	\$207,500
		Total OSM Contract Annual Operating Expenditure	\$653,400
Total Option 3 cost for Year 1			\$1,021,200
Total Option 3 cost for Year 2 onwards			\$860,900

6. Consultative process

6.1 Public Consultation - Section 82

There is no need for public consultation as this is essentially an operational matter and there is no change to the level of service being delivered.

6.2 Māori Consultation - Section 81

There is no need for Māori consultation.

7. Risk analysis

This report relates to the following risks in Council’s corporate Risk Register.

- **Risk 7; Property and Parks – Non-Compliance**
IF Council does not comply with its obligations under legislation (e.g., Resource Management Act 1991, Building Act 2004, Health and Safety at Work Act 2015) THEN administrative fines and penalties may result, and reputational damage.
- **Risk 25; Procurement contracts**
IF procurement contracts entered into are not cost-effective and do not comply with Council’s Procurement Policies THEN council projects could go over budget and council procurement could be subject to industry, media, legal scrutiny.

8. Decision making process - Section 79

8.1 Direction

	Explain
Is there a strong link to Council’s strategic direction, Long Term Plan/District Plan?	The proposals herein link appropriately to Council’s activities and community outcomes in relation to parks, reserves and cemeteries as outlined in the Long-Term Plan 2021-31

8.2 Data

The data within this report has been used to assess the three options investigated. **Table 1** highlights the current data in the OSM contract. **Tables 2 – 6** are estimates developed on current prices.

If council was to progress with any option other than status quo, detailed pricing would need to be undertaken.

8.3 Significance

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long-Term Plan?	No	
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stake holding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	

In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
		✓

8.4 Options

The following options are available to the Council:

Option 1: Status quo: OSM contract (recommended option)
Annual Operating Cost - \$764,400

Advantages:

- Potential for better/improved quality service –
The current Contractor also holds the OSM contract at STDC. Having both contracts, the Contractor has indicated that due to economies of scale, they are able to maintain service delivery at the present cost. Also, more resources (equipment, labour etc.) are expected to become available to our OSM contract going forward.
- Less disruption to the current service arrangement.
- Minimal financial impact on SDC.
- Minimal risk.

Disadvantages

- On-going resource capacity issues.
- There is a risk that the Contractor may not be committed to the contract due to the OSM contract being small in comparison to neighbouring councils.

Option 2: In-house Service Delivery
Total Cost for Year 1 – \$1,910,900
Annual Operating Cost from Year 2 onwards - \$1,095,000.

Advantages:

- Resources available on demand to respond to all requirements of open space maintenance.

Disadvantages

- The on-going operational costs of the machinery and staff salaries are estimated to be \$1,095,000.

Option 3: Combination of Status-quo and In-house service delivery (Cemetery Duties)
Total Cost for Year 1 - \$1,021,200.
Annual Operating Cost from Year 2 onwards - \$860,900.

This would be by having direct contracts with the current sub-contractors and eliminate some of the administration costs under current contract. This service delivery would also be determined on what tasks contractors would be completing (including costings) and what tasks would be competed in-house (including costings).

Advantages:

- Less disruption and financial impact than Option 2.
- Better resource availability for cemeteries than Option 2.
- Opens opportunities for smaller contractors.

Disadvantages

- Higher cost impact than Option 1.
- Unattractive package for the larger companies.

Table 7: Comparison of Options

DESCRIPTION	OPTION 1 STATUS QUA	OPTION 2 IN-HOUSE	OPTION 3 STATUS QUA IN-HOUSE CEMETERY
Total Capital Outlay	\$0	\$815,900	\$160,300
Annual In-housing operating expenditure	\$0	\$1,095,000	\$207,500
Annual contract operating expenditure	\$762,400	\$0	\$653,400
Total Year 1 Costs	\$762,400	\$1,910,900	\$1,021,200
Annual Operating Costs from Year 2 onwards (normal fees)	\$762,400	\$1,095,000	\$860,900

8.5 Financial

Options 2 and 3 will have significant funding impacts, particularly as a direct result of new staff recruitment, land, building and machinery purchase and associated operational expenditure.

The status quo Option 1 is already budgeted for and will have only minor financial impact, such as the Labour Cost Index Private Sector and the Producer Price Index Inputs cost escalation.

8.6 Prioritisation & Trade-off

Council is not currently able to deliver on Options 2 and 3. Setting up an in-house team needs time and significant initial capital outlay will need to be budgeted for in the Long-Term Plan.

8.7 Legal Issues

No legal opinion is required in this instance.

8.8 Policy Issues - Section 80

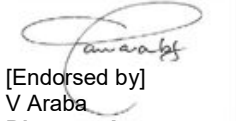
There are no policy issues inherent herein.



M McBain
Parks and Reserves Officer



[Reviewed By]
Steve Taylor
Projects Manager



[Endorsed by]
V Araba
Director, Assets



[Approved by]
S Hanne
Chief Executive

DATE: 16 January 2024

DECISION REPORT



F22/55/04 – D24/1235

To: Policy and Services Committee
From: Roothing Asset Manager
Date: 23 January 2024
Subject: Stratford’s Speed Management Plan – Options for Consideration.

Recommendations

1. THAT the report be received.
2. THAT Council considers the following options in relation to the Draft Speed Management Plan. The options to consider are:
 - Option 1** - Continue with the implementation of the draft Stratford Speed Management Plan. This would be a discretionary decision rather than mandatory.
 - Option 2** - Wait for the new Setting of Speed Limits Rule to become law to reduce speeds on local roads which have an increased crash rate related to speed, like Opunake Road.
 - Option 3** - Do not continue with the *draft* Stratford Speed Management Plan.
3. THAT Council adopts Option 3 of the draft Stratford Speed Management Plan.

Recommended Reason

The new Minister of Transport has revoked the deadlines originally set by the NZTA, including the 29 March 2024 deadline, for submitting the final draft speed management plans for certification. The Regional Transport Committee and Road Controlling Authorities no longer need to meet the previous deadlines associated with setting speed limits.

/
Moved/Seconded

1. Purpose of Report

- 1.1 The purpose of this report is to seek Elected Members’ guidance on the way forward for the management of the speed limits throughout the Stratford district.

2. Executive Summary

- 2.1 Following the release of the *Draft* Stratford Speed Management Plan (SMP) on the 18 September 2023 for public feedback, the Council received 49 submissions which have been included in **Appendix 1** for your information. **Table 1** below captures the number of responses that supported the various proposals, as well as those opposed to the proposed speed limit changes.
- 2.2 With the new government taking office in October 14 2023, the Minister for Transport (the Minister) has now revoked the deadlines originally set by the NZTA, including the 29 March 2024 deadline, for submitting the final draft speed management plans for certification, under the Land Transport Rule: Setting of Speed Limits 2022.
- 2.3 This is detailed in the letter from the Minister’s Office received on 12 December 2023, attached in **Appendix 2**.

Table 1: Summary of Responses Received on the draft SMP

	Number of submissions				
	Stratford CBD	Midhirst / Whangamomona	80km/h for Rural Roads	60km/h for Manaia Rd & Pembroke Rd	Timeframe for changes
Supportive	20	12	12	13	11
Unsupportive	25	29	31	30	18
Neutral / No response	4	8	6	6	20
TOTAL	49	49	49	49	49

2.4 Based on the numbers above, and the comments received, our community are opposed to any blanket reduction in speed limits, based on the responses received.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
✓	✓	✓	

3.1 The proposal is to seek Councils direction on the future management of the existing speed limits throughout the Stratford district. Whilst the *Draft* Government Policy Statement (GPS) and Land Transport Rules encourages all Road Controlling Authorities to improve road safety, changing speed limits can be an emotive subject.

3.2 Contained in the Minister’s letter, **Appendix 2**, there is clear direction that consideration should be given to the economic impacts, travel times and the views of road users and communities, as well as the safety aspect of any speed limit change.

4. Background

4.1 The Land Transport Rule: Setting of Speed Limits 2022 (the Rule) requires all road controlling authorities (RCA’s) to develop and consult on a district wide or blanket Speed Management Plan. The Stratford District Council is the RCA responsible for local roads (i.e. non-State highway roads) within the Stratford District.

4.2 The purpose of the draft Speed Management Plan was to indicate to the community how SDC was proposing to make changes to the speed limits over a six-year period.

4.3 As mentioned in the monthly Assets report for August 2023, the outline of the Stratford District Council’s Speed Management Plan is shown below:

“In accordance with the Land Transport Rule: Setting of Speed Limits 2022, the draft Speed Management Plan (SMP) is being finalised to be submitted to the Taranaki Regional Council by the 31 August 2023.

It is proposed to implement Stratford's Speed Management Plan in six (6x) phases over a 6-year period, as outlined below:

- **2024/25** - The Periphery of the CBD – Proposed 30km/h speed limit. These are the roads bounded by Seyton Street (Miranda Street to Orlando Street) to the north; Fenton Street (Portia Street to Orlando Street) to the south; Portia Street (Fenton Street to Regan Street) to the west; and Orlando Street (Fenton Street to Seyton Street) to the east.
- **2025/26** - Midhirst. All local roads proposed to be reduced to 40km/h.
- **2026/27** - Rural Roads. All rural roads are proposed to be reduced to 80km/h.
- **2027/28** - Review of changes to date.
- **2028/29** - Stratford, Midhirst, Toko and Whangamomona. Review if further speed limit reductions are required. Proposed speed limit would be 30km/h for all local roads.
- **2029/30** - Rural Roads. A further review to determine if some of the rural roads are reduced to 60km/h in keeping with the Safe and Appropriate Speed for the roads where this is applicable, e.g., eastern hill country.

The Regional Council will collate all the three district Councils' (SDC, NPDC & STDC) draft Speed Management Plans to form the draft Regional Speed Management Plan (RSMP). This RSMP will be presented to the Regional Transport Committee on 6 September for moderation. Thereafter, the draft RSMP will be released for public consultation between 18 September and 29 October 2023.

It is anticipated that final RSMP will be ready for adoption by the Regional Transport Committee by early June 2024 following the respective adoption of each individual RCA's Final Speed Management Plan in April 2024”.

- 4.4 Following a change in Government on 14 October 2023, the new coalition's 100 day plan amended the Setting of Speed Limits Rule 2022 by revoking the deadlines set by Waka Kotahi. The Minister also indicated that a new Rule would be created.

5. Consultative Process

5.1 Public Consultation - Section 82

No consultation is required for the purposes of this report. This report purely seeks a direction from Council for the future management of the existing speed limits within the Stratford district.

5.2 Māori Consultation - Section 81

No specific consultation with Māori is required for this report.

6. Risk Analysis

- 6.1 Risk 1 – Compliance and Legislation – Legislation Changes: IF changes to legislation or case law occur and are not implemented by staff, THEN council may be acting illegally and in breach of legislation.
- 6.2 Risk 78 – Operational – Government Policy Impacting on Local Government: IF Government Policy significantly changes the services Council delivers or the way they are delivered, THEN this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.

6.3 Risk 72 – Reputational and Conduct – Elected Members Decision Making: IF elected members make significant decisions based on inaccurate/insufficient information, "biased" influences, conflicts of interest not disclosed, or lack of understanding of the financial or legislative impacts, THEN there could be funding access difficulties, audit scrutiny, financial penalties, and/or community distrust in elected members. Potential breach of Local Authorities (Member’s Interests) Act 1968, and Councillors may be personally financially liable under S.47 of LGA 2002.

7. Decision Making Process – Section 79

7.1 Direction

	Explain
Is there a strong link to Council’s strategic direction, Long Term Plan/District Plan?	Yes – Our Long-Term Plan states that we will provide a safe environment for our community.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	Yes – This provides for good quality infrastructure and regulatory function using national legislation.

7.2 Data

- | |
|--|
| <ul style="list-style-type: none"> • Do we have complete data, and relevant statistics, on the proposal(s)? • Do we have reasonably reliable data on the proposals? • What assumptions have had to be built in? |
|--|

The Land Transport Rule: Setting of Speed Limits 2022 provided the mechanism by which speed limits could be changed. With the change in government the requirements to implement a mandatory district wide Speed Management Plan under the Land Transport Rule: Setting of Speed Limits 2022 is no longer required, as outlined in the Minister for Transport letter shown in **Appendix 2**.

Any future speed management plans are at the discretion of the individual Road Controlling Authority. This report seeks a direction from Council in relation to the management of the speed limits throughout the Stratford district.

7.3 Significance

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long Term Plan?	No	This proposal is considered to be of low significance
Is it: <ul style="list-style-type: none"> • considered a strategic asset; or 	Yes	This could affect a number of roads across the district, depending on the option chosen as indicated in the recommendation above.
<ul style="list-style-type: none"> • above the financial thresholds in the Significance Policy; or 	No	
<ul style="list-style-type: none"> • impacting on a CCO stakeholding; or 	No	
<ul style="list-style-type: none"> • a change in level of service; or 	Yes	Depending on the option chosen, there could be further speed limit changes throughout the Stratford roading network.
<ul style="list-style-type: none"> • creating a high level of controversy; or 	Yes	The community have already indicated their preference not to change any speed limits as outlined in the Draft Speed Management Plan.
<ul style="list-style-type: none"> • possible that it could have a high impact on the community? 	No	

In terms of the Council’s Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
		✓

7.4 Options

The options for this report are as follows:

Option 1 – Continue to implement the draft Speed Management Plan for the Stratford district. This would be a voluntary decision and purely at the discretion of Council.

Option 2 – Wait for the new version of the Land Transport Rule: Setting of Speed Limits to become law. The Minister has advised RCA’s to wait for this new Rule before developing or completing Speed Management Plans. This is outlined in the advice provided by Director for Land Transport’s letter dated 13 December 2023, as shown in **Appendix 3**.

Option 3 - Do not continue with the *draft* Stratford Speed Management Plan. **This is the recommended Option.**

This reflects the community’s views on the proposed changes to speed limits in the Stratford District. This option will allow the government to provide the right direction via a new Speed Limit Rule.

7.5 Financial

There is no cost associated with this report, apart from Officer’s time in preparing this report.

7.6 Prioritisation & Trade-off

No trade-off necessary.

7.7 Legal Issues

The requirements of the Land Transport Rule: Setting of Speed Limits 2022 have been revoked by the new Minister of Transport, pending the development of a new Rule.

7.8 Policy Issues - Section 80

This is consistent with our policies and Bylaws.

Attachments:


Appendix 1 – Responses from the Community on the Draft SMP.

Appendix 2 – Letter from Hon. Simeon Brown, Minister of Transport.

Appendix 3 – Letter from the Director of Land Transport, New Zealand Transport Agency.



Stephen Bowden
Roading Asset Manager



[Endorsed by]
Victoria Araba
Director - Assets



[Approved by]
Sven Hanne
Chief Executive

Date 16 January 2024

Appendix 1

Speed Management Plan Submissions

Submission Number	Name	What do you think of the proposed speed limit of 30km/h for Stratford's CBD?	What do you think of the proposed speed limits for Midhirst (40km/h) and Whangamomona (40km/h)?	What do you think of the proposed speed limit of 80km/h for rural roads, and 60km/h for Manaia Road and Pembroke Road within the national park boundary?	What do you think about the proposed timeframe for these changes?	Do you have any other comments on speed limits in the Stratford district?	Would you like to speak to Council in support of your feedback?
1	Glenys Langton	Good idea but won't work people will still not keep to 30. Km need to be monitored just like Pembroke road should be.	N/A	N/A	N/A	You have lower the speed limit on Pembroke road but there still a lot of people not keeping to it our suggestion is put speed camera up .	No
2	Steve Sutton	Absolutely stupid	Stupid idea	Dumb idea	Just don't do it	Just spend the money on fixing the roads. Most of the repairs are sub standard. Put more effort into monitoring and repairing the roads. The condition of the roads is the only reason we are unsafe.	No
3	Grant Best	I would like to know how many SERIOUS accidents have been solely due to drivers doing the current speed limits. I would suggest the main causes of accidents are due to one or multiple circumstances from the following... Exceeding the existing speed limits Not driving to the conditions Unsafe vehicles Intoxication Poor conditions of the roads Being an idiot I would further suggest that reducing the speed limits will not change any of the above, but will increase costs of delivering products etc and driver frustrations.	I would like to know how many SERIOUS accidents have been solely due to drivers doing the current speed limits. I would suggest the main causes of accidents are due to one or multiple circumstances from the following... Exceeding the existing speed limits Not driving to the conditions Unsafe vehicles Intoxication Poor conditions of the roads Being an idiot I would further suggest that reducing the speed limits will not change any of the above, but will increase costs of delivering products etc and driver frustrations.	I would like to know how many SERIOUS accidents have been solely due to drivers doing the current speed limits. I would suggest the main causes of accidents are due to one or multiple circumstances from the following... Exceeding the existing speed limits Not driving to the conditions Unsafe vehicles Intoxication Poor conditions of the roads Being an idiot I would further suggest that reducing the speed limits will not change any of the above, but will increase costs of delivering products etc and driver frustrations.	I don't think any of it should happen	Improve the roads we drive on!	No
4	Melissa Smith	It doesn't need to be 30km all the time. Maybe during peak times. The town is blocked up enough with the high volume of trucks going through. It needs to flow smoothly.	50km is a comfortable enough speed for in towns.	All this is going to do is slow everything down. Postage is expensive enough, if you slow down deliveries that is going to add on costs and time. Look at fixing the roads properly and widening rural roads. There is a high number of large trucks on the road now because rail is not used ♀. Our roads have not been upgraded to handle these large heavy trucks. Lowering the speed limit is not going to make a difference. It's also down to driver distraction.	N/A	I agree with lowering speed limits around schools. Rural roads I do not agree with. I believe money could be well better spent on fixing and upgrading our facilities that we already have. Driver distractions are the biggest causes for crashes. Lowering the speed limit will not change this.	No

2024 - Agenda - Policy and Services - January - Decision Report – Stratford's Speed Management Plan – Options for Consideration

5	Tash Southorn	I think its definately needed but I think it needs to be more than just between the roundabouts. School children need to be able to cross the main road and the roads are so busy these days and lack of safe crossings make this really hard. Also with regards to school drop offs, I have seen numerous times, close calls by the Southern roundabout due to trucks not slowing down and barreling through	I think this is good, I grew up in Midhirst and the roads are far busier now, but still narrow like back in the day. With limited foot paths, slowing the traffic is a great idea	I think its good, I personally only drive around 80-90km on country roads due to roads being more narrow.	Be great if it was sooner.	N/A	No
6	Stu Wilkinson	Leave speed limit as it is. No change.	Leave speed limit as it is. No change.	Leave speed limit as it is. No change.	Leave speed limit as it is. No change.	Leave speed limit as it is. No change.	No
7	Ann Coles	Only for the main street where the shops are (Between roundabouts) though how will this help with the end of school congestion it has at 2.30pm-3pm? And past schools	I think 40km is too slow - Midhirst could benefit from going down to 50km through main part. I do not visit Whangamomona but feel 50km or 70km would be fine for the main street.	80km is okay and for most they stick to it. Maybe if more houses were getting built there they should be brought into the URBAN part of Stratford.	N/A	The intersection at Pembroke Rd/Broadway is awful - too busy to stay as it is. I feel putting the speed limit coming into stratford should go to 50km (not 70km) to Pembroke Road intersect. this may help with the intersection - though it really needs a round about or traffic lights especially with Taranaki Diocesan school being there and students crossing.	No
8	Rochelle Fleming	100% agree. It can only make things safer. Currently the driving around town is shocking.	Yes, sounds reasonable	As above, it won't add much to travel times but should make our roads safer.	The sooner the better.	N/A	No
9	Claire	Waste of time and money. I believe the speed limit should be 30km/h by schools but everywhere else should remain the same!	Waste of time and money.	Waste of time and money.	Ridiculous! Does not need to change.	I don't know why you bother with these surveys as the government has decided it is going to change. It doesn't matter what anyone in the community thinks.	No
10	Janice Coombe	Waste of time. Police can't cope with open road speed management never mind an area that is relatively safe already. Total waste of time and money. In immediate school vicinity, only going slower is a good idea. Broadway is hard to speed on in business hours anyway. This will have no impact on Govts road to zero. Where are the statistics to support need of lower speeds in Stratford?	Don't drive in those areas so I probably go slower when I'm unfamiliar with roads.	Townies venturing on to unfamiliar roads need to go slower. Very windy roads need to be slower. There is always the possibility of escaped animals in the country. Not sure if it needs changing, people need to drive to the conditions.	N/A	Don't waste our rates on unnecessary changes.	No
11	Kerry Rookes	N/A	I think the speed limit in Midhirst should be 50 on all roads especially the main road.	The speed limit on rural roads should remain the same.	N/A	N/A	N/A
12	Corrina Van Niekerk	N/A	N/A	N/A	N/A	I have no problem with the proposal. I want to mention that Regan street is like a race track and I am so surprised that someone hasn't been hurt yet. The speeds some people drive on this road is absolutely shocking.	No

2024 - Agenda - Policy and Services - January - Decision Report – Stratford's Speed Management Plan – Options for Consideration

13	Ivan Chapple	I wonder if this change evidence driven or ideologically driven i.e. how many deaths and serious injuries have there been on the surrounding streets to drive this change? Of the incidents that have occurred how many happened between 30kph and 50kph (the danger zone these changes propose to remedy)?	I wonder if this change evidence driven or ideologically driven i.e. how many deaths and serious injuries have there been on the surrounding streets to drive this change? Of the incidents that have occurred how many happened between 30kph and 50kph (the danger zone these changes propose to remedy)?	I wonder if this change evidence driven or ideologically driven i.e. how many deaths and serious injuries have there been on the surrounding streets to drive this change? Of the incidents that have occurred how many happened between 30kph and 50kph (the danger zone these changes propose to remedy)? Further to this, of the incidents that occurred, how many were due to driver impairment or distraction. If these questions cannot be answered then I would swing back to if the changes are informed by empirical evidence or just an idea. If these questions cannot be answered, how does the council propose to measure the success of these changes? If success cannot be measured then why are we slowing road users down?	I don't believe the changes should occur so the timeline is irrelevant to me.	Speed absolutely contributes to the seriousness of a crash but is not always the cause. Driver behaviour, impairment and distraction are leading causes of crashes and lowering speed limits does not effect these causes. If a driver crashed because they were drunk and travelling at 140kph, lowering the speed limit to 80 will have no material difference other than slowing down law abiding citizens.	No
14	Jill	I think it's a great idea	Yes, go ahead with it	I agree	Sooner the better	Getting sick and tired of people speeding up Celia st when it's clearly a 50km zone, speed cameras or bumps might slow them down, some of them are doing more than 70km with some going closer to a 100km it's ridiculous!	No
15	David Hjorring	This is upsidedown and mad. Broadway is still 50km/hr in the plan which is where all the pedestrians and high traffic movement is - make it 30km/hr between the traffic islands only, the other roads are wide and with much less pedestrians and traffic, leave them the same.	Midhurst - Not warranted 50km/hr is usual for towns (continuity). For Mountain road one side only has some pedestrians - 70km/hr here follows the same as other NZ roads of same nature such as Normanby. The school is on it's own side road (Erin St) which is a cul-de-sac so whether 30 or 50 in plan makes no real difference. Whangamomona - ridiculous, for the open road end. Drivers are advised in the road code to drive to the conditions. Make it 50km/hr in the township.	80km/hr for rural roads is ridiculous. The speed limit on the open roads in NZ is 100km/hr. These are open roads, some of them state highways. Limits are for towns where there are pedestrians. Drivers are advised in the road code to drive to the conditions. Improve the conditions of the road if it stays an issue. National park roads. 60km/hr is overkill. In contrast to above these are destination tourist roads rather than commuting roads - upgrades would ruin the environment and should only be considered for high traffic volumes. Under current volumes 80km/hr would be sensible considering there is only a few straights, and foreigners seem to have trouble adapting.	Changes shouldn't be made until planning over predicted volumes and road improvements to accommodate changing volumes has been determined and planned.	The lower limits at the south end of Midhurst where there is a passing lane currently and no footpaths or pedestrians to change from 100 to 50 seems ridiculous (interactive map). All changes need to follow the same application as the rest of NZ so we have continuity and need to be sensible so that the average motorist will comply to them. People are at risk of falling asleep on long straights when travelling too slowly for the conditions.	No
16	Wayne Bloor	Great	Great	All seem great but 80km for 663m along Swansea Road seems very dangerous and hope its a Typo .	N/A	Going from 30km Past the high school to 80km from Celia to Warwick (663m) is just weird .	Yes
17	Kim Hill	Fine	Fine	Not happy, looks like Flint Road West is going to be 80kms, all the way up, so you are allowing more houses to be built up this road, and increasing the speed limit, from the 50kms it currently is, up to 24 Flint Road West. I strongly disagree, more houses less speed please, should be 50kms upto the end of the residential, end of the street lights, unless you are prepared for the consequences. Madness!!	Not soon enough.	N/A	Yes

2024 - Agenda - Policy and Services - January - Decision Report – Stratford's Speed Management Plan – Options for Consideration

18	Nikita Smith	Support this change	I believe 50km is more suitable	Support this change	No concern	I'd like to see the 70km along Broadway (where Countdown is) reduced to 50km - this is also an entrance to Taranaki diocesan which is the only school without a reduced speed limit.	Yes
19	Nicola Wanden	Fantastic! It will make it much more user friendly in the CBD	For the volume of traffic in Whanga it seems slow, 60-70km/h seems like a better speed. Midhurst i think 50km/h would be reasonable, and with a provision of a pedestrian crossing	Great idea	N/A	Flint Road West does not need to be 80km/hr. 50m/hr or even 60 would be a better idea. Given the level of housing on the road now, especially many with children who like to bike on the road, 80km/hr seems too fast for a short dead end road. Further intensification and potential additional road from pembroke road, 60km would be more than ample	No
20	Joy	Rubbish, how many hours is this busy for versus how many hours it is actually used for? And when there's events in New Plymouth and traffic is built up past the southern dairy, this speed limit is only going to make matters worse.	Rubbish! Why does this need to change? Midhurst used to be 70 and there weren't any incidents then, why lower it more?	If people drove to conditions there would be no problem. These speeds have been this for years and years. I feel that the council could put their brains and money to better use!	As above, rubbish	Leave them alone.	No
21	Michelle Brunton	It would be great to have the main street from round about to round about 30km. On this map there are a lot of changes between speeds. You can go two blocks at 30km then one block at 50km then next block is 30km again. I think this needs to be tidied up better so is less changes. One flat speed to cover the area. Maybe increase the 30km areas so instead of three near each other it's just one larger zone. Making it easier for residents and for visitors to the town.	N/A	N/A	N/A	I think it would be good to see the 70km when you hit Stratford from new Plymouth end changed to 50km. So it goes 100 then 50. there are a lot of houses and a supermarket there now. Most towns go from 100 to 50, here should too. Instead of changing to 50 at pembroke corner. I think this would help slow all traffic down when they come to or through Stratford.	N/A
22	James	I would like to see the data that conclusively shows that this will make a safe change, and not have an increase in impatient drivers making more stupid decisions. I think that there should be an increased focus on driver training so drivers make better and safer decisions whilst driving.	I would like to see the data that conclusively shows that this will make a safe change, and not have an increase in impatient drivers making more stupid decisions. I think that there should be an increased focus on driver training so drivers make better and safer decisions whilst driving.	I would like to see the data that conclusively shows that this will make a safe change, and not have an increase in impatient drivers making more stupid decisions. I think that there should be an increased focus on driver training so drivers make better and safer decisions whilst driving.	N/A	N/A	N/A
23	Paloma	I think this will increase stupid decisions made by frustrated drivers at the decreased speeds. This will increase accidents. Where is the conclusive evidence to support that decreasing speeds on these roads will actually decrease accidents. Instead, I think we should invest in training our drivers better so they comfortable on the road and don't make stupid decisions that lead to accidents.	I think this will increase stupid decisions made by frustrated drivers at the decreased speeds. This will increase accidents. Where is the conclusive evidence to support that decreasing speeds on these roads will actually decrease accidents. Instead, I think we should invest in training our drivers better so they comfortable on the road and don't make stupid decisions that lead to accidents.	I think this will increase stupid decisions made by frustrated drivers at the decreased speeds. This will increase accidents. Where is the conclusive evidence to support that decreasing speeds on these roads will actually decrease accidents. Instead, I think we should invest in training our drivers better so they comfortable on the road and don't make stupid decisions that lead to accidents.	N/A	I think the current speed limits are appropriate. The focus should be on training our drivers better so they comfortable on the road and don't make stupid decisions that lead to accidents. Professional driver training for everyone will improve the quality of the drivers on the road, leading to less accidents.	No

