



# Parks, Reserves and Cemeteries Asset Management Plan 2024-2034



TE KAUNIHERA Ā ROHE O  
**WHAKAAHURANGI**  
**STRATFORD**  
DISTRICT COUNCIL

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**THE PARKS, RESERVES AND CEMETERIES  
ASSET MANAGEMENT PLAN  
(PRCAMP)**

**2024-2034**

# Contents

<b>Executive Summary</b> .....	<b>9</b>
<b>1.0: Introduction</b> .....	<b>22</b>
1.1. <b>PURPOSE OF THE PLAN</b> .....	<b>23</b>
1.2. <b>THE STRATFORD DISTRICT</b> .....	<b>23</b>
1.3. <b>OUR MISSION, VISION AND VALUES</b> .....	<b>28</b>
1.4. <b>THE PARKS, RESERVES AND CEMETERY ACTIVITY</b> .....	<b>30</b>
1.5. <b>THE IMPORTANCE OF THE PARKS, RESERVES, AND CEMETERIES ACTIVITY</b> .....	<b>30</b>
1.6. <b>OUR PARTNERS, CUSTOMERS AND KEY STAKEHOLDERS</b> .....	<b>31</b>
<b>2.0: Legislative and Strategic Context</b> .....	<b>35</b>
2.1. <b>OVERVIEW</b> .....	<b>36</b>
2.2. <b>NATIONAL CONTEXT</b> .....	<b>36</b>
2.3. <b>REGIONAL CONTEXT</b> .....	<b>38</b>
2.4. <b>DISTRICT CONTEXT</b> .....	<b>39</b>
<b>3.0: Asset Information</b> .....	<b>44</b>
3.1. <b>ASSET OVERVIEW</b> .....	<b>45</b>
3.2. <b>ASSET VALUATION</b> .....	<b>45</b>
3.3. <b>USEFUL LIFE</b> .....	<b>45</b>
3.4. <b>ASSET INFORMATION SYSTEM</b> .....	<b>51</b>
3.5. <b>INFRASTRUCTURE ASSETS</b> .....	<b>51</b>
3.6. <b>ASSET MANAGEMENT MATURITY ASSESSMENT</b> .....	<b>68</b>
3.7. <b>ASSESSMENT OF ASSET CONDITION</b> .....	<b>70</b>
3.8. <b>DATA ACCURACY AND CONFIDENCE</b> .....	<b>71</b>
3.9. <b>IMPROVEMENT PLAN</b> .....	<b>73</b>
<b>4.0: Future Growth and Demand</b> .....	<b>75</b>
4.1. <b>OVERVIEW</b> .....	<b>76</b>
4.2. <b>DEMAND FORECASTING</b> .....	<b>76</b>
4.3. <b>DEMAND DRIVERS AND IMPACTS</b> .....	<b>76</b>
4.4. <b>IMPROVEMENT PLAN</b> .....	<b>81</b>
<b>5.0: Levels of Service Performance</b> .....	<b>83</b>
5.1. <b>OVERVIEW</b> .....	<b>84</b>
5.2. <b>LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS</b> .....	<b>84</b>
5.3. <b>PERFORMANCE MONITORING AND REPORTING</b> .....	<b>84</b>
5.4. <b>CURRENT PERFORMANCE</b> .....	<b>85</b>
5.5. <b>DESIRED PERFORMANCE</b> .....	<b>87</b>

<b>6.0: Strategic Assessment .....</b>	<b>90</b>
6.1. OVERVIEW .....	91
6.2. OUR BUSINESS CASE.....	91
6.3. OUR PROBLEM STATEMENTS.....	91
6.4. OUR BENEFIT STATEMENTS.....	93
<b>7.0: Lifecycle Management .....</b>	<b>97</b>
<b>7. ....</b>	<b>98</b>
7.1. OVERVIEW.....	98
7.2. PROCUREMENT POLICY .....	99
7.3. MANAGEMENT STRATEGIES .....	99
7.4. CONTRACTUAL ARRANGEMENTS.....	100
7.5. PROGRAMME BUSINESS CASE .....	101
7.6. DISPOSAL STRATEGY.....	111
<b>8.0: Risk Management .....</b>	<b>113</b>
8.1. OVERVIEW.....	114
8.2. RISK MANAGEMENT FRAMEWORK.....	114
8.3. RISK ASSESSMENT PROCESS .....	115
8.4. POTENTIAL RISKS .....	115
8.5. TOP TEN RISKS .....	116
8.6. RISK RESPONSE .....	118
8.7. SIGNIFICANT NEGATIVE EFFECTS .....	119
8.8. CRITICALITY .....	119
8.9. EMERGENCY RESPONSE .....	122
8.10. RISK INSURANCE.....	123
8.11. PUBLIC HEALTH.....	124
8.12. HEALTH AND SAFETY.....	124
<b>9.0: Investment Funding Strategy .....</b>	<b>126</b>
<b>9.1 OVERVIEW.....</b>	<b>127</b>
<b>9.2 FINANCIAL STANDARDS.....</b>	<b>127</b>
<b>9.3 FUNDING AND FINANCIAL POLICIES .....</b>	<b>127</b>
<b>9.4 FUNDING OUR INVESTMENT STRATEGY .....</b>	<b>128</b>
<b>9.5 RELIABILITY OF OUR INVESTMENT STRATEGY .....</b>	<b>130</b>
<b>9.6 FINANCIAL STATEMENTS AND PROJECTS.....</b>	<b>130</b>
<b>10.0: Asset Management Practices and Improvement Plan.....</b>	<b>137</b>
<b>10.1 OVERVIEW.....</b>	<b>138</b>
<b>10.2 ASSET MANAGEMENT PRACTICES .....</b>	<b>138</b>

<b>10.3 ASSET MANAGEMENT IMPROVEMENT PLAN .....</b>	<b>141</b>
<b>Appendices .....</b>	<b>143</b>

## FIGURES

Figure 1 - The Stratford District .....	26
Figure 2: Iwi Boundaries within the Stratford District.....	27
Figure 3 - Current Population Geographic Distribution .....	28
Figure 4 - The Senior Leadership Team .....	29
Figure 5 - The Assets Department.....	29
Figure 6 – Strategic and Legislative Framework .....	42
Figure 7 – Principal Rural Reserves and Cemeteries .....	46
Figure 8 – Principal Urban Reserves and Cemeteries .....	47
Figure 9 - King Edward Park.....	53
Figure 10 – Victoria Park Map .....	54
Figure 11 - Windsor Park.....	55
Figure 12 - Swansea Sportsground .....	57
Figure 13 - Stratford Discovery Trail Map .....	58
Figure 14 - Layout of Kopuatama Cemetery Stratford.....	64
Figure 15 – Purchased land to the west of existing Kopuatama Cemetery .....	65
Figure 16 - Layout of Midhirst Cemetery .....	66
Figure 17 - Stratford District's Population Age Structure.....	78
Figure 18 - Level of Service Review Process.....	84
Figure 19 - Complaints/Requests for Service.....	86
Figure 20 - Customer Satisfaction – Annual Report .....	86
Figure 21 - Lifecycle Asset Management .....	98
Figure 22 – Parks Reserves and Cemeteries Asset Management Strategies.....	100
Figure 23 - Parks, Reserves and Cemeteries Expenditure Trends.....	103
Figure 24 - Renewal/Replacement Expenditure Trends .....	105
Figure 25 – Levels of Service Expenditure Trends .....	107
Figure 26 - Risk Management Process.....	115
Figure 27 - The Risk Matrix – Sourced from Vault, the Council's risk software .....	115
Figure 28 - Asset Insurance Valuations.....	123
Figure 29 – All Assets Capital Investment Funding Strategy .....	128
Figure 30: Parks and Reserves Expenditure Split – Operating vs Capital.....	129
Figure 31 - Cemeteries Expenditure Split – Operating vs Capital.....	129
Figure 32 Capital Expenditure by Activity - All Assets .....	132
Figure 33: 10-year Capital Expenditure Budget – Parks and Reserves.....	135
Figure 34 - Asset Management Improvement Process .....	138
Figure 35 - Activity Management Plan Development Process.....	140
Figure 36 - Asset Management System Maturity Index.....	140

## Tables

Table 1 - Parks, Reserves and Cemeteries Activity Contribution to Community Outcomes.....	31
Table 2 – Partners, Customers and Stakeholders.....	32
Table 3 - District Strategic Drivers.....	39
Table 4 - Asset Valuation Summary– Stratford District Council Valuation Report .....	48
Table 5 – Summary of Parks, Reserves and Cemeteries Assets owned by SDC.....	51
Table 6 - King Edward Park Information .....	52
Table 7 - Victoria Park Information .....	53
Table 8 - Windsor Park Information.....	54
Table 9 - Pedestrian Precinct Information .....	56
Table 10 - Swansea Sports Ground Information.....	56
Table 11 - Adrian Reserve Information .....	59
Table 12 - Cassandra Reserve Information.....	59
Table 13 - Celia Reserve Information .....	59
Table 14 - Pembroke Reserve Information.....	60
Table 15 - Croydon Domain Information.....	60
Table 16 - Douglas Domain Information .....	61
Table 17 - Huiroa Domain Information .....	61

Table 18 - Midhirst Domain Information.....	61
Table 19 - Tahora Domain Information.....	62
Table 20 - Te Popo Domain Information.....	62
Table 21 - Toko Domain Information.....	62
Table 22 - Tututawa Domain Information.....	63
Table 23 - Whangamōmona Domain Information.....	63
Table 24 - Kopuatama Cemetery Information.....	64
Table 25 - Midhirst Cemetery Information.....	65
Table 26 - Waipuku Cemetery Information.....	66
Table 27 - Midhirst Cemetery (old) Information.....	67
Table 28 - Pioneer Cemetery Information.....	67
Table 29 - Whangamōmona Cemetery Information.....	67
Table 30 - Tahora Cemetery Information.....	68
Table 31 - Footbridges.....	68
Table 32 - Culverts.....	68
Table 33 - Parks, Reserves and Cemeteries Asset Management Maturity Index Assessment.....	69
Table 34 - Condition Grading System.....	71
Table 35 - Inspection Data Management Process.....	72
Table 36 - Data Confidence Grading System.....	72
Table 37 - Asset Data Grading by Asset Group.....	73
Table 38 - Actions Identified for Improving Management of the Asset.....	73
Table 39 - Actions Identified for Improving Management of the Asset.....	77
Table 40 - Stratford District's Dependency Ratio.....	78
Table 41 Future Growth Improvement Plan.....	81
Table 42 - Internal Performance Measures.....	85
Table 43 - Performance Rating Index.....	87
Table 44 - Performance Measures – Targets and Trends.....	88
Table 45 - Business Cases Workshopped.....	91
Table 46 - Summary of Problem and Benefit Statements.....	93
Table 47 - Identified Projects and Performance Measures.....	101
Table 48 - Planned Operation and Maintenance Works.....	103
Table 49 - Renewal Justifications.....	105
Table 50 - Planned Renewal/Replacement Works.....	106
Table 51 - Planned level of Service Improvement Works.....	107
Table 52 - Top Ten Identified Parks, Reserves and Cemeteries Risks.....	116
Table 53 - Risk Response Strategies and Definitions.....	118
Table 54 - Activity Level Criticality Criteria.....	119
Table 55 - Activity Level Criticality Rating and Examples.....	119
Table 56 - Corporate Level Criticality.....	120
Table 57 - List of Critical Park, Reserve, and Cemetery Assets.....	121
Table 58 - Incident Response Levels.....	122
Table 59 - All Asset Capital Expenditure Projection.....	130
Table 60 - Parks and Reserves Total Expenditure and Funding Projection.....	133
Table 61 - Cemeteries Total Expenditure and Funding Projection.....	134
Table 62 - Asset Management Improvement Plan.....	141



# **EXECUTIVE SUMMARY**

## **The Stratford District**

The Stratford District (Whakaahurangi) is a land locked area encompassing 2170km<sup>2</sup> located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui Districts in the Horizons Regional Council. Within the district there are four distinct geographical areas:

- The alpine and bush environment of Egmont National Park, Te Papakura o Taranaki;
- The ring plain around Taranaki Maunga;
- Hill country located between the ring plain and the eastern hill country; and
- Eastern hill country to the boundary with Ruapehu District Council.

The district's rural landscape supports large farming, forestry and Department of Conservation reserves. Stratford is a growing tourist destination owing to key attractions such as the Te Papakura o Taranaki, the Manganui Ski Field, Forgotten World Highway (SH43), Dawson and Mt Damper Falls. Three main townships make up the Stratford District, Whakaahurangi: Stratford; Midhirst and Toko.

## **The Parks, Reserves and Cemeteries Activity Management Plan**

The Parks, Reserves and Cemeteries Activity Management Plan (PRCAMP) describes the planning, engineering, financial and technical strategies, and practices employed in the delivery of Council's obligations for the provision of parks, reserves and cemeteries. Activities include the operation, maintenance and development of Council's parks, reserves and cemeteries. The PRCAMP identifies the local, regional and central government strategic and legislative drivers for the provision of service throughout the district.

Based on forecasted growth and demand for the service, the PRCAMP sets out how the provision of the facilities will be managed over their lifecycle (to ensure the optimal delivery of the service within the financial constraints set by the Council in its Long-Term Plan (LTP) 2024-2034). The level of service to be delivered is determined by the priorities and performance measures set by both the central government and Council.

The PRCAMP is a living document and is used to inform the Council's Long-Term Plan and relevant reserve management plans. The AMP details Council owned assets and is used for communicating complex asset management information/strategies with stakeholders, elected members, service managers and other interested parties.

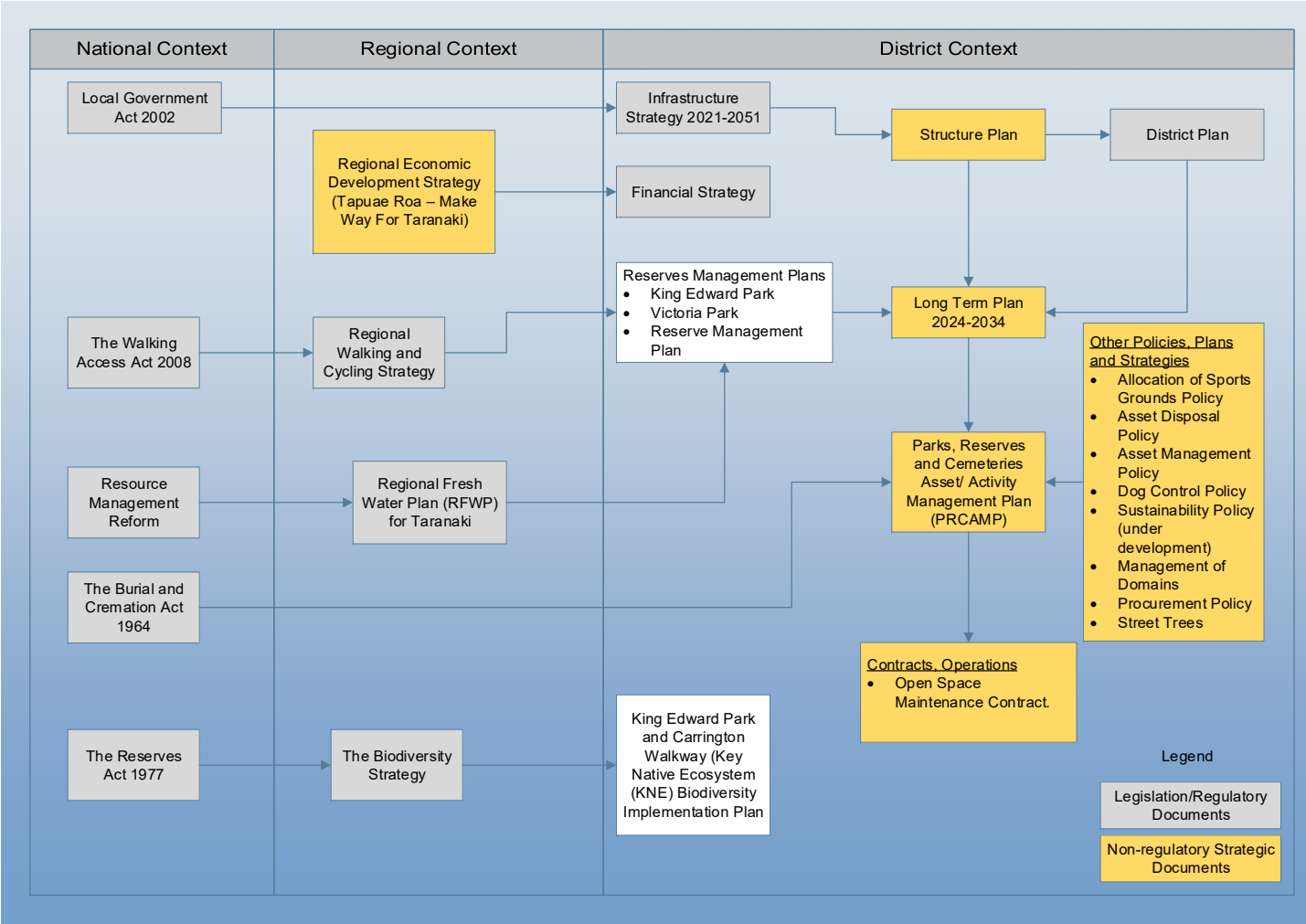
## **The Strategic and Legislative Context**

The Strategic and Legislative Context for the PRCAMP is as per the framework below.

The key central, regional and local government drivers are:

- The Reserves Act 1977 (2023);
- The Local Government Act 2002;
- The Resource Management Act 1991;
- The Regional Economic Development Strategy;
- The Long-Term Plan 2018 – 2028 (LTP); and
- Reserve Management Plans.

The PRCAMP Legislative and Strategic Context



## Our Community Outcomes

The Council's vision for the 2024-2034 Long Term Plan (LTP) is "A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki. The Council's identified *Community Outcomes* to achieve the vision are:

- Welcoming community
- Resilient environment
- Connected communities
- Enabling Economy

	Community Outcomes	Parks, Reserves and Cemeteries Activity Contribution
Welcoming community	<p>We celebrate the unique stories of our district</p> <p>We are inclusive, and value our diversity</p> <p>Stratford is a friendly place where our visitors feel welcomed</p> <p>Our diverse community feels safe and supported</p> <p>We promote the district as the place to visit, live, play, learn and work</p>	
Resilient environment	<p>We will empower the community to eliminate waste</p> <p>We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them</p> <p>We support a low-emissions future for our community</p> <p>We enable our rangatahi (youth) to be sustainable leaders</p> <p>We have resilient infrastructure that meets the current and future needs of the district</p> <p>We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work)</p>	<ul style="list-style-type: none"> <li>• Maintaining an attractive and biodiverse natural environment within urban areas;</li> <li>• Providing a range of accessible, safe and healthy recreational facilities and opportunities through the provision of sportsfields, walkways and playgrounds;</li> <li>• Maintaining parks, reserves and cemeteries in a sustainable manner for the future generation;</li> </ul>
Connected communities	<p>We provide opportunities for families and people of all ages to connect with others in the community</p> <p>Our community is engaged and actively participates in democracy</p> <p>We value local knowledge when making decisions</p> <p>We advocate for the services that our community needs to live safe and healthy lives</p> <p>We welcome opportunities to work in partnership with others to help achieve our community outcomes</p> <p>We are committed to fostering meaningful and genuine partnerships with Mana Whenua</p>	<ul style="list-style-type: none"> <li>• Ensuring parks, reserves and cemeteries are well maintained and accessible to all;</li> <li>• Delivering on the agreed level of service;</li> </ul>
Enabling economy	<p>We are a business friendly district</p> <p>We encourage a diverse and sustainable business community</p> <p>We enable economic growth by supporting business investment and development in our district</p> <p>We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)</p> <p>We carefully balance the needs and wants of our district when funding services and infrastructure</p> <p>We encourage co-governance opportunities with Mana Whenua where it benefits the Stratford district.</p>	<ul style="list-style-type: none"> <li>• Funding capital works which offer value for money for current and future generations of Stratford District ratepayers and ensures the financial security of Council is not compromised.</li> </ul>

## Our Problems and Benefits Statements

The Council has identified key problems to be addressed in the coming years. Projects have also been highlighted alongside statements of their benefits, which outline how identified problems will be solved. A summary of our *Problem and Benefit Statements* along with projects identified to deliver the benefits, are provided in the Table below.

Problem Statements	Project	Benefit Statements
Unsafe walkway staircase	Carrington Walkway Staircase (Brecon Road)	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping the staircase compliant;</li> <li>• Keeping the community safe.</li> </ul>
Unsafe walkway staircase	Cardiff Walkway Staircase	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping the staircase compliant;</li> <li>• Ensuring pedestrians are safe.</li> </ul>
Aging and disintegrating footbridge	Cardiff Walkway Footbridge	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping footbridge compliant;</li> <li>• Keep visitors safe from hazards.</li> </ul>
Aging sportsground	Page Street Sportsgrounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Attract more users to grounds.</li> </ul>
Aging playground equipment	King Edward Park and Victoria Park playgrounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensuring the playground equipment is compliant.</li> <li>• Ensuring users of playgrounds are safe.</li> </ul>
Development for farmland	Kopuatama Cemetery – New Land Development	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure to community;</li> <li>• Ensure community has local open cemetery.</li> </ul>
Tree surrounds disintegrating	Street Trees and surrounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keep native and notable trees safe;</li> <li>• Keep main streets looking attractive.</li> </ul>
On-going Development	Parks and Walkways	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• To highlight beauty of walkways and parks;</li> <li>• Keep community and visitors safe in spaces.</li> </ul>
Unsafe to use after dark	Victoria Park Lighting Upgrade	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure community not restricted to using space;</li> <li>• Keep community and visitors safe in space.</li> </ul>
Aging and disintegrating boundary grounds	Midhirst Old and Open Cemetery grounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Historic cemetery will be appealing;</li> <li>• Attract more visitors to cemetery.</li> </ul>
Aging Skate Park	Victoria Park Skate Park	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Ensuring users are safe in this environment.</li> </ul>
Aging and disintegrating clotheslines	Housing for the Elderly Units – replacing clotheslines	<ul style="list-style-type: none"> <li>• Improve levels of Service</li> <li>• Provide quality infrastructure</li> <li>• Ensuring tenants have usable resources</li> </ul>
Unsafe walkway	Eastern Loop walkway	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Keeping the community safe.</li> </ul>

Problem Statements	Project	Benefit Statements
Aging and disintegrating plaques	Pioneer Cemetery grounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Historic cemetery will be appealing;</li> <li>• Attract more visitors to cemetery.</li> </ul>
Aging and disintegrating seats	Parks, reserves and walkways	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure</li> <li>• Keeping seats safe to use;</li> </ul>
Aging Infrastructure	King Edward Park footbridge replacement	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping footbridge compliant;</li> <li>• Keep visitors safe from hazards.</li> </ul>
Lack of space use	Rhododendron Dell power box	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Increase use of space;</li> <li>• Provide events to benefit community</li> </ul>
Aging sportsground	Victoria Park Sportsgrounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Attract more users to grounds.</li> </ul>
Aging pathway	Victoria Park path upgrade	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Removing the hazards for Skate Park users;</li> <li>• Ensuring pedestrians are safe.</li> </ul>
Lack of space use	Pump Track seating	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Keeping spectators safe and comfortable in space</li> </ul>
Disintegrating walkway	King Edward Park pathway (Netball Courts to Rhododendron Dell)	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Ensuring visitors of all abilities can all utilise space</li> </ul>
Walkway incomplete	King Edward Park pathway (Trees of Significance)	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Complete final stages of walkway</li> </ul>

Although noted as a Problem Statement, the following projects **did not** receive final approval in the Long Term Plan discussions, due to budget restraints.

Empty, unused space	Kopuatama Cemetery – New Garden Space	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Encourage visitors to enjoy space, in remembrance;</li> <li>• Beautify cemetery space.</li> </ul>
Aging grounds	Kopuatama Cemetery – metal path continuation	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users can utilise space with no damage;</li> <li>• Beautify cemetery space.</li> </ul>
Unsafe Pathway	Three Bridges Trail (Brecon Road to Page Street)	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Safe walking trail at dusk / night;</li> <li>• Improve safety of asset</li> </ul>
Lack of Asset	Cassandra Reserve – Dog Park	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Attract more visitors to Stratford</li> <li>• Listen to community feedback and submissions</li> </ul>

## Our Levels of Service and Performance Measures

Stratford District Council, Te Kaunihera ā Rohe o Whakaahurangi, provides parks, reserves, and cemeteries to benefit the community's physical, social and personal quality of life. To ensure these expectations and requirements are met, the Stratford District Council undertakes performance monitoring of the activities and services it provides.

The Council monitors its performance through the use of performance measures and targets. The Council's 'Internal' performance measures and targets were developed and set by the Council. The performance targets measure how well the Council is delivering on Levels of Service and the performance of the activity assets. A summary of the Level of Service (LoS) performance measures is provided below. A snapshot of Council's performance trends and targets is provided in Section 5 of the PRCAMP.

Level of Service Category		Performance Measure	Outcome Category
1.	<b>Complaints/Requests for Service</b>	The number of complaints and requests for service.	Council measure
2.	<b>Customer Satisfaction</b>	Percentage of residents satisfied with: <ul style="list-style-type: none"> <li>• Parks &gt;85%;</li> <li>• Sportsfields &gt;80%;</li> <li>• Cemeteries &gt;80%.</li> </ul>	Council measure
3.	<b>NZSS Compliance - Playgrounds</b>	All playgrounds meet NZ Safety Standards	Council measure
4.	<b>NZSS Compliance - Footbridges</b>	All footbridges meet NZ Safety Standards	Council measure

**Our Programme Business Case**

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in the Table below and shows how our identified projects address the identified problems and achieve our Internal/Council Performance Measures.

Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance - Playground	NZSS Compliance - Footbridges
Operations/ Maintenance	Normal Scheduled Maintenance / Operations	✓	✓	✓	✓
	Berm extensions, Kopuatama Cemetery		✓		
	Repaint fences, sheds Kopuatama Cemetery		✓		
	Re-level runway and maintenance, Aerodrome		✓		
	Re-paint grandstand, Victoria Park		✓		
	Clean Memorial Gates, Victoria Park		✓		
Renewal/ Replacement	Clean Memorial Gates, King Edward Park		✓		
	Street tree surrounds		✓		
	Replace clotheslines (Housing for the Elderly)	✓	✓		
	Pioneer Cemetery plaques		✓		
	Continued Park and Walkway development	✓	✓		
	Carrington Walkway Staircase		✓		
Level of Service Improvements	Cardiff Walkway Staircase		✓		
	Cardiff Walkway Footbridge		✓		✓
	Page Street Sportsground grounds	✓	✓		
	King Edward Park and Victoria Park playground equipment		✓	✓	
	Kopuatama Cemetery – New Land Development		✓		
	Victoria Park Lighting Upgrade		✓		
	Kopuatama Cemetery – New Garden Space		✓		



Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance – Playground	NZSS Compliance – Footbridges
	Midhirst Old and Open Cemetery grounds		✓		
	Skate Park upgrade		✓		
	Eastern Loop staircase		✓		
	Parks, Reserves and Walkways seating upgrade		✓		
	King Edward Park footbridges replacement		✓		✓
	Rhododendron Dell power box		✓		
	Victoria Park sportsgrounds	✓	✓		
	Kopuatama Cemetery – pathway continuation		✓		
	Victoria Park – pathway upgrade	✓	✓		
	Pump Track seating		✓		
	King Edward Park – pathway upgrade (Netball Courts to Rhododendron Dell)	✓	✓		
	King Edward Park (Trees of Significance) pathway continuation		✓		

Although identified as problems, the following projects **did not** receive final approval in the Long Term Plan discussions, due to budget restraints.

Kopuatama Cemetery – New Garden Space	✓	✓		
Kopuatama Cemetery – completion of metal path		✓		
King Edward Park – Three Bridges Trail – Install Lighting	✓	✓		
Cassandra Reserve – Dog Park	✓	✓		

### Funding Our Investment Strategy

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets.

The Council has determined that capital projects to manage the Parks, Reserves and Cemeteries for the next 10 years - including Renewal/Replacement projects and Level of Service Improvements - will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

- Loans;
- Reserves; and/or
- Subsidies/Grants by other Partners.