2024 - Agenda - Policy and Services - January - Decision Report – Stratford's Speed Management Plan – Options for Consideration

24	Steve Johns	I am ok with that around schools but only in school hours	I am ok with that	I do not agree with the speed increase for Swansea road Celia to Warwick road this is a narrow road with a cutting, it has no footpaths past 127 Swansea Road. Trucks including fertiliser, milk tankers, logging, Groundworks, stock trucks, school buses, use this road increasing the speed would increase the risk of accidents (there is a risk of accident already when two trucks meet at 50k)This will not decrease the chance of accidents as you state you are trying to do. The work already done at the high school has increased the risk of incidents not decreased the chance.	N/A	I feel there will be confusion with the range of speed limits you propose.	Yes
25	Gabriel	Bad idea and unnecessary. 50km/h is already slow enough. Lowering it further will only create more impatient drivers.	Ridiculous. Far too slow	80km/h is too slow, and 60km/h is laughable. A better solution would be building the road properly in the first place instead of needlessly slowing everything down. Nobody follows the limit anyway.	They shouldn't be happening at all, there is no real reason to be lowering speed limits anywhere.	They were fine how they were before. Expecting people to do 80km/h through back country roads is ridiculous..	No
	Barry Jones	N/A	N/A	N/A	N/A	<p>I spent two (2) hours filling this in, only to lose it all when I went to your "Have Your Say — Download and Print this Document which includes a Feedback Form"</p> <p>Well, having finished this survey once, it didn't download and I have no wish to repeat all I put previously. Most of these changes are UNnecessary, we have not seen in local paper or through our mail the survey figures supporting the need for these changes, either traffic flow, accident rates on these roads due to speed, or anticipated population growth in these specific areas.</p> <p>What "needs" to be done does not appear to have even been considered.</p> <p>1. Reducing the speed limit from Flint Road to Pembroke Road from 70km/h to 50km/h to slow traffic before it gets to Countdown and the Motels, which are in a residential area — as most traffic from Logging Trucks to cars, seem to believe 70km up to the 50km sign and past is okay.</p> <p>2. The question asks what we think of the speed limit for the CBD, I assume this is the Central Business District, which in effect has received no recommended speed alteration at all. The changes appear to be on all the side roads. It is the stretch of road through the business area, Broadway, that needs to be reviewed.</p> <p>a) There is only one pedestrian crossing, so pedestrians at either end tend to cross between the roundabout and the crossing as the roundabouts are unpredictable and dangerous to cross so close to.</p> <p>b) There are a large number of heavy vehicles lumbering through the town, pedestrians cross</p>	No

2024 - Agenda - Policy and Services - January - Decision Report – Stratford's Speed Management Plan – Options for Consideration

26						<p>numbering through the town, pedestrians cross where they can and parked cars are backing out of blind spots constantly into fast moving traffic. I had more to say, but basically if it ain't broke don't try to fix it. It seems you are trying to fix the wrong things. Legally, the speed limit past a school from memory is 40km/h, but can be reduced — so, put up clear signs. The school bus is 20km/h — so ensure there is a sign clearly stating so on both ends of the bus. Reduce the speed limits on the rural back roads by all means, but do we have the manpower to regulate it. Put up clear signs of what is an acceptable speed and have regular patrols monitoring it — Yeah Right!</p>	
27	Marcus	Silly idea. There is nothing wrong with the current 50km limit.	Silly idea again. Stick to the current limits	This is so stupid. It's already a pain and stupid lowering from Hunt road.	Speed limits shouldn't be changed.	Around schools can drop to 30km during school hours then back to normal outside of school hours.	No
28	Jennifer Herbison Ware	Not necessary except for Broadway	Not necessary	Not necessary	I don't agree with the changes except Broadway and agree with implementing change as proposed	No	Yes
29	Murray Sulzberger	Unnecessary	Unnecessary	Unnecessary		Altering speed limits is covering up for poor driver skills and poorly maintained roads.	
30	Ian Robertson	Ridiculous and will do nothing but make more of a bottle neck at round a bouts.	Be far better to educate school children in roads and road crossing.	In Egmont National Park boundaries yes if you must change something, other roads no change.	To short for proper consideration buy ratepayers and other interested parties	Don't know why you are trying to change them, just another waste of the ratepayers money. Schools should have road safety as part of there studies.	No
31	John Clarry	Leave it at 50	Leave as is	Disagree set limits are ok	N/A	No problem with speed limits as they are. People need to drive to the road conditions. With the proposed cycle lanes conditions will be different	No
32	Sally Caskey	Utter dribble. It'll be like living in slow motion and I daresay the already congested streets will become even more congested. Just another layer of control from powers that be. I assume this is to bring down the horrific number of people dying on the roads in our town every week. Oh, hang on, that doesn't happen. I surmise that these initiatives are from the top so although you ask for our submissions, your hands are tied as the govt is implementing these changes everywhere.	The same. People in Wellington watch too much Ridiculousness.	Yes, actually sensible this one.	The slower the better.	I am pretty sure it's a done deal so I feel quite foolish to have fallen for the ruse of "having my say". Oh well, life could be worse. Have you seen the movie Sound of Freedom? Very good.	No
33	Jennifer Patterson	I don't think it is necessary if people use the pedestrian crossings	Ridiculous.	Also ridiculous	Not necessary so no time limit necessary	Keep them the same	No
34	Karen Bromwich	As I reside on Orlando street (opposite the rugby grounds) totally agree with the reducing of the speed limit. A lot of the vehicles are driven way too fast on this stretch of road and I often worry as there are a lot of children that go past our driveway on their bikes.	N/A	N/A	The sooner the better I think.	N/A	No

2024 - Agenda - Policy and Services - January - Decision Report – Stratford's Speed Management Plan – Options for Consideration

35	Jim Gould	I think this is a great idea. Now we have to stop people tailgating. The signage must be really clear though so people are fully aware of the speed changes. ALSO, there should be monitoring of school zones during school drops offs and pickups with heavy fines I live near Stratford Primary and every day I see close calls. Parents doing u-turns (even on the crossing) and double parking. Allowing kids to cross between parked cars etc and get out of the car on the road side of the vehicle.	Should not be changed Completely unnecessary.	Should not be changed Completely unnecessary.	If you are going to do it why wait? What is gained by waiting?	Personally the speed limits are not the issue, the drivers are. No matter what speed limits you set many drivers will still drive as fast as they want to. We see this every day. Maybe need speed cameras.	No
36	Sonali	Yes I think that is good for urban roads especially motorways when there are apartments next to the motorways so residents in that apartment can get good night sleep!	Not good because that is too fast Needs speed reduced to 30km per hour!	Don't do 80km per hour on rural roads!	Nothing	Don't know	No
37	Martin Johnson	Why? Why would you do this? You have already decided you want to inundate these roads with traffic furniture, which will massively add to congestion, why would you want to make it even more congested. What every road designer fails to understand is that speed and congestion go hand in hand. When a road is congested, you can't go quickly. When it is not congested, it is safer to do a higher speed. Why slow everything down all the time when it's not needed at all. You also fail to realise how many people die in NZ each year due to pollution. And dropping speed limits in towns significantly increases pollution from vehicles. And as for changing between the roundabouts to 20, you must be deluded if you think that making cars go more slowly than I can run down there is a good idea. Again, if the road is busy you can't do 20km/h. If it's quiet, then there is no reason why you can't go 50.	None of the changes are a good idea, but this is the least worst consideration.	I thought when I first read this that it must be a joke. I genuinely cannot believe you would do something so selfish, controlling and dangerous. In NZ the accident rates have increased in areas where blanket 80km/h limits have been in place. You're supposed to only increase journey times by 30 seconds. Change on Opunake Rd costs me, and therefore my employer, an hour of time a week. Just imagine how much costs of every single thing in the district will go up if you make every journey 20% longer in duration. This is nothing to do with safety, and everything to do with control and power. Are you going to reimburse my employer for all the extra time my journeys take? or every other person affected? You mention that you want to make the speeds appropriate. They already are, and when conditions get worse, or the road gets windy, drivers slow down. What you are doing is telling them that they are too stupid to make that decision themselves when needed, so will slow them down all the time.	They should never happen, so any time is too soon.	I am genuinely ashamed that you have such little thought or consideration to the people of Stratford to propose any of this, let alone all of it.	No
38	Erena	Yes, good, it's hard to drive much faster than during the day anyway.	Looks good, I don't use those areas though	Excellent.	It's fine. Assume logistics have been carefully considered.	People are always driving too fast on Celia street heading out towards opunake. Slowing people down would be great.	No

2024 - Agenda - Policy and Services - January - Decision Report – Stratford's Speed Management Plan – Options for Consideration

39	Kathryn Rogers	There's no point in giving any feedback as all these consultation processes are just a box ticking exercises. The majority of feedback for the cycle ways did not want them, (never asked for them in the first place), and yet you are still going ahead with them. The town is not asking for any of this, it is clear you are here to do the will of the government not the will of the town folk who pay council wages and elect councillors. At this stage we could save ourselves some money by getting rid of the CE and council staff and councillors and just take our instructions directly from central government if we're not going to make decisions based on what ratepayers want but just bend over and do what outside entities tell us.	N/A	N/A	N/A	N/A	N/A
40	Catriona Ward	I agree. My husband disagrees.	Agree. Between Midhurst and Stratford should also be reduced to 70k	Agree	Good	As above re Reducing limit between Midhurst and Stratford.	No
41	Barry McBride	I agree	I agree	I agree	I agree	None	No
42	Claire	Fine	No needed	Ridiculous	Not relevant	No	No
43	Debbie McKinlay	Reasonable. CBA area can be very busy, backed up and fill of huge trucks. Is also a major road crossing area for everyone.	Best left for the local community of these areas to comment.	What is the reasoning for this, ie the statics of car crashes /deaths or injuries from the having the 100km speed limits now in these rural road areas that you propose to change? I tend to think keep as is without any evidence of need for change. If you do change these roads to 80km/h then Manaia Road should also be 80km/h as the others. Do agree with the 60km/h for Pembroke Road withing the National Park boundary. I do like the fact that the rual schools will have a lowered speed zone area, that needs to be completed ASAP.	N/A	Very confusing changing from 30 to 50km/p and back again to 30km/p as we travel around our small town. Considering we have also have very long and wide streets with vast street views shafts. The community already drive cautiously near the schools, which are now 40km/h zones, again what evidence is there for change.	No
44	CJ Beck	Absolutely crazy. The speed limits are fine as they are. If there is an issue perhaps we fix the roads.	Absolutely crazy. The speed limits are fine as they are. If there is an issue perhaps we fix the roads.	That is a bad move. If anything we need to bring the 80km speed limits back up to 100kmph. Slowing traffic will just increase road rage and police revenue. Just fix the roads properly to begin with instead of having road works every other week.	The only changes that should be made is to increase the speed limits. What is the timeframe to get decent roads in Taranaki. Do not lower speed limits.	Stop trying to slow everyone down. Vehicles are getting safer and safer. There is no need to slow things down. Fix the roads and there will be no issues	N/A
45	Jude b	No need to change. Keep the speeds we h	Leave at 50, and 70 on main road	Leave speed limits as they are, (100) . Put Opanake road back to 100 as well. Many rural roads a governed by the terrain and driving speed is decided accordingly.	No decision made earlier than 2027 as we may finally get a government elected with the will of the people in mind.	Common sense needs to prevail. There is no such thing as a road to zero, this is just pie in the sky. Stratford is blessed with wide streets etc. The speeds are appropriate for our town	No
46	Nicola Howells	I think it's better the way it is.	I think it's better the way it is. 40mm h is excessively slow for midhirst and absolutely unnecessary.	I think it's unnecessary and that we should change them all back to 100km.	It's a waste of time changing the signs if you are not going to gazette the new speeds, it makes them unenforceable. No point changing more if the old ones aren't even sorted yet.	No	No

2024 - Agenda - Policy and Services - January - Decision Report – Stratford's Speed Management Plan – Options for Consideration

47	Gavin Dey	<p>Will the next stage in this never ending assault on motorists' rights by weak minded politicians be a decree from you lot in 10 years time that each vehicle must be preceded by a person on foot carrying a warning flag? When will this madness stop?</p> <p>The current speed limits in the town have worked perfectly well in my lifetime so why do we need change? If it's to save lives, show me the evidence to prove that it will. If it's to save the world, again, show me the evidence. Please get on with what you were elected to do, provide us with a good quality and well maintained roading network. Stop allowing the bureaucrats to imposing their own bright ideas of what would be good for the town - leave that to the residents to bring a case to you.</p>	See comment #1	See comment #1	See comment #1	<p>Given your response to my last submission and those of multiple other residents regarding The Transport Choices Proposal, I seriously doubt you will take any notice of what I've got to say.</p>	No
48	Teresa	I agree, I think it is a good idea and safer	That's a good idea as most of the roads are narrow. I think the main road through midhirst should ne dropped to 50 if Waka kitahi will listen.	I'm happy for the speed limit to go down to 80 but I'm not sure how much difference it will make as people still travel 100 along opunake road and it's been 80 for a while.	N/A	N/A	No
49	William Francis Whyte	Waste of time and money except for past school entrances.	OK	Should be at 90kph (enforced) NOT 80kph (not sure what word William has written in the brackets)	Could be 10 years then I wouldn't care	If Broadway is to be 50kph why confuse people with 30kph in odd bits around it!!	No, waste of tir

2024 - Agenda - Policy and Services - January - Decision Report – Stratford's Speed Management Plan – Options for Consideration

Other Feedback Received

Feedback Number	Date	Name	Type of Communication	Comments
1	23/09/2023	Kerensa May	Email to Feedback@ stratford email	Good morning, i wanted a chance to have a say about the speed review for broadway north end of stratford. I move here in 2022 and within 6 months i had a young lady smash into my vehicle while in the medium strip turning into my driveway. This was incredibly dangerous as she was not watching the road on a straight part but was happy to be either driving at 70 or over.. i am very lucky to be alive as both cars were write offs. I live in an elderly area and have watch the neighbours trying to get out the driveway on to the 70k strip while other motorists are blaring horns at them and driving extremely close behind them. Again this is frightening and terrible taranaki behavior. Also while driving to turn into the countdown carpark you have to slow down while not having much room to pull to the side while cars and trucks are roaring up behind you.. again this is terrifying. I spoke with neighbors and they mention years ago they signed a petition to lower the speed limit this was meet with deaf ears. What will it take to listen before someone dies on this strip of road. I watch young children rided their little bikes along the pathway. I watch school children walking or riding bikes on the footpath along this road and its basically a highway through our little town and its awful. Can someone please lower the speed limit to 50 from before countdown traveling towards the township. Not to mention fix potholes the trucks are slamming them and it shakes everything. Thank you for taking the time to read this and i pray that someone listens and gives us some piece of mind about driving safely through our gorgeous little town.
2	28/09/2023	J A Weedon	Letter dropped in to SDC	To whom it may concern, I wish to submit an objection to the raising of the speed limit on Swansea Road between Celia Street and Warwick Road. I think 80km/h will be far too high as we have enough problems with people sticking to 50. There are children living on this section of the road and also grandchildren and great grandchildren that come to visit. I remain a resident of this section. J.A.Weedon
3	27/10/2023	Dr Neil de Wet Medical Officer of Health National Public Health Service	Letter from Dr Neil de Wet, emailed to the feedback inbox by Sara Knowles, Interim Operations Manager, National Public Health Service Taranaki, Te Whatu Ora, Health NZ	27 October 2023 Stratford District Council feedback@stratford.govt.nz Tēnā koe Speed Management Plan for Stratford District Council We DO wish to speak in support of our submission. Te Whatu Ora leads the day-to-day running of the health system across Aotearoa New Zealand, providing and commissioning services at local, district, regional and national levels. Under the Pae Ora (Healthy Futures) Act 2022, a key objective of Te Whatu Ora is "to promote health and prevent, reduce, and delay ill-health, including by collaborating with other agencies, organisations, and individuals to address the determinants of health." As a division of Te Whatu Ora, the National Public Health Service (NPHS) leads the delivery of Health Protection, Health Promotion, and Prevention services, as well as working with the Public Health Agency and Te Aka Whai Ora on intelligence, population health, and policy. As a Tiriti o Waitangi partner, NPHS advocates for equitable health outcomes, striving to eliminate health differences, particularly for Māori. For the NPHS, building towards pae ora (healthy futures) for everyone includes promoting and supporting mauri ora (healthy individuals and ways of living where culture is recognised as a determinant of health), whānau ora (healthy, empowered and strong whānau/families), and wai ora (healthy environments and an acknowledgment of the connection with whenua and the impact of this on health and wellbeing) ¹ 2. Thus, NPHS Taranaki welcomes the opportunity to submit on the: Stratford District Council Speed Management Plan. The National Public Health Service - Taranaki strongly supports road speed limit reductions. To support public health gains in the Stratford district, transport strategy requires an equity-centric vision (every member of society, irrespective of their personal circumstances and level of mobility, will be able to safely travel to meet their needs and wants). Transport infrastructure should provide accessible and safe travel options for everyone, whether young or old, walking, cycling, wheeling, driving or on public transport. Taranaki has one of the highest rates of traffic injury hospitalisation in Aotearoa New Zealand (119.1 per 100,000 population – the third highest rate in 2018) 3. Reducing road speeds will improve safety, as well as decreasing the number and severity of crashes 4. Road systems should be safe for everyone. In areas where there is a mix of road users, reduction of speed limits will give greater protection to those most vulnerable - our children, the elderly and people with disabilities. In traffic collisions, the severity of the outcome is strongly related to vehicle speed 5. Children are particularly vulnerable road users and strategies to reduce speed have been shown to positively impact rates of childhood injuries 6. The burden of transport-related harm is inequitably distributed with Māori and people living in areas of lower socioeconomic status experiencing a disproportionately high burden 7. Reducing road speeds is associated with increased uptake of active transport modes, which have many positive impacts on physical and mental health 8. Physical inactivity is the fourth leading risk factor for global mortality and accounts for 6% of deaths worldwide 9. An environment that supports making positive active transport choices increases the chance that people are regularly active and reduced road speeds will contribute to this 10. People who walk or cycle to their main activity are also more likely to meet physical activity guidelines and enjoy the associated health and other benefits of increased physical activity 11. Children who use active transport to get to and from school are also more likely to be active commuters as adults, establishing these early habits could have lifelong health and other benefits 12. Speed reductions have a positive impact on the wider community increasing amenity use and walkability 13. Other benefits associated with reduced speeds include improved air quality, reduced traffic noise, and reductions in greenhouse gas emissions 14. Given the above, NPHS - Taranaki supports Speed Management Plans. The following aspects are noted as supportive of public health gain: • Road speed limit reductions. • The emphasis on speed limit reductions outside marae and the consultation of this with iwi/hapū. Recommendations: To strengthen the public health value and aspects of the proposal, the following suggestions are provided for consideration: • That priority is given to areas that are known to experience higher levels of social deprivation and areas with high Māori populations, in addition to those with higher crash rates and high traffic density when considering speed limit reductions and when planning any associated infrastructure improvements.

				<ul style="list-style-type: none"> • The use of permanent speed limit reductions. • The use of infrastructure, design and other traffic calming measures alongside the proposed speed limit reductions, to promote safety and support lower speeds. • The council utilise ongoing community engagement and co-design opportunities when planning the design of any infrastructure upgrades. • That the council consider a 'whole of trip' approach, promoting an integrated transport environment that encourages and supports people to choose active transport options. • A review of speed limits on roads that are used to access community facilities to ensure that the speed limits are safe, appropriate and are supportive of active transport choices. <p>Ngā mihi Dr Neil de Wet Medical Officer of Health National Public Health Service Taranaki He has multiple references which support his views and statistics.</p>
4	27/10/2023	<p>Emailed submission to the feedback inbox from Federated Farmers NZ (FFNZ), Tim House, Policy Advisor.</p>	<p>To whom it may concern, Attached to this email, you will find Federated Farmers of New Zealand's feedback on the SDC's Draft Speed Management Plan 2023. Our members are deeply engaged in matters related to the roading network and speed management, and we are grateful for the chance to participate in this crucial consultation. If you require any clarifications regarding our submission, please feel free to reach out to me directly. Ngā mihi, Tim House</p>	<p>To: Stratford District Council Via email: feedback@stratford.govt.nz Date: 28th October 2023 Submission on: Stratford Draft Speed Management Plan Submission by: Federated Farmers of New Zealand Contact Person: Mark Hooper, TARANAKI PROVINCIAL PRESIDENT Federated Farmers of New Zealand, M 021 430 558, E m.hooper@fedfarm.org.nz Address for service: Tim House, POLICY ADVISOR (REGIONAL), Federated Farmers of New Zealand. M 021 071 2972, E thouse@fedfarm.org.nz</p> <p>1. Introduction</p> <ul style="list-style-type: none"> • Federated Farmers appreciate the opportunity to submit on Stratford District Council's (SDC) draft Speed Management Plan (SMP) 2023. As representatives of the farming sector, we have a very strong interest in the road network which provides a vital economic and social lifeline for rural communities and businesses. • We acknowledge any submissions from individual members of Federated Farmers. • We would like the opportunity to speak to Council about our submission. • Rural areas heavily rely on local roads and highways for transporting goods, accessing essential services, and connecting remote communities. For most rural residents, there are no viable alternative transport options. • Roads are crucial for the agriculture industry to get farm inputs and outputs to markets. Maintenance of a fit-for-purpose rural road network is therefore critical. • We support the government's overall vision of zero deaths and serious injuries on the roads. However, we emphasize that speed is not the sole factor in road trauma, and a holistic "Safe System" approach is needed with multiple interventions across vehicles, roads, speeds and road use. <p>2. Recommendations</p> <ul style="list-style-type: none"> • Adopt flexible, variable speed limits tailored to specific road conditions and traffic volumes, based on robust local data and risk assessment. Avoid blanket speed limit reductions without clear evidence. • Retain existing 100km/h speed limits on rural roads until justification for decreases is provided following comprehensive analysis of local crash statistics, traffic volumes and other safety data. • Prioritize and substantially increase investment in rural road maintenance, repairs and upgrades rather than relying primarily on arbitrary wholesale speed limit changes which fail to address underlying infrastructure issues. • Implement community education and awareness programs around key road safety risks and driver behaviour improvements, to increase public engagement and support for a holistic safe system approach. • Ensure adequate enforcement resourcing, consistency and monitoring capacity to achieve compliance with any speed limit changes made. Publicise enforcement activities to increase deterrence. • Conduct ongoing monitoring of road trauma trends and annual reviews of the SMP to rigorously assess effectiveness, make evidence-based adjustments as needed, and keep stakeholders informed on outcomes. • Implement education campaigns to increase awareness of new speed limits. • Collaborate with police on consistent enforcement of new 30km/h limits during transition period. • Provide details of other speed management measures planned to complement lower limits. <p>3. General Comments</p> <ul style="list-style-type: none"> • We strongly support the goal of reducing road trauma and believe a holistic "whole of network" approach is the most effective way to work towards zero deaths and serious injuries. However, we have major concerns that the SMP places disproportionate focus on speed limit reductions as the primary intervention, without integrating or evidencing the role of other vital factors. • While managing travel speeds is undoubtedly important for safety outcomes, it is not a single silver bullet solution. Holistic interventions are imperative across safe roads, safe vehicles, safe road use and safe speeds. The SMP must comprehensively demonstrate how proposed speed changes align with and support these other reinforcing components of the "whole of network" approach. • Impacts on travel efficiency and transit times must also be thoroughly analysed. Blanket speed reductions can negatively impact route efficiency, especially on rural roads with low traffic volumes, leading to driver frustration and unsafe overtaking risks. • Enhanced safety outcomes, reduced travel times, lower carbon emissions and less road wear are all valid reasons why substantial infrastructure improvements need to be considered in tandem with speed management. The SMP must take a balanced district-wide approach. <p>4. Support for Town Speed Limit Changes</p> <ul style="list-style-type: none"> • We support proposed 30km/h speed limits in the Stratford CBD, Midhirst and Whangamomona to improve pedestrian and cyclist safety. • Lower limits are appropriate for the higher foot traffic in these areas. However, the CBD has had 50km/h limits for some time, so education and increased enforcement are needed, especially early on, to aid driver adjustment to the new 30km/h limit. • We recommend implementing education campaigns using signage, media ads, brochures etc to increase awareness of the changes. Collaborating with police on consistent

CBD speed enforcement will also help cement the new limits.

- We urge Council to provide details on other planned speed management measures complementing the reduced limits, demonstrating a "whole of network" safety approach.

5. Consultation Transparency

- The consultation provides minimal explanation of the data, modelling, cost-benefit analyses and decision-making processes behind proposed speed limit changes. Much more transparency on the rationale is required to enable submitters to provide well-informed, meaningful feedback.
- The apparent sole focus on speed limit reductions, without evidencing how these changes integrate with and support other critical "Safe System" road safety initiatives, warrants extensive further discussion and community input.
- A substantially more inclusive, wide-ranging public engagement process is essential to assess whether the community considers the emphasis on lower speeds appropriate and reasonable compared to other interventions, and to ensure SMP proposals truly align with public expectations. This will lead to more robust, democratically accountable decision-making.

6. Rural Roads

- We strongly oppose the imposition of blanket proposed rural speed reductions without locationspecific evidence that these changes will deliver significantly improved safety outcomes.
- Rural roads provide vital connectivity for communities and support diverse economic activities including agriculture, tourism and commerce. Arbitrary speed limit reductions can impair these functions through increased travel times.
- Specific concerns regarding lowering rural speed limits include:
 - Limited traffic volumes and existing low crash rates may not justify reductions, instead creating road frustration risks and unsafe overtaking behaviour.
 - Increased journey times for commuters, freight, public transport and essential services. This can contribute to driver fatigue, compromised concentration, reduced productivity and adverse economic impacts.
 - Enforcement resourcing and consistency challenges across expansive rural areas with limited police presence. Inconsistent enforcement undermines intended safety benefits.
 - Exacerbation of congestion and unsafe overtaking situations due to impeded traffic flow on single lane rural roads. Tailgating, risky manoeuvres and road rage incidents may increase.
 - Potentially major adverse economic effects by hindering efficient goods movement and substantially raising business costs. Significant flow-on effects for rural communities.
 - Speed limits should be evidence-based, using statistically significant localised crash, traffic and speed data, and factoring actual rural road usage, precise conditions and identified crash risks. Blanket speed reductions lead to inefficient road networks.
- We strongly advocate for retention of 100km/h rural road speed limits until a robust, empirically justified case for lowering specific limits is provided based on comprehensive analysis of local factors and predicted safety impacts.

7. Infrastructure

- The SMP does not adequately address the vital issue of rural road maintenance, repairs and upgrades. This fundamental area requires much greater priority and focus than speed limit reductions alone.
- Well-designed, maintained and lit rural roads with adequate widths, quality surfaces, clear markings, safety barriers and sealed shoulders enable safer travel at posted speed limits. Deferred maintenance increases road defects and hazards that lower speeds do not fully mitigate.
- Key infrastructure upgrades urgently needed include:
 - Widening narrow rural road shoulders to create safer stopping distances and recovery areas.
 - Installing flexible safety barriers to prevent run-off collisions.
 - Providing passing lanes to improve traffic flow and prevent risky overtaking manoeuvres.
 - Improving intersection designs at key risk areas to enhance visibility.
 - Upgrading bridge parapets to better contain collisions.
 - Sealing unsealed road surfaces to improve wet weather traction.
 - Improving drainage to prevent hazardous surface water buildup.
 - Adding lighting at high-risk intersections and bends.
- As rural residents and businesses contribute significantly to roading costs through rates, priority upgrades enabling safe 100km/h travel should be implemented over arbitrary wholesale speed decreases which fail to resolve underlying hazards.