Generally, the Council expects that:

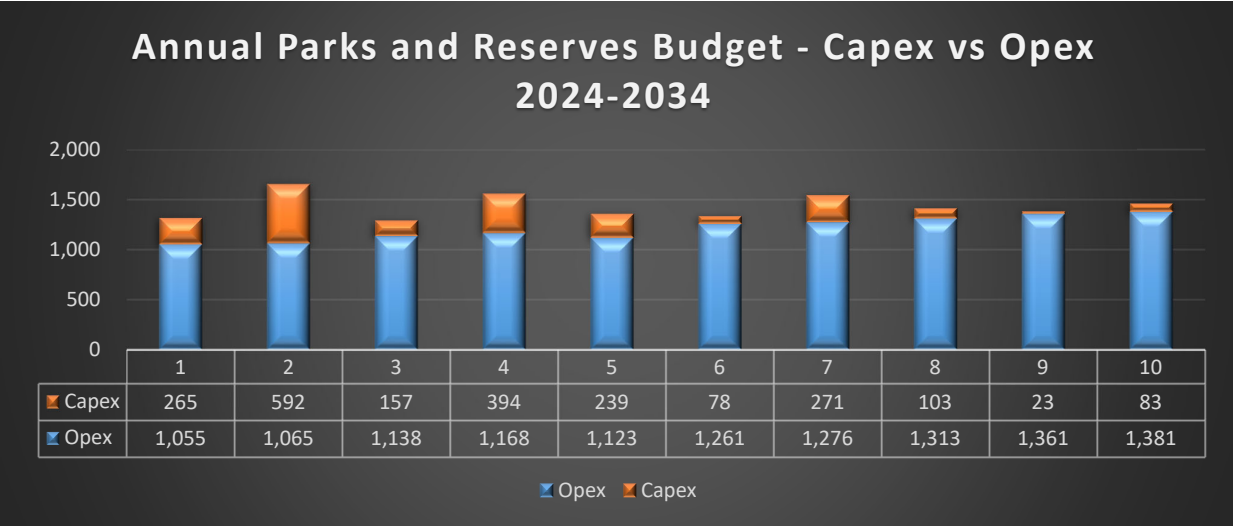
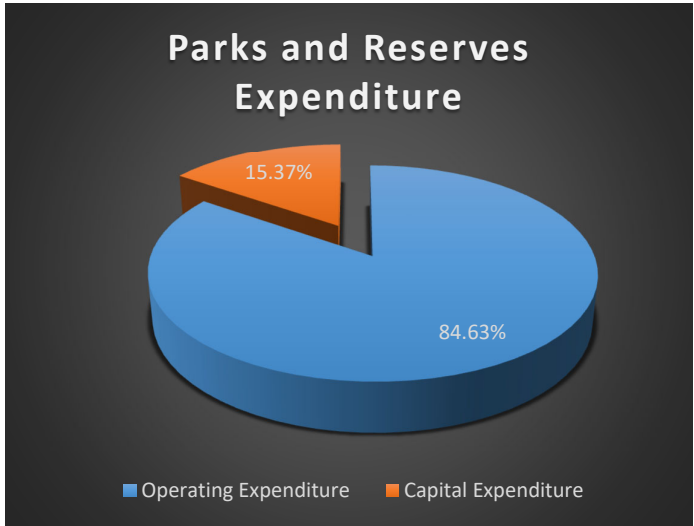
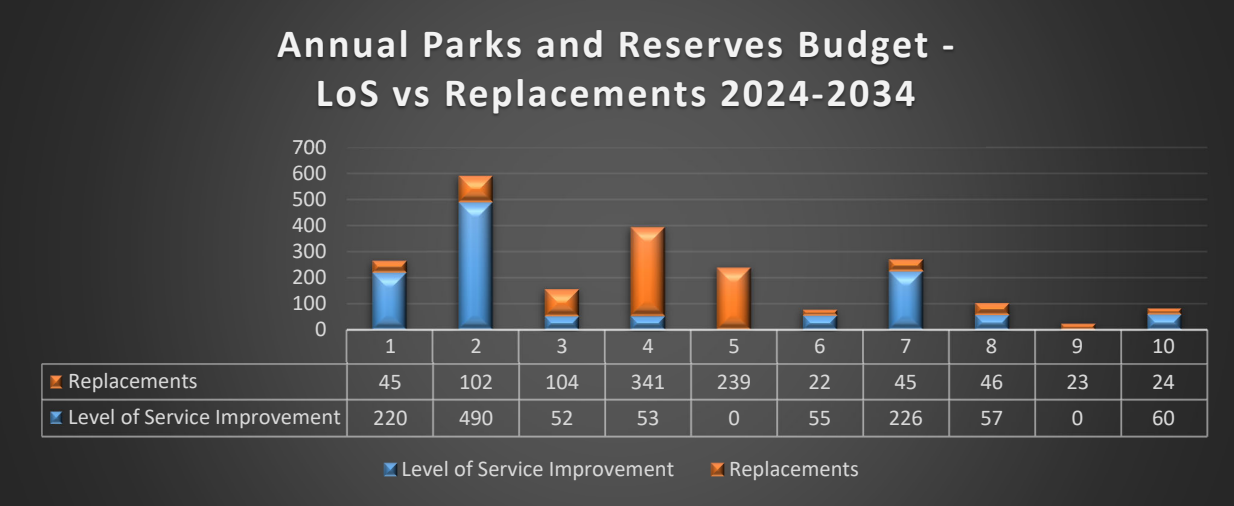
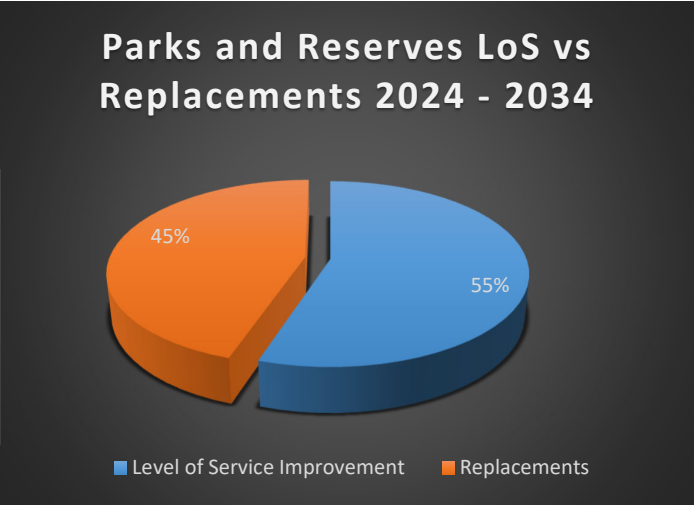
- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Level of Service Improvements projects will be funded from a combination of loans and alternative funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*. The Council also applies to the *Ministry of Business, Innovation and Employment (MBIE)* for tourism grants and initiatives.
- Operations and Maintenance activities will be funded through Rates.

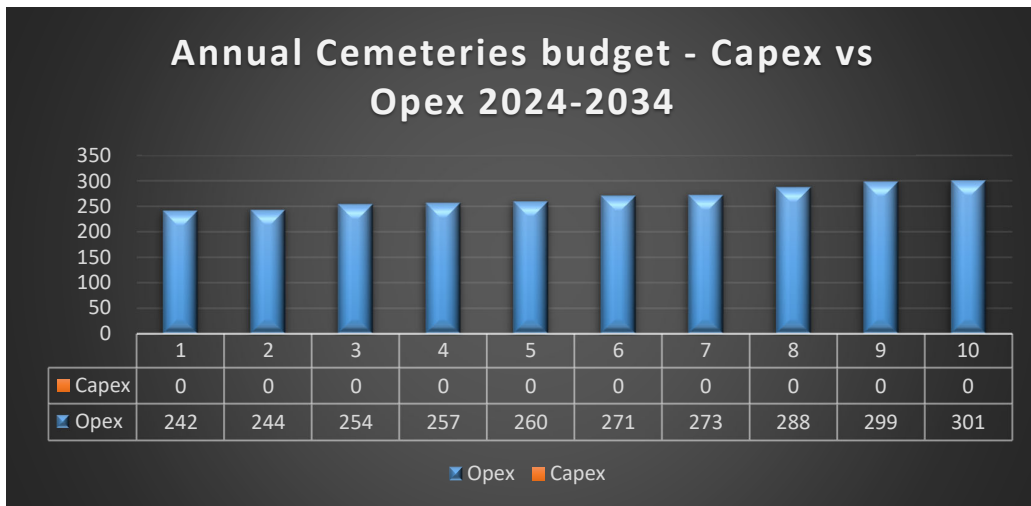
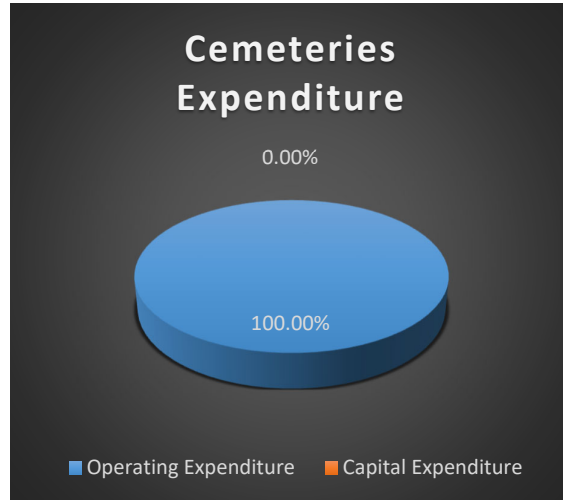
A summary of Council's Capital Investment Funding Strategy over a 10-year period is shown in the Table below. Our total Expenditure projection is provided in Section 9 of the PRCAMP; Total expenditure split for this activity is provided in the figures below.

### Our 10 –Year Capital Expenditure Projection

10 –Year Capital Expenditure Projection ('000)											
Asset Group	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0	6,089
Level of Service Improvement	5,956	4,075	5,163	5,799	18,178	13,966	3,595	2,980	5,970	25,197	90,878
Replacements	9,468	8,607	6,656	10,697	8,147	7,508	8,118	8,455	8,827	9,788	86,270

# Executive Summary





# **1.0**

# **Introduction**

**1.0: INTRODUCTION**

1.1.	<b>PURPOSE OF THE PLAN</b> .....	<b>23</b>
1.2.	<b>THE STRATFORD DISTRICT</b> .....	<b>23</b>
1.2.1	Stratford.....	23
1.2.2	Midhirst.....	24
1.2.3	Toko.....	24
1.2.4	Whangamōmona.....	24
1.2.5	Mana Whenua/Tangata Whenua – Whakaahurangi district.....	24
1.2.6	District Geography .....	25
1.3.	<b>OUR MISSION, VISION AND VALUES</b> .....	<b>28</b>
1.4.	<b>THE PARKS, RESERVES AND CEMETERY ACTIVITY</b> .....	<b>30</b>
1.5.	<b>THE IMPORTANCE OF THE PARKS, RESERVES, AND CEMETERIES ACTIVITY</b> .....	<b>30</b>
1.6.	<b>OUR PARTNERS, CUSTOMERS AND KEY STAKEHOLDERS</b> .....	<b>31</b>
1.6.1	The Customer Charter .....	32
1.6.2	Significance and Engagement Policy.....	33

## 1.1. PURPOSE OF THE PLAN

The Parks, Reserves and Cemeteries Activity Management Plan 2024-2034 ('the PRCAMP') is a 10 Year Strategic Plan for the Stratford District Council ('Council'), Te Kaunihera ā Rohe o Whakaahurangi. It is designed to detail how the Council will manage the Parks, Reserves, and Cemeteries activities, assets, and services in an efficient, safe, reliable, and sustainable manner to provide value for money for our customers and investors. The PRCAMP informs the development of the Council's 2024-2034 Long Term Plan (LTP).

The LTP shows how Council will prioritise and address key projects within constrained resources. The prioritisation of projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS), and meet legislative objectives and requirements.

The PRCAMP proposed projects that are incorporated into the LTP. They have been identified to deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times and for the right price.

The audience for this plan includes:

- Parks, Reserves, and Cemeteries customers.
- Ratepayers.
- Residents of the Stratford District.
- Visitors to the District
- Key Stakeholders.
- Council representatives, Council staff, contractors, and consultants.
- Developers.
- Members of the public who take an interest in the future of levels of service Council offer

The PRCAMP is reviewed every three years in line with Council's long term planning process and in compliance with Council's Asset Management Policy.

## 1.2. THE STRATFORD DISTRICT

Initial settlements in the Stratford District, Whakaahurangi, were small Māori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities. While New Plymouth and other coastal regions of Taranaki were settled by Europeans in the 1840s, the densely forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars, the Stratford District was created, and land was both compulsorily purchased and freely sold (see figure 2 for those that hold Mana Whenua in the District.)

The Stratford District is now home to many settlements, with the four main centres being Stratford, Midhurst, Toko and Whangamōmona.

### 1.2.1 STRATFORD

Whakaahurangi is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District. The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

Parks, Reserves, and Cemeteries based in or around Stratford include:

- Parks – King Edward Park and Victoria Park
- Reserves – Adrian, Cassandra, Celia, Midsummer, and Pembroke
- Cemeteries – Kopuatama (Open) and Pioneer (Closed)

The site for Stratford Township on the north bank of the Patea River was cleared in 1877 and was originally named Stratford-on-Patea. It was named after Stratford-Upon-Avon, Shakespeare's birthplace, and the streets were named after Shakespearean characters. By 1906 the population of Stratford numbered almost 6,000. Other towns throughout the district sprung up as the bush was

cleared and new farming districts developed. Schools, hotels, stores, and other community facilities were established; however, Stratford Township remained the hub of the area.

From early in the twentieth century, there was rapid development of the dairy industry, with most communities having their own factory. Roads through the district were still relatively basic, which meant travelling any distance was difficult. As roads improved throughout the 20th century, communities in the district gradually began to lose their facilities. It was cheaper and easier to travel to larger towns for services than to maintain those services in smaller settlements.

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamōmona which was first settled in 1895, with no road or rail access. Today the village has approximately 150 full-time residents, a hotel, and a handful of historic buildings. (Refer: SDC Website.)

### **1.2.2 MIDHIRST**

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km north of Midhirst and New Plymouth is 35 km to the northwest. Midhirst was a private settlement serving those who took up land in a 2,000-hectare block and named by a settlement promotor, Albert C Fookes. AC Fookes named Midhirst after his wife's family, the Hirst family. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

Reserves and Cemeteries in Midhirst include:

- Reserves – Midhirst Domain
- Cemeteries – Midhirst Old and Midhirst Open

### **1.2.3 TOKO**

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. Toko was established in 1891, to serve as an important centre for access to land east of Stratford.

### **1.2.4 WHANGAMŌMONA**

Whangamōmona is a rural settlement 65 km North East of Stratford on State Highway 43, which opened in 1894. Once quite a thriving settlement and the headquarters of the Whangamōmona County Council with a hotel, a number of stores and a post office, it suffered decline from the mid-20<sup>th</sup> Century with only the hotel remaining as a business in town. Today an estimated 126 people live in and around Whangamōmona (Statistics NZ 2018).

### **1.2.5 MANA WHENUA/TANGATA WHENUA – WHAKAAHURANGI DISTRICT**

Ngā Iwi/Hapū that hold mana over the whenua in the Stratford District (as defined by the Stratford District Council and central government) are seven of the eight Iwi in the region of Taranaki.

Mana whenua and tangata whenua for the purposes of this activity plan can be described as *those that hold the customary authority exercised by an Iwi or hapū in a rohe, or area. Tangata whenua, in relation to a particular area, is defined as meaning 'the Iwi or hapū that holds mana whenua over that area.*

We acknowledge the following seven Iwi as tangata whenua of the Whakaahurangi rohe: Ngāti Maru, Ngāti Mutunga, Ngāti Tama, Ngā Rauru, Ngāruahine, Ngāti Ruanui and Te Atiawa. Council also recognises the role of Whakaahurangi Marae within the district.

Given that the Stratford District Boundaries also about the Ruapehu, Waitomo, and Whanganui regions, there are likely more Iwi/Hapu from these rohe with customary interest in the district, especially where assets may be close to these boundaries.



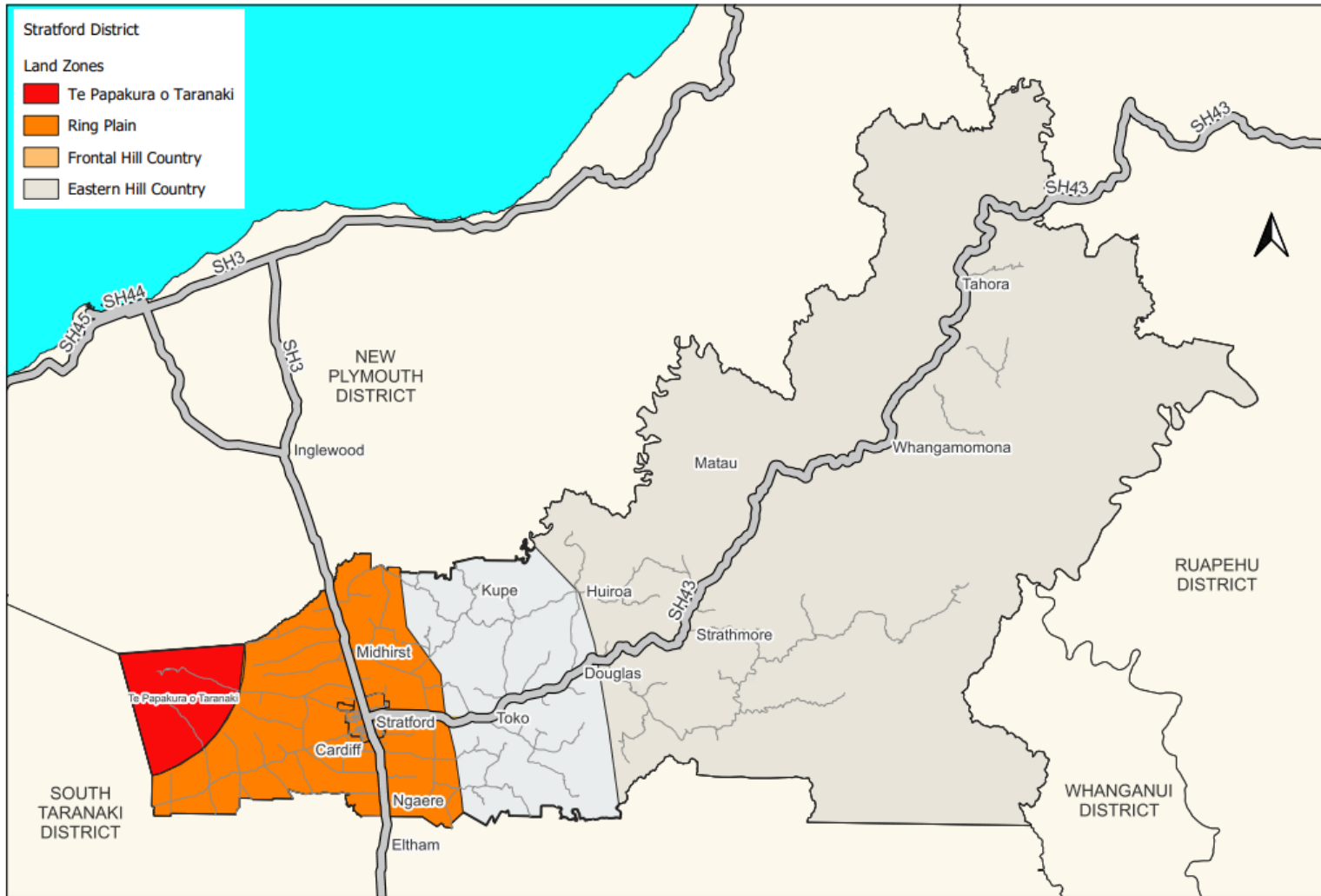
## **1.2.6 DISTRICT GEOGRAPHY**

The Stratford District is one of three territorial authorities ('TA') in the region, overlying of which is the administrative area of the Taranaki Regional Council. The far eastern portion of the Stratford District is also overlain by the administrative area of Horizons (Manawatu/Wanganui) Regional Council. The boundary between the two regional councils lies along the Whangamōmona Saddle.

Taranaki Maunga, and Te Papakura o Taranaki, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an "apron" or a "ring plain" around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying.

East of the ring plain lies the rolling topography of the frontal hill country and further east, the deeply dissected hill country. These hills are not volcanic but consist of sedimentary rocks (mudstone, sandstone and siltstone). Soil properties in the eastern hill country are closely linked to the differences in rock hardness and composition. Most are steepland soils, ie, are shallow soils which have developed on steep, relatively unstable slopes. (*Refer: Stratford District Plan 2014.*)

# Introduction



**Figure 1 - The Stratford District**

# Introduction

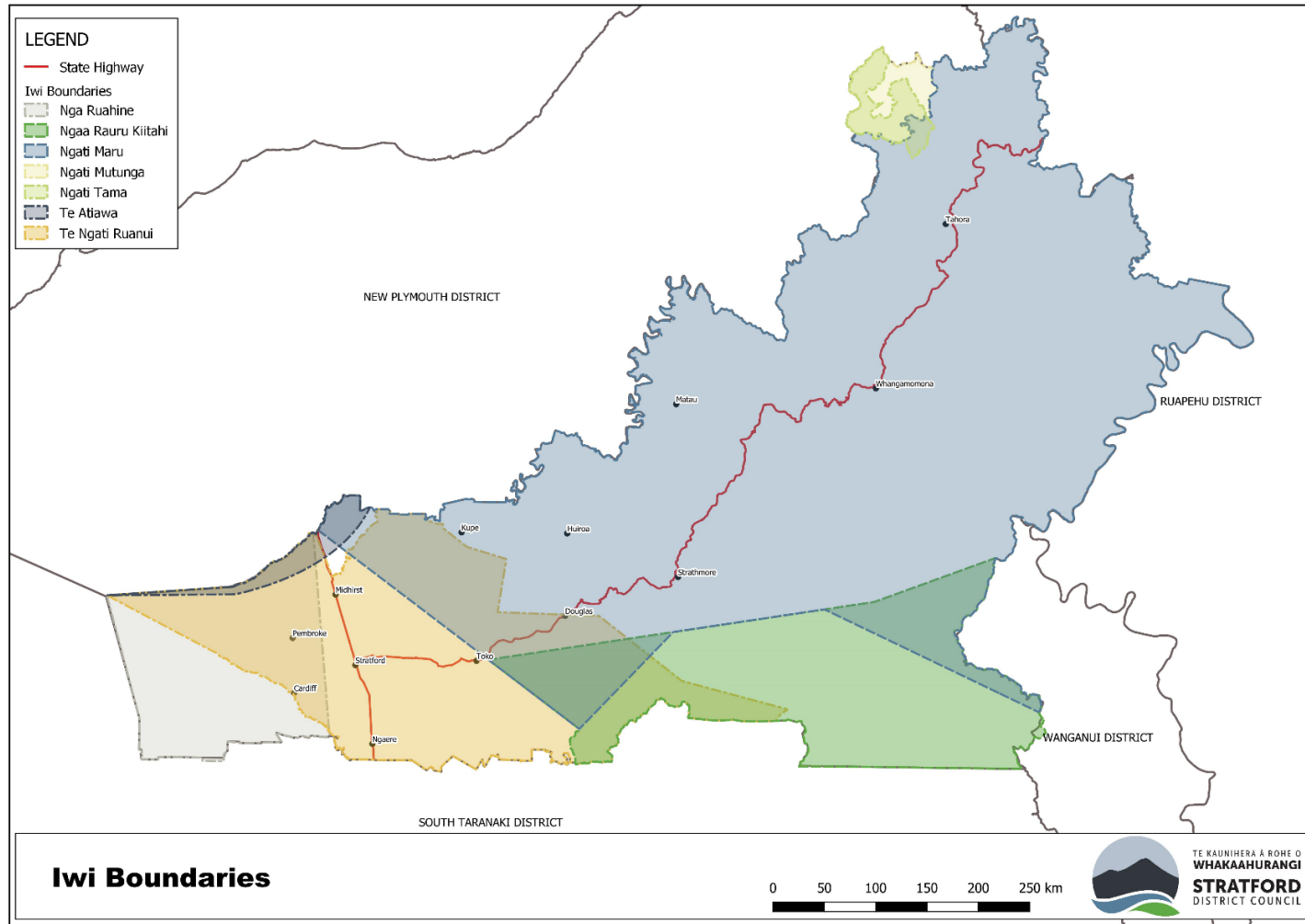
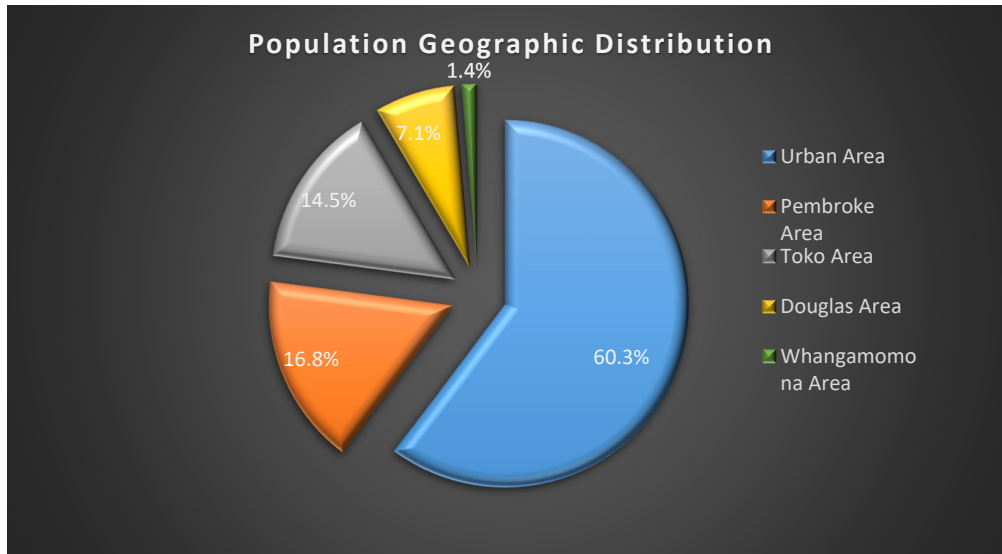


Figure 2: Iwi Boundaries within the Stratford District



**Figure 3 - Current Population Geographic Distribution**

### 1.3. OUR MISSION, VISION AND VALUES

Stratford District Council is local territorial authority for the Stratford District. Council's role in accordance with the Local Government Act 2002 (LGA) is to:

- Enable democratic local decision-making and action by, and on behalf of, communities; and
- Promote the social, economic, environmental, and cultural well-being of communities in the present and for the future

The Stratford District Council's **Mission Statement** is

*'To serve the district and its communities through advocacy, promotion, services, facilities and positive leadership'*

The Stratford District Council's **Vision Statement** is

*"A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki"*

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'

The Stratford District Council's **Values** are:

**Integrity:** *Be loyal to the organisation and trustworthy, honest, and courteous with everyone we deal with.*

**Teamwork:** *Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.*

**Excellence:** *Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost effective and ensure prudent management of public money and assets.*

**Pride:** *Take pride in our performance and our organisation.*

**Commitment:** *Have commitment and respect for each other, our business and our customers.*

**Innovation:** *Examine alternatives, challenge the obvious and have a flexible attitude.*

The Stratford District Council carries out its duties under the LGA (2002) through two key Management Teams:

- The *Executive Management Team*, comprising the Senior Leaders of the Council and headed by the Chief Executive. This team sets the overall direction for delivery of Roading activities and services; and
- The *Assets Management Team*, comprising the operational and maintenance staff who carry out the direction set by the *Executive Management Team*.

The structure for each Management Team is provided in Figures 4 and 5.

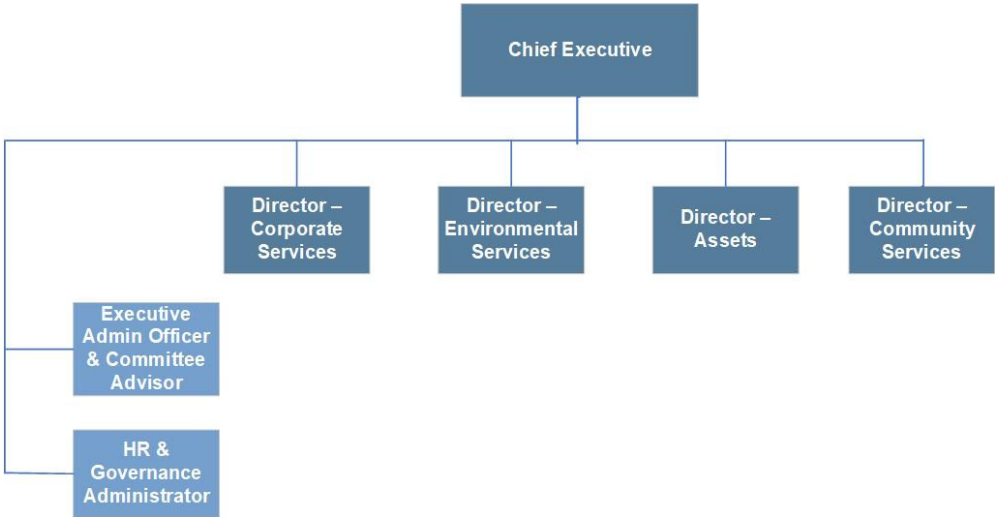


Figure 4 - The Senior Leadership Team

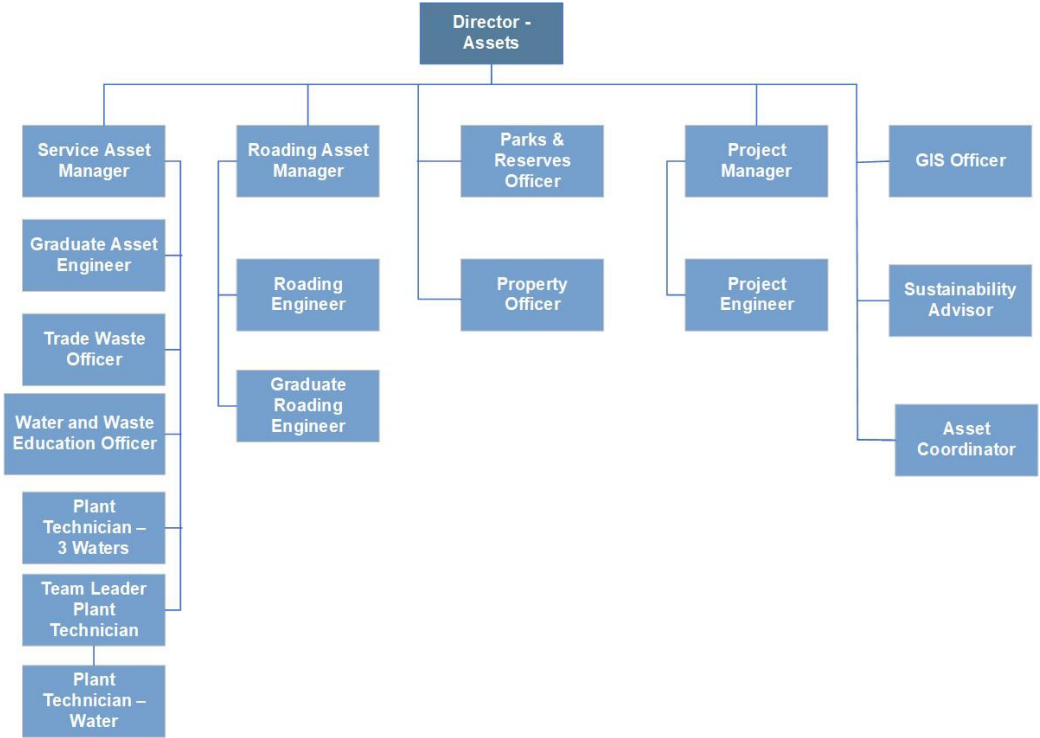


Figure 5 - The Assets Department

## **1.4. THE PARKS, RESERVES AND CEMETERY ACTIVITY**

The Parks, Reserves and Cemetery Activity encompasses the planning, provision, operation, maintenance and renewal of Council's parks, reserves and cemeteries assets - excluding buildings that are included in the Property Activity Management Plan.