8. Education, Enforcement, Monitoring

- The SMP should comprehensively detail supporting education initiatives, advertising campaigns and community engagement programs to promote awareness and buy-in around speed limit changes and road safety. Relying solely on lower speed limits is insufficient to achieve behaviour change.
- Enforcement resourcing, capacity and consistency challenges must be urgently addressed, especially for rural areas. Enforcement should be well-publicized to increase deterrence. Without robust enforcement, potential safety benefits cannot be realized.
- Ongoing monitoring of speeds, crash statistics and road trauma trends will allow rigorous assessment of whether reduced speed limits are improving safety versus retaining 100km/h limits. If minimal safety impact, limits could potentially be raised again.
- While normally reviewed every 3 years, we strongly recommend annual SMP reviews and updates to comprehensively evaluate effectiveness, make evidence-based adjustments as required, and keep stakeholders fully informed on road safety outcomes. Monitoring data should directly feed into these reviews.

9. Conclusion

- We appreciate Council considering our submission. As key stakeholders, we seek close engagement in developing a balanced, evidence-based SMP integrating speeds with critical roading improvements and education programs.
- We strongly support the goal of zero road trauma but emphasize this requires a holistic "Safe System" approach, not just speed limit reductions. We look forward to collaboratively working with Council on this vision.

Federated Farmers thanks Stratford District Council for considering our submission.

ABOUT FEDERATED FARMERS OF NEW ZEALAND (INC)

Federated Farmers is a not-for-profit primary sector policy and advocacy organisation that represents the majority of farming businesses in New Zealand. Federated Farmers has a long and proud history of representing the interests of New Zealand's farmers.

The Federation aims to add value to its members' farming businesses. Our key strategic outcomes include the need for New Zealand to provide an economic and social environment within which:

- our members may operate their business in a fair and flexible commercial environment;
- our members' families and their staff have access to services essential to the needs of the rural community; and
- our members adopt responsible management and environmental practices.

This submission is representative of member views and reflect the fact that local government decisions impact on our member's daily lives as farmers and members of local communities.

5	30/10/2023	<p>Emailed Transporting NZ Submission to Taranaki Regional Council Speed Management Plan 2024-2027 from Dom Kalaish, Interim Chief Executive forwarded from Fiona Ritson, TRC</p>	<p>Kia ora Thank you for the opportunity to comment on the speed management plans for the New Plymouth, South Taranaki and Stratford districts. Please find attached la Ara Aotearoa Transporting New Zealand’s submission. If you have any questions, please feel free to contact me. I would appreciate if you could please acknowledge receipt of our submission. Ngā mihi Dom Kalasih</p>	<p>la Ara Aotearoa Transporting New Zealand Incorporated submission to Taranaki Regional Council on the speed management plans 2024 to 2027 for New Plymouth District, South Taranaki District and Stratford District.1.1 la Ara Aotearoa Transporting New Zealand Incorporated (Transporting New Zealand) is made up of several regional trucking associations for which Transporting New Zealand provides unified national representation. It is the peak body and authoritative voice of New Zealand’s Road freight transport industry which employs 32,868 people (1.2% of the workforce), and has a gross annual turnover in the order of \$6 billion. This is part of a wider transport sector that employs 108,000 people, or 4 percent of the country’s workforce and contributes 4.8 percent of New Zealand’s GDP.1.2 Transporting New Zealand members are predominately involved in the operation of commercial freight transport services, both urban and inter-regional. These services are entirely based on the deployment of trucks both as single units for urban delivery and as multi-unit combinations that may have one or more trailers supporting rural or inter-regional transport. 1.3 According to Ministry of Transport (MOT) research (National Freight Demands Study 2018) road freight transport accounts for 93% of the total tonnage of freight moved in New Zealand or about 85% of the surface freight activity measured in tonne-kilometres. 2. Introduction.2.1 Transporting New Zealand provides sector leadership and believes we all need to operate in an environment where the following must be managed to ensure: • The safety and wellbeing of our drivers and other road users• The minimal impacts of transport on our environment• The transport of goods by road is economically feasible and viable and it contributes the best way it can to benefit our economy. 2.2 Transporting New Zealand welcomes the opportunity to comment on the proposed changes to speed limits.2.3 Roads are the routine working environment for our members, consequently, a well-managed and safe working environment is important to us. 2.4 The predominant lens and the scope of our submission are the impacts and risks associated with commercial (road freight) traffic and the economy that traffic serves. 1 Transport factsheet (mbie.govt.nz)3. Consultation approach 3.1 Transporting New Zealand appreciates and supports in principle the consultation approach taken by Taranaki Regional Council in working collectively, where possible, with the four Taranaki road controlling authorities, namely the three district councils New Plymouth, South Taranaki and Stratford and Waka Kotahi for state highways.3.2 The speed management workshop that Taranaki Regional Council hosted on 11 October 2023 to discuss the draft Speed Management Plan (SMPs) proposals was a very efficient way for key stakeholders such as the freight sector and the Automobile Association to be briefed on the proposed changes.3.3 Transporting New Zealand also supports district council’s use of digital mapping to demonstrate the proposed changes ConnectingTaranaki Social Pinpoint (mysocialpinpoint.com). We are recommending that other regional councils take a similar approach.4. Specific comments4.1 Transporting New Zealand’s first major concern with the SMPs is that whilst the consultation was undertaken collectively, the variation in the scope of the respective district councils will result in an inconsistent and confusing road network for road users. To demonstrate:• New Plymouth District Council’s SMP includes changes to roads involving: schools; the Taranaki District Health Board; Marae; town centres; and rural roads • South Taranaki District Council’s SMP include changes to roads involving:Marae; Marae with kohanga reo; Hawera CBD; beachside communities; a Lake Reserve and 70 km/h roads. South Taranaki District Council intend making changes to rural roads and townships at a later date. • Stratford District Council’s SMP proposes: a 30 km/h speed limit around the periphery of the CBD with all other CBD roads remaining at 50 km/h; 40 km/h for local roads at Midhurst; no change to 50km/h for Toko and Whangamomona; and in year 3, all local roads becoming 80 km/h. 4.2 Transporting New Zealand believe it is unreasonable to expect motorists to be compliant with speed limits when there is so much variation and inconsistency across the network. Furthermore, this inconsistency will ultimately lead to perverse safety outcomes as more vulnerable road users, such as pedestrians and cyclists, will not have a consistent expectation or understanding of the speed of the traffic they are interacting with. 4.3 Transporting New Zealand firmly believe a risk-based approach using good traffic engineering practice, including taking into consideration the degree of roadside development should be the basis of setting speed limits. 4.4 Transporting New Zealand is concerned and believes too much weighting is being given to community popularity when determining speed limits.4.5 Over recent years, as it has focussed predominantly on reducing speed limitsWaka Kotahi has been at pains to point out its view that a 5% decrease in average speed leads to about a 10% decrease in all injury crashes and a 20% decrease in fatal crashes.4.6 Transporting New Zealand is aware of fundamental physics and that lower vehicle speeds can give greater time for people to react and respond during an incident. In addition, if the event of a crash, then the forces and energy levels are lower so victim injury severity should be lower. However, we are concerned that Waka Kotahi and road controlling authorities are placing far too much emphasis on reducing speed and that is simply placing blame on drivers rather than understanding the underlying reasons for this increasing crash trend. We are also concerned that all the effort and focus on speed limit is hindering progress with better solutions such as building and maintaining safer roads. 4.7 The histogram below provided by Waka Kotahi on deaths and serious injuries(DSI) for the Taranaki region over the period 2013 to 2022. The first three years had an average of approximately 52 DSI crashes whereas the last 5 years, which include lower traffic volumes and risk exposure associated with COVID-19 had an average of approximately 76 DSI crashes. In other words, on average there was a 45% increase in DSI from the earlier years of that 10-year period to the latter years. 4.8 That 45% increase in DSI crashes is significant and as far as Transporting New Zealand is aware there were no substantive changes to speed limits over that period, so there could be factors other than speed that need addressing. 4.9 Over the last couple of decades there have been noticeable improvements in vehicle safety, for example with progress in frontal impact designs, crash worthiness, and occupant protection. There has also been improvement in reducing the time for emergency medical services which increase the likelihood of crash victim survivability. Given these changes, Transporting New Zealand is concerned that the strategy of reducing speed limits is an easy option for road controlling authorities but it will not deliver the benefits claimed and the disbenefits have not been given adequate consideration. 4.10 The National Party, which will form the majority of government, campaignedstrongly that it would repeal the Land Transport Rule, Setting of Speed Limits. Given all the other challenges and pressures that councils are facing with investment in critical infrastructure, Transporting New Zealand is intrigued and somewhat perplexed that despite what appears to be imminent legislative changepending, road controlling authorities are continuing to spend so much time and money in amending speed limits. END</p>
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Summary

	# of submissions				
	Stratford CBD	Midhirst / Whangamomona	80km/h for Rural Roads	60km/h for Manaia Rd & Pembroke Rd	Timeframe for changes
Supportive	20	12	12	13	11
Unsupportive	25	29	31	30	18
Neutral / No response	4	8	6	6	20
TOTAL	49	49	49	49	49

5 of these unsupportive submissions were supportive of lowering Midhirst to 50km/h
 1 of these supportive also suggested reducing the speed limit between Midhirst and Stratford to 70km/hr
 There was a supportive for 60km/hr for Pembroke Rd but not for Manaia Rd but it has been included as a supportive

Appendix 2

Hon Simeon Brown

MP for Pakuranga

Minister for Energy
Minister of Local Government
Minister of Transport

Minister for Auckland
Deputy Leader of the House



Neil Volzke
Stratford District Council
nvolzke@stratford.govt.nz

Dear Neil,

As you will be aware, a new Government has taken office with a comprehensive transport programme that will see Kiwis get to where they want to go, quickly and safely. The Government is writing a new Government Policy Statement on Land Transport to focus on reducing travel times and to create a more productive and resilient transport network that drives economic growth to boost incomes and unlock land for houses.

I am writing to inform you of recent changes made to the Land Transport Rule: Setting of Speed Limits 2022 (the Rule).

I am aware Regional Transport Committees (RTCs) and Road Controlling Authorities (RCAs) are currently developing, or have developed, speed management plans in line with the Rule and deadlines set by the New Zealand Transport Agency Waka Kotahi (NZTA).

The Rule has been amended to revoke the deadlines set by the NZTA, including the 29 March 2024 deadline for submitting the final draft speed management plans for certification. The deadlines and targets for reviewing speed limits, including around schools, have also been revoked. The Rule no longer requires RTCs and RCAs to develop speed management plans, and instead allows them to choose to do so.

As part of the Government's 100-day commitments, I intend to replace the current Rule.

This new Rule will ensure that when speed limits are set, economic impacts – including travel times – and the views of road users and local communities are taken into account, alongside safety.

The new Rule will also implement requirements for variable speed limits on roads approaching schools during pick up and drop off times, rather than permanent reductions, to keep young New Zealanders safe when they are arriving at, or leaving, school.

I consider it is undesirable for RTCs and RCAs to apply public money and resources in developing speed management plans only to have to revisit the plans when the new Rule takes effect. Given this, if you have not already finalised your speed management plan, I encourage you to consider the new Rule before making final decisions.

I also note the policies within the previous Government's so-called 'Road to Zero' strategy, in relation to speed limits, are no longer the Government road safety strategy for the purpose of the Rule. The Government is committed to road safety and will be publishing new objectives for road safety along with the new Rule next year.

Private Bag 18041, Parliament Buildings, Wellington 6160 New Zealand
+64 4 817 6804 | s.brown@ministers.govt.nz | www.beehive.govt.nz

I am working with officials on the timeline for replacing the current Rule and I expect them to keep you updated on progress.

In addition, I understand that some local authorities have been developing programmes with NZTA and other stakeholders to reduce vehicle kilometres travelled (VKT) by the light vehicle fleet, using funding from the Climate Emergency Response Fund. I have given notice to NZTA to end its work on these programmes, and to not commit any further funding to local authorities (beyond existing contractual obligations) to develop these programmes.

Thank you for your understanding as we work through these changes.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Simeon Brown".

Hon Simeon Brown
Minister of Transport

Copy to: Sven Hanne, shanne@stratford.govt.nz



Appendix 3

44 Bowen Street
Private Bag 6995
Wellington 6141
New Zealand
T 64 4 894 5400
F 64 4 894 6100
www.nzta.govt.nz

13 December 2023

Kia ora koutou,

Re: Amendments to the Land Transport Rule: Setting of Speed Limits 2022

I am writing about changes made by the Minister of Transport to the Land Transport Rule: Setting of Speed Limits 2022 (The Rule) announced on Tuesday 12 December.

The changes to the Rule progress the Coalition Government's 100-day plan in relation to speed management.

I understand the Minister has provided a written update outlining the intent of the changes, which are as follows:

- The requirement to develop speed management plans is now discretionary rather than mandatory
- The Minister of Transport, rather than the NZ Transport Agency Waka Kotahi (NZTA), now has the authority to set a deadline for any of the steps involved in developing, varying or replacing Speed Management Plans (SMPs)
- Any previous deadlines for RCAs to prepare SMPs are revoked
- Regional Transport Committees (RTCs) and Road Controlling Authorities (RCAs) no longer need to meet the previous deadlines associated with setting speed limits outside schools as set out in the Rule.

These amendments to the Rule do not change the function of the Director of Land Transport to certify Speed Management Plans which RCAs choose to submit, however RTCs and RCAs should note the intention from the Minister to develop a new Rule. The Minister has encouraged RCAs to wait for this new Rule before developing or completing SMPs.

I acknowledge the implications of these changes may raise some questions around the progression of speed management plans, including those already submitted for certification. I have provided key information on how these changes may affect you and will provide more details as they become available.

This information along with any further updates will also be made available on the NZTA and Ministry of Transport websites.


Key information

- The Minister intends to replace the Rule and has encouraged RTCs and RCAs to wait until the new Rule is in place before developing or submitting SMPs;
- An RCA can choose to submit a SMP to the Director of Land Transport for certification.
- If a SMP has been submitted, but not yet certified, the RCA can withdraw the SMP prior to certification.
- Implementation of certified SMPs can continue.

- Speed limits which have migrated into the National Speed Limit Register remain valid.
- RTCs and RCAs retain the ability to target harm reduction through safety management responses including SMPs and infrastructure improvements;
- Work on the new Rule has commenced. The expectation is that further information on the scope and process for the new Rule will be available in early 2024.

If you have any concerns, please get in touch with your NZTA Area Programme Manager or Director of Regional Relationships for guidance and support.

Ngā mihi nui,

A handwritten signature in blue ink, appearing to read "Brent Alderton".

Brent Alderton
Director of Land Transport

DECISION REPORT



F22/55/04 – D23/49198

To: Policy & Services Committee
From: Projects Manager
Date: 23 January 2024
Subject: Disposal of Surplus Properties

Recommendations

1. THAT the report be received.
2. THAT this Committee approves to the disposal of surplus properties below:
 - a) 577 Beaconsfield Road (PtS 41 Blk XIV SD Huiroa and Lot 1 DP398529) - Stanley Road;
 - b) 31 SH3 / Mountain Road (PtS2 Blk XIII SD Huiroa); and
 - c) Lot 2 DP1688 (85 Regan Street)

Recommended Reason

To release funds for other council activities where achievable, remove officers' involvement in maintenance operations and tidy up the Surplus Property list.

/
Moved/Seconded

1. Purpose of Report

The purpose of this report is to seek the Committee's approval to dispose of 'surplus' properties which are considered no longer useful for Council activities and/or services.

2. Executive Summary

- 2.1. Elected Members first requested a report on all surplus council properties at the Ordinary Meeting in April 2022. On 26 July 2022, Officers presented a workshop to Elected Members on the future of the identified surplus properties. The four properties identified are detailed in the Appendix and summarised below:
 - 577 Beaconsfield Road and Stanley Road - PtS 41 Blk XIV SD Huiroa & Lot 1 DP398529;
 - 31 State Highway 3 (SH3), Mountain Road - PtS 2 Blk XIII SD Huiroa;
 - 85 Regan Street - Lot 2, DP1688; and
 - Forest Road, RD21 - Closed Road Blk XVI SD Egmont.
- 2.2. Council officers have assessed the disposal process for each of these properties and found them to be unique.
- 2.3. Options for disposal are provided in **Section 7** of the report. Officers' recommendation is to dispose of all properties, following due process.

3. Local Government Act 2002 – Section 10

Under section 10 of the Local Government Act 2002, the Council's purpose is to "enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future"			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:			Yes
Social	Economic	Environmental	Cultural
	✓		

4. Background

4.1. The four properties identified as surplus to Council requirements are described below.

4.2. **577 Beaconsfield Road and Stanley Road - PtS 41 Blk XIV SD Huiroa & Lot 1 DP398529:**

- With a combined Capital Value of \$425,000 (2023), this property was originally purchased in 2007 to be used as a cemetery.
- In March 2021, a geotechnical investigation revealed that the site had a relatively high-water table, with depth of approximately 2.8m in summer and 1.7m in winter. This high-water table was considered to be too high such that would interfere with grave depths.
- Subsequently, replacement land was purchased in 2022, adjoining the current Kopuatama Cemetery.
- At approximately 3 ha, this land is currently utilised by the council's farm sharemilker, who produces hay and silage on it.

4.3. **31 State Highway 3 (SH3), Mountain Road - PtS 2 Blk XIII SD Huiroa:**

- Historically, this site formed part of Mountain Road before it was realigned.
- A few years ago, a sale proposal was presented to the adjoining landowner, Te Awarua Farms Limited, who declined to engage in the process. Te Awarua Farms Limited also declined the offer to formalise the agreement with a *License to Occupy*.
- At approximately 2,200 m², this land is currently grazed by Te Awarua Farms Limited.
- There is currently no Licence to Occupy with Te Awarua Farms Limited.
- At a Capital Value of \$12,000 (2023), this land presents no cost to council in terms of maintenance due to Te Awarua Farms Limited grazing the land.

4.4. **85 Regan Street - Lot 2, DP1688**

- It is unknown when this property was purchased.
- There is a current lease agreement on the property which expires in 1 June 2028.
- The property site area is approximately 515 m².
- At a Capital Value of \$190,000 (2023), this property is currently leased and used by Stratford on Stage.

4.5. **Forest Road, RD21 - Closed Road Blk XVI SD Egmont:**

- It is unknown when this property was acquired by Council.
- At an area of approximately 2.5 ha, this section adjoins the Department of Conservation (DoC) land to the right.
- Aerial photographs show that the operations of the adjoining quarry activity by Vickers Quarries Limited, has spilled onto this land.
- At a Capital Value of \$28,000 (2023), there is no current cost in maintaining this land.
- Subsequent investigation has determined that the Forest Road property is now crown owned, as notified in NZ Gazette 1972, page 1538 pursuant to Section 29 of the Public Works Act 1981.
- The **only** action is to remove this property from Council's Surplus Property list.

4.6. The disposal process anticipated for each of the properties is unique:

- For the **577 Beaconsfield Road and Stanley Road** property, disposal is essentially its sale to a willing buyer. Council Officers will need to seek the services of a Real Estate Agent to complete the sale. This is expected to be a relatively straightforward transaction.
- For the **31 State Highway 3 (SH3)** property, the disposal is a direct sale to any interested purchaser. The most logical purchasing party is, however, the adjoining property owner – Te Awarua Farms Limited - who own majority of land surrounding the property. However, due to their past reluctance to agree to a sale proposal, Council Officers can only hope that this sale proposal will be accepted. In addition, the sale of this property is expected to be rather challenging, given the:
 - remoteness of the property;
 - size of the property; and
 - irregular shape and hence development potential (or lack thereof) of the property.
- For the **85 Regan Street** property, given the existing 6-year lease on the property with Stratford on Stage, and the value of the property, this disposal process may take time, to allow this organisation to complete the purchase.

4.7. The disposal of these properties, where achievable, will release funds for other activities and at best work to tidy up the Council's Surplus Property list.

5. Consultative Process

5.1. Public Consultation - Section 82

As this is a commercial matter relative to Council's property that has no public impact, public consultation is not considered necessary.

5.2. Māori Consultation - Section 81

As this is a commercial matter relative to Council's property that has no iwi impact, iwi consultation is not considered necessary.

6. Risk Analysis

- 6.1. There are no risks on the Council Risk Register that this proposal relates to.
- 6.2. There is no legal opinion required until the point of disposal for each property.

7. Decision Making Process – Section 79

7.1. Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	The recommendation is not inconsistent with the Annual Plan and the Long-Term Plan 2021 – 2031. This is merely an operational matter for the disposal of property.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	The recommendations do not impact adversely on current or future infrastructure requirements or Council's regulatory or public service functions.

7.2. Data

The recommendations herein are based on a review of all available data. It is assumed that the disposal process for each property will be successful at the appropriate price and to the appropriate party.

7.3. Significance

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long-Term Plan?	No	
Is it:	No	
• considered a strategic asset; or	No	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	No	
• creating a high level of controversy; or	No	
• possible that it could have a high impact on the community?	No	
In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance?		
High	Medium	Low
		✓

7.4. Options

7.4.1. Options have been assessed for the disposal of each property and implications described below.

7.4.2.577 Beaconsfield Road and Stanley Road

Option 1 – Do Nothing

- This option will keep the property on the Council's Surplus Property list.
- Allows the farm sharemilkers to continue to use the land for the hay and silage production.
- If the farm sharemilker wishes to stop using the land for hay production, Council will be required to maintain the land at no less than \$ 25,000 per year.

Option 2 – Dispose of Land. This is the officers recommended option

- Removes the property on the Council's Surplus Property list and tidies up register.
- This option will release funds for the cemetery activity, in the reserves fund.
- Takes away the use of the land by the farm sharemilkers.
- The disposal of this property will better meet the future needs of the community for good-quality local infrastructure of the cemetery.

7.4.3. 31 SH3/Mountain Road

Option 1 – Do Nothing

- This option will keep the property Council's Surplus Property list.
- Allows the adjoining landowner to continue grazing the land.
- If the adjoining landowner wishes to stop grazing the land, Council will be required to maintain the land at no less than \$ 10,000 per year.

Option 2 – Disposal of land to the Adjoining Landowner at a peppercorn fee. This is the officers recommended option

- Removes the property on the Council's Surplus Property list and tidies up register.
- This option is preferred as the land is considered to be of no value to Council and would remove the risk of Council having to maintain this property in the future.
- This option will allow Officers to engage with the adjoining landowner for the purpose of selling the land at a peppercorn fee.
- The value of the land is \$12,000 and the annual maintenance cost is \$10,000 of the property.

Option 3 – Disposal of land to the Adjoining Landowner at market price

- Removes the property on the Council's Surplus Property list and tidies up register.
- This option is preferred as the land is considered to be of no value to Council and would remove the risk of Council having to maintain this property in the future.
- This option will allow Officers to engage with the adjoining landowner for the purpose of selling the land at the market value.
- The value of the land is \$12,000 and the annual maintenance cost is \$10,000 of the property.

Option 4 – Dispose of Land – to any willing buyer at market price

- Removes the property on the Council's Surplus Property list and tidies up register.
- This option will release some funds (approximately \$6,000) for other council activities.

7.4.4.85 Regan Street

Option 1 – Do Nothing

- This option will keep the property on the Council's Surplus Property list.
- The current lease with Stratford on Stage will continue until 31 May 2028.

Option 2 – Dispose of property at the market price to Stratford on Stage. This is the officers recommended option

- This option will allow Officers to remove this property from the Council's Surplus Property list.
- The current lease with Stratford on Stage will continue until 31 May 2028 or until such time as Stratford on Stage are in a position to purchase the property.
- The disposal of this property will better meet the future needs of the community for good-quality local infrastructure of the cemetery.

Option 3 – Dispose of property to any willing buyer at the market price.

- This option will allow Officers to remove this property from the Council's Surplus Property list.
- Release funds for other Council activities.
- The disposal of this property will better meet the future needs of the community for good-quality local infrastructure of the cemetery.

7.5 Financial

There is a positive impact on funding or debt levels in relation to this matter due to the additional income received from the disposal of the properties.

7.6 Prioritisation & Trade-off

There is no issue with Council's capacity to undertake this transaction and deferral is neither considered necessary nor recommended for the reasons outlined above.

7.7 Legal Issues

There are no legal issues inherent herein at this stage. Any transfer of property will require legal administration.

7.8 Policy Issues - Section 80

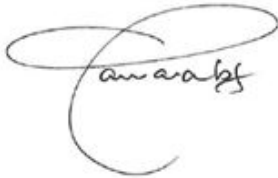
There are no policy issues inherent in this proposal.

Attachments

Appendix 1 – Surplus Property Data Sheets



Steve Taylor
Project Manager



[Endorsed by]
Victoria Araba
Director - Assets



[Approved by]
Sven Hanne
Chief Executive

Date: 16 January 2023

APPENDIX 1

Surplus Property Data Sheets

577Beaconsfield Road/Stanley Road

PROPERTY LEGAL DESCRIPTION	Lot 1 DP398529- Stanley School	VALUATION NUMBER	
AREA / HA	3.05	PROPERTY ADDRESS	577 Beaconsfield Road
CAPITAL	\$315,000.00	LAND VALUE	
RATE	Potentially \$2,000 hec or \$5,500-\$6,000 annually		

INFORMATION

The Beaconsfield Road/Stanley Road land is located at the bottom of Stanley Road, and historically formed part of Stanley school.
Currently it is being utilised by Council Sharemilkers to produce silage/maize/turnips throughout the season.

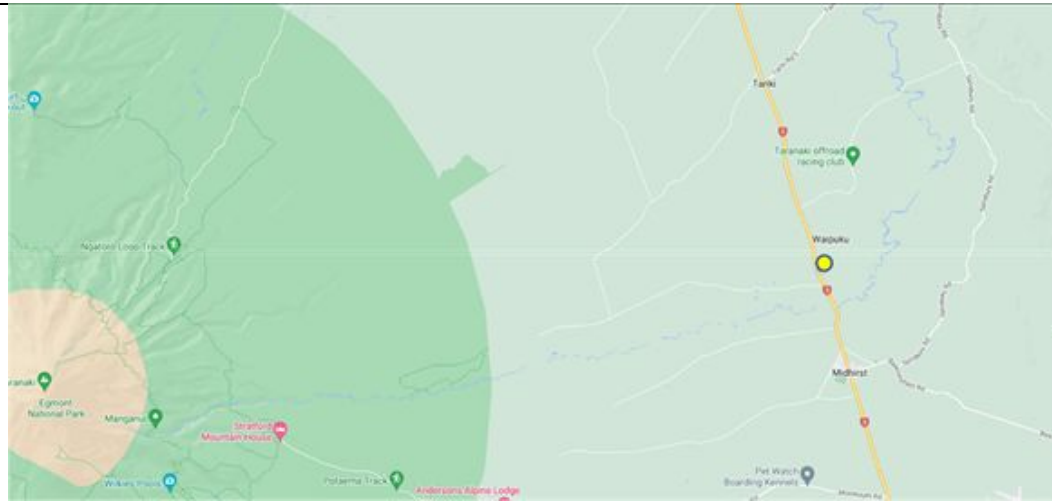


31 SH3/Mountain Road

PROPERTY LEGAL DESCRIPTION	Pt Sec 2 Blk XIII Huiroa SD - Vacant	VALUATION NUMBER	12001/281.02
AREA / HA	022	PROPERTY ADDRESS	31 SH3/Mountain Road
CAPITAL	\$8,000.00	LAND VALUE	\$8,000.00
RATE	Non rateable		

INFORMATION

The 31 SH3/Mountain Road land is located north of York Road. Historically it formed part of Mountain Road before it was realigned. Its currently being grazed by Te Awarua Farms Limited, as they own the surrounding land. This is at no cost. A sale proposal has been present to Te Awarua Farms Limited a few years ago, but they declined.