The Parks, Reserves and Cemeteries Asset Activities fall under Council's assets department led by the Director of Assets. The structure for each Management Team is provided in Figures 2 and 3.

Stratford District Council provides a range of active and passive recreation areas and open green spaces. These include major parks such as King Edward Park, neighbourhood reserves, playgrounds, sportsfields, esplanade reserves, walkways and cemeteries throughout the District.

The objectives of the Parks, Reserves and Cemetery Activity are to:

- Provide an attractive and functional network of parks, reserves and cemeteries that satisfies community social and recreational needs.
- Provide appropriate, safe, accessible and exciting outdoor areas that inspire people to undertake appropriate passive and active recreational activities.
- Plan for, and forecast, the cost effective investment for the future provision of parks, reserves and cemeteries and to anticipate demand trends that may effect this investment.
- Maintain adequate management systems for all matters relating to parks, reserves and cemeteries that ensures that the network is maintained to meet adequate service and safety standards; and
- Provide for informed community consultation on all matters with regard to the parks, reserves, and cemeteries network.

## **1.5. THE IMPORTANCE OF THE PARKS, RESERVES, AND CEMETERIES ACTIVITY**

Access to a range of active and passive recreation services benefits the community's physical, social and personal quality of life.

The Parks, Reserves and Cemeteries Activity is important to the Stratford District community because it provides a sense of belonging and pride through the provision of comprehensive social, recreational and cultural facilities that are accessible to all.

By meeting its goals and objectives the Parks, Reserves and Cemeteries Activity contributes to Council's community outcomes as shown in Table 1.

**Table 1 - Parks, Reserves and Cemeteries Activity Contribution to Community Outcomes**

	Community Outcomes	Parks, Reserves and Cemeteries Activity Contribution
Welcoming community	<ul style="list-style-type: none"> <li>We celebrate the unique stories of our district</li> <li>We are inclusive, and value our diversity</li> <li>Stratford is a friendly place where our visitors feel welcomed</li> <li>Our diverse community feels safe and supported</li> <li>We promote the district as the place to visit, live, play, learn and work</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining an attractive and biodiverse natural environment within urban areas;</li> <li>Providing a range of accessible, safe and healthy recreational facilities and opportunities through the provision of sportsfields, walkways and playgrounds.</li> <li>Maintaining parks, reserves and cemeteries in a sustainable manner for the future generation;</li> <li>Ensuring parks, reserves and cemeteries are well maintained and accessible to all.</li> <li>Delivering on the agreed level of service</li> <li>Funding capital works which offer value for money for current and future generations of Stratford District ratepayers and ensures the financial security of Council is not compromised.</li> </ul>
Resilient environment	<ul style="list-style-type: none"> <li>We will empower the community to eliminate waste</li> <li>We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them</li> <li>We support a low-emissions future for our community</li> <li>We enable our rangatahi (youth) to be sustainable leaders</li> <li>We have resilient infrastructure that meets the current and future needs of the district</li> <li>We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work)</li> </ul>	
Connected communities	<ul style="list-style-type: none"> <li>We provide opportunities for families and people of all ages to connect with others in the community</li> <li>Our community is engaged and actively participates in democracy</li> <li>We value local knowledge when making decisions</li> <li>We advocate for the services that our community needs to live safe and healthy lives</li> <li>We welcome opportunities to work in partnership with others to help achieve our community outcomes</li> <li>We are committed to fostering meaningful and genuine partnerships with Mana Whenua</li> </ul>	
Enabling economy	<ul style="list-style-type: none"> <li>We are a business friendly district</li> <li>We encourage a diverse and sustainable business community</li> <li>We enable economic growth by supporting business investment and development in our district</li> <li>We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)</li> <li>We carefully balance the needs and wants of our district when funding services and infrastructure</li> <li>We encourage co-governance opportunities with Mana Whenua where it benefits the Stratford district</li> </ul>	

**1.6. OUR PARTNERS, CUSTOMERS AND KEY STAKEHOLDERS**

The Parks, Reserves and Cemeteries Activity exists to meet the needs and requirements of customers, partners and key stakeholders.

Our key partners are those groups or organisations that we are aligned with as owners of the open spaces in our region and district. Our customers are individuals, groups or organisations that either directly or indirectly use services provided by the Parks, Reserves and Cemeteries Activity. Our key stakeholders are individuals, groups or organisations who may or may not be directly active and have an interest in how it is managed and operated.

These groups help us focus our strategic planning on the right things. They have information and knowledge that helps us make more informed decisions. Table 2 shows how our partners, customers and key stakeholders are involved in our planning activity.

**Table 2 – Partners, Customers and Stakeholders**

Customers, Partners and Stakeholders	Involvement
Taranaki Regional Council	Regulatory body with whom we have strategic alignment.
Utility Owners	New Zealand Utilities Advisory Group (NZUAG) requirements for co-ordinating networks.
Sport Taranaki	To support active sport and recreation in Stratford.
Department of Conservation (DOC)	Providing advice and consent to various activities relative to parks and reserves.
Walking Access Commission	Providing advice and helps negotiate, establish, maintain, and improve public access to the outdoors.
Local Iwi	Liaise mainly in relation to significant projects that may impact on local Māori.
Taranaki Emergency Management Office (TEMO) /Civil Defence <ul style="list-style-type: none"> <li>• Risk Reduction Advisory Group (RRAG)</li> <li>• Readiness and Response Advisory Group (RARAG)</li> <li>• Lifelines Advisory Group (LAG)</li> <li>• Volcanic Futures; <a href="https://www.volcanicfutures.co.nz">https://www.volcanicfutures.co.nz</a></li> </ul>	In the event of a Civil Defence emergency, they provide advice and work alongside emergency services, lifeline utilities and government departments.
Police/Emergency Services	Liaison with Council in the event of damage to parks, reserves or cemeteries, or injury to those when they were within these open spaces.
Audit New Zealand	Performance monitoring
Contractors; Local community and recreational groups; Ratepayers Associations; The General public; Schools; Lessees; Tourists and Visitors	Liaison with Council in relation to the use, maintenance and management of the assets.

## 1.6.1 THE CUSTOMER CHARTER

An organisation-wide *Customer Charter* was developed and introduced in 2015 and reviewed in 2023. The Customer Charter states that Stratford District Council is dedicated to having commitment and respect for each other, our business and our customers. We will be honest, courteous and efficient and use our knowledge and experience to be effective by doing the right thing at the right time. We support a culture of innovation by examining alternatives, challenging the obvious and having a flexible attitude.

Our Customer Service Charter establishes a consistent customer service standard across all Council business, regardless of whether our customer is borrowing a book, going to the pool, or lodging a building consent. Our philosophy is to provide quality service to all our customers in line with the Service Standards stated in the Customer Charter.



## **1.6.2 SIGNIFICANCE AND ENGAGEMENT POLICY**

The Stratford District Council uses its Significance and Engagement Policy in its decision-making to determine the level of community engagement needed for an issue or proposal, to gain a clearer understanding of community views and preferences and the ways the community can influence and participate in the decision-making of the Council.

## **2.0**

# **Legislative and Strategic Context**

**2.0: LEGISLATIVE AND STRATEGIC CONTEXT**

2.1. **OVERVIEW** ..... **36**

2.2. **NATIONAL CONTEXT** ..... **36**

2.2.1 The Reserves Act 1977 (2023).....36

2.2.2 The Local Government Act 2002.....36

2.2.3 The Resource Management Act / The Resource Management System Reform.....37

2.2.4 The Burial and Cremation Act 1964 (2023) .....37

2.2.5 The Walking Access Act 2008.....38

2.2.6 The Climate Change Response Act 2002.....38

2.3. **REGIONAL CONTEXT** ..... **38**

2.3.1 The Regional Economic Development Strategy 2017 .....38

2.3.2 The Regional Fresh Water Plan.....38

2.3.3 The Taranaki Regional Council Biodiversity Strategy 2018-2038 .....38

2.3.4 Connecting our Communities Strategy (draft) .....39

2.4. **DISTRICT CONTEXT** ..... **39**

2.4.1 The Long Term Plan (LTP) 2024-2034.....39

2.4.2 The District Plan.....39

2.4.3 The Annual Plan .....39

2.4.4 Reserves Management Plans.....39

## 2.1. OVERVIEW

This section presents the legislative and strategic context of the Parks, Reserves and Cemeteries AMP at the national, regional and district levels.

## 2.2. NATIONAL CONTEXT

There are a number of national legislative requirements that drive the Parks, Reserves and Cemeteries Activities level of service (LoS) and influence the operation and management of the Assets. While many are listed below; the key drivers are described in detail in the following section.

- The Reserves Act 1977 (2023)
- The Local Government Act 2002
- The Resource Management System Reform
- The Burial and Cremation Act 1964 (2023)
- The Walking Access Act 2008
- Public Works Act 1981
- The Building Act 2004
- Fencing Act 1978
- Conservation Act 1987
- Property Law Act 2007
- The Climate Change Response Act 2002

### 2.2.1 THE RESERVES ACT 1977 (2023)

The [Reserves Act 1977](#) provides for the protection and management of land held in public ownership for reserve purposes, for the benefit and enjoyment of the public. These areas include those of recreational, environmental, amenity, natural, scenic, historic, cultural, community, and other values. The basis of management under the act is the classification of reserves and the preparation of their management plans. This Act sets out how reserves are to be managed, with the emphasis being on protection. Whereas the LGA 2002 enables and directs administrative processes, the Reserves Act provides specific powers.

### 2.2.2 THE LOCAL GOVERNMENT ACT 2002

The [Local Government Act 2002](#) defines the purpose of local government to be: *"to meet the current and future needs of communities for good quality local infrastructure, local public services, and the performance of regulatory functions in a way that is most cost-effective for households and businesses."* The LGA includes the principles that require Council to:

- Make itself aware of community views;
- provide opportunities for Māori to participate in decision-making processes;
- collaborate and cooperate with other local authorities as appropriate; ensuring prudent stewardship of resources; and
- and take a sustainable development approach.

The LGA outlines the responsibilities of local authorities and the decision-making process for activities undertaken on behalf of their community, primarily through the requirement to adopt a Long Term Plan.

The LGA in Section 125 requires the Council to *'from time to time'* complete assessments of water and sanitary services for communities throughout their districts. The purpose of the assessment is to determine, from a public health perspective, the adequacy of water and sanitary services available to communities. In making such an assessment the following matters need to be considered:

- (a) the health risks arising from any absence or deficiency in water or other sanitary services;
- (b) the quality of services available to communities within the district;
- (c) the current and estimated future demands for such services;
- (d) the extent to which drinking solid waste meets applicable regulatory standards; and

- (e) the actual or potential consequences of stormwater, waste or sewage discharges within the district.

The Council commenced a review of its *Assessment of Water and Sanitary Services and Solid Waste* in 2022.

### **2.2.3 THE RESOURCE MANAGEMENT ACT / THE RESOURCE MANAGEMENT SYSTEM REFORM**

The [Resource Management Act 1991](#) regulates the management and use of land and other natural resources and empowers local authorities to make rules, standards, policy statements and plans in this regard. It therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

In February 2021, the Government announced it would repeal the [Resource Management Act 1991](#) (RMA) and enact new legislation in the form of three new acts. The new administration (Late 2023) has announced it will repeal the three Acts introduced by the previous administration and then repeal the RMA sometime over their tenure.

A summary of the three Acts to be repealed is as follows:

- The Natural and Built Environment Act (NBA), as the main replacement for the RMA, to protect and restore the environment while better enabling development. Introduced to Parliament on 15 November 2022. It provides an integrated framework for regulating both environmental management and land use planning and works in tandem with the Spatial Planning Act.;
- The Spatial Planning Act (SPA), provides for the development and implementation of long-term strategic spatial planning across New Zealand through the development of regional spatial strategies (RSS). RSS will set out a vision and objectives for a region's development and change over a 30-year plus time span and integrate planning across different legislative frameworks associated with the management of the natural and built environment. Introduced to Parliament on 15 November 2022.; and
- The Climate Adaptation Act (CAA), to address complex issues associated with managed retreat. This bill is expected to be introduced to Parliament in 2023.

As stated on the Ministry for the Environment website<sup>1</sup>: The Natural and Built Environment Act and the Spatial Planning Act will be phased in over the coming years. A small number of changes apply from August 2023. Many parts of the Resource Management Act 1991 (RMA) are still in force for now.

The disposal of solid waste in the regional landfills, and associated effects, fall under the Natural and Built Environment Act (NBA) and The Spatial Planning Act (SPA). These effects, if not avoided, remedied or mitigated, have implications on Closed Landfills, Transfer Stations, Emergency Management and any future waste processing facilities.

The RMA and Resource Management System Reform therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

### **2.2.4 THE BURIAL AND CREMATION ACT 1964 (2023)**

The [Burial and Cremation Act 1964](#) sets the framework and provides scope for Stratford District Council to meet the community needs and expectations of the community at the time of someone's passing through its Parks, Reserves and Cemeteries Activity Management Plan. In addition to the immediate need for a burial or interment of ashes, it ensures that these open community spaces are comfortable for those who visit.

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<sup>1</sup>Ref: <https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/>

### **2.2.5 THE WALKING ACCESS ACT 2008**

The Walking Access Act 2008 established the Walking Access Commission and provides a mechanism for the development of walking access opportunities throughout the country over both public and private land. It provides a facility for Council to seek central government support for the establishment and promotion of walkways in the district.

### **2.2.6 THE CLIMATE CHANGE RESPONSE ACT 2002**

National adaptation plan and Aotearoa New Zealand's first emissions reduction plan. From 30 November 2022 local government must 'have regard to' Aotearoa New Zealand's first emissions reduction plan when they prepare or change a regional policy statement, regional plan, or district plan. This is a requirement under the Resource Management Act 1991 (RMA), made by the Resource Management Amendment Act 2020 (RMAA). This requirement was introduced to create a stronger link between the Climate Change Response Act 2002 (CCRA) and decision-making under the RMA. Further to this council is also required to report to the Climate Change Minister our adaptation preparedness. (Section 5ZW of the Climate Change Response Act.).

For the Parks, Reserves and Cemeteries sector,

- increasing the amount of waste diverted from landfills, (recycling/waste stations in Parks)
- the resilience from what the parks and reserves provide the community

## **2.3. REGIONAL CONTEXT**

At a regional level the development of this AMP is influenced to a degree by a number of plans and strategies developed by the Taranaki Regional Council and others.

### **2.3.1 THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2017**

The four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE) have developed a new regional Economic Development Strategy and Action Plan for Taranaki. The Taranaki Regional Economic Development Strategy became official in August 2017 and is known as "Tapuae Roa - Make Way for Taranaki".

This strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable, Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure.

### **2.3.2 THE REGIONAL FRESH WATER PLAN**

Many of the district's parks, reserves and cemeteries abut or are bisected by waterways including the Patea River and its tributaries. New Government freshwater regulations came into force on September 3, 2020. These include rules and obligations around activities on land that may affect water. The Regional Fresh Water Plan prepared by TRC identifies important issues derived from environmental monitoring of Taranaki's fresh water resources and contains regional rules putting activities that impact on these resources into permitted, controlled, discretionary and prohibited categories.

### **2.3.3 THE TARANAKI REGIONAL COUNCIL BIODIVERSITY STRATEGY 2018-2038**

A number of the district's parks, reserves and cemeteries contain areas of remnant bush and potentially some regionally significant native ecosystems containing biodiversity values requiring protection from invasive plant and animal pests. TRC has developed a biodiversity strategy to guide the identification of key native ecosystems within the region and the development of Biodiversity Plans in conjunction with the relevant landowners. Such a plan has been developed for King Edward Park that will sit alongside this plan as a management and maintenance guide.

## 2.3.4 CONNECTING OUR COMMUNITIES STRATEGY (DRAFT)

This strategy is designed to see Stratford District Council adopt the Accessible Streets initiative developed by the Ministry of Transport as part of the Road to Zero Strategy. It is designed to increase accessibility and safety of footpaths, cycle lanes, cycle ways and roads within the district.

## 2.4. DISTRICT CONTEXT

The Parks, Reserves and Cemeteries AMP feeds, and in turn is fed into, a number of district strategies and forms a critical part of the planning framework, as shown in Figure 4. Table 3 provides a description of the District Strategic Drivers for the PRCAMP, and how they influence or relate to the PRCAMP.

### 2.4.1 THE LONG TERM PLAN (LTP) 2024-2034

The Long Term Plan (LTP) 2024-2034 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2014 that:

- Describes the activities of Stratford District Council;
- Outlines Council's contribution to the community outcomes and describes how we will manage activities we are responsible for;
- Provides integrated decision making and co-ordination of resources; and
- Provides a long-term focus for Stratford District Council's decisions and activities

The LTP provides the direction and strategies that drive the AMP. Programmes for Capital, Maintenance and Renewal works are linked to the LTP along with essential budgeting requirements. The LTP covers a planning period of 10 years and is reviewed three yearly.

### 2.4.2 THE DISTRICT PLAN

Developed in compliance with the requirements of the Resource Management Act 1991 (RMA), the District Plan specifies land use policies and controls aiming to mitigate the detrimental environmental effects of new developments.

### 2.4.3 THE ANNUAL PLAN

The Annual Plan is a regulatory document prepared pursuant to Section 95 of the Local Government Act 2002 Amendment Act 2014. On an annual basis it updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure, and shows how that year of the LTP will be funded.

### 2.4.4 RESERVES MANAGEMENT PLANS

These are regulatory documents pursuant to the Reserves Act 1977. They present the objectives and policies relative to the management of reserves and through which development proposals can be critically and effectively assessed. Currently there are three plans as follows:

- Victoria Park Reserve Management Plan
- King Edward Park Reserve Management Plan
- Reserves Management Plan

This AMP sits alongside these management plans and mirror those objectives and policies.

**Table 3 - District Strategic Drivers**

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Communication and Engagement Strategy	Developed in compliance with Section 76AA of the Local Government Act 2002 to set out Council's approach to communicating and engaging with the community.	Ten yearly	Provides a framework for communication and engagement

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.
Significance and Engagement Policy	<p>Developed in compliance with Section 76AA of the LGA 2002, to set out Councils approach to:</p> <ul style="list-style-type: none"> <li>• The assessment of significance during decision-making. It provides direction on the consideration of community views and the level of community engagement that might be desirable to enable Council to develop a clearer understanding of community views and preferences on an issue or proposal.</li> <li>• Community engagement and the ways the community can influence and participate in the decision-making of the Council.</li> </ul>	Three yearly	Determines level of engagement required for asset management planning activities/projects
Procurement Policy	<p>The purpose of this policy is to ensure Council, when procuring goods, works or services;</p> <ul style="list-style-type: none"> <li>• achieves the right outcomes and value for money;</li> <li>• manages risk while allowing staff to exercise business judgement and be innovative;</li> <li>• demonstrates fairness;</li> <li>• reflects best management practice; and</li> <li>• has a local procurement policy applying to works with a monetary value up to a limit prescribed by Council.</li> </ul>	Three yearly	Provides the framework for the purchasing of goods, works and services for Stratford District Council
Annual Plan (AP)	<p>A regulatory document pursuant to Section 95 of the Local Government Act 2002.</p> <p>The Annual Plan updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure and shows how that year of the LTP will be funded.</p>	Annually	Determines annual KPI targets for performance monitoring
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Reports on annual KPI targets that are determined by the Annual Plan



Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Assessment of Water and Sanitary Services	<p>Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.</p> <p>This assessment includes an analysis of the quality and quantity of existing cemeteries.</p>	Ten yearly	Identified issues and required actions feed into the AMP in respect of cemeteries
<p>Other Council Policies, By-laws, etc</p> <p>BYLAWS:</p> <ul style="list-style-type: none"> <li>• Cemeteries Bylaw 2020</li> <li>• Parks and Reserves Bylaw 2020</li> <li>• Control of Dogs Bylaw 2020</li> </ul> <p>POLICIES:</p> <ul style="list-style-type: none"> <li>• Allocation and Use of Sports Grounds</li> <li>• Licence to Occupy (Draft)</li> <li>• Occupation of unused road reserve (Draft)</li> <li>• Significance and Engagement Policy</li> </ul>	The tools that guide and direct Council activities (see <a href="#">Appendix 2</a> )	As applicable	Support asset management planning and good practice.

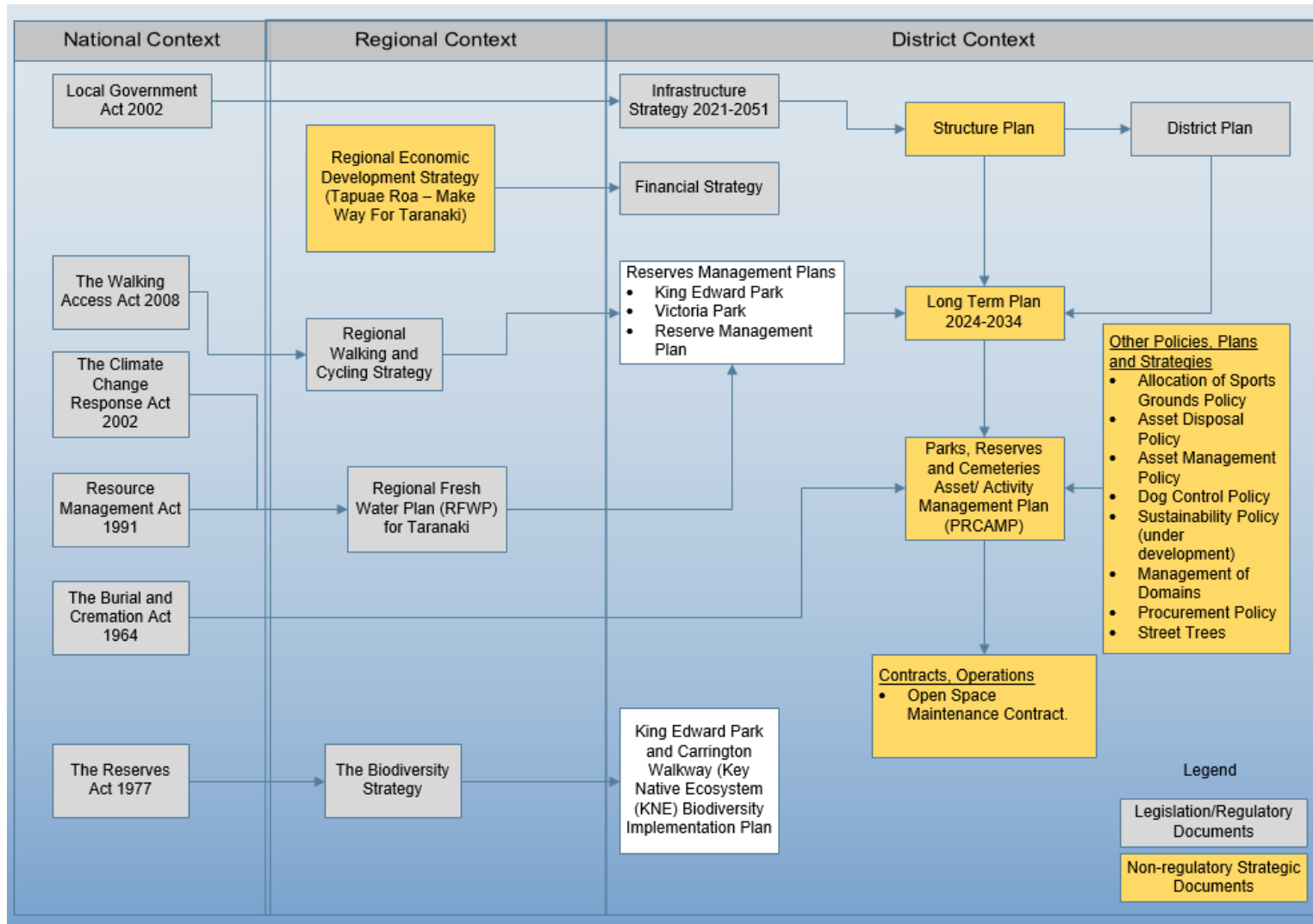


Figure 6 – Strategic and Legislative Framework

## **3.0**

# **Asset Information**

**3.0: ASSET INFORMATION**

3.1.	<b>ASSET OVERVIEW .....</b>	<b>45</b>
3.2.	<b>ASSET VALUATION.....</b>	<b>45</b>
3.3.	<b>USEFUL LIFE.....</b>	<b>45</b>
3.4.	<b>ASSET INFORMATION SYSTEM .....</b>	<b>51</b>
3.5.	<b>INFRASTRUCTURE ASSETS .....</b>	<b>51</b>
3.5.1	Parks.....	52
3.5.2	Walkways.....	55
3.5.3	Pedestrian Precinct.....	55
3.5.4	Sports Ground.....	56
3.5.5	Discovery Trail.....	58
3.5.6	Neighbourhood Reserves.....	58
3.5.7	Rural Domains.....	60
3.5.8	Miscellaneous Reserves.....	63
3.5.9	Cemeteries.....	64
3.6.	<b>ASSET MANAGEMENT MATURITY ASSESSMENT .....</b>	<b>68</b>
3.7.	<b>ASSESSMENT OF ASSET CONDITION.....</b>	<b>70</b>
3.8.	<b>DATA ACCURACY AND CONFIDENCE .....</b>	<b>71</b>
3.9.	<b>IMPROVEMENT PLAN .....</b>	<b>73</b>

### 3.1. ASSET OVERVIEW

The Stratford District Council owns and manages parks, reserves, and cemeteries within the Stratford District. The Council's parks, reserves and cemeteries portfolio contains urban parks, urban and rural neighbourhoods and other reserves, sportsgrounds, rural domains, walkways and cemeteries, both operational and closed. The infrastructure within this portfolio is comprised of a myriad of facilities including paths, footbridges, signs, fencing, playground equipment, car parks and a wide variety of park furniture. Buildings owned by Council and built on parks, reserves or cemeteries such as grandstands, sports stadiums, and toilet blocks are included in the Property AMP.

This section details the current asset valuation summary and provides details about infrastructure asset components. It identifies the general condition of assets and any issues/opportunities Council will need to consider. It highlights how asset condition is identified and Council's level of confidence in asset data.

### 3.2. ASSET VALUATION

Section 111 of the Local Government Act 2002 requires that local authorities comply with "generally accepted accounting practice" which is taken to mean the principles of the General Accepted Accounting Practice that is prepared by the New Zealand Society of Accountants (ICANZ) and included in the New Zealand Accounting Standards.

Section 6 of the Local Government (Financial Reporting and Prudence) Regulations 2014 requires Local Authorities to disclose information about core assets in its annual report, including the local authority's most recent estimate of the replacement cost. The concept of intergenerational equity in the funding of infrastructure asset is included as one of the principles of financial management. Without accurate knowledge of serviceability of assets, local authorities will only be guessing when they attempt to spread the costs of infrastructure across present and future ratepayers.

The asset valuations contained in Table 4 were carried out by Telfer Young (Taranaki) as at 30 June 2023. Note that:

- **Replacement Cost (RC)** is the cost of the modern equivalent asset that replicates the existing asset most efficiently
- **Optimised Depreciated Replacement Cost (ODRC)** is the optimised replacement cost after deducting an allowance for wear or consumption to reflect the remaining or economic service life of an asset
- **Annual Depreciation (AD)** is the systematic allocation of an amount over an asset over its useful life
- They do not include land value that is not depreciated

### 3.3. USEFUL LIFE

Useful life (Baselife) refers to either;

- The period over which an asset or component is expected to be available for use by an entity, or
- The number of production or similar units expected to be obtained from the asset or component by the entity. *Refer: International Infrastructure Management Manual (2015).*

Useful lives are expressed as years. The useful lives of the park, reserve and cemetery assets have been estimated as 6 - 108 years. The **Remaining useful life** is based on age of the assets relative to their estimated useful life.