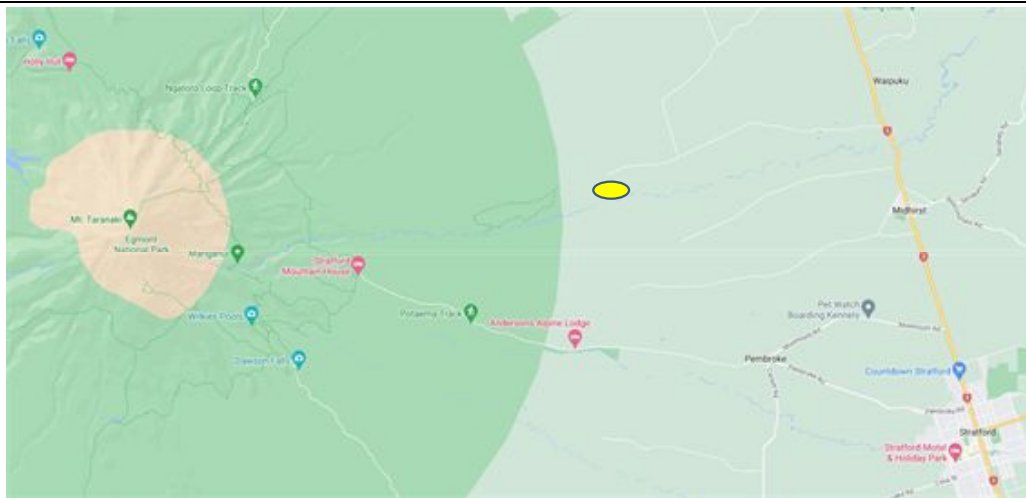


24 Forest Road, RD21

PROPERTY LEGAL DESCRIPTION	Pt Closed Road SO 10236 Adj Sec 24 Pt Secs 21 & 48 Bk XVI Egmont SD	VALUATION NUMBER	12001/199.00
AREA / HA	5.0586	PROPERTY ADDRESS	24 Forest Road, RD21
CAPITAL	\$210,000	LAND VALUE	\$210,000.00
RATE	Non rateable		

INFORMATION

The Forest Road land is located at bottom of Mt Taranaki, on either side of Manganui River. Vickers Quarry is on the Northern boundary, Doc owns the land to the right and the land below is privately owned. Previously part of the land on the north side had been quarried by Vickers, this has made the land not suitable to sell or lease.



MONTHLY REPORT

Assets Department



F22/55/04 – D23/48257

To: Policy and Services Committee
From: Director – Assets
Date: 23 January 2024
Subject: Assets Monthly Report for November and December 2023

Recommendation

THAT the report be received.

/
Moved/Seconded

1. Highlights

Roading

- Council continued with the reseal programme by sealing Monmouth Road and Opunake Road.
- The replacement of a section of footpath on Juliet Street between Pembroke Road East and Seyton Street began in December 2023.

Water Supply

- The Sodium Hypochlorite bund works were completed, and the bund achieved stationary container certification.
- The backwash soakage field at the Midhirst water treatment plant became blocked and un-operational; Council contractors renewed the soakage field, no further issues have been experienced since then.
- Leaks occurred on rider mains on Miranda Street and Broadway, these have now been fixed.
- A break occurred on the old PVC trunk main in Farmland during December; temporary supply issues were experienced on Hunt Road, and Elizabeth Grove experienced a drop in water pressure until the PVC line was isolated.
- Installation of manifolds tender, in preparation for the water meter implementation, is to be evaluated in January 2024 and awarded in February 2024.

Wastewater

- Wastewater oxidation pond monitoring and sampling are ongoing. Influent and effluent sampling are ongoing and remains compliant with resource consent conditions.
- Another high phosphate result on the influent was recorded during December. In accordance with a TRC directive, Council staff are to undertake catchment sampling during January to ascertain the origin of the high readings.
- Algal sampling of the wastewater is ongoing for the Diatomix project.
- 'Heed' sewer flow sentinels were installed during November at specific locations and at the time of writing, no alarms have been triggered since their installation.
- Good progress on the sewer lining works ongoing in several catchments.

Trade Waste

- Trade Waste Consents – nil new consents issued.

Stormwater

- There were no stormwater reticulation issues during this reporting period.

Solid Waste

- SDC Waste Levy Contestable fund closes 31 January 2024; decision to be made by the Committee soon after.
- The Ministry for the Environment (MfE) is implementing kerbside standardisation across the country, effective from 1 February 2024. The Council Waste Levy funding will be held back if conditions are not met. No more organic or food waste will be accepted in land fill bins.
- The MfE undertook a waste levy audit; they were impressed with Council's financial management of the waste levy fund, Council passed with flying colours.

Parks and Reserves

- Remedial works is complete, and the Stratford Cricket Club is scheduled to play at Victoria Park on 20 January 2024.
- Midhirst Old Cemetery - Pathway Upgrade – Contract has been signed and work has been programmed in for the period between 22 January 2024 – 11 March 2024. Unfortunately, the logistics surrounding this project means that the cemetery will remain closed throughout the construction period.

Special Projects

- Better off Funding projects are ongoing.
- Transport Choices has been officially cancelled by the Minister for Transport

General

- Officers have been developing projects, budgets and programmes, while ‘workshopping’ these with elected Members for inclusion into the 2024/34 Long Term Plan (LTP) consultation document.
- Officers are also developing Asset and Activity Management Plans (AMP) across 7 key activity areas, in addition to the Infrastructures Strategy, as required by legislation and good practice.
- Policies, Bylaws and other plans have also been reviewed where necessary in readiness for the LTP.

2. Rooding

2.1 Level of Service and Performance Measures

The Levels of Service for the Rooding Activity are measured using several performance indicators as shown in the table below.

Rooding Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2023/2024 YTD
Safe Rooding Network	Road safety - The change from the previous financial year in the number of deaths and serious injury crashes (DSI) on the local road network, expressed as a number. The number of DSI's for 2021/2022 was 6. Our target is 5 a reduction of 1.	-1	Achieved to date = 1 There was one serios injury crash in November where a car failed to STOP at the Miranda St/Regan St (west) intersection.
Road Condition	Urban Road condition – The average quality of ride on sealed urban road network, measured by smooth travel exposure.	≥ 83%	Not Achieved - 54% (as at 2022/23). Waka Kotahi is undertaking nationwide data collection surveys as a part of their Consistent Data Collection Strategy. This KPI should be reviewed as clearly the funding available cannot deliver this level of service for the urban road network.
	Rural Road condition- The average quality of ride on sealed rural road network, measured by smooth travel exposure.	≥ 91%	Achieved - 92% (as at 2022/23). As above, the KPI should be reviewed given the extensive damage caused to some rural sealed roads by logging activity and the funds available to undertake repairs.
Road Maintenance	Sealed Road maintenance – The percentage of the sealed road network that is resurfaced:	≥5%	Not Achieved ¹ The reseal programme for the year has commenced.
	Unsealed Road maintenance ¹ - The percentage of the unsealed road network that has been metal dressed.	≥7%	0.6% Achieved to date. No maintenance metalling was undertaken in November and December. Given the expenditure on strengthening the main roads used by the forestry industry, it is highly unlikely that we will

¹We continue with the reseal programme, sealing a further 1.0km of Monmouth Rd and Opunake Road. This brings the total to 3.5km.
²Our target is to use 10,000m³ of metal or the equivalent of 25km (12%) on unsealed roads, assuming a 100mm overlay on a 4m wide road. To date we have re-metalled 1.3km of the unsealed network.

Level of Service	Performance Measure	Target	2023/2024 YTD
			achieve this target length this year.
Footpaths	Footpaths that fall within LoS Standard - The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document.	>72%	Achieved at 89%. A footpath condition survey has been booked for January 2024.
Customer Request Management Response	Response to service requests - The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long-term plan.	>88%	Achieved
Customer Satisfaction	• Roading Network	>80%	Not Achieved – The results for the first quarter are 19% satisfied and 50% dissatisfied.
	• Footpaths	>80%	Not Achieved - The results of the first quarter are 50% satisfied and 19% dissatisfied.

2.2 Customer Requests

There are no outstanding CRMs for the months of November and December.

2.3 Routine Maintenance

Day-to-day maintenance activities continued throughout November and December typically comprising:

- CBD cleaning;
- Bridge cleaning;
- Pothole filling and fixing edge breaks;
- Sweeping up leaves in the urban area;
- Clearing sump tops;
- Litter collection;
- Grading;
- Vegetation control;
- Unsealed pavement maintenance;
- Clearing water tables; and
- Pavement repairs on un-sealed roads.



Figure 1: Damage to Beaconsfield Road



Figure 2: Pavement repairs to Beaconsfield Road.



Figure 3: Damage to Mangaotuku Road



Figure 4: Damage to Brewer Road



Figure 5: Pavement Repairs to Brewer Road

2.4 Ready Response Works

There were two call-outs during the period to attend to a slip on Puniwhakau Road and a fallen tree on Rimuputa Road.

2.5 Capital Works

- Resealing of 710m of Monmouth Road and 350m of Opunake Road was undertaken in November.
- A contract has been awarded for the lining of the invert of a large diameter steel culvert under Pembroke Road near the school. The invert of this galvanised steel culvert had rotted away, but given its size, 5m across, the most cost-effective solution is to place a concrete lining on the inside of the culvert.

The contractor undertook some initial mobilisation works at the site prior to the Christmas close-down period.

- The replacement of a section of footpath on Juliet Street between Pembroke Road East and Seyton Street began in December 2023.

2.6 Building Consents, Resource Consents and LIMS

Roading assessments were made for a total of:

- Ten (10) building consent applications;
- Ten (10) resource consent applications; and
- Six (6) LIM reports.

2.7 Stratford's Speed Management Plan.

On the 12 December 2023, the new Minister for Transport, Hon Simeon Brown wrote to Mayor Volzke to inform Council that the Land Transport Rule: Setting of Speed Limits 2022 has been changed revoking the deadlines set by NZTA for the requirement of a mandatory Speed Management Plan.

A separate report will be presented to Council outlining the options available to elected members about this matter.

2.8 Roothing Activities

A snapshot of the programmed and reactive works completed in November and December are shown in **Figures 6 and 7**.

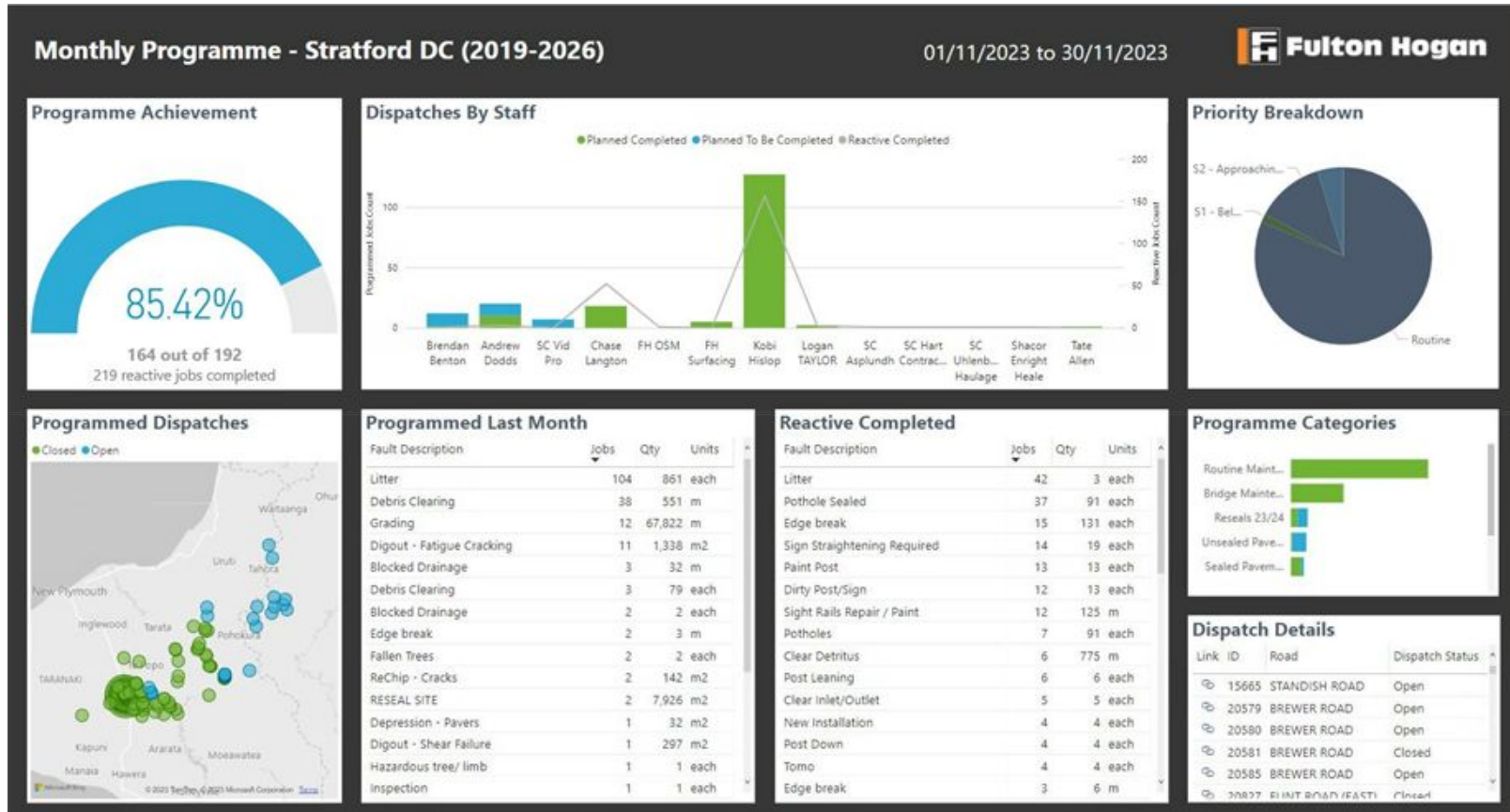


Figure 6: November 2023 Monthly Programme Achievement Chart

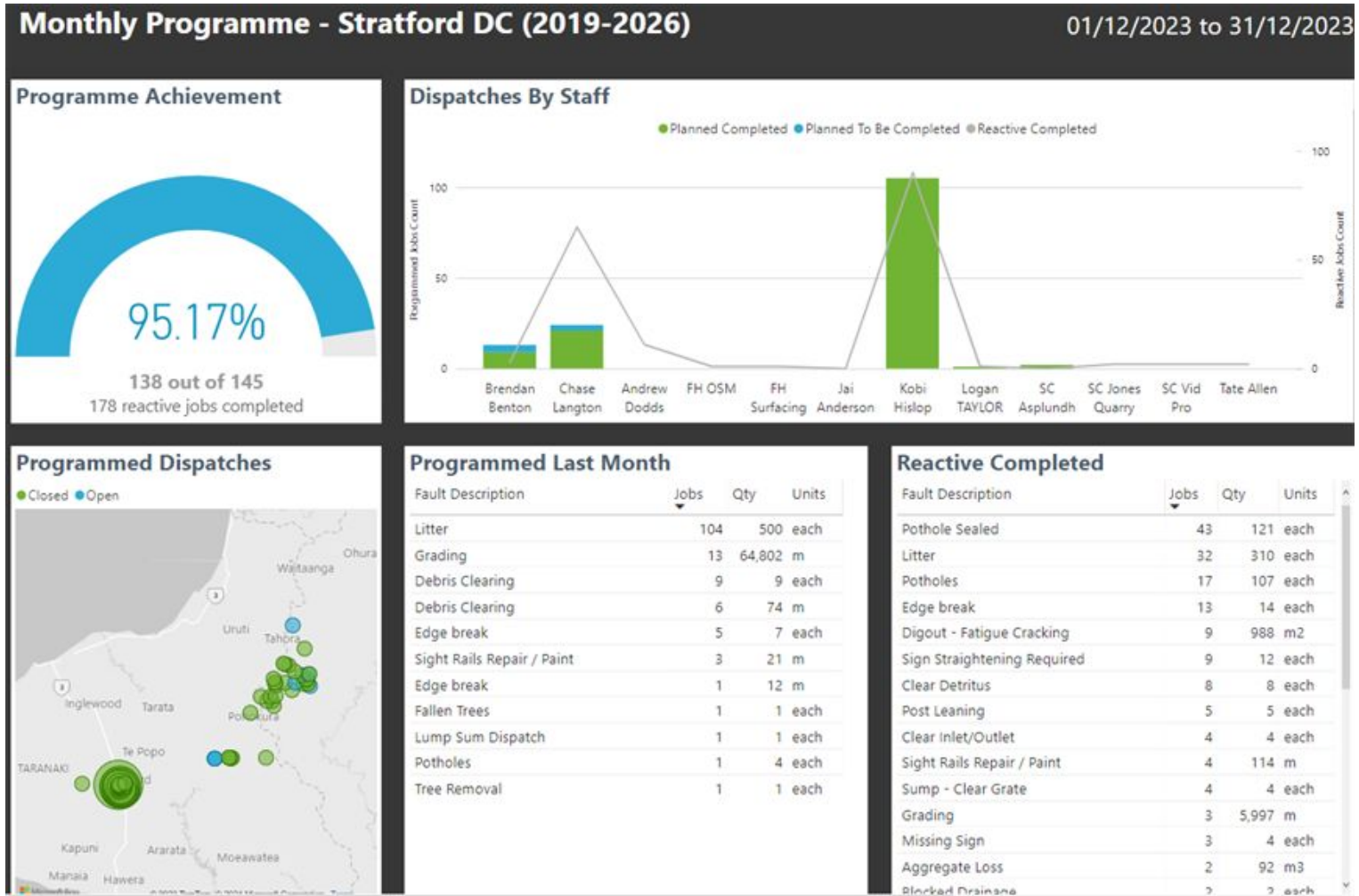


Figure 7: December 2023 Monthly Programme Achievement Chart

3. Services

3.1 Water Supply

The Levels of Service for the Water Supply Activity are measured using several performance indicators as shown in the table below.

Water Supply Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2023/2024 YTD	
Safe Drinking Water: <ul style="list-style-type: none"> • Drinking Water Standards • Maintenance of Reticulation 	DWSNZ Bacterial compliance – Compliance with Part 4 of the Drinking-water standards (bacteria compliance)	100%	Achieved	
	DWSNZ Protozoal compliance – Compliance with Part 5 of the Drinking-water standards (protozoal compliance)	100%	Achieved	
	Water Loss – The percentage of real water loss from the local authority’s networked reticulation system (including a description of the methodology used to calculate this)	<25%	Achieved – 13.5% Stratford – 15.3 Midhirst – 17 Toko – 8.2	
A Reliable Water Supply: <ul style="list-style-type: none"> • Response Time • Unplanned Disruptions 	Urgent Response Times – The performance measure targets for the median response time for urgent attendance and resolution <ul style="list-style-type: none"> • Attendance for urgent call-out • Resolution for urgent call-out 	1 hr 8 hrs	Achieved 0 hr 13 mins Achieved 4 hr 26 mins	
	Non-urgent Response Times – The performance measure targets for the median response time for non-urgent attendance and resolution <ul style="list-style-type: none"> • Attendance non urgent call-out • Resolution non urgent call-out 	2 working days 5 working days	Achieved 1 days 23 hrs 10 mins Achieved 4 days 18 hrs 34 mins	
	Unplanned Disruptions - The performance measure target for disruptions. <ul style="list-style-type: none"> • Minor disruptions (between 5 and 50 connections affected) • Major disruptions (more than 50 connections affected) 	< 5 <2	Achieved 0.33 Achieved 0.33	
	Demand Management Water Consumption – The average consumption of drinking water per day per resident within the district	<275L / resident / day	Achieved 159 average Stratford – 187 Midhirst – 143 Toko - 147	
	Customer Satisfaction Number of complaints – The performance measure target for customer satisfaction is <32 complaints per 1,000 connections received for:	• Drinking Water Clarity;	<32	0
		• Drinking Water Taste;		0
		• Drinking Water Odour;		0
		• Drinking Water Pressure or Flow;		0.33
• Continuity of Supply		0.99		

Level of Service	Performance Measure	Target	2023/2024 YTD
Water Pressure	Water Pressure – The average water pressure at 50 properties within the water supply zone, including any that have complained about pressure and or flow meets Council specifications (flow>10l/min & pressure>350kpa)	100%	Achieved
NZFS Conditions	Fire Hydrants – The performance measure targets the percentage of hydrants meeting the NZFS Code of Practice conditions regarding supply	100%	Achieved

3.1.1 Water Treatment

- No water treatment issues were experienced during this reporting period.
- The Sodium Hypochlorite bund works were completed, and the bund achieved stationary container certification (**Figure 8**).
- The backwash soakage field at the Midhirst water treatment plant became blocked and un-operational; Council contractors renewed the soakage field, and no further issues were experienced (**Figure 9**).



Figure 8: Sodium Hypochlorite Bund



Figure 9: Midhirst WTP Backwash Soakage Field

3.1.2 Water Reticulation

- Leaks occurred on rider mains on Miranda Street and Broadway (**Figure 10**).
- A break occurred on the old PVC trunk main in Farmland during December, temporary supply issues were experienced on Hunt Road, and Elizabeth Grove experienced a drop in water pressure until the PVC line was isolated (**Figure 11**).



Figure 10: Miranda Street and Broadway Rider Main Leaks



Figure 11: PVC Trunk Main Break

3.1.3 Capital Works

- A contract for the installation of manifolds to allow for electronic metering was tendered and closed at the end of December; Council staff are to undertake the tender evaluation during January and the contract will likely be awarded in February. The necessary composite manifolds were procured during this reporting period; half will be delivered this financial year and the remainder will be delivered in July 2024.

3.1.4 Building Consents, Resource Consents and LIMs

- Assessments were made for a total of:
 - Nineteen (19) Building Consent applications;
 - One (1) Resource Consent application; and
 - Six (6) LIM reports.

3.2 Wastewater

The Levels of Service (LoS) for Wastewater Activity are measured using several performance indicators as shown in the table below. The overarching LoS is the management of wastewater without risk to public health.

Wastewater Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2023/2024 YTD
System Adequacy	Dry weather sewerage overflows - The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.	<5 per 1,000	Achieved 0
Discharge Compliance	Resource Consent Compliance – Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number, received by the territorial authority in relation to those resource consents, of:	0	Achieved
	• Abatement notices;		0
	• Infringement notices;		0
	• Enforcement orders; and		0
	• Convictions.		0
Response and Resolution Times	Sewerage overflows - Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times are measured:		
	• Attendance time from the time that the territorial authority receives notification to the time that service personnel reach the site.	1 hour	Achieved 0 hrs 22 mins
	• Resolution time from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.	8 hours	Achieved 2 hrs 9 mins
Customer satisfaction	Complaints - The total number of complaints, expressed per 1000 connections to the territorial authority's sewerage system, received by the territorial authority about any of the following:	<5	Achieved
	• Sewage odour		0
	• Sewerage system faults		0.66
	• Sewerage system blockages		2

Level of Service	Performance Measure	Target	2023/2024 YTD
Trade Waste Complaints Response times	<ul style="list-style-type: none"> Attendance time: from the time the Council receives notification to the time that a Trade Waste Officer arrives on site. 	2 working days	Achieved November and December – 0 – 1 YTD -
Trade Waste Consent Processing	<ul style="list-style-type: none"> Percentage of trade waste consent applications processed within 15 working days. 	100%	Achieved November and December– 0 -

3.2.1 Operations

Wastewater Treatment

- There were no major issues relating to wastewater treatment operations during this reporting period.

Wastewater Reticulation

- There were no major issues relating to wastewater reticulation during this reporting period.
- 'Heed' sewer flow sentinels were installed during November at the locations shown in **Figure 12** below. These sensors have been installed to monitor and identify potential areas for wastewater overflows and infiltration during heavy rainfall events. The set point at each location is 500 mm from the manhole invert and at the time of writing no alarms have been triggered since their installation. Sewer lining works were ongoing in several catchments and good progress has been made.

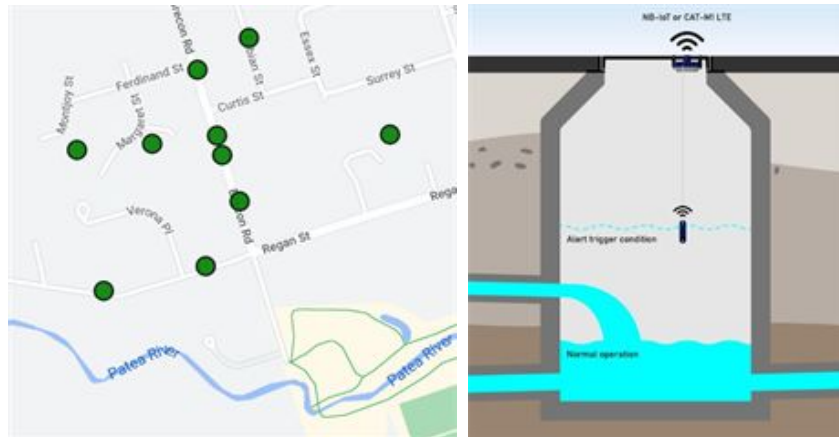


Figure 12: Heed Flow Sensor Locations

Health and Safety

- There were no health and safety incidents during this reporting period.

Oxidation Pond Influent and Effluent Sampling

- Monthly influent and effluent sampling of the wastewater treatment ponds is ongoing in accordance with resource consent conditions.
- Compliance was maintained during this reporting period.
- Another high phosphate result on the influent was recorded during December; In accordance with a TRC directive Council staff are to undertake catchment sampling during January to ascertain where the high result is originating from.

3.2.2 Capital Works - Wastewater Treatment Upgrade

- Algal sampling of the wastewater is ongoing for the Diatomix project. Council's consultant (Aquero) has been provided all sample results thus far. Following the summer growth period, a progress report will be brought to Council with recommendations going forward.
- Bird scaring operations are ongoing.

- Fish and Game representatives are to undertake a bird population survey during January.

3.2.3 Matters Outstanding

- There are no matters outstanding for this reporting period.

3.3 Trade Waste

- The following provides a summary of Trade Waste Activities for the months of November and December:

3.3.1 Trade Waste Consents

- No new consents issued.

3.3.2 Trade Waste Consent Holders

- Programme to inspect and sample operators continues. Since several operators rarely use (or have never used) the Esk Road facility, some sampling has not always been able to be completed within timeframes specified in their consents. Ongoing. One sucker truck operator was sampled. The results were non-compliant for phosphorus limit but compliant for Nitrogen. No action taken at this stage.

3.3.3 Permitted Activities

- Audit of grease management systems in high-risk food premises continues. This is to confirm compliance with the permitted activities within the district. Two further inspections were conducted during the November period with both being compliant at time of inspection. One of the operators plans to install a grease trap where they currently have no such facility. This proposal has been encouraged by Council and guidance provided. Two inspections were conducted in December. One continued non-compliance required escalation and sampling was undertaken to determine the status of the fat, oil, and grease in the waste received from this business. Results were not compliant for fat, oil and grease levels in the wastewater. This shows their current system is not effective. The operator will be engaged with in the new year and monitored closely to become compliant.

3.3.4 General

- Diatomix project update – ongoing monitoring continues.
- A regional meeting with FENZ and neighbouring Councils was held. FENZ are proposing to use a new training foam and are consulting early with regard to whether a Trade Waste Consent would be required at their training facility. A referral to TRC was made as a result of information provided and an early assessment shows a consent is unlikely to be required under the current proposed use.

3.4 Stormwater

The Levels of Service for the Stormwater Activity are measured using several performance indicators as shown in the table below.

Stormwater Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2022/2023
Stormwater system protects property from impacts of flooding.	System adequacy		
	• The number of flooding events that occur in a territorial authority district. "Flooding" in this context means Stormwater entering a habitable floor	0	0
	• For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's Stormwater system.)	0	0
	• For each flooding event, the number of buildings in the central business zone affected by flooding.	0	0

Level of Service	Performance Measure	Target	2022/2023
Discharge Compliance	Resource Consent Compliance – Compliance with the territorial authority’s resource consents for discharge from its Stormwater system measured by the number of:	N/A	
	• Abatement notices;		
	• Infringement notices;		
	• Enforcement orders; and		
	• Convictions.		
Response and Resolution Times	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	1hr	0hrs
Customer satisfaction	Complaints - The number of complaints received by a territorial authority about the performance of its Stormwater system, expressed per 1000 properties connected to the territorial authority’s Stormwater system.	< 8	0

3.4.1 Operations

- There were no major issues relating to stormwater operations during this reporting period.

3.4.2 Matters Outstanding

- There are no matters outstanding for this reporting period.

3.5 Solid Waste

The Levels of Service for the Solid Waste Collection Activity are measured using the performance indicators shown in the table below.

This report shows November activity. Contractor reports haven’t arrived for the December period at the time of this report deadline.

Solid Waste Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2023/2024
The levels of waste generated are reducing	Quantity of Waste to landfill per household (kg/hh/annum) (municipal kerbside collection only)	<600kg kg/hh/annum	Achieved to date: November - Achieved – 469.5kg/hh/pa (Figure 12 columns 1 & 2)
	Percentage (by weight) of Council controlled waste stream that is recycled (municipal kerbside collection only).	>20%	Achieved to date. November - 21.5% (Figure 12 columns 3 and 4)
Customer Satisfaction	Percentage of customers satisfied with the service provided.	>80%	Achieved to date 81%

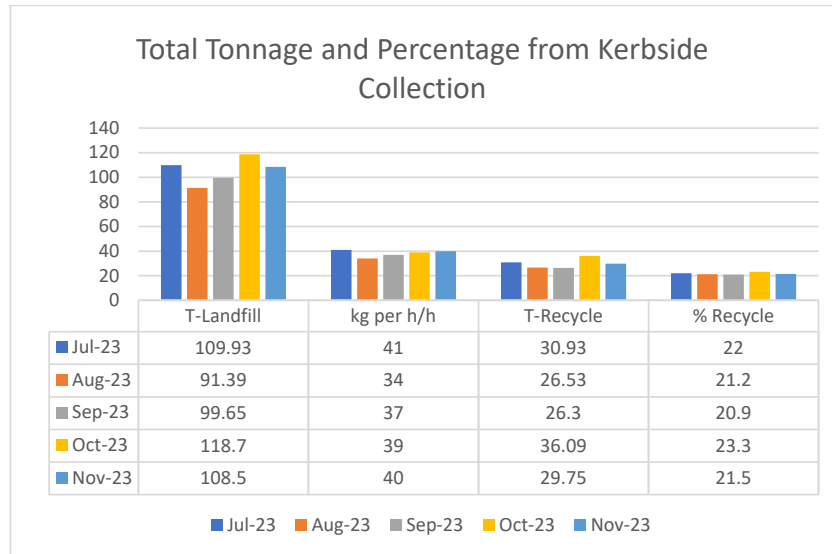


Figure 13: Total Tonnage of Kerbside Collection

3.5.1 Planning – Strategies, Policies, Plans and Bylaws

- Elected Members made a decision to stay with the status quo, with regards to the organic waste collection proposal, i.e., General waste bins will continue to be picked up every week, with no food waste collection introduced.
- The *National Standards for Recycling* will change by 1 February 2024. The community will be informed of these changes when they come.
- Officers have finalised the new Waste Management and Minimisation Plan (WMMP) 2023, and it is on the Council website. Officers are preparing a programme of works to implement the Actions therein.
- Officers have been developing the Solid Waste Activity Management Plan (SWAMP) for inclusion into the 2024/34 Long Term Plan (LTP), to align with national, regional and local changes applicable to Solid Waste.
- The Ministry for the Environment have undertaken an audit of the Waste Levy Fund with Council officers - 7 December 2023. They were impressed with Council's financial management of the fund, Council passed with flying colours.

Sustainability

- The deep dive Sustainability Information report was presented to the Audit and Risk Committee. This was received and approved.
- The next step is to develop an internal Sustainability Policy and undertake a Green House Gas (GHG) emissions inventory.
- The draft Sustainability Policy will be presented to the Senior Leadership Team (SLT) and workshopped with Elected Members before final version is rolled out. It is anticipated at this stage to be an internal guidance document.
- Sustainable Taranaki ran a 'Stratford Nature Clean-up' on 21 December 2023.
- Officers are currently undertaking due diligence on the most cost effective and beneficial company to undertake the first (baseline) council emissions inventory will take place in this first quarter of 2024.

3.5.2 Contamination Levels of Kerbside Recycling

- In November and December, a total of 47 education packs were issued from 4/8 audits completed, comprising:
 - 11 and 16 respectively Education packs issued for minor contamination (down over 20 on October)
 - 10 and 7 respectively First notifications and education packs (down 6 on October) and

- 0 and 3 respectively Second notifications with education packs (down 6 on September) were issued.
- 3 properties have had recycling bin collection service suspensions lifted leaving only two properties who have not notified council that they wish to resume their service. These two properties have had multiple suspensions.

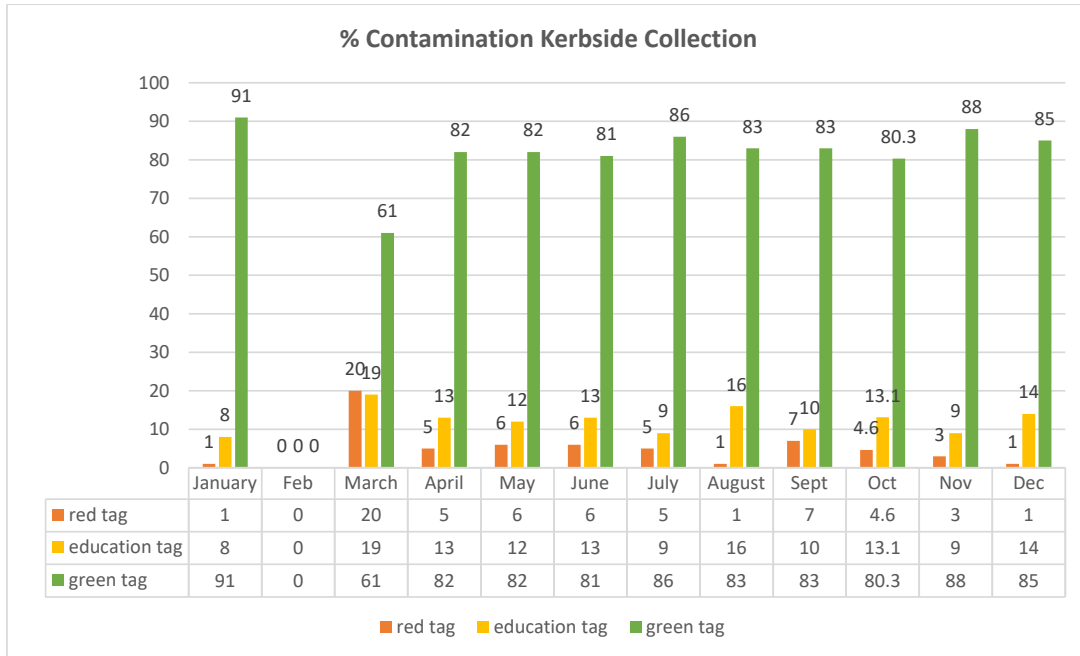


Figure 14: Monthly Waste, % Contamination Proportion of Recycling Bins.

3.5.3 Waste and Water Minimisation Education

In November and December, the Education Officer, supported by a team of other Council Officers, completed activities including:

- A *draft* Education and Behaviour Change strategy.
- Delivering multiple social and print media promotions for both Water and Solid Waste education.
- Organising a planning session with solid waste officers and communications team to update the website and other promotions for new mandatory 1 February 2024 National recycling initiative. This is being rolled out nationwide for consistency of recycling across the country.
- Organising a promotional push to the community regarding the next Waste Levy Funding application round.
- Developing water minimisation and water conservation strategies and promotion to the community.
- Developing static imaging to be used at the municipal building/hall of remembrance in collaboration with the Stratford repair café and other groups.
- Sending all primary and secondary schools a request to host the SDC Education officer to facilitate a waste minimisation and water conservation workshop

3.5.4 Waste Levy Contestable Fund

- Fund applications opened on 1 November 2023 and close 31 January 2024. An advisory group meeting will be scheduled and the decision to recipients of fund and other applicants to be completed by the end of February 2024. Link for your information; <https://www.stratford.govt.nz/our-district/funding-and-grants/waste-levy-fund>.
- Officers, not involved in the decision-making process, will work with potential applicants to ensure they meet all the criteria and can get the best outcome for the community and the proposed projects.

3.5.5 Regional Waste Services Contract

- The current Regional Waste Services Contract ends on 30 September 2024. The new Regional Waste Services Contract will be operative for 10 years. The start date for the new service is 1 October 2024.

4 Property

The Property Officer manages several community facilities including the Aerodrome; Civic Amenities; and Rental and Investment properties. The Customer service request history for the property activity is shown in **Figure 15** below.



Figure 15: Customer service request history – November and December 2023

4.1 Aerodrome

The Levels of Service provision, including the Performance Measures is based on the condition and maintenance and associated customer satisfaction of the Aerodrome. This is measured annually and reported at the end of each financial year.

Level of Service	Performance Measure	Target	2023/2024 YTD
The aerodrome meets the needs of users.	A high level of satisfaction amongst the users with the condition and maintenance of the aerodrome	>70%	Expected to achieve
The aerodrome is used by the Stratford community and visitors.	Number of aircraft movements during the year	>3,500	649

Below is a summary of November and December activities at the Aerodrome (**Figures 16 & 17**). The next Aerodrome User group and Safety Committee meeting is on 21 February 2024.

The first draft of the **Aerodrome Strategic Plan** review has been completed and is being reviewed by Officers.

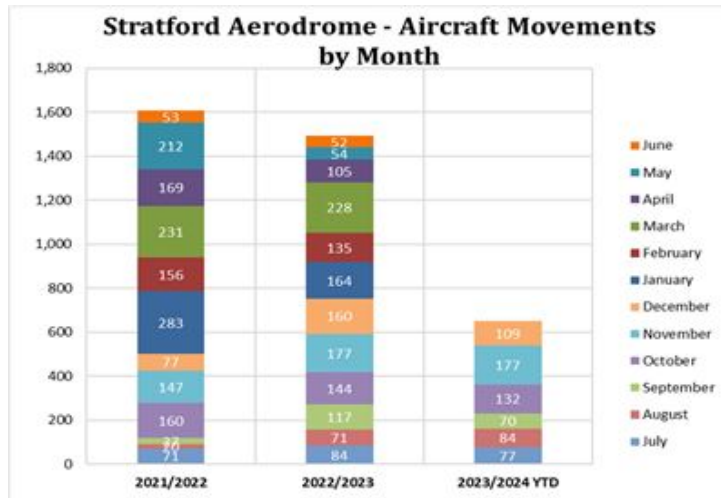


Figure 16: Stratford Aerodrome Aircraft Movements – November and December 2023

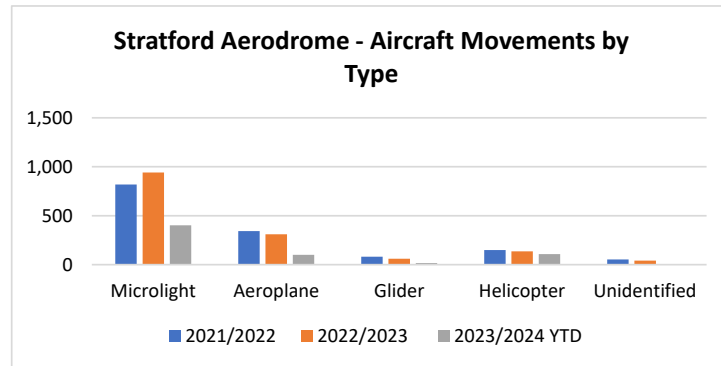


Figure 17: Stratford Aerodrome Aircraft Movements by Type – November and December 2023

4.1 Civic Amenities

The Council’s Amenities portfolio include, but are not limited to:

- Housing for the Elderly;
- TET Stadium
- War Memorial Centre;
- Centennial Restrooms; and
- Public toilets.

The Levels of Service provision, including the Performance Measures is based on the condition of the assets and associated customer satisfaction. The performance of these services is annually measured and reported at the end of the financial year.

Level of Service	Performance Measure	Target	2023/2024 YTD
To provide facilities that are well maintained and utilised.	Buildings legally requiring a Building Warrant of Fitness (WoF) have a current Building WoF at all times.	100%	100%
	Annual booking of War Memorial Centre.	>500	177
	Annual booking of Centennial Restrooms.	>200	104

Level of Service	Performance Measure	Target	2023/2024 YTD
To provide suitable housing for the elderly.	Percentage of Customer satisfaction.	>89%	Expected to achieve
	Annual Occupancy rate.	>95%	100%
To provide clean, well maintained toilet facilities.	Percentage of Stratford District residents satisfied with overall level of service of toilets.	>80%	Expected to achieve%

The Civic amenities occupancy rate / patronage are shown in the table and charts below.

4.2.1 Housing for the Elderly

The current occupancy rate for the month of November and December is 100%.

4.2.2 War Memorial Centre

6 bookings were cancelled during the months of November and December.

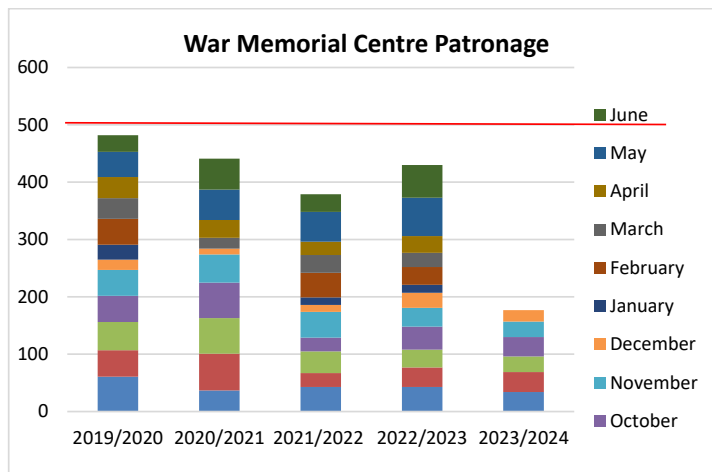


Figure 18: War Memorial Centre Patronage – November and December 2023

4.2.3 Centennial Restrooms

Two bookings were cancelled during the months of November and December 2023.

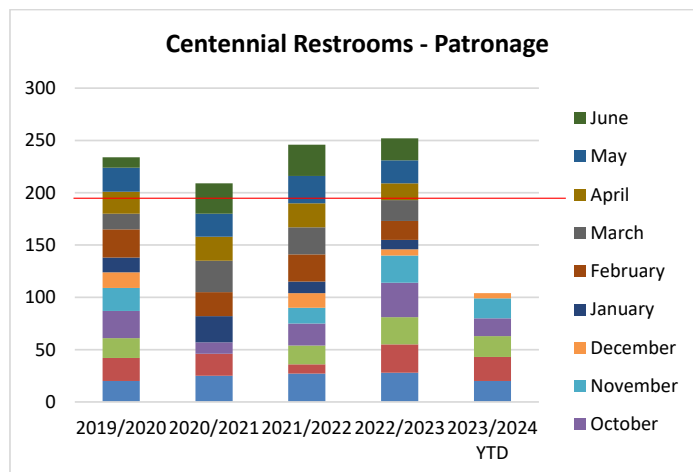


Figure 19: Centennial Restrooms Patronage – November and December 2023

4.3 Rental and Investment Properties

The Council's Rental and Investment Properties are:

- the Farm;
- the Holiday Park (operated by a third party, with a formal lease on the land); and
- Rental properties (urban and rural land, and commercial properties).

The Levels of Service are measured annually and reported at the end of the financial year, using the performance indicators shown in the table below.

Level of Service	Performance Measure	Target	2023/2024 YTD
Maximum profits from the farm are returned to Council.	Milk production is maximised	>150,000 kg	80,931.3 KgMS
The Council is meeting national Environmental standards.	The Council farm's Environmental Plan is reviewed annually	Compliance	Achieved
Leased property is safe and fit for purpose.	Number of complaints from tenants.	<5	Expected to achieve

4.3.1 The Farm

4.3.1.1 November's milk production has increase by 3.4% compared to November last year. This season's milk production total is 80,931.3 KgMS which is an increase of 0.4% compared to last season.

4.3.1.2 The next quarterly Farm meeting will be held on the 22 February 2024, where a discussion on the current stocking rate will be held.

The history of the Farm milk production is shown in **Figure 20** below.

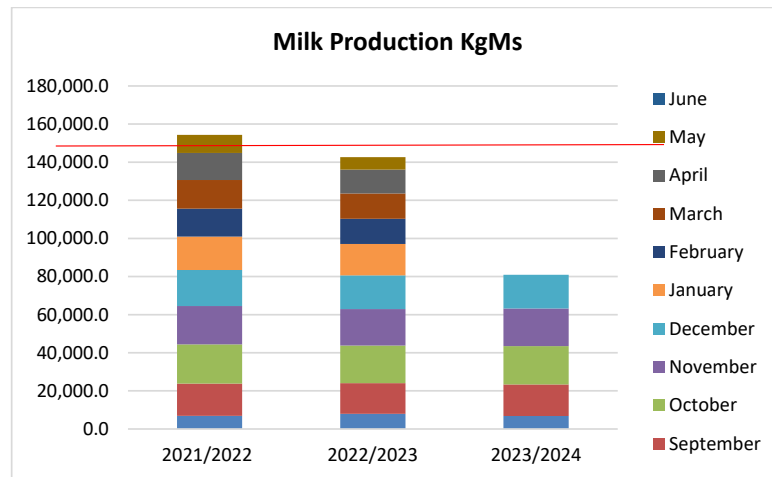


Figure 20: Milk Production KgMs

4.4 Key Property Projects

These projects relate to the seismic assessment on four of Council's facilities:

4.4.1 The TET Multisport Stadium

- **Seismic Retrofitting** - A Quantity Surveyors has been procured to provide strengthening costings to various seismic levels.
- A Decision report with strengthening cost options is due to go to P&S Committee in January 2024.
- **Entrance and Gymnasium Door Upgrade** – A Request for Quote is currently out in the market and is due to close in January 2024.

4.4.2 The War Memorial Centre

- **Seismic Retrofitting** - A Quantity Surveyors has been procured to provide strengthening costings for various seismic levels.
- A Decision report with strengthening cost options is due to go to P&S Committee in January 2024.

4.4.3 The Glockenspiel – Clock Tower

- Consultants have provided the final **Detailed Seismic Assessment (DSA)**, and high-level costing to strengthening the tower.
- A Decision report with strengthening cost options is due to go to P&S Committee in January 2024.

4.4.4 TSB Pool Complex – Old Pool

- A report was presented to Elected Members in the Councils December Ordinary Meeting, seeking direction on the pool's future. Elected Members approved for the pool complex to be demolished and that works and budget to be programmed in the LTP.

5. Parks and Reserves

The performance of Council's parks and reserves activities are measured using the targets shown in the table below. Measurement is done annually and reporting at the end of the financial year.

Level of Service	Performance Measure	Target	2023/2024 YTD
To provide parks, Sports fields and other open spaces that meet community demand	Number of complaints and requests for service.	<40	40
	Percentage of Stratford residents satisfied with:		
	Parks;	>80%	Achieved -90%
	Sports fields;	>80%	Achieved -85%
	Cemeteries.	>80%	Not Achieved -68%
Safe playgrounds are provided	All playgrounds meet NZ Safety Standards.	Full Compliance	Achieved - Full compliance
Foot Bridges are safe.	All foot bridges meet NZ Safety standards.	Full Compliance	Achieved - Full compliance

The customer service request history for the Parks and Reserves Activity is shown below.

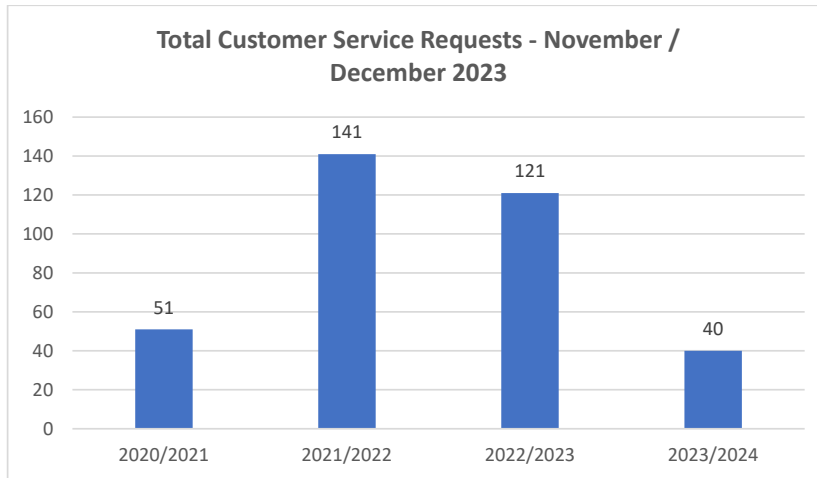


Figure 20: Total Customer Service Requests – November / December 2023

	2020/2021	2021/2022	2022/2023	2023/2024 (YTD)
Parks	10	24	31	10
Structures	2	32	17	7
Sports grounds	5	5	7	4
Playgrounds	1	14	7	5
Cemeteries	5	11	12	1
Street Trees	15	24	28	11
Walkways	13	31	19	2
Total	51	141	121	40

As both complaints *and* concerns/recommendations/observations from the public are categorised within the same CRM process, they are all added into the same target. The number above is not specific to complaints received.

5.1 Capital Projects Summary

- Victoria Park Drainage – Remedial works is complete and the Stratford Cricket Club is scheduled to play at Victoria Park on 20 January 2024. A Request for Proposal for a review of the hydrological effects on the two playing fields was advertised in late December and is due to close in February 2024.
- Works on the Midhirst Cemetery pathway upgrade is scheduled to start in January 2024 (weather permitting).

6. Capital Projects

Progress updates on some of Council's key projects, as of **31 December 2023**.

6.1 Wai O Rua - Stratford Aquatic Centre

Construction is complete and the Certificate for Code of Compliance (CCC) has been granted. The building is still in its *Defects Liability Period* as there are still outstanding defects to be remedied. Officers are continuing to work with the Engineer to the Contract to rectify the defects so the project can be completed.

6.2 Better off Funding

The Council has been allocated \$2.57 million (Tranche 1) of the \$2.5b support package, as part of the *Three Water Reforms* – a package intended to support councils to ensure they are no worse off due to the reforms process. The \$7.70 million Tranche 2 funding has been withdrawn by Central Government because of the changes to the *Affordable Waters Reform*.

The Tranche 1 projects are underway. Projects and progress updates are given below:

- **The Brecon Road Extension.**
A consultant has been procured to produce a scoping report (called a Point of Entry). From this, a business case will be developed in conjunction with NZTA so the project can be submitted for funding in the future.
- **Town Centre Development including the Prospero Place and Broadway Beautification.**
This project is included under the *Stratford 2035* banner. A concept scheme for the design of Prospero Place has been accepted by Council in December as a starting point for design options. A Request for Proposal will be advertised in February 2024 to procure a Landscape Designer to develop design drawings for Council review and adoption. Negotiations with the landowner for the purchase of green space (Prospero Place) is ongoing.
- **Skate Park development**
Construction of a Skate Bowl was completed in December 2023 and is now open to the public. Additional funding was obtained through the TET Electricity Trust to complete the tie in works between the existing skate park and the new bowl. Informal conversations with users have been very positive, and the bowl has been extensively used over the summer holidays.
- **Victoria Park Drainage Project**
All programmed works are complete and the Stratford Cricket Club are scheduled to play their first game at Victoria park on 20 January 2024. A Request for Proposal for a review of the hydrological effects on the two fields was advertised in December 2023. This is due to close in February 2024. Any proposed works from this report will be presented to Council for inclusion in future Annual Plans and/or LTP's.
- **Enabling Wastewater Infrastructure for the Stratford Park** – Modelling of existing capacity in Stratford's wastewater network is underway, to allow an impact assessment on the existing network. This is an on-going contract due for completion in 2026.

6.3 Transport Choices Package

Council has received notice from The Minister for Transport in December 2023 that the \$ 350 million Transport Choices Programme has been cancelled, with any uncommitted works to cease with immediate effect. This has been extremely disappointing for all who have worked to make Stratford a friendlier and safer place to cycle. Projects identified during the course of the Transport Choices programme development will be submitted for consideration under Walking and Cycling budget lines of future LTP's.

6.4 Whangamomona Camping Ground Septic Tank Replacement

Council commissioned a consultant to develop a concept design in early 2023. Officers took the concept design to market for a design and build in July 2023. Tenders received for the design and build of the Septic Tank were at least 2x the Engineer's Estimate and Budget set.

Officers have since been working with the Preferred Tenderer for a solution that fits within the budget and still delivers the desired outcome. A report will be presented to Officers in January 2024 on how the design can be amended to suit the budget.

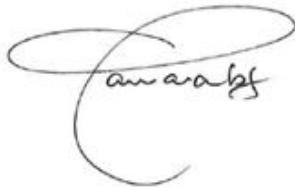
6.5 The Whangamomona walkways

The Walking Access Commission is still in the process of formalising Council's appointment as Controlling Authority for the walking trail between Mangare Road and Whangamomona. The Council website will be updated in January 2024 to display information regarding the Te Ara o Maru Walkway, on the western side of Mangare Road. Officers are in contact with Google Maps to highlight the Walkway on Google Maps.

7. Resource Consents

Several resource consent applications have been lodged with the Taranaki Regional Council (TRC) as shown below.

RC Number	Location	Description	Stakeholders	Update
1276-3	Midhirst Te Popo Water Take	To take water from the Te Popo Stream, a tributary of the Manganui River for community public water supply purposes	Fish and Game NZ, Te Atiawa, Ngāti Ruanui, Ngāruahine, Ngāti Maru, Okahu Inuawai Manataiao Hapū, Pukerangioraha Hapū	Iwi have provided a Cultural Impact Assessment. TRC processing to commence shortly.
1337-3	East Road, Toko	To take and use groundwater from a bore in the vicinity of the Toko Stream in the Patea catchment for Toko rural water supply purposes	Ngāti Ruanui, Ngāruahine, Ngāti Maru	Consent granted.
6605-1	East Road, Toko	To discharge treated filter backwash water from the Toko Water Treatment Plant into a soak hole adjacent to the Manawawiri Stream	Ngāti Ruanui, Ngāruahine, Ngāti Maru	Consent granted.
6468-1	Cordelia Street, Stratford	To erect, place and maintain a culvert in an unnamed tributary of the Kahouri Stream in the Patea catchment for flood control purposes	Ngāti Ruanui, Ngāruahine	Iwi feedback received – no issues. Draft consent conditions provided, awaiting TRC to agree our comments.



Victoria Araba
Director – Assets



[Approved by]
 Sven Hanne
Chief Executive

Date 16 January 2024

MONTHLY REPORT

Community Services Department



F22/55/04-D23/48052

To: Policy and Services Committee
 From: Director – Community Services
 Date: 23 January 2024
 Subject: Community Services Monthly Report – November & December 2023

Recommendation

THAT the report be received.

/_____
 Moved/Seconded

This report presents a summary of the monthly progress and any highlights for the main areas of activity within Community Services i.e., Community and Economic Development, Communications, Library and Visitor Information Centre, Pool and Service Centre. The Long-Term Plan 2021 - 2031 sets the performance measures for these activities and this report presents, in tabular form, the progress measured to date against the target for each performance measure.

1. Highlights

- The 2024 Stratford Scarecrow Trail running from 27 October – 12 November
- Stratford A&P Show: 25/26 November
- Stratford Christmas Parade: 1 December

2. Community and Economic Development

Performance Measures (*Performance Measures in bold*)

	Target	2023/24 YTD
Deliver or facilitate community events	>5	8
Percentage of residents feeling a sense of community	80%	
Number of client interactions with Venture Taranaki's Business Advisory Services	100%	
Mentor matches made as requested	100%	

2.1 **Council Organisations and Council Representatives on Other Organisations**
 Councillors may take the opportunity to report back from Strategic and Community organisations on which they are a representative for Council.

2.2 **Youth Council (SDYC)**
 Applications to join the Youth council are now open and will run until the end of January 2024. Interviews will occur in February with the new Youth Councillors to be sworn in as soon as is possible.

A final meeting and dinner for 2023 was held on the 5 December 2023. The Youth Councillors who were leaving were farewelled with best wishes for their future adventures. They each received a certificate acknowledging their time with SDYC.

The event that Zeal and SDYC are collaborating on, which was originally planned for November, had to be postponed due to weather. The event is now planned for Children's Day, 3 March 2024. It will still be held at Victoria Park, which will have a completed skate bowl/park by the new date. It is unfortunate that this event had to be postponed as it was to also celebrate the 20th Anniversary of the SDYC.

Upcoming meetings and events:

- SDYC council meeting – 12 February.