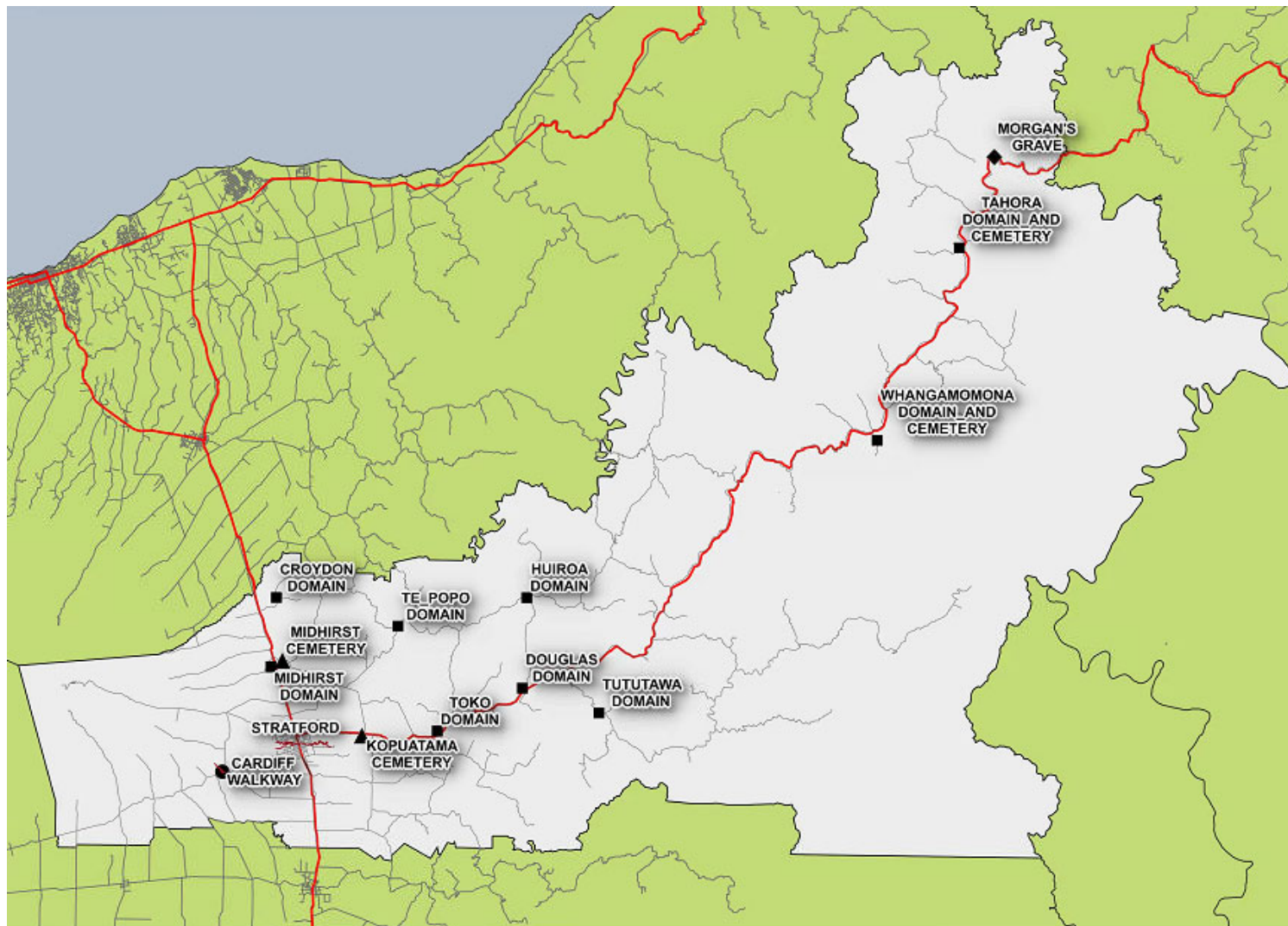


Figure 7 – Principal Rural Reserves and Cemeteries

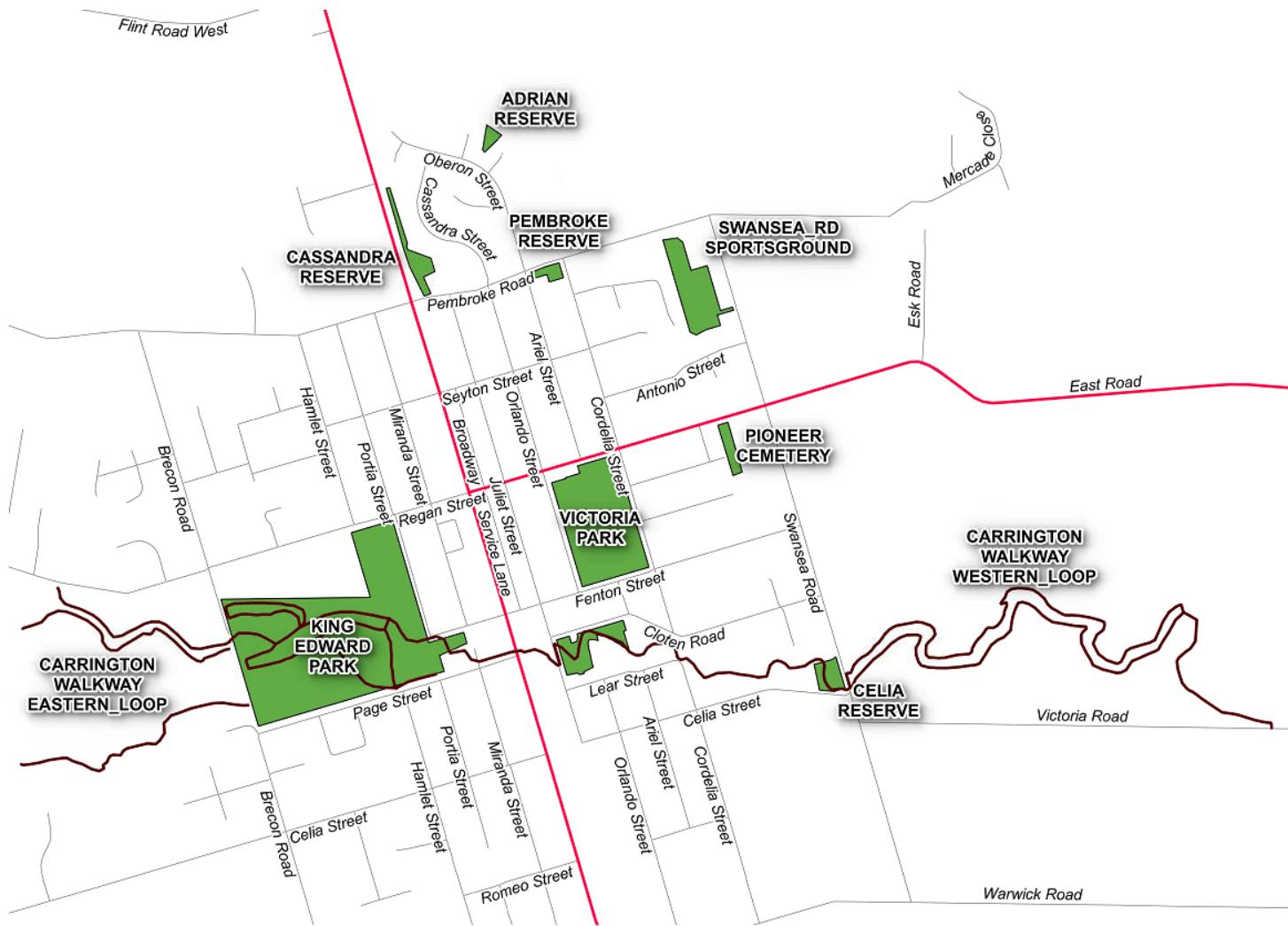


Figure 8 – Principal Urban Reserves and Cemeteries

**Table 4 - Asset Valuation Summary– Stratford District Council Valuation Report**

Asset Group	Description	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
				RC	ODRC	AD
<b>Parks</b>	King Edward Park	50	3	2,489,309	1,131,800	377,267
	Victoria Park	50	24	2,018,400	863,500	35,979
	Part Windsor Park	103	10	31,400	2,800	280
	Part Windsor Park	73	27	3,200	900	33
<b>Total</b>				<b>4,542,309</b>	<b>1,999,000</b>	<b>413,559</b>
<b>Neighbourhood Reserves</b>	Adrian Reserve	55	10	27,500	5,000	500
	Part Cassandra Reserve	50	12	19,500	4,680	390
	Celia Reserve	50	6	0	0	0
	Part Pembroke Reserve	53	10	5,400	1,019	101.9
	Part Pembroke Reserve	50	12	19,500	4,680	390
<b>Total</b>				<b>71,900</b>	<b>15,379</b>	<b>1,382</b>
<b>Sportsgrounds</b>	Swansea Sportsground	50	13	228,600	59,400	4,569
<b>Total</b>				<b>228,600</b>	<b>59,400</b>	<b>4,569</b>
<b>Pedestrian Precinct</b>	Prospero Place	50	12	85,100	20,400	1,700
<b>Total</b>				<b>85,100</b>	<b>20,400</b>	<b>1,700</b>
<b>Rural Domains</b>	Part Midhirst Domain	48	10	4,800	1,000	100
	Part Midhirst Domain	50	22	25,300	11,100	505
	Tahora Domain	50	7	33,600	4,700	671
	Croydon Domain	0	0	0	0	0
	Whangamōmona Domain	110	6	1,196,700	189,400	31,567
	Douglas Domain	70	1	339,200	9,223	9,223
	Te Popo Domain	118	10	212,700	31,100	3,110



Asset Group	Description	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
				RC	ODRC	AD
	Huiroa Domain	63	10	40,400	6,413	641
	Toko Domain	63	10	19,300	3,036	304
	Part Tututawa Domain	63	10	3,900	619	62
	Part Tututawa Domain	63	10	16,000	2,540	254
	Part Tututawa Domain	75	10	22,900	3,053	305
<b>Total</b>				<b>1,914,800</b>	<b>262,184</b>	<b>46,742</b>
<b>Misc. Reserves</b>	Kohuratahi Pound Reserve	75	22	35,700	4,760	216
	Prospect Road Cemetery Reserve	66	3	2,700	400	133
	Page Street extension Esplanade Reserve	53	10	5,400	1,019	102
	Elizabeth Grove Esplanade Reserve	73	10	2,800	400	40
	Beautification Areas	50	17	38,200	13,000	765
	Midsummer Esplanade Reserve	100	100	25,000	25,000	250
<b>Total</b>				<b>109,800</b>	<b>45,579</b>	<b>1,506</b>
<b>Cemeteries</b>	Part Midhirst Cemetery	63	10	6,700	1,100	110
	Part Midhirst Cemetery	100	71	54,600	34,782	490
	Tahora Cemetery	100	75	16,800	9,800	131
	Whangamōmona Cemetery	100	75	24,500	9,200	123
	Waipuku Cemetery	50	22	12,400	5,500	250
	Kopuatama Cemetery	70	10	313,600	44,800	4,480
	Kopuatama Cemetery (new land)	50	50	500,000	0	0
	Pioneer Cemetery	100	57	121,300	58,100	1,019
<b>Total</b>				<b>549,900</b>	<b>163,282</b>	<b>6,603</b>

Asset Group	Description	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
				RC	ODRC	AD
<b>Walkways</b>	Carrington Walkway	50	21	629,500	225,000	10,714
	Cardiff Walkway	50	10	0	0	0
<b>Footbridges</b>	King Edward Park	80	10		22,814	2,444
	King Edward Park	80	44		67,600	1,560
	King Edward Park	80	10		10,038	1,075
	King Edward Park	80	10		11,622	1,245
	Cordelia Street	80	30		97,198	3,430
	Eastern Loop	80	45		59,726	1,347
	Cardiff Walkway					
	Western Loop					
	Western Loop					
	Cardiff Walkway					
	Eastern Loop					
	Pembroke Road					
<b>Culverts</b>	Prospero Place (3)					
	Miranda Street (1)					
	Victoria Park (6)					
	King Edward Park (6)					
	Portia Street (3)					
<b>Total</b>				<b>629,500</b>	<b>225,000</b>	<b>10,714</b>
<b>Grand Total</b>				<b>8,131,909</b>	<b>2,790,224</b>	<b>486,775</b>

Many of the Footbridges and Culverts RC, ODRC and AD values are incorporated within other Asset Groups and are not shown as individual assets.

### 3.4. ASSET INFORMATION SYSTEM

The Stratford District Council uses AssetFinda to support management of the Parks, Reserves and Cemeteries Activity. Data on infrastructure assets is collected during inspections and monitoring using a paper based method.

All data collected in relation to the Parks, Reserves and Cemeteries activity infrastructure is entered into Assetfinda by the GIS Officer.

### 3.5. INFRASTRUCTURE ASSETS

Table 5 presents a summary of the Parks, Reserves and Cemetery Assets owned by Council.

**Table 5** – Summary of Parks, Reserves and Cemeteries Assets owned by SDC

Asset Category	Number	Asset Name	Asset Description
Parks	3	<ul style="list-style-type: none"> <li>• King Edward Park</li> <li>• Victoria Park</li> <li>• Windsor Park</li> </ul>	<ul style="list-style-type: none"> <li>• Paths, sportsgrounds, footbridges, retaining walls, trees, gardens, lawns, signs, playground equipment, fencing, gates, park furniture, car parks, rubbish bins, Children's bike park, half basketball court, pump track</li> </ul>
Walkways	2	<ul style="list-style-type: none"> <li>• Carrington Walkway</li> <li>• Cardiff Walkway</li> </ul>	<ul style="list-style-type: none"> <li>• Paths, footbridges, retaining walls, signs, fencing, gates, viewing platform</li> </ul>
Pedestrian Precinct	1	<ul style="list-style-type: none"> <li>• Prospero Place</li> </ul>	<ul style="list-style-type: none"> <li>• Paving, canopy, signs, urban furniture, trees, gardens, lawns, statue, rubbish bins</li> </ul>
Sportsgrounds	3	<ul style="list-style-type: none"> <li>• Swansea Sports Ground</li> <li>• Victoria Park</li> <li>• King Edward Park</li> </ul>	<ul style="list-style-type: none"> <li>• Car park, fencing, turf, courts</li> </ul>
Discovery Trail	1	<ul style="list-style-type: none"> <li>• Discovery Trail</li> </ul>	<ul style="list-style-type: none"> <li>• Children's bike park, half basketball court, pump track, interactive fixtures, trees of significance pathway</li> </ul>
Neighbourhood Reserves	4	<ul style="list-style-type: none"> <li>• Adrian Reserve</li> <li>• Cassandra Reserve</li> <li>• Celia Reserve</li> <li>• Pembroke Reserve</li> </ul>	<ul style="list-style-type: none"> <li>• Trees, gardens, lawns, playground equipment, fencing, gates, rubbish bins</li> </ul>
Rural Domains	9	<ul style="list-style-type: none"> <li>• Croydon Domain;</li> <li>• Douglas Domain;</li> <li>• Huiroa Domain;</li> <li>• Midhirst Domain;</li> <li>• Tahora Domain;</li> <li>• Te Popo Domain</li> <li>• Toko Domain</li> <li>• Tututawa Domain</li> <li>• Whangamōmona Domain</li> </ul>	<ul style="list-style-type: none"> <li>• Pavilions, swimming pools, fencing, gates, trees, gardens, lawns, playground equipment, retaining walls, rubbish bins</li> </ul>
Operating Cemeteries	2	<ul style="list-style-type: none"> <li>• Kopuatama Cemetery</li> <li>• Midhirst Cemetery</li> </ul>	<ul style="list-style-type: none"> <li>• Fencing, gates, water tank, berms, trees, gardens, lawns, signs, seats, rubbish bins</li> </ul>
Closed Cemeteries	5	<ul style="list-style-type: none"> <li>• Midhirst</li> <li>• Pioneer</li> <li>• Whangamōmona</li> <li>• Tahora</li> <li>• Waipuku</li> </ul>	<ul style="list-style-type: none"> <li>• Fencing, gates, trees</li> </ul>
Footbridges	11	<ul style="list-style-type: none"> <li>• FB1 – King Edward Park</li> <li>• FB2 – King Edward Park</li> <li>• FB3 – King Edward Park</li> <li>• FB4 – King Edward Park</li> <li>• FB5 – Cordelia Street</li> <li>• FB6 – Eastern Loop</li> <li>• FB7 – Cardiff Walkway</li> <li>• FB8 – Western Loop</li> </ul>	<ul style="list-style-type: none"> <li>• Timber, concrete and suspension pedestrian footbridges</li> </ul>

Asset Category	Number	Asset Name	Asset Description
		<ul style="list-style-type: none"> <li>• FB9 – Western Loop</li> <li>• FB10 – Cardiff Walkway</li> <li>• FB11 – Eastern Loop</li> <li>• FB12 – Pembroke Road</li> </ul>	
Culverts	20	<ul style="list-style-type: none"> <li>• Prospero Place (3)</li> <li>• Miranda Street (2)</li> <li>• Victoria Park (6)</li> <li>• King Edward Park (6)</li> <li>• Portia Street (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Metal culverts</li> </ul>

### 3.5.1 PARKS

Stratford District boasts three urban parks, namely King Edward Park, Victoria Park and Windsor Park, all of which are situated within the Stratford Township.