2.3 Civic and Community Events

Coming Up:

- School Holiday Programme: December – January

Complete:

- Stratford Scarecrow Trail: 27 October – 12 November
- Chat GPT: How to use for your business - 7 November, 5:00pm
- SBA Ba5 – Dec: Te Wera Valley Lodge
- Stratford A&P Show: 25/26 November
- Stratford Christmas Parade: 1 December

2.4 Community Projects and Activity

2.4.1 Mayors' Taskforce for Jobs (MTFJ)

Registrations

	Nov	Dec*	YTD
Young People Registered	30	6	73
Businesses Registered	0	0	4

Employment

	Nov	Dec	YTD
People placed into employment	2	2	15
Young people who are employed but require assistance with upskilling	1	0	17
Young people registered onto programme and straight in study	1	0	9
People who received support and found work themselves	1	1	4

* All December activity is as of 7 December 2023

Highlights November

- 30 job seekers registered in November.
- No businesses registered in November.
- 11 people visited the coordinator at the library on a Wednesday in November.
- A few are high school students looking for summer jobs.
- A few are close to retirement age but needing to continue working because they are struggling financially.
- There have been new people moving into the region from other parts of the country recently.
- There are a lot more casual and part-time roles available than full-time roles (which isn't a target of the programme but we are still helping place them). Younger job seekers are also keen to take on part-time roles instead of full-time roles. They're happy with making less money to have more time for themselves.
- More people are asking for mental health support. Officers are working to get them connected with counselling through Clearhead (MTFJ Partnership).
- Two new apprenticeships (electrical and plumbing) have been identified to start in 2024. There are fewer apprenticeships than previous years.
- Officers supported two job seekers into employment in November. One full-time and one into permanent part-time who has a medical issue that limits his ability to work full-time.

Highlights December

Information accurate as of 7 December 2023

- Six job seekers registered
- Zero businesses registered
- Four people visited MTFJ coordinator at the library the first week of December.
- Two of the people register in December require driver licence training support.
- Two of the people registered in December have been offered mental health support.
- Two of the people registered in December have recently finished high school and found out about MTFJ through the coordinators' high school assembly.
- Working with MSD to place two apprentices into employment in January/February and have them connected with MSD to provide Mana in Mahi.

2.4.2 Community Relationships Framework
No update or change for the month.

2.5 Funding

2.5.1 Creative Communities Scheme

The next funding round opens March 2024.

2.5.2 Sport New Zealand Rural Travel Fund

The committee met in November and approved \$900 worth of funding applications. The next funding round opens February 2024.

Approved Funding - November	
Stratford Secondary Cricket	\$400.00
Toko School – Touch	\$500.00

2.6 Positive Ageing

- March 2024 forum – *planning currently underway.*

2.7 Stratford Business Association

Memberships	
New	0
Current total	150

Workshops and events are now complete for 2023 with planning commencing for the 2024 Annual programme.

Stratford Christmas Parade

The Christmas was a successful event with a great line up of floats, market stalls and music. The event was well attended and enjoyed by the Stratford community.

3. Communications

3.1 External communications

Eight Central Link updates were produced in November and December. These are printed in the Stratford Press and shared online at stratford.govt.nz and on Council's Facebook page weekly. Much of the content within the weekly Central Link is also shared with local media (print and radio), published as news articles on council's website and social media sites, and sent as an Antenna update.

Focus for November:








- Trade Graduations
- Waste levy Fund
- Scarecrow Trail
- Job vacancies at Council
- Stratford Youth Festival with Zeal (this was postponed)
- Can I swim here campaign
- Community events calendar
- Visit us at the A&P Show
- Holiday Hours changing for the Library
- Rates rebate eligibility
- Mayoral Gift Appeal
- Christmas Parade – honour the line
- Get two ticks for easy rates and be in to win campaign
- Public notices (meeting schedules, proposed temporary road closure – Americarna, temporary road closure – Junction Road)

Focus for December:








- Kerbside collection consultation results in status quo
- Property revaluation letters
- Summer Holiday Programme
- New skate bowl complete
- Save the dates for Summer nights 2024
- Stratford District Youth Council applications open
- Holiday Hours for Council facilities
- Mayoral Gift Appeal
- Get two ticks for easy rates and be in to win campaign
- Can I swim here campaign
- Christmas recycling tips
- New waste contract approved for Taranaki councils
- Merry Christmas from the Mayor
- Public notices (meeting schedules, urban kerb and channel spray round, review of beauty therapy, tattooing and piercing bylaw)

3.2 **Digital channels**

November snapshot:

Website		Social Media	
	5,600 ↑500 Users		21 New Facebook followers /stratforddistrictcouncil
	26,382 ↑6,544 Page views		9,001 ↓16 People reached The number of people who saw any of Council's posts at least once this month.
	8,916 ↑938 Total sessions (visits) A session is the period of time a user is actively engaged with Council's website.		3 New Instagram followers /stratford_nz
Antenno			
	45 installs 12 uninstalls Devices using Antenno. As at end of November 1,138 devices were using Antenno	20 posts sent out 22 reports received	

December snapshot:

Website		Social Media	
	5,200 ↓400 Users		14 New Facebook followers /stratforddistrictcouncil 4,339 people follow Council's page.
	16,659 ↓9,723 Page views		11,096 ↑20% People reached The number of people who saw any of Council's posts at least once this month.
	8,103 ↓813 Total sessions (visits) A session is the period of time a user is actively engaged with Council's website.		10 New Instagram followers /stratford_nz 1,128 people follow Council's account.
Antenno			
	46 installs 5 uninstalls Devices using Antenno. As at end of December 1,179 devices were using Antenno	18 posts sent out 21 reports received	

3.3 Official Information Requests

For the 2023 calendar year, Council has received 76 Local Government Official Information and Meetings Act (LGOIMA) requests. The below table includes the LGOIMA's received for the months of November and December 2023

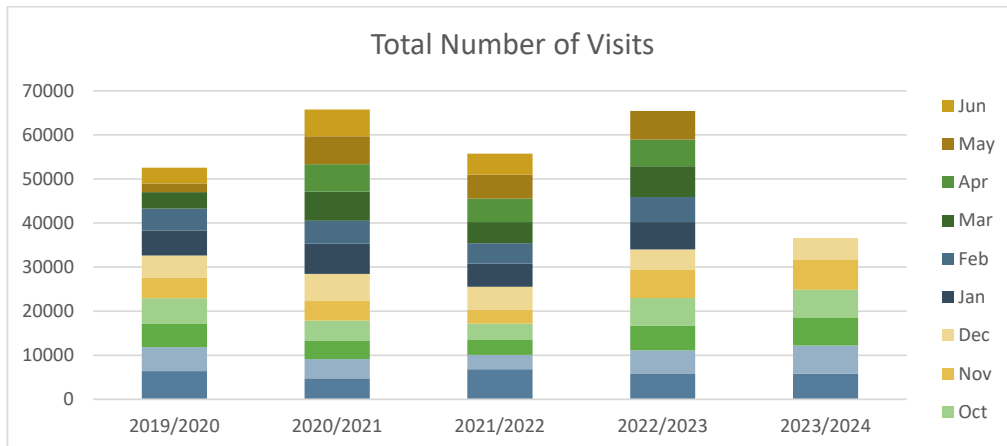
Date Received	Requested by	Query	Due Date	Date Responded	Days to Respond
2/11/2023	Kent Barrett - ThinkStep	Waste mapping for MBIE	30/11/2023	9/11/2023	5
8/11/2023	Daisy Cadigan (Green Party)	Transport Choices	6/12/2023	27/11/2023	13
8/11/2023	Harry Zheng - Manatū Hauora Ministry of Health	Fires and damages from vaping devices	6/12/2023	14/11/2023	4
14/11/2023	Linus Langbacka - Govstats	External supplier payments	13/12/2023	17/11/2023	3
24/11/2023	Angela Jane (Aerodrome secretary)	Aerodrome information	22/12/2023	21/12/2023	19
25/11/2023	Leonie Exel	Standard Operating Procedures re uplifting dogs	22/12/2023	7/12/2023	9
18/11/2023	Name withheld	CCOs - Percy Thomson Gallery	15/12/2023	27/11/2023	6

Date Received	Requested by	Query	Due Date	Date Responded	Days to Respond
5/12/2023	Kainga Ora	Alternative contact details for property addresses	24/12/2023	6/12/2023	1
10/12/2023	Stefan Speller	Request for territorial authorities	29/01/2024	19/12/2023	7
7/12/2023	Taxpayers Union	Christmas expenditure	26/01/2024	19/12/2023	8
19/12/2023	Taxpayers Union	Ratepayers Report 2022/23	8/02/2024	In progress	TBC




4. Visitor Information and Library Services

Performance Measures (*Performance Measures in bold*)



	Target	2023/24 YTD
Number of users of AA Agency Service is measured	>10,000	3,885
Percentage customers are satisfied with the Information Centre	>80%	
Number of items (including digital) issued annually	>40,000	31,553
% of library users satisfied with library services	>80%	
Number of people participating in library events and programmes	>1,200	2,358



Visitors/Users per service

Service	Nov	Dec	Year to date (2023/24)
 Information Services (brochures/maps/event tickets etc)	662 ↑272	525 ↓137	1,827
 Vehicle/Driver licensing	664 ↓4	476 ↓188	3,885
 Programme and Events	368 ↓115	314 ↓54	2,358

Library services - Items Issued

Service	Nov	Dec	Year to date (2023/24)
 In person	4709 ↓23	3827 ↓882	27,696
 Online	668 ↓23	677 ↑9	3,857

Programme/Event Users

Age group	Nov	Dec	Year to date (2023/24)
65+ Seniors	27 ↓35	29 ↑4	202
18+ Adults	69 ↑39	45 ↓24	247
13-17 Secondary School	0 ↓18	0 ↓↑	18
5-12 Primary School	123 ↓169	129 ↑6	1,147
<5 Pre-School	93 ↑39	77 ↓16	263

4.1 Highlights for November and December

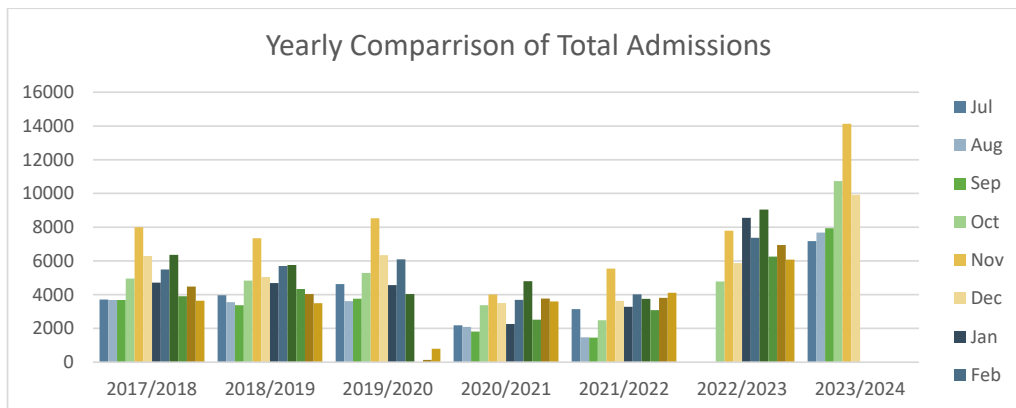
- November was very busy visitor wise, with the highest door count since before July 2018.
- The Library and Visitor Information Senior Officer attended an Operator Evening in November with Venture Taranaki where a 98% increase in visitor nights in the Stratford District was reported.
- December continued to be busy with school and early childhood centre visits and regular programmes continuing.
- The Summer Reading Programme for primary school aged children was launched. The theme this year is 'Sail Into Summer Reading' to continue offering a programme which encourages children to read, explore, show manaakitanga and create.
- Christmas programmes for adults and children were well attended.

5. Pool Complex

Level of Service Category	Performance Measure	Target	2023/24 YTD
The pool complex will be a safe place to swim	Number of reported accidents, possible accidents and similar incidents per annum (pa).	<80	48
	Compliance with NZS5826:2010 NZ Pool Water Quality Standards	100%	100%
	Pool Safe accreditation is met	100%	100%
The pool facilities meet demand	Percentage of pool users are satisfied with the pool	>80%	84%
	Number of pool admissions per annum	>55,000	71724

5.1 Highlights for November and December

- November and December saw 24,061 patrons through the facility.
- Toi Foundation swimming lessons are on track for Term 4 and coming to a close at the end of the term.
- Wai O Rua swim school had a great term 4 teaching kids lifeskills.
- Wai O Rua - Stratford Aquatic Centre is currently hosting various types of programs for the community over the December holidays.

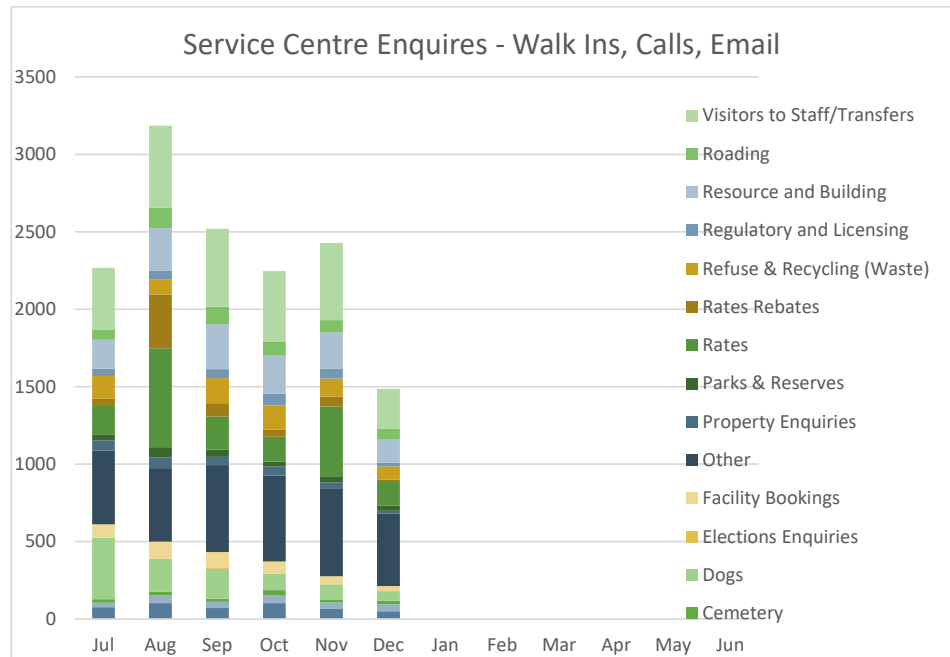
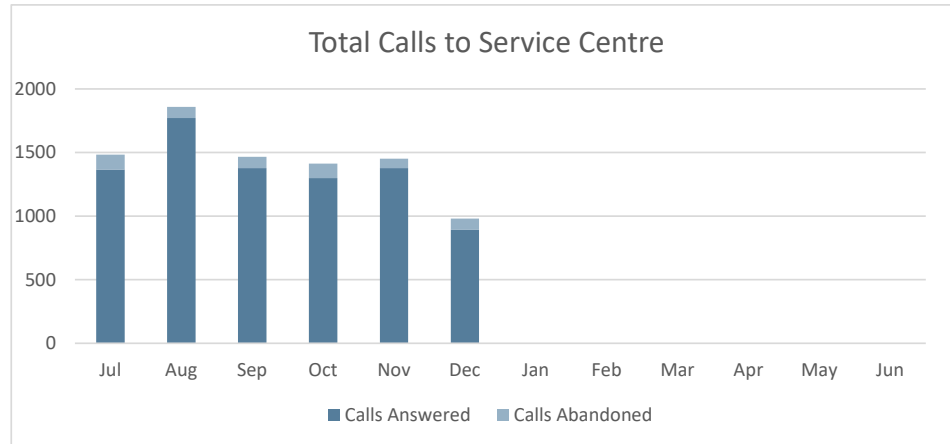


6. Service Centre

In November Customer Service experienced a busy month with Rate instalment 3 due on 29 November. There were 2,428 customer interactions recorded through phone calls, emails and counter enquiries. A similar figure to November 2022. Email communications remained similar, as did the phone and counter enquiries.

December was a quieter month with a lot of activity supporting the Community Service Team with their December events. A great time of the year when community members come in with their gifts for the Mayoral Christmas gifts.

There were 1,486 customer interactions recorded through phone calls, emails and counter enquiries over December. 300 less in total than in December 2022.



A handwritten signature in black ink, appearing to read 'K Whareaitu'.

Kate Whareaitu
Director - Community Services

A handwritten signature in blue ink, appearing to read 'S Hanne'.

[Approved by]
Sven Hanne
Chief Executive

Date: 16 January 2024

MONTHLY REPORT

Environmental Services Department



F22/55/04– D23/46170

To: Policy and Services Committee
From: Director – Environmental Services
Date: 23 January 2024
Subject: Environmental Services Monthly Report – November and December 2023

Recommendation

THAT the report be received.

/
Moved/Seconded

This report presents a summary of the monthly progress and highlights for the main areas of activity within the Environmental Services department. The Long-Term Plan 2021-2031 sets the performance measures, and this report presents progress to date against the target for each performance measure.

1. Overview

Thirteen applications for building consent were received in November 2023. These included four new residential buildings (note that one application consists of 6 multi-unit dwellings and one detached dwelling) three log fires, two relocated dwellings, one accessory building, two new effluent disposal systems and one change of use of a commercial building. There were also a further eight amendments to existing building consents, one Certificate of Public Use, two Project Information Memorandums, three Amusement devices (two for the Stratford Showgrounds and one for Midhirst Primary School), one Extension, one Withdrawal and three exemptions from obtaining a building consent (one insulation installation, one to install four retaining walls on State Highway 43 and one to demolish three structures on the Taranaki Regional Council site).

Eight applications for building consent were received in December 2023. These included two new residential duplex buildings, two log fires, three pole sheds, and one accessory building. There were also a further two amendments to existing building consents, and one exemption from obtaining a building consent (private new dump station).

2. Strategic/Long Term Plan Projects

Work on the joint New Plymouth District Council and Stratford District Council Local Alcohol Policy started with some information gathering late in 2022. Since then, work has been suspended while matters relating to the recently adopted New Plymouth District Plan were addressed. Now that those matters have been resolved work on the formal part of the process is expected to recommence.

The only remaining road numbering project relates to Ariel Street. This will be looked at early in the new year once staff availability allows.

Late in 2023 the Government introduced legislation to repeal the Strategic Planning Act and most of the Natural and Built Environment Act. There are some provisions from the Natural and Built Environment Act which remain in force, but they are not expected to have a significant effect on daily operations. While it is now clear that the previous Labour Government's resource management legislation will not be continued with there is little information available about the current Government's alternative approach.

3. Dashboard – All Business Units

3.1 The following table summarises the main licencing, monitoring, and enforcement activity across the department for the month:

Activity	Result Nov	Result Dec
Building Consent Authority		
Building Consent Applications	13	8
Building Consent Amendment Applications	8	2
Building Consents Issued	16	9
Building Consent Amendments Issued	6	5
Inspections completed	118	86
Code Compliance Certificate Applications	20	11
Code Compliance Certificates Issued	14	15
Code Compliance Certificates Refused	4	0
Number of Building Consents Received in Hard Copy	0	0
Number of Buildings Consents Received Digitally	13	9
Building Act Complaints received and responded to	0	1
Planning		
Land Use Consents Received	1	5
Land Use Consents Granted	0	3
Subdivision Consents Received	4	2
Subdivision Consents Granted	4	5
223/224 Applications Received	2	0
223/224 Applications Granted	2	0
Resource Consent Applications Received in Hard Copy	0	1
Resource Consent Applications Received in Digital Form	5	6
Resource Consent Applications Placed on Hold or Returned	6	5
LIM's Received	4	4
LIM's Granted	5	4
Environmental Health		
Registered Premises Inspected for Compliance under the Food or Health Act	2	4
Health or Food Act Complaints Received and responded to	4	0
Licensed Premises Inspected for Compliance under the Sale & Supply of Alcohol Act.	0	2
Certificates and Licence Applications received under the Sale and Supply of Alcohol Act	5	5
Bylaw Complaints Received and responded to	23	30
Dog Complaints Received and responded to	25	27

4. Key Performance Indicators – All Business Units

4.1 Building Services

Level of Service	Performance Measures	Targets	Status
To process applications within statutory timeframes.	Percentage of building consent applications processed within 20 days.	100%	14 of the 14 (100%) applications in November and 13 of the 13 (10%) applications in December were processed within 20 working days.
	Percentage of inspection requests completed within 24 hours of request.	100%	82 of the 86 (95%) inspections in November and 116 of the 118 (98%) inspections in December were completed within 24 hours of the request. Those that that weren't, were due to being

Level of Service	Performance Measures	Targets	Status
			booked more than 24 hours in advance.
	Percentage of code compliance certificate applications determined within 20 working days.	100%	14 of the 14 (100%) CCCs issued in November and 15 of the 15 (100%) CCCs issued in December were issued within 20 working days.
To process LIMs within statutory timeframes	% of LIMs processed within statutory timeframes.	100%	Six of the six (100%) LIMs were processed within 10 working days.
To retain registration as a Building Consent Authority.	Current registration	Confirmed	Achieved.
Service meets customer expectations.	Percentage of customers using building consent processes are satisfied with the service provided.	>80%	Not achieved. The result of the first wave of the customer satisfaction survey is 61%. This result is affected by a small number of survey respondents (4).

4.2 Planning and Bylaws

Level of Service	Performance Measure	Target	Status
To promote the sustainable management and use of land and public spaces.	To undertake a comprehensive review of the district plan, with notification within statutory timeframes.	Notification of a proposed District Plan.	Work on this project was delayed due to new legislation. The legislation has been repealed and clarification of current requirements will be sought in the New Year.
	To undertake a systematic review of bylaws and related policies as they reach their statutory review dates.	100% review within timeframes	There are no bylaws or policies currently outside their statutory review periods.
To process resource consents within statutory timeframes.	% of non-notified applications processed within 20 working days.	100%	Three of the three (100%) applications in November and eight of the eight (100%) applications in December were processed within 20 working days.
	% of notified applications processed within legislated timeframes for notification, hearings and decisions.	100%	N/A
	% of S223 and S224 applications processed within 10 working days.	100%	Four of the four (100%) applications in November and the single application in December were processed in 10 working days.
Service meets customer expectations.	Percentage of customers using resource consent processes are satisfied with the service provided	>80%	Not achieved. The result of the first wave of the customer satisfaction survey is 39%. This result is affected by a small number of survey respondents (3).

4.3 **Community Health and Safety**

Level of Service	Performance Measure	Target	Status
To fulfil obligations to improve, promote and protect public health	Percentage of registered premises registered under the Food Act, Health Act, Beauty and Tattoo Bylaw, to be inspected for compliance.	100%	100%
	Health nuisance and premise complaints are responded to within 1 working day.	100%	100%
To fulfil obligations as a District Licensing Committee	Percentage of licensed premises inspected.	100%	100%
	Percentage of applications processed within 25 working days (excluding hearings).	100%	100%
To monitor and enforce bylaws	Percentage of complaints responded to within 2 hours.	100%	100%
To ensure dogs are controlled	Percentage of known dogs registered	95%	97.3%
	Percentage of dog attack/wandering dog complaints responded to within an hour	100%	100%

- 4.3.1 The Environmental Health Manager and Information Technology Manager are currently investigating the Council's ability to send dog registration notices to dog owners where they wish to receive their notice via email. This currently involves discussions with external service providers about options for providing this service and the cost of it.

5. **Detailed Reporting Building Services**5.1 **Building Consent Authority ("BCA")**5.1.1 **Compliance/Notices to Fix issued as a BCA**

No Notices to Fix were issued by the BCA in November or December 2023.

5.1.2 **Lapsed Consents**

Section BC5 of the Quality Management System requires the BCA to check the files to identify consents issued 11 months previously, against which no inspections have been recorded. The check has been undertaken and no consents were lapsed in November or December 2023.

5.1.3 **Regulation 6A Compliance Dashboard**

Clause 6A of the Accreditation Regulation requires BCAs to notify the Ministry of Business Innovation and Enterprise ("MBIE") if any of the following incidents occur:

Incident	Occurrence this month
A significant change in the legal, commercial, or organisational status of the building consent authority or the wider organisation in which it operates:	Nil
The departure of the building consent authority's authorised representative or responsible manager:	Nil
In any one quarter of a calendar year, a reduction of 25% or more of employees doing technical jobs who are not replaced with employees who have equivalent qualifications and competence:	Nil
A transfer under section 233 or 244 of the Act of (i) 1 or more functions of the building consent authority to another building consent authority: (ii) 1 or more functions of another building consent authority to the building consent authority:	Nil

An arrangement being made under section 213 of the Act for—(i) another building consent authority to perform a significant amount of the functions of the building consent authority: (ii) the building consent authority to perform a significant amount of the functions of another building consent authority:	Nil
A material amendment to the building consent authority's policies, procedures, or systems required by these regulations.	Nil

5.1.4 Training needs analysis

One Building Control Officer has completed and passed his Diploma of Building Surveying Level 6. This is a two-year programme of study and meets the requirements of Reg 18(1)(a) for accreditation of building consent authorities.

During November all Building Control Officers attended a Central Building Consent Authority Cluster Group meeting which included:

- A presentation on new Verification Method VM2 for building code clause E2 – External Moisture
- A presentation from Rice and Spiers Lawyers on the latest case law in relation to issuing Notices to Fix and Certificates of Acceptances and an update on progress with a fraudulent engineering sign off case that is currently making its way through the Court system.

5.1.5 Internal audit/external audit timetable

During November 2023 the BCA had its two-yearly audit by International Accreditation New Zealand. The audit identified the BCA having substantially improved from its previous assessment and identified four general non-compliances. There are no serious non-compliances. The audit classified the BCA as low risk and has been scheduled the next audit for November 2025.

Following the audit Officers have prepared an Action Plan for remedying the non-compliances. The Action Plan has been approved by IANZ and we are currently implementing the changes identified. In March we will provide evidence that the changes have been made so the non-compliances can be cleared.

5.2 Territorial Authority

5.2.1 Compliance Schedules/Building Warrants of Fitness

No onsite BWoF audits were undertaken during November and December 2023. No notifications were issued for Warrant of Fitness renewal. One existing Compliance Schedule was amended.

5.2.2 Swimming Pools

There are 86 swimming pools on the Council's swimming pool register. There is one that requires remediation work to achieve compliance, and a re-inspection will be scheduled for early 2024.

5.2.3 Earthquake-Prone Buildings

During November/December we received two reports from the owners of buildings that have been identified as potentially being earthquake prone. These reports both confirmed that the buildings are not earthquake prone. To date ten reports have been received which have confirmed five buildings as earthquake prone and five buildings as not being earthquake prone. A total of 89 buildings were identified as being potentially earthquake prone.

5.2.4 Non-Standard Site Register Maintenance

No new sites were added to the non-standard site register in November or December 2023.

5.2.5 Notices to Fix/Other Compliance as a Territorial Authority

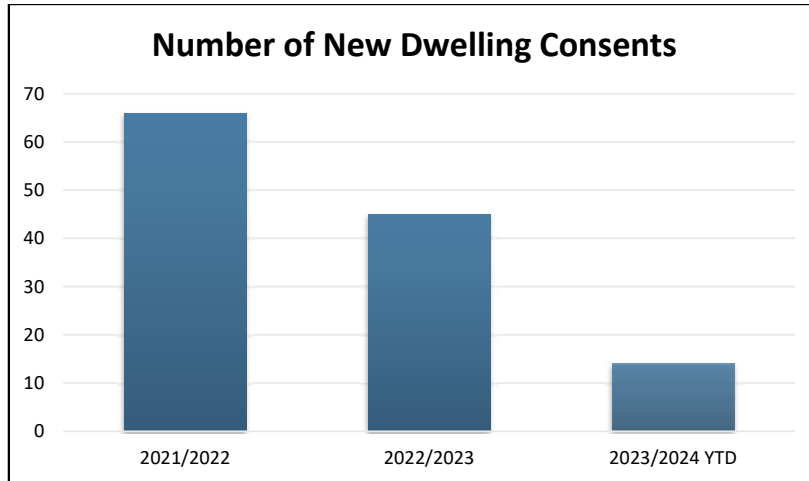
No Notices to Fix for were issued by the Territorial Authority during November or December 2023.

5.3 Trends Analysis

5.3.1 Consents applied for by type:

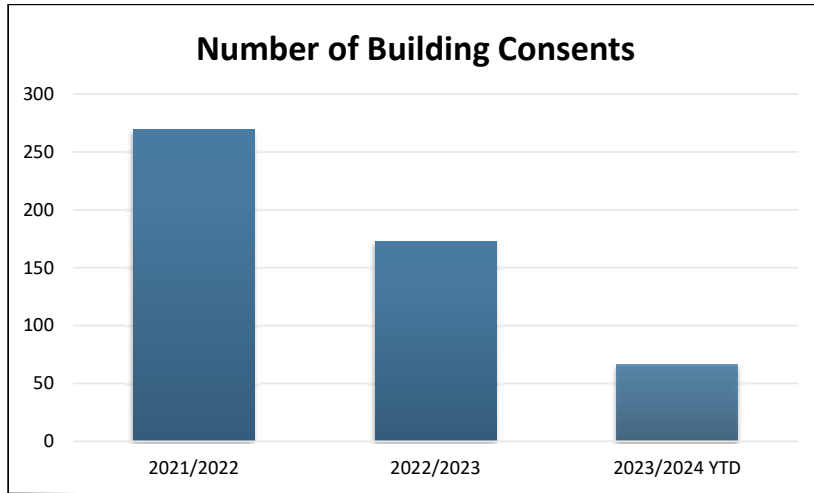
Type	Nov 2023	Dec 2023	Nov 2022	2023/2024	2022/2023 Whole Year
New residential dwellings	4	0	5	12	44
New duplex dwellings	0	2	0	2	
Relocated dwellings	2	0	2	3	15
Relocated buildings other than dwellings	0	0	0	0	0
Fires	3	2	5	21	55
Pole sheds/accessory buildings	1	4	2	16	26
Additions/alterations – residential	0	0	0	5	13
New Commercial buildings	0	0	0	1	5
Additions/alterations – commercial	1	0	2	3	10
Other/miscellaneous	2	0	1	3	5
Totals	13	8	17	66	173

New House indicator by year



Year	New Dwellings
2021/2022	66
2022/2023	45
2023/2024	14

Consent numbers by year



Year	Building Consents
2021/2022	269
2022/2023	173
2023/2024 YTD	66

Blair Sutherland
Director - Environmental Services

[Approved]
Sven Hanne
Chief Executive

Date: 16 January 2024

MONTHLY REPORT

Corporate Services Department



F22/55/04 – D24/1089

To: Policy and Services Committee
 From: Director – Corporate Services
 Date: 23 January 2024
 Subject: Corporate Services Monthly Report – December 2023

Recommendation

THAT the report be received.

/_____
 Moved/Seconded

1. Financial Management

Reports attached, as at 31 December 2023, are:

- 1) Statement of Comprehensive Revenue and Expenses
- 2) Balance Sheet
- 3) Expenditure and Revenue by Activity
- 4) Capital Expenditure Report
- 5) Treasury Report
- 6) Cashflow Forecast

1.1 Financial Results for December Year to Date (YTD)

Revenue

Total Revenue for the YTD is \$1,002,167 over budget, at **\$13,611,258**. Operating Revenue (excluding extraordinary revenue) is over budget for the YTD by \$143,669, at **\$12,649,760**. The variance for total revenue largely relates to unbudgeted grant revenue.

Grant funding received that was unbudgeted for is at \$795,011 for the YTD. This includes a Toi Foundation grant, Mayors Taskforce for Jobs funding, DIA Three Waters funding, and TET grants. Note – the budgeted grant funding of \$6,611,000 relates to Transport Choices solely, which is unlikely to go ahead now.

Expenditure

Total Expenditure for the YTD is \$845,004 over budget, at **\$13,391,216**. Direct Operating Expenditure is over budget for the YTD by \$1,117,430, at \$9,818,642 (2023 YTD: \$8,989,469).

The operating expenditure budget variance relates to the following:

- The Roading activity is over budget by \$360,760 due to unfunded Transport Choices expenditure of \$162,695 and maintenance expenditure being brought forward.
- Wai o Rua - Stratford Aquatic Centre – expenditure over budget by \$248,662 largely due to staffing related costs and fixed direct costs such as energy and insurance.
- The three waters activities are over budget by a combined \$202,735, and the overspend relates to contractor costs.

1.2 Capital Expenditure Report

The capital expenditure budget for the 2023/24 financial year is **\$22,307,680**. This is made up of budgeted capital expenditure as per the Annual Plan 2023/24 of \$16,457,145 and budgeted amounts brought forward from the previous year of \$5,961,309. Of the total budget available:

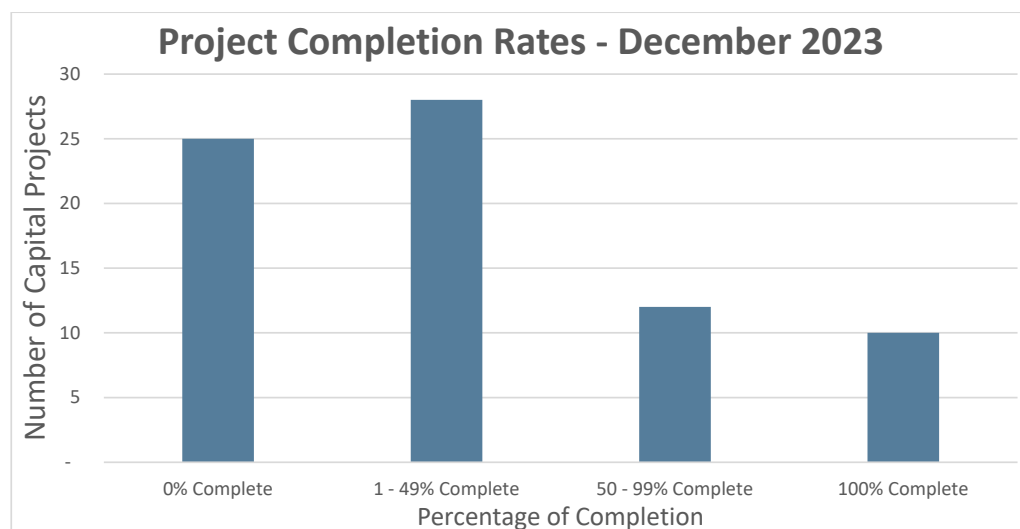
- \$6,146,700 is for replacing existing assets,

- \$15,034,649 is for new assets or improving existing assets, and
- \$1,126,331 is to cater for district growth.

Actual capital expenditure for the first six months of the financial year is \$3,783,441 or 17% of the available budget.

The updated capital expenditure forecast for the year is now expected to be \$10,953,159, or 49% of the original approved budget. The bulk of this variance relates to the Transport Choices project which is no longer going ahead.

The below graph shows that the majority of council capital projects have either not started or are less than halfway complete.



1.3 Treasury Management

Summary

Borrowings (LGFA)	\$	34,700,000
Term Deposits	\$	6,000,000
A&P Association Loan	\$	7,180,000
Net Debt	\$	21,520,000

Gross Council debt as at 31 December 2023 was \$34,700,000. Net debt is \$21,520,000 after deducting financial investments comprising of \$6,000,000 on term deposits with registered New Zealand banks, and the \$7,180,000 loan to the Stratford A&P Association.

All debt covenants were met as at 31 December 2023. Council will be asked to review the debt repayment section of the policy, and consider increasing the flexibility of repaying debt and the funding sources to repay debt.

	<i>Actual</i>	<i>Policy</i>
Actual Fixed Debt	100%	>60%
Actual Floating Debt	0%	<60%
Fixed 1-3 years	34%	10-60%
Fixed 3-5 years	27%	10-60%
Fixed >5 years	30%	5-60%

Debt Matures 1-3 years	34%	10-60%
Debt Matures 3-5 years	27%	10-60%
Debt Matures > 5 years	30%	10-60%
Debt Servicing to Revenue Ratio	4%	<10%
Net Debt to Revenue Ratio	69%	<130%
Liquidity Ratio	178%	>110%
Net Debt per population	\$ 2,118	<\$3,000
Net Debt per Ratepayer	\$ 4,247	N/A
Maximum Investment with Counterparty	\$ 5,000,000	N/A

Borrowings

All Council debt, made up of Local Government Funding Agency ('LGFA') loans, is 100% fixed and within Treasury Policy limits.

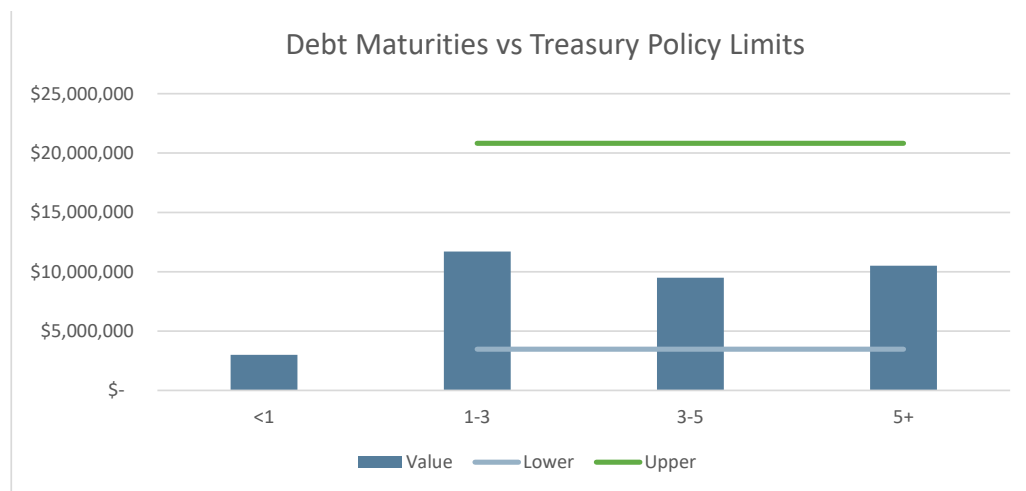
The Net Debt to Revenue ratio is currently at 69% (Council's limit is 130%). Based on budgeted annual revenue for 2023/24 of \$24,490,000, **Net Debt** could increase to \$31,837,000 before breaching Council's limit as per the Treasury Management Policy. Note: budgeted revenue of \$6,611,000 has been removed from this calculation as the Transport Choices grant funding is no longer expected.

We are starting to see some reduction in the borrowing rates in both the shorter and long terms. The latest LGFA borrowing rates as at 10 January 2024 are:

- 1 year 5.65%
- 5 years 5.27%
- 10 years 5.69%

The weighted average interest rate across all Council debt is currently at **3.35%**. The interest rate used for budgeting purposes for the Annual Plan 2023/24 is 3.45%.

The weighted average interest rate of all term deposits is **5.83%** (November 2023: 5.79%).



Cashflow Forecast

As at December 2023, Council had \$740,860 (December 2022: \$716,774) in the bank and \$6,000,000 on short term deposits (120 day).

Council is expecting to borrow an additional \$3,000,000 in the next 12 months, with the next borrowing taking place in January 2024 for \$2,000,000 depending on interest rate movements, and then later in October 2024 an additional \$1,000,000.

Additionally maturing loans are expected to be refinanced in April 2024 (\$1,000,000) and May 2024 (\$2,000,000).

2.0 Revenue Management

2.1 Rates

From November to December 2023, Council ran a public competition for all ratepayers (excluding council staff) to encourage sign up to direct debits and receiving rates notices by email. Eligible entries needed to be signed up to both services to have an entry into the draw. The prize of \$500 was awarded to a rural ratepayer just before Christmas.

The outcome of the promotion resulted in 37% on direct debit (1,890 out of 5,059 ratepayers) slightly higher than before the promotion, and 23% on email (893 out of 3,965 quarterly invoices issued) up from 17% before the promotion. Overall, the promotion did not achieve the desired targets of >50% for both, and it is unlikely that there will be another similar promotion.

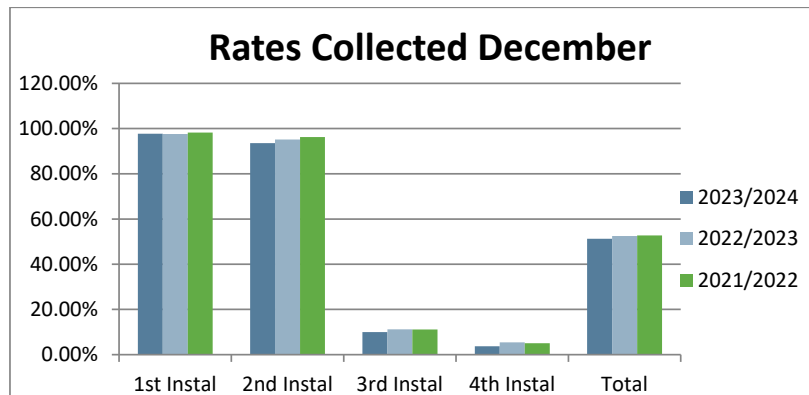
Rates Arrears (owing from 2022/23 year and earlier) \$83,510

As at 31 December 2023, 80% of rates in arrears has been collected since 1 July 2022 (2022: 82%). There are currently two properties that have the potential to proceed to a property rating sale in 2024:

Property	Status	Next steps
Portia St \$13,760 outstanding	No defence to council's claim was ever filed. Judgment by default has been applied for. Contact with Court made, and expect this to come back in the next week or so.	Once Judgment is issued, there is a 3 month timeframe before we can proceed to a apply for a Rating sale. The process may be paused if the ratepayer re-engages and starts paying rates.
Swansea Rd \$16,827 outstanding	We can now apply to the High Court to sell the property by way of Rating Sale.	Approach was to give ratepayer until end of January 2024 to see if all arrears / penalties / costs can be cleared.

Current Year Rates

As at 31 December 2023, 51% of rates has been collected (2022: 52%).



2.2 Outstanding Debtors

The Outstanding Debtors report as at 31 December is attached to this report showing 12% of total debtors of \$1,782,672 are overdue for payment. Overdue debtors largely relate to rates and water charges.

3.0 Information Technology

Information Technology Update

- The IT team are working through a rollout plan to upgrade all council workstations from Windows 10 to Windows 11. Windows 10 is nearing the end of support date set by Microsoft, so this is an essential upgrade. We are currently checking the compatibility of all our hardware and software in relation to Windows 11 as part of the planning phase of this project.
- The Authority Upgrade to version 7.1 is going forward as planned and starts on Monday 15 January 2024. This will take four months to complete.
- A meeting was held with the Communications team to discuss business requirements for a council intranet site. The team are currently investigating options for a suitable solution which meets all the requirements put forward in the meeting.

Information Management Strategy

- Property files
 - Approximately 10 boxes of Council owned property records are being scanned. These are complex records, rich in operational and historical records which will need to be extracted and retained separate to the property file.
 - Approx 100 boxes of scanned property files are ready for disposal pending final approval of the business owner and SLT.
- S: Drive
 - Retention and disposal is in progress on SDrive to bring it in line with the Information and Records Management Policy. Regular operational records are being moved to Content Manager. SDrive (or other shared drive) will be used exclusively for approved application files or files used for system support.
- eLearning
 - Taranaki Regional Council has offered to share some of their content and expressed an interest in collaborating. Experimentation is in the planning stage, with the Health and Safety/Emergency Management Advisor, using the existing SafetyHub system.

Business Efficiency

- OneDrive
 - A business need to be able to send files too large to email has been identified. Investigation is underway to determine how OneDrive, as an existing tool, can meet this need in a way which maintains internal and external standards around information management practices. A pared down OneDrive functionality has been drafted and submitted to IT for technical feedback.
- Water meter replacement
 - Administration of the water meter replacement process has been identified as an opportunity for improved efficiency - currently three work groups are performing similar/duplicate data entry tasks in hard copy, AssetFinda, and Authority. The current process has been defined with the work groups involved, this will be sent to IT for feedback around integration possibilities.

4.0 Health and Safety Update

The Health and Safety activity now sits under Corporate Services – therefore any relevant information related to this function will be shared with elected members monthly going forward:

- Staff guidance on working with Challenging Customers and use of Trespass Orders has been created in addition to lockdown procedures for main facilities. This is to address the increased level of activity / risk events in this area, and requests from frontline staff for documented guidance.
- There is an ongoing review and update of the Health and Safety manual with focus on procedures, hazard identification and incident investigation processes.
- Completed a review and update of hazard registers for main facilities to ensure consistent recording of information and to establish a regular review cycle.
- A one-day De-escalation training for Elected Members has been arranged for the 20 February 2024. Topics to be covered will include:
 - Situational risk awareness
 - Effective communications
 - Managing insults and abuse
 - Managing people under emotional stress
 - Managing aggressive behaviour



Tiffany Radich
Director - Corporate Services



Approved By:
Sven Hanne
Chief Executive

Date: 16 January 2024

Statement of Comprehensive Revenue and Expense

For the Year to Date - December 2023

	December '23 Actual YTD	December '23 Budget YTD	Variance YTD	Total Budget 2023/24	December 22 Actual YTD
Operating Revenue					
Finance Revenue	\$214,153	\$162,000	\$52,153	\$324,000	\$172,623
Waka Kotahi NZTA Rooding Subsidy	\$2,343,912	\$2,285,000	\$58,912	\$4,570,000	\$2,704,733
Rates Revenue - excl water consumption rate	\$7,863,621	\$7,846,500	\$17,121	\$15,693,000	\$7,256,211
Water Supply - Consumption Charge	\$188,009	\$245,500	(\$57,491)	\$491,000	\$216,358
Sundry Revenue	\$40,156	\$11,500	\$28,656	\$55,000	\$36,986
Farm Milk Proceeds	\$338,890	\$308,000	\$30,890	\$616,000	\$295,668
User Charges for Services	\$1,661,019	\$1,647,591	\$13,428	\$2,638,000	\$1,864,854
Total Operating Revenue	\$12,649,760	\$12,506,091	\$143,669	\$24,387,000	\$12,547,433
Extraordinary Revenue					
Grant Funding	\$795,011	\$0	\$795,011	\$6,611,000	\$1,984,406
Financial Contributions	\$52,174	\$0	\$52,174	\$0	\$72,065
Other Revenue	\$0	\$0	\$0	\$0	\$19,436
Dividends	\$114,313	\$103,000	\$11,313	\$103,000	\$12,228
Total Extraordinary Revenue	\$961,498	\$103,000	\$858,498	\$6,714,000	\$2,088,135
Total Revenue	\$13,611,258	\$12,609,091	\$1,002,167	\$31,101,000	\$14,635,568
Operating Expenditure					
Personnel Costs	\$3,074,459	\$2,894,500	(\$179,959)	\$5,789,000	\$2,600,399
Other Direct Operating Costs	\$6,744,183	\$5,806,713	(\$937,471)	\$11,687,000	\$6,389,070
Total Operating Expenditure	\$9,818,642	\$8,701,213	(\$1,117,430)	\$17,476,000	\$8,989,469
Other Operating Expenditure					
Depreciation	\$2,948,304	\$3,224,500	\$276,196	\$6,449,000	\$2,613,208
Finance Costs	\$582,055	\$620,500	\$38,445	\$1,241,000	\$453,498
Sundry Expenditure	\$42,215	\$0	(\$42,215)	\$0	\$13,808
Total Other Expenditure	\$3,572,574	\$3,845,000	\$272,426	\$7,690,000	\$3,080,514
Total Expenditure	\$13,391,216	\$12,546,213	(\$845,004)	\$25,166,000	\$12,069,983
Net Surplus (Deficit)	\$220,042	\$62,879	\$157,164	\$5,935,000	\$2,565,585

Capital Revenue/Expenditure is made up of:

NZTA Funding for Rooding capital projects	\$1,190,402	\$1,619,342
Community Grants and Donations	\$0	\$0
	<u>\$1,190,402</u>	<u>\$1,619,342</u>

Adjusted Net Surplus/(Deficit)* **(\$970,360)** **(\$1,556,463)** \$586,103

*The budgeted YTD net deficit includes un-funded depreciation - mainly rooding as 61% of capital projects are subsidised, and the Wai o Rua Pool, and part of three waters activities, and some buildings.

Statement of Financial Position

As at 31 December 2023

	December '23 Actual YTD	December 22 Actual YTD
Assets		
Current Assets		
Cash and Cash Equivalents	\$740,860	\$716,774
Short Term Deposits	\$6,000,000	\$6,000,000
Receivables	\$1,782,672	\$3,194,500
LGFA Borrower Notes	\$57,000	\$40,000
Current Assets Total	\$8,580,532	\$9,951,274
Non-Current Assets		
Investment in Other Financial Assets		
LGFA Borrower Notes	\$743,000	\$675,000
Shares	\$599,868	\$547,048
Loan to Stratford A and P Association	\$7,180,000	\$7,180,000
Trust Settlements	\$110	\$110
Work in Progress	\$6,866,619	\$28,760,501
Property, Plant & Equipment / Intangibles	\$457,047,893	\$422,732,363
Non-Current Assets Total	\$472,437,490	\$459,895,022
Assets Total	\$481,018,022	\$469,846,296
Liabilities & Equity		
Equity		
Renewal Reserves	\$5,972,491	\$4,964,739
Contingency Reserve	\$504,500	\$504,500
Other Council Created Reserves	\$967,682	\$1,598,689
Restricted Reserves	\$1,274,980	\$1,191,475
Targeted Rate Reserves	\$931,075	\$340,910
Asset Revaluation Reserves	\$233,607,627	\$226,366,136
Retained Earnings	\$202,151,533	\$199,523,376
Equity Total	\$443,547,738	\$434,489,825
Liabilities		
Current Liabilities		
Borrowings (maturing less than one year)	\$3,000,000	\$14,500,000
Provision for Landfill Aftercare	\$7,028	\$6,902
Employee Entitlements	\$322,736	\$281,909
Payables and Deferred Revenue	\$2,433,807	\$2,854,802
Non-Current Liabilities		
Borrowings	\$31,700,000	\$17,700,000
Provision for Landfill Aftercare	\$6,713	\$12,858
Liabilities Total	\$37,470,284	\$35,356,471
Liabilities & Equity Total	\$481,018,022	\$469,846,296

Expenditure and Revenue by Activity

For the Year to Date - December 2023

**Note: Expenditure excludes interest and depreciation allocated to each activity.*

Revenue includes user charges, sales revenue, water revenue by meter, grants and subsidies, and sundry revenue

	December '23 Actual YTD	December '23 Budget YTD	Variance YTD	Total Budget 2023/24	December 22 Actual YTD
Recreation and Facilities					
Aerodrome					
Expenditure	\$86,105	\$68,513	(\$17,592)	\$135,000	\$51,201
Revenue	\$12,753	\$13,500	(\$747)	\$27,000	\$13,109
Net cost of activity	\$73,352	\$55,013	(\$18,339)	\$108,000	\$38,092
Civic Amenities					
Expenditure	\$321,767	\$290,574	(\$31,194)	\$529,000	\$132,226
Revenue	\$23,247	\$27,000	(\$3,753)	\$54,000	\$36,894
Net cost of activity	\$298,520	\$263,574	(\$34,947)	\$475,000	\$95,332
Pensioner Housing					
Expenditure	\$61,300	\$65,986	\$4,686	\$121,000	\$62,302
Revenue	\$35,694	\$38,500	(\$2,806)	\$77,000	\$30,445
Net cost of activity	\$25,606	\$27,486	\$1,880	\$44,000	\$31,857
Library					
Expenditure	\$312,207	\$252,047	(\$60,160)	\$495,000	\$334,980
Revenue	\$13,964	\$7,500	\$6,464	\$15,000	\$20,160
Net cost of activity	\$298,243	\$244,547	(\$53,696)	\$480,000	\$314,820
Parks and Reserves					
Expenditure	\$395,196	\$373,352	(\$21,845)	\$724,000	\$356,248
Revenue	\$4,336	\$4,500	(\$164)	\$9,000	\$4,788
Net cost of activity	\$390,860	\$368,852	(\$22,009)	\$715,000	\$351,460
Cemeteries					
Expenditure	\$113,572	\$104,864	(\$8,709)	\$209,000	\$102,977
Revenue	\$89,982	\$72,500	\$17,482	\$145,000	\$71,069
Net cost of activity	\$23,590	\$32,364	\$8,774	\$64,000	\$31,908
Wai O Rua Aquatic Centre					
Expenditure	\$1,269,278	\$1,020,617	(\$248,662)	\$1,976,000	\$816,584
Revenue	\$399,102	\$196,000	\$203,102	\$392,000	\$122,868
Net cost of activity	\$870,176	\$824,617	(\$45,560)	\$1,584,000	\$693,716
Democracy and Corporate Support					
Expenditure	\$691,486	\$642,962	(\$48,524)	\$1,279,000	\$642,673
Revenue	\$159,704	\$46,500	\$113,204	\$140,000	\$80,203
Net cost of activity	\$531,782	\$596,462	\$64,680	\$1,139,000	\$562,470
Community Development					
Community Services					
Expenditure	\$343,237	\$279,000	(\$64,237)	\$496,000	\$353,704
Revenue	\$410,711	\$0	\$410,711	\$0	\$253,411
Net cost of activity	-\$67,474	\$279,000	\$346,474	\$496,000	\$100,293
Economic Development					
Expenditure	\$267,987	\$314,118	\$46,131	\$626,000	\$307,372
Revenue	\$121,187	\$0	\$121,187	\$0	\$88,404
Net cost of activity	\$146,800	\$314,118	\$167,318	\$626,000	\$218,968
Information Centre					
Expenditure	\$107,988	\$126,618	\$18,630	\$251,000	\$108,463
Revenue	\$36,226	\$32,500	\$3,726	\$65,000	\$32,039

2024 - Agenda - Policy and Services - January - Monthly Reports

*Note: Expenditure excludes interest and depreciation allocated to each activity.

Revenue includes user charges, sales revenue, water revenue by meter, grants and subsidies, and sundry revenue

	December '23 Actual YTD	December '23 Budget YTD	Variance YTD	Total Budget 2023/24	December 22 Actual YTD
Net cost of activity	\$71,762	\$94,118	\$22,356	\$186,000	\$76,424
Rental Properties					
Expenditure	\$24,707	\$23,683	(\$1,025)	\$44,000	\$26,520
Revenue	\$22,033	\$18,500	\$3,533	\$37,000	\$17,982
Net cost of activity	\$2,674	\$5,183	\$2,509	\$7,000	\$8,538
Farm					
Expenditure	\$181,193	\$178,036	(\$3,157)	\$345,000	\$199,816
Revenue	\$453,203	\$411,000	\$30,890	\$616,000	\$295,668
Net cost of activity	-\$272,010	-\$232,964	\$27,733	-\$271,000	-\$95,852
Holiday Park					
Expenditure	\$1,189	\$1,000	(\$189)	\$2,000	\$1,265
Revenue	\$0	\$0	\$0	\$3,000	\$0
Net cost of activity	\$1,189	\$1,000	(\$189)	-\$1,000	\$1,265
<u>Environmental Services</u>					
Building Control					
Expenditure	\$561,597	\$505,542	(\$56,055)	\$1,008,000	\$457,794
Revenue	\$292,308	\$261,500	\$30,808	\$523,000	\$263,094
Net cost of activity	\$269,289	\$244,042	(\$25,247)	\$485,000	\$194,700
District Plan					
Expenditure	\$113,031	\$123,000	\$9,969	\$746,000	\$100,932
Net cost of activity	\$113,031	\$123,000	\$9,969	\$746,000	\$100,932
Resource Consents					
Expenditure	\$177,439	\$177,246	(\$194)	\$353,000	\$173,531
Revenue	\$35,475	\$63,000	(\$27,525)	\$126,000	\$72,248
Net cost of activity	\$141,964	\$114,246	(\$27,719)	\$227,000	\$101,283
Food and Health					
Expenditure	\$108,112	\$94,800	(\$13,312)	\$189,000	\$100,011
Revenue	\$22,252	\$17,500	\$4,752	\$35,000	\$23,343
Net cost of activity	\$85,860	\$77,300	(\$8,560)	\$154,000	\$76,668
Alcohol Licensing					
Expenditure	\$65,380	\$62,000	(\$3,380)	\$124,000	\$72,419
Revenue	\$14,273	\$17,000	(\$2,727)	\$34,000	\$15,617
Net cost of activity	\$51,107	\$45,000	(\$6,107)	\$90,000	\$56,802
Parking and Other Bylaws					
Expenditure	\$78,503	\$77,000	(\$1,503)	\$154,000	\$70,290
Revenue	\$426	\$500	(\$74)	\$1,000	\$129
Net cost of activity	\$78,077	\$76,500	(\$1,577)	\$153,000	\$70,161
Animal Control					
Expenditure	\$129,184	\$118,208	(\$10,976)	\$235,000	\$105,462
Revenue	\$166,520	\$186,091	(\$19,571)	\$167,000	\$136,259
Net cost of activity	-\$37,336	-\$67,883	(\$30,547)	\$68,000	-\$30,797
Civil Defence					
Expenditure	\$240,103	\$215,953	(\$24,150)	\$431,000	\$149,660
Net cost of activity	\$240,103	\$215,953	(\$24,150)	\$431,000	\$149,660
<u>Assets</u>					
Roading					
Expenditure	\$2,418,719	\$2,083,350	(\$335,369)	\$4,021,000	\$2,574,370
Revenue	\$2,875,492	\$2,839,000	\$36,492	\$5,208,000	\$3,174,256

2024 - Agenda - Policy and Services - January - Monthly Reports

*Note: Expenditure excludes interest and depreciation allocated to each activity.

Revenue includes user charges, sales revenue, water revenue by meter, grants and subsidies, and sundry revenue

	December '23 Actual YTD	December '23 Budget YTD	Variance YTD	Total Budget 2023/24	December 22 Actual YTD
Net cost of activity	-\$456,773	-\$755,650	(\$298,877)	-\$1,187,000	-\$599,886
Stormwater					
Expenditure	\$124,225	\$101,042	(\$23,184)	\$198,000	\$104,089
Revenue	\$0	\$0	\$0	\$0	\$0
Net cost of activity	\$124,225	\$101,042	(\$23,184)	\$198,000	\$104,089
Wastewater (Sewerage)					
Expenditure	\$375,269	\$292,712	(\$82,557)	\$572,000	\$330,394
Revenue	\$21,857	\$17,500	\$4,357	\$35,000	\$19,549
Net cost of activity	\$353,412	\$275,212	(\$78,200)	\$537,000	\$310,845
Solid Waste					
Expenditure	\$541,323	\$497,443	(\$43,880)	\$1,001,000	\$465,156
Revenue	\$82,556	\$85,000	(\$2,444)	\$170,000	\$93,720
Net cost of activity	\$458,767	\$412,443	(\$46,324)	\$831,000	\$371,436
Water Supply					
Expenditure	\$708,545	\$611,551	(\$96,995)	\$1,178,000	\$630,837
Revenue	\$275,509	\$245,500	\$30,009	\$491,000	\$216,358
Net cost of activity	\$433,036	\$366,051	(\$66,986)	\$687,000	\$414,479
Total Activity Expenditure	\$9,818,642	\$8,701,213	(\$1,117,430)	\$17,442,000	\$8,831,276
Total Activity Revenue	\$5,568,810	\$4,600,591	\$956,906	\$8,370,000	\$5,081,613
Net Cost of Activities	\$4,249,832	\$4,100,622	(\$160,524)	\$9,072,000	\$3,749,663

2024 - Agenda - Policy and Services - January - Monthly Reports

CAPITAL EXPENDITURE SUMMARY BY ACTIVITY AS AT 31 DECEMBER 2023

Grant funded

Council Activity	Project Description	2023/24 Annual Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2023/24 Actual Expenditure YTD	Projected year end forecast	2023/24 Projected under/(over) spend	Project Completion %	Expected Project Completion Date	Status of each Project
GROWTH - to meet additional demand										
Economy	Proposed Council subdivision	1,049,000	77,331	1,126,331	3,871	50,000	1,076,331	0%	By 30 June 2024	Meeting with TRC has identified four areas that may be wetlands. Further discussions are underway with TRC to investigate implications. So far, land has been purchased at a cost of \$2,141,644 funded by loans.
Total Growth Expenditure		1,049,000	77,331	1,126,331	3,871	50,000	1,076,331			
LEVEL OF SERVICE - to improve the level of service on an existing asset or provide an additional asset to increase a service level										
Roading	Transport Choices Projects	7,700,000	0	7,700,000	0	800,000	6,900,000	0%	By 30 June 2024	Project is currently on hold.
Roading	Road to Zero	0	588,366	588,366	117,097	300,000	288,366	30%	By 30 June 2024	Speed management programme in front of schools (tied with Transport Choices) endorsed by the Director for Land Transport. Updating of National Speed Limit Register before February 2024 (Term 1).
Roading	Walking and Cycling Strategy - footpath improvements	156,000	0	156,000	106,502	156,000	0	100%	Complete	Final invoice to be received.
Solid Waste	Healthy homes upgrade	7,000	0	7,000	475	7,000	0	0%	By 30 June 2024	Works underway (Window, hood range and extractor fan for bathroom)
Stormwater	Reticulation Capacity Increase	143,300	177,322	320,622	68,659	320,622	0	10%	By 30 June 2024	On hold until stormwater capacity for catchment is determined
Stormwater	Silt retention lake bypass	265,400	0	265,400	525	265,400	0	2%	By 30 June 2024	Methodology is being defined and Resource Consent for undertaking works is being sought.
Stormwater	Modelling	0	6,363	6,363	0	6,363	0	60%	By 31 December 2023	Progressing. Due to be completed by end December 2023.
Stormwater	Safety improvements	124,600	224,877	349,477	147,152	349,477	0	20%	By 30 June 2024	Ongoing as required.
Wastewater	Reticulation capacity increase	159,300	200,223	359,523	17,798	359,523	0	0%	By 30 June 2024	Determined by outcomes identified from the wastewater modelling.
Wastewater	Camper van drainage facility	7,900	0	7,900	0	0	7,900	0%	By 30 June 2024	Unlikely to proceed
Wastewater	Stage 2 treatment upgrade	5,300	0	5,300	0	0	5,300	0%	Not required.	See Treatment Plant Upgrade.
Wastewater	Modelling	0	9,483	9,483	25,074	60,000	(50,517)	25%	By 30 June 2024	Existing model being built. \$50,000 funded by Better Off funding.
Wastewater	Oxidation pond fencing	0	154,388	154,388	154,388	154,388	0	100%	Complete	Budget for treatment plant upgrade reduced from \$325,493 to \$171,105 to cover the fencing cost.
Wastewater	Inflow and infiltration programme	159,300	122,152	281,452	374,514	281,452	0	60%	By 30 June 2024	Works identified by known identified issues and determined in the modelling process
Wastewater	Treatment plant upgrade	0	171,105	171,105	104,383	171,105	0	50%	By 30 June 2024	Adding Diatomix to help with the quality of the discharge into the Patea River.
Water Supply	Water meter upgrade	337,100	509,751	846,851	158,426	846,851	0	1%	By 30 June 2024	Procurement progressing
Water Supply	Steetwork ridermains	31,800	0	31,800	3,442	31,800	0	100%	Complete	Final invoice to come.
Water Supply	Raw water delivery line	0	1,968,698	1,968,698	97,472	200,000	1,768,698	5%	By 30 June 2024	Recommended to defer the grit tank project until 2025/26 until the overflow is managed to TRC and Iwi requirements.
Water Supply	Raw water analyser	0	28,230	28,230	47,961	47,961	(19,731)	100%	Complete	
Water Supply	Generator for treatment plant	0	9,819	9,819	2,953	25,000	(15,181)	90%	By 30 June 2024	Waiting for assessor to determine if certification is required for fuel tank.
Parks and Reserves	Broadway Roundabout Gardens upgrade	0	60,000	60,000	0	60,000	0	0%	By 30 June 2024	On hold with modelling of two roundabouts for location of raised pedestrian crossing platforms
Parks and Reserves	Walkway development	20,000	0	20,000	13,079	20,000	0	50%	By 30 June 2024	Work as required - remedial works
Parks and Reserves	Skate Park upgrade - Victoria Park	0	0	0	174,487	180,000	(180,000)	60%	By 30 June 2024	Skate Bowl is complete. Reinstatement and tying in to the existing spate park is underway. Council was successful in its application for another \$80,000 from the TET Trust.

2024 - Agenda - Policy and Services - January - Monthly Reports

Council Activity	Project Description	2023/24 Annual Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2023/24 Actual Expenditure YTD	Projected year end forecast	2023/24 Projected under/(over) spend	Project Completion %	Expected Project Completion Date	Status of each Project
Parks and Reserves	Drainage upgrade - Victoria Park	0	0	0	28,503	67,000	(67,000)	75%	By 30 June 2024	Reinstatement of sports fields are underway. The first part of the project was done in 2022/23 at a cost of \$108k.
Parks and Reserves	Park development	13,600	0	13,600	0	13,600	0	0%	By 30 June 2024	Work as required - remedial works
Parks and Reserves - Cemetery	Midhirst cemetery pathway upgrade	31,400	0	31,400	0	40,000	(8,600)	5%	By 30 June 2024	Request for Quote closing early November 2023. Start of construction to be confirmed with successful supplier.
Swimming Pool	Play equipment	0	0	0	8,860	10,000	(10,000)	80%	By 30 June 2024	External funding received
Civic Amenities	Stratford 2035	482,345	979,056	1,461,401	0	0	1,461,401	0%	By 30 June 2024	Discussions with landowner has delayed this project.
Civic Amenities	WMC - carpark lighting upgrade	57,600	0	57,600	0	57,600	0	0%	By 30 June 2024	Discussing with NPDC around options.
Civic Amenities	TET Stadium improvements	52,400	24,671	77,071	30,144	77,071	0	50%	By 30 June 2024	> RFI's answered and waiting for approval. > Upgrade of Fire System underway.
Pensioner Housing	Healthy homes upgrade	29,500	0	29,500	26,214	29,500	0	80%	By 30 June 2024	One unit to have heat pump and hood range left to do. Once complete, Council will apply for Healthy Homes compliance.
Farm	Water lines and trough upgrade	12,600	0	12,600	1,704	12,600	0	0%	By 30 June 2024	Sharemilker carries out works as and when required.
Farm	Landscaping / riparian planting	3,700	0	3,700	0	3,700	0	0%	By 30 June 2024	TRC have reviewed planting in October 2023 and has identified that only fencing is required. Programmed for May/June 2024.
Total Level of Service Expenditure		9,800,145	5,234,504	15,034,649	1,709,812	4,954,013	10,080,636			

REPLACEMENTS - replaces an existing asset with the same level of service provided

Roading - Financially assisted NZTA	Unsealed Road metalling (includes forestry roads)	750,000	(100,000)	539,226	595,090	539,226	0	50%	By 30 June 2024	Ongoing
Roading - Financially assisted NZTA	Sealed Road resurfacing	880,000	(461,476)	418,524	171,703	418,524	0	10%	By 30 June 2024	Compiling a reduced programme due to overspend for 2022/23.
Roading - Financially assisted NZTA	Drainage Renewals	680,000	(80,000)	600,000	359,145	600,000	0	40%	By 30 June 2024	Ongoing. Focusing on culverts and water tables rather than kerb and channel replacement.
Roading - Financially assisted NZTA	Pavement Rehabilitation	700,000	(50,000)	650,000	45,400	650,000	0	10%	By 30 June 2024	Obtaining supplier pricing.
Roading - Financially assisted NZTA	Structure Components Replacement	530,000	376,477	906,477	76,452	906,477	0	10%	By 30 June 2024	Concrete lining steel culvert on Pembroke Road. Replacing retaining walls on Croyden Road and Mangaotuku Road.
Roading - Financially assisted NZTA	Traffic Services Renewals	130,000	(20,000)	110,000	28,098	110,000	0	10%	By 30 June 2024	Ongoing
Roading - Financially assisted NZTA	Footpath renewals	150,000	(110,000)	40,000	32,448	40,000	0	100%	Complete	Final invoices to come in.
Roading - Financially assisted NZTA	Low cost low risk safety	575,000	46,614	621,614	247,466	621,614	0	10%	By 30 June 2024	Agreement to purchase land from Property owner has been accepted. Waiting to tie in with works around the Water Treatment Plant (Raw Water delivery line and Grit Tank replacement) as it is the same property owner.
Roading - Financially assisted NZTA	Sealed Road resurfacing-Special purpose	0	60,000	60,000	0	60,000	0	0%	By 30 June 2024	Manaia Road Reseal
Roading - Financially assisted NZTA	Unsealed Road resurfacing-Special purpose	0	10,000	10,000	0	10,000	0	0%	By 30 June 2024	Programmed for late Summer/early Autumn.
Roading - Financially assisted NZTA	Drainage Renewals-Special purpose	0	10,000	10,000	29,830	27,309	(17,309)	100%	Complete	
Roading - Financially assisted NZTA	Traffic services renewals-Special purpose	60,000	(55,000)	5,000	0	5,000	0	0%	By 30 June 2024	Ongoing - replacement of signs etc.
Roading - Financially assisted NZTA	Low cost low risk safety - Special purpose roads	0	54,458	54,458	0	54,458	0	0%	By 30 June 2024	Identifying sites for the installation of a road side barrier.
Stormwater	Reticulation Renewals	56,000	101,983	157,983	1,162	157,983	0	0%	By 30 June 2024	Ongoing as required.
Wastewater	Step / aerate treatment renewals	31,800	0	31,800	0	31,800	0	0%	By 30 June 2024	Ongoing as required.
Wastewater	Pumps and electrics	31,800	0	31,800	0	31,800	0	0%	By 30 June 2024	Ongoing as required.
Wastewater	Bulk discharge	0	18,262	18,262	0	18,262	0	0%	By 30 June 2024	Ongoing as required.

2024 - Agenda - Policy and Services - January - Monthly Reports

Council Activity	Project Description	2023/24 Annual Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2023/24 Actual Expenditure YTD	Projected year end forecast	2023/24 Projected under/(over) spend	Project Completion %	Expected Project Completion Date	Status of each Project
Wastewater	Infiltration renewals	194,300	157,495	351,795	105,679	351,795	0	25%	By 30 June 2024	Works identified by known identified issues and determined in the modelling process
Water Supply	Laterals	32,500	0	32,500	0	32,500	0	0%	By 30 June 2024	Ongoing as required.
Water Supply	Stratford street work rider mains	270,700	0	270,700	214,766	270,700	0	100%	Complete	Final invoice to come in.
Water Supply	Infrastructural general - Stratford	26,100	0	26,100	4,927	26,100	0	0%	By 30 June 2024	Ongoing as required.
Water Supply	Infrastructural general - Midhirst	3,400	0	3,400	0	3,400	0	0%	By 30 June 2024	Ongoing as required.
Water Supply	Toko bore	0	134,500	134,500	0	134,500	0	0%	By 30 June 2024	Review as required.
Water Supply	Reservoir overflow to pond	0	74,042	74,042	4,488	74,042	0	5%	By 30 June 2024	Design underway.
Water Supply	Infrastructural general - Toko	1,800	0	1,800	0	1,800	0	0%	By 30 June 2024	Ongoing as required.
Water Supply	Stratford reservoir	0	38,669	38,669	0	38,669	0	10%	By 30 June 2024	Video footage under review to determine if cleaning is required.
Water Supply	Midhirst reservoir	0	26,838	26,838	0	26,838	0	10%	By 30 June 2024	Video footage under review to determine if cleaning is required.
Water Supply	Membranes	0	146,044	146,044	0	146,044	0	0%	By 30 June 2024	Procuring a new supplier for the membranes as the current supplier is no longer trading.
Water Supply	Meter replacements	53,100	57,750	110,850	547	110,850	0	1%	By 30 June 2024	Ongoing as required.
Water Supply	Midhirst resource consent	106,200	197,040	303,240	0	50,000	253,240	0%	By 30 June 2024	Awaiting lwi assessment report - Ongoing
Water Supply	Hydrants	15,700	0	15,700	2,018	15,700	0	5%	By 30 June 2024	Ongoing as required.
Parks and Reserves	Replace septic tank - Whangamomona Camp Ground	121,000	15,778	136,778	0	136,778	0	40%	By 30 June 2024	The project commenced in 2022/23, with the concept design completed. Design and Build tender in this financial year came in significantly over budget. Officers are exploring options with Preferred Supplier as to what steps can be taken to ensure the best outcome with existing budget.
Parks and Reserves	Cemetery - replace water tank	0	0	0	4,228	4,228	(4,228)	100%	Complete	
Civic Amenities	WMC - replace furniture	3,100	0	3,100	0	3,100	0	0%	By 30 June 2024	Replacement as required
Civic Amenities	Broadway LED sign replacement	0	0	0	24,132	24,132	(24,132)	100%	By 30 June 2024	Unbudgeted expenditure - however the total cost of \$50k (spanning two financial years) was fully funded by a TET grant.
Miranda Street Office	Furniture Replacement	3,100	0	3,100	2,774	3,100	0	80%	By 30 June 2024	Replacement as required
Miranda Street Office	Partial roof replacement	31,400	0	31,400	0	31,400	0	5%	By 30 June 2024	Roof programmed to be cleaned in November. Once cleaned, assessment can be made for replacement.
Corporate	Computers/Peripherals/ Software	131,000	0	131,000	109,388	131,000	0	60%	By 30 June 2024	Replacement as required
Corporate	Pool building software	0	0	0	10,017	10,017	(10,017)	100%	Complete	
Corporate	Vehicle Replacement (after trade in)	20,000	0	20,000	0	20,000	0	0%	By 31 December 2023	Replacement of Corolla in December 2023
Corporate	Miscellaneous	20,000	0	20,000	0	20,000	0	0%	By 30 June 2024	
Total Replacement Expenditure		5,608,000	649,474	6,146,700	2,069,758	5,949,146	197,554			
TOTAL EXPENDITURE		\$16,457,145	\$5,961,309	\$22,307,680	\$3,783,441	\$10,953,159	\$11,354,521			

CASHFLOW FORECAST FOR THE YEAR ENDED DECEMBER 2024

	Dec-23	Actual Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	12 Month
OPENING BALANCE	1,706,879	1,706,879	740,860	1,584,132	2,804,132	1,272,151	96,398	1,837,217	956,252	62,252	2,132,252	862,252	373,949	1,675,646	740,860
Rates	550,000	615,355	620,000	3,200,000	620,000	620,000	3,500,000	655,000	620,000	4,000,000	710,000	710,000	3,500,000	710,000	19,465,000
NZTA Refunds	253,189	253,189	383,453	300,000	300,000	300,000	300,000	300,000	500,000	500,000	450,000	450,000	450,000	450,000	4,683,453
Fees and Charges	300,000	343,493	400,000	350,000	415,000	380,000	450,000	430,000	400,000	500,000	500,000	500,000	500,000	500,000	5,325,000
Interest Revenue	1 73,000	80,326	30,000	30,000	53,019	30,000	3,500	46,000	36,000	20,000	20,000	20,000	20,000	20,000	328,519
	-	0	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash In	1,176,189	1,292,363	1,433,453	3,880,000	1,388,019	1,330,000	4,253,500	1,431,000	1,556,000	5,020,000	1,680,000	1,680,000	4,470,000	1,680,000	29,801,972
Salaries and Wages / Elected Members	630,000	539,951	630,000	560,000	630,000	560,000	630,000	560,000	630,000	630,000	630,000	630,000	630,000	630,000	7,350,000
Payments to Suppliers - Operating	900,000	849,398	800,000	900,000	1,000,000	900,000	700,000	900,000	800,000	820,000	820,000	820,000	820,000	820,000	10,100,000
Major contract payments	1,000,000	817,068	900,000	1,200,000	1,000,000	800,000	1,100,000	800,000	900,000	1,500,000	1,500,000	1,500,000	1,500,000	900,000	13,600,000
Interest Expense	51,965	51,965	-	-	-	245,753	282,681	51,965	-	-	-	218,303	218,303	218,303	1,235,308
GST Paid / (Received)	-	-	260,181	-	290,000	-	200,000	-	120,000	-	-	-	-	-	470,181
Total Cash Out	2,581,965	2,258,382	2,590,181	2,660,000	2,920,000	2,505,753	2,512,681	2,311,965	2,450,000	2,950,000	2,950,000	3,168,303	3,168,303	2,568,303	32,755,489
(Increase)/Reduce Financial Investments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowing /(Repaying) Loans	-	-	2,000,000	-	-	-	-	-	-	-	-	1,000,000	-	-	3,000,000
CLOSING BALANCE	301,103	740,860	1,584,132	2,804,132	1,272,151	96,398	1,837,217	956,252	62,252	2,132,252	862,252	373,949	1,675,646	787,343	787,343
Net Debt	21,520,000	21,520,000	23,520,000	23,520,000	23,520,000	23,520,000	23,520,000	23,520,000	23,520,000	23,520,000	23,520,000	24,520,000	24,520,000	24,520,000	
Gross Debt	34,700,000	34,700,000	36,700,000	36,700,000	36,700,000	36,700,000	36,700,000	36,700,000	36,700,000	36,700,000	36,700,000	37,700,000	37,700,000	37,700,000	
Investments - Term Deposits	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	
Investments - A & P Loan	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	7,180,000	

Notes re Cashflow Forecast:

1. A&P Interest on Loan due every quarter, no Term Deposits maturing in September.

LIABILITIES AND INVESTMENTS STATEMENT AS AT 31 DECEMBER 2023**Public Debt Statement**

Lender	Amount	Interest Rate	Term (Years)	Date Drawn	Maturity Date
LGFA	\$ 1,000,000	1.14%	3	19/04/2021	15/04/2024
LGFA	\$ 2,000,000	2.53%	5	10/05/2019	10/05/2024
LGFA	\$ 2,000,000	3.38%	7	27/08/2018	15/04/2025
LGFA	\$ 4,000,000	4.22%	3	12/08/2022	15/04/2025
LGFA - A&P	\$ 3,700,000	1.04%	5	21/12/2020	21/12/2025
LGFA	\$ 1,000,000	1.67%	5	19/04/2021	15/04/2026
LGFA	\$ 1,000,000	2.02%	6	7/04/2020	15/04/2026
LGFA	\$ 1,000,000	1.38%	7	11/05/2020	15/04/2027
LGFA	\$ 2,000,000	4.17%	5	14/04/2022	15/04/2027
LGFA	\$ 1,500,000	3.65%	9	27/08/2018	15/04/2027
LGFA	\$ 1,000,000	2.12%	7	19/04/2021	15/05/2028
LGFA	\$ 1,000,000	4.23%	6	12/08/2022	15/05/2028
LGFA	\$ 2,000,000	4.26%	6	14/04/2022	15/05/2028
LGFA	\$ 1,000,000	5.50%	5	24/05/2023	15/05/2028
LGFA	\$ 1,000,000	5.49%	6	24/05/2023	20/04/2029
LGFA	\$ 1,000,000	5.66%	6	10/07/2023	20/04/2029
LGFA	\$ 3,000,000	5.67%	7	10/07/2023	15/05/2030
LGFA	\$ 2,000,000	4.30%	9	14/04/2022	15/05/2031
LGFA - A&P	\$ 3,500,000	1.87%	12	21/12/2020	21/12/2032
	\$ 34,700,000	3.35%			

Internal Debt Register

Activity	Amount	Start Date	Term	Interest Rate	Details
Water Supply	\$ 1,190,795	2013	N/a	3.35%	Water treatment plant
Farm	\$ 1,909,228	2016	N/a	3.35%	As at 1 July 2023

Committed Cash Facilities

Lender	Facility Value	Outstanding	Rate
TSB Bank	\$ 1,000,000	\$ -	BKBM* + 3%
	\$ 1,000,000		

Investment Statement

Investee	Amount	Interest Rate	Term (Days)	Start	End
ASB	\$ 1,000,000	5.93%	120	15/12/2023	13/04/2024
ASB	\$ 1,000,000	5.93%	120	15/12/2023	13/04/2024
Westpac	\$ 1,000,000	5.46%	90	19/10/2023	17/01/2024
ASB	\$ 1,000,000	5.82%	88	24/11/2023	20/02/2024
ASB	\$ 1,000,000	5.93%	117	24/11/2023	20/03/2024
ASB	\$ 1,000,000	5.93%	111	30/11/2023	20/03/2024
A&P Association	\$ 3,680,000	1.29%	1826	22/12/2020	22/12/2025
A&P Association	\$ 3,500,000	2.12%	4383	22/12/2020	22/12/2032
	\$ 13,180,000	3.58%			

Shareholdings Statement

	No. of Shares	Share Price	Value of Shares
Fonterra	158,716	\$ 2.49	\$ 395,203
Ravensdown	21,820	\$ 1.00	\$ 21,820
Civic Financial	65,608	\$ 0.99	\$ 64,952
			\$ 481,975

Other Investments

Date Drawn	Amount	Interest Rate	Details
Vendor loan to EBS Trust	2020	\$ 190,000	LGFA rate plus 0.25%, Repayable - June 2024 currently 6.125%

*BKBM - The Bank Bill Market Rate is a short term interest rate used widely in NZ as a benchmark for pricing debt.

Outstanding Debtors as at 31 December 2023

Category	Total Outstanding	Overdue > 3 months	Notes relating to outstanding balances
Rates	\$502,544	\$83,510	The overdue balance for rates debtors is what is owed for previous financial years. All outstanding rates are charged a 10% penalty on what is outstanding at the end of each quarter. Advice has been sent to bank for collection of some overdue accounts, one is with the solicitors for a property rating sale.
Transfer Station	\$526	\$25	One debtor, which we are investigating and on stop credit.
Cemeteries	\$51,535	\$17,050	Overdues relate to 12 debtors, 10 of which have payment arrangements with council. One is waiting on probate and will then be cleared, the twelfth we are investigating.
Rental Properties	\$9,859	\$1,841	Overdue relates to 2 debtors. One is for ground lease rental, which has a payment arrangement in place. The second is for use of the sportsground, which we are investigating.
Pensioner Housing	-\$5,834	\$0	Rent and bond in advance.
Planning and Regulatory	\$5,511	\$390	Overdues relates to 2 debtors. One for a Food Control Plan. Council are in the process of sending to the debt collector. The second is for a consentium BCA filing fee.
Facility Hire	\$3,841	\$976	Overdue relates to two debtors. One is for facility hire, which is being disputed and we are in the process of finding a solution. The other is being investigated, to clear remaining amount due.
Sundry Debtors	\$332,587	\$8,104	Overdues include one-off revenue items. Of this amount half relates to overweight permits council are investigating
Legal Fees	\$9,977	\$6,220	Relating to property rating sale, expect to recover through sale process.
Targeted Rates after Strike	\$2,201	\$0	
Debtors Accruals	\$325,840	\$0	Includes Fonterra milk revenue accrued (not yet paid), interest revenue receivable upon maturity - as the main items.
NZTA	\$383,453	\$0	
Swimming Pool	\$11,586	\$0	
Resource Consents	\$13,093	\$2,100	Overdue made up of 2 debtors, all relating to subdivision fees. One is being investigated and the other one is being disputed.
Building Consent Revenue	\$9,129	\$6,476	The overdue balance relates to 4 debtors, 5 of these being for building consents and the other 1 debtors are swimming pool inspections.
Infringements	\$44,192	\$24,452	All debtors are < 3 years overdue and with the Ministry of Justice for collection. Dog registration infringements are largely outstanding.
Wastewater Discharge	\$11,434	\$2,600	Overdues relate to 3 debtors for septic tank discharge. Trade waste consent event fee relating to 1 debtor for the previous financial year. 2 debtors relating to septic tank discharge at Esk Road
Water Billing	\$71,198	\$68,229	All debt relates to previous financial years. A number of properties are being investigated for leaks.
TOTAL	\$1,782,672	\$221,974	



TE KAUNIHERA Ā ROHE O
WHAKAAHURANGI
STRATFORD
DISTRICT COUNCIL

Our reference
F19/13/03-D21/40748

Karakia

Kia uruuru mai
Ā hauora
Ā haukaha
Ā haumāia
Ki runga, Ki raro
Ki roto, Ki waho
Rire rire hau Paimārire

I draw in (to my being)
The reviving essence
The strengthening essence
The essence of courage
Above, Below
Within, Around
Let there be peace.