#### King Edward Park

King Edward Park is the largest park in Stratford covering just over 20 hectares in area. It is bisected by the Patea River and contains a mix of native and exotic bush, walking tracks, passive recreation areas, a holiday park and various sporting facilities.

The bush tracks form part of the Carrington Walkway and include the Three Bridges Trail and the Clemow Walk. The principal passive recreation area is the McCullough Rhododendron Dell that incorporates a small lake and provides a venue for annual outdoor concerts. Sporting facilities include Page and Portia Street sports fields, Wai o Rua – Stratford Aquatic Centre, an international synthetic hockey turf, an indoor sports stadium and synthetic netball and tennis courts.

The Stratford Holiday Park is located in the south west corner of the park. The built assets are privately owned and it is operated under a long-term ground lease.

The Stratford District Council regularly undertakes inspections of King Edward Park. Inspections identifies that the park is generally in average to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 6 - King Edward Park Information**

Item	Description
Location	Stratford Township
Legal Description	Lots 1 and 2 DP 494685, Sections 125 and 126 Block I Ngaere Survey District and Sections 470 – 484, 508 – 518, 781, 858, 935, 936, 1024, 1036 – 1038 Town of Stratford
Area	20.7446 hectares
Computer Freehold Registers	495617, 724597, 724598
Status	Recreational Reserve
Zone	Protected area
Primary Use	Passive recreation and organised sports



**Figure 9 - King Edward Park**

**Victoria Park**

Victoria Park is the second largest park in Stratford covering almost 7 hectares. It is primarily an active sports venue comprising of rugby and cricket sports fields, croquet greens, a skate park and a children’s playground, in 2020, the Council received Provisional Growth Funding for the creation of a bike park, pump track and a half basketball court. Figure 8 is the old map of Victoria Park with the insert of the additions completed in 2020. In the centre of the park is a lake surrounded by mature trees. The lake’s prime function is as a stormwater detention pond; however, it provides an attractive visual aspect to the park.

The Stratford District Council regularly undertakes inspections of Victoria Park. Inspections identifies that the park is generally in excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 7 - Victoria Park Information**

Item	Description
Location	Stratford Township
Legal Description	Sections 24-38, 67-81, 111-124, 151-163 and 1039, and Part Section 150 Town of Stratford
Area	6.9108 hectares
Computer Freehold Register	495616
Status	Recreational Reserve
Zone	Protected Area
Primary Use	Organised and casual sports



**Figure 10 – Victoria Park Map**

**Windsor Park**

Windsor Park occupies approximately 1.5 hectares of land and provides passive recreation opportunities. The Patea River runs through the park, as does the Carrington Walkway and the park also includes the Thomson Arboretum, a native flora display owned by the Percy Thomson Trust, a Council-controlled organisation.

The Stratford District Council regularly undertakes inspections of Windsor Park. Inspections identifies that the park is generally in good to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 8 - Windsor Park Information**

Item	Description
Location	Stratford Township
Legal Description	Sections 1 and 2 SO 13586, Lot 2 DP 17730, Sections 1034, 1069 and 1070 Town of Stratford
Area	1.4676 hectares
Computer Freehold Registers	64068, 64069, 209042, 237846, TN243/2, TNC3/483
Status	Recreational Reserve
Zone	Protected Area
Primary Use	Passive recreation



**Figure 11 - Windsor Park**

### 3.5.2 WALKWAYS

Stratford currently has two formal walkways, the Carrington Walkway that runs through Stratford Township for approximately 12 kilometres and the three-kilometre-long Cardiff Walkway on the western outskirts of the township.

Carrington Walkway generally follows the Patea River through town and incorporates a number of off-shoot and loop tracks, running through park land, privately owned farm land by virtue of an easement, residential and commercial areas on esplanade reserves, and the Council oxidation pond land. It is metalled in parts, sealed where it utilises footpaths and incorporates a number of small river-side picnic areas. The contour is easy to moderate and it is popular with walkers, joggers and, in some places, cyclists.

Cardiff Walkway follows both sides of the Waingongoro River, crossing over via a swingbridge at the halfway mark and incorporates a short off-shoot track to a viewing platform. It runs through privately owned farm land by virtue of an easement and has a moderate to strenuous contour.

Stratford District Council regular undertakes inspections of both walkways. Inspections identified that these are generally in good to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

### 3.5.3 PEDESTRIAN PRECINCT

Stratford's CBD boasts a pedestrian precinct off the main street of Broadway. Named Prospero Place, it is 90 metres long and links Broadway with Miranda Street and provides a pleasant open space for office workers, shoppers, visitors and others.

It is surrounded by the library and the Percy Thomson Complex incorporating an art gallery, a café and the I-Site, is covered by a canopy to provide shelter from the rain and incorporates seating and a lawn area. It is used for the occasional street market, children's fun events and the site of the annual Christmas tree display.

Stratford District Council regularly undertakes inspections of Prospero Place. Inspections identified that it is generally in excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 9 - Pedestrian Precinct Information**

Item	Description
Location	Stratford Township
Legal Description	Lot 2 DP 314031
Area	832 square metres
Computer Freehold Register	243999
Status	Local Purpose (Accessway) Reserve
Zone	Business
Primary Use	Pedestrian link and open passive recreation space

### 3.5.4 SPORTS GROUND

While King Edward and Victoria Parks provide the bulk of the town's sporting facilities, there is also one dedicated sportsground, Swansea Sportsground, which provides playing fields for football (soccer).

Stratford District Council undertakes regular inspections of Swansea Sportsground. Inspections identify that it is generally in good to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 10 - Swansea Sports Ground Information**

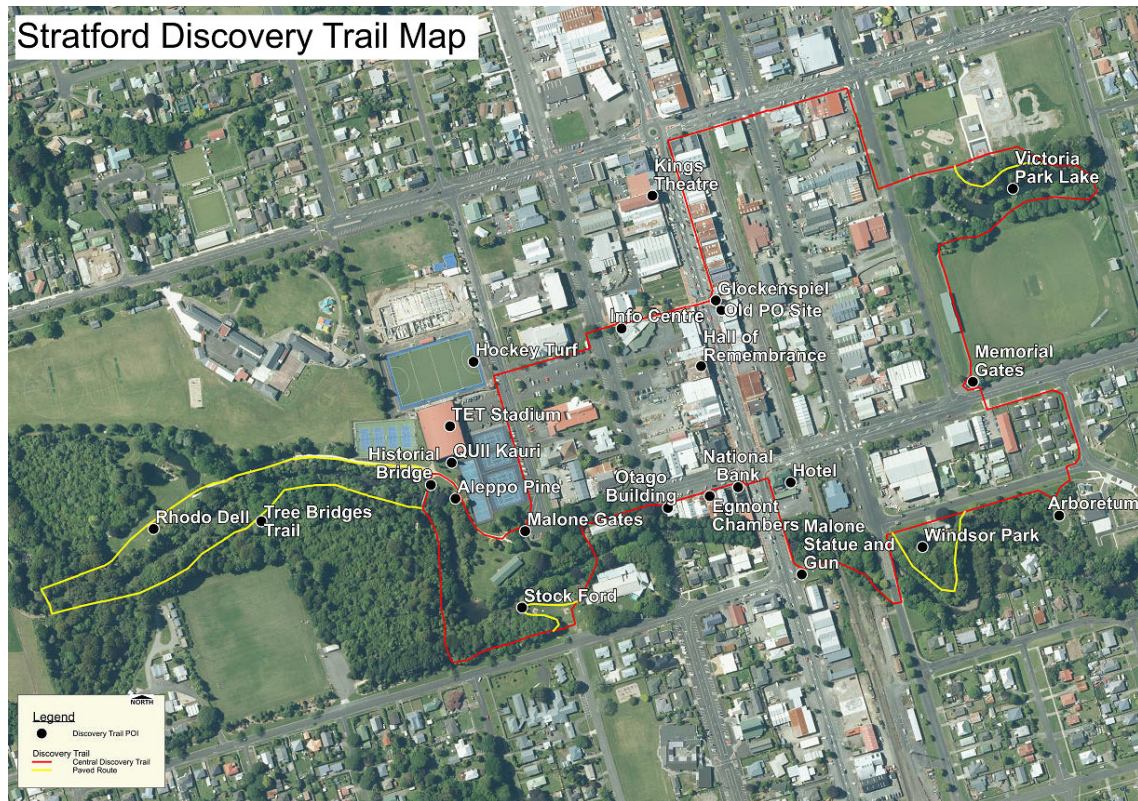
Item	Description
Location	Swansea Rd, Stratford
Legal Description	Lot 2 DP 371852
Area	2.4061 hectares
Computer Freehold Register	290480
Status	Fee simple
Zone	Protected Area
Primary Use	Organised sport





Figure 12 - Swansea Sportsground

**3.5.5 DISCOVERY TRAIL**



**Figure 13 - Stratford Discovery Trail Map**

Stratford District has a varied and interesting history and is a playground for literacy lovers with its Shakespearean identity. Stratford offers the best access points to Te Papakura o Taranaki and is the gateway to the Forgotten World Highway and the famous Republic of Whangamōmona. The Discovery Trail was developed to provide a walkway around the Stratford township that highlights key icons and attractions and will enable residents and visitors to discover the hidden treasures of Stratford.

**3.5.6 NEIGHBOURHOOD RESERVES**

Stratford has four urban neighbourhood reserves within the township. These generally serve a particular residential neighbourhood, providing a place for families to enjoy a variety of informal activities.

- Adrian Reserve provides a children’s playground and open grassed area for informal activities. These areas only occupy approximately 20% of the reserve area, the balance being grazed pending any further development.
- Cassandra Reserve is an elongated grassed area for informal activities and is popular with dog owners as an off-leash area. The reserve also occupies adjacent railway land under a lease from Kiwi Rail.
- Celia Reserve is bisected by both the Patea River and the Carrington Walkway and provides grassed open space areas beside the river for informal activities.
- Pembroke Reserve is largely undeveloped at present and is generally bush covered. It provides a pleasant visual aspect to the neighbourhood and has a short path through it for strollers.

Stratford District Council undertakes regular inspections of its neighbourhood reserves. Inspections identify that these are generally in good to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 11 - Adrian Reserve Information**

Item	Description
Location	Stratford Township
Legal Description	Lot 6 DP 11195 and Part Lot 29 DP 11474
Area	1.6087 hectares
Computer Freehold Registers	TND1/756, TNH2/627
Status	Fee simple
Zone	Protected Area
Primary Use	Passive recreation and grazing

**Table 12 - Cassandra Reserve Information**

Item	Description
Location	Stratford Township
Legal Description	Lot 7 DP 12482, Lot 30DP 11843, Lots 5 and 6 DP 12482
Area	6394 square metres
Computer Freehold Registers	TNE2/1209, TNE2/1210
Status	Esplanade Reserve and Fee simple
Zone	Residential
Primary Use	Passive recreation

**Table 13 - Celia Reserve Information**

Item	Description
Location	Stratford Township
Legal Description	Part Lot 3 DP 307658 and Part Lot 3 DP 14128
Area	6930 square metres
Computer Freehold Registers	TNH1?972, 31360
Status	Esplanade Reserve
Zone	Protected Area
Primary Use	Passive recreation

**Table 14 - Pembroke Reserve Information**

Item	Description
Location	Stratford Township
Legal Description	Sections 1, 2 and 44 Town of Stratford
Area	2960 square metres
Computer Freehold Register	TNA1/1172
Status	Municipal Reserve
Zone	Residential
Primary Use	Passive recreation

**3.5.7 RURAL DOMAINS**

There are currently nine rural domains within the Stratford District, all of which are subject to the Reserves Act 1977. Six are managed and maintained by Council-appointed management committees, one is simply grazed for maintenance purposes and one is leased to a sports club.

Croydon Domain (leased), Douglas Domain, Huiroa Domain, Te Popo Domain, Tututawa Domain and Whangamōmona Domain all have Council-owned buildings on them that are maintained by the management committees or lessee as the case may be. Midhirst Domain and Toko Domain have sports clubhouses on them that are owned and maintained by individual sports clubs that are also the appointed management committees. Tahora Domain, is vacant land and is grazed for maintenance purposes.

Stratford District Council undertakes regular inspections of these domains. Inspections identify that they are generally in good to excellent condition. Any issues identified through inspections are taken up with the respective management committees or lessee and resolved through negotiation. Remedial work is the responsibility of these parties although Council does assist financially from time to time.

**Table 15 - Croydon Domain Information**

Item	Description
Location	Croydon Road, Croydon
Legal Description	Lot 1 DP 5084
Area	4262 square metres
Computer Freehold Register	495609
Status	Recreation Reserve
Zone	Protected Area
Primary Use	Leased to Taranaki Off-Road Racing Club for use in conjunction with adjacent track

**Table 16 - Douglas Domain Information**

Item	Description
Location	State Highway 43, Douglas
Area	3.3296 hectares
Legal Description	Lots 1 and 2 DP 7090
Computer Freehold Register	TN175/85
Status	Recreation Reserve
Zone	Protected Area
Primary Use	Grazing

**Table 17 - Huiroa Domain Information**

Item	Description
Location	Makuri Road, Huiroa
Area	6.6607 hectares
Legal Description	Block IV Town of Huiroa, Sections 3, 8 – 15 and 17 Block III Town of Huiroa , Sections 4, 6, 7 and 16 Block III Town of Huiroa, Section 1 Block V Town of Huiroa
Computer Freehold Register	520271, 526851, TN93/234, TN134/203
Status	Recreation Reserve and Fee simple
Zone	Protected Area
Primary Use	Grazing, bush preservation and public hall site

**Table 18 - Midhirst Domain Information**

Item	Description
Location	Lombard Street and Egmont Streets, Midhirst
Area	3.4511 hectares
Legal Description	Sec 131 Manganui District and Lot 10 Blk V DP 20
Computer Freehold Register	495619, TNK4/412
Status	Recreation Reserve and Fee simple
Zone	Protected Area
Primary Use	Sportsgrounds and grazing

**Table 19 - Tahora Domain Information**

Item	Description
Location	State Highway 43, Tahora
Area	3.0236 hectares
Legal Description	Section 17 Block VI Pouatu Survey District and Sections 44, 46, 47, 48 and 65 and Part Section 45 Tahora Township.
Computer Freehold Register	499187
Status	Recreation Reserve
Zone	Protected Area
Primary Use	Grazing and bush preservation

**Table 20 - Te Popo Domain Information**

Item	Description
Location	629 Stanley Rd, Te Popo
Area	1.3987 hectares
Legal Description	Sec 22 Blk XI Huiroa Survey District
Computer Freehold Register	501565
Status	Recreation Reserve
Zone	Protected Area
Primary Use	Grazing and public hall site

**Table 21 - Toko Domain Information**

Item	Description
Location	Domain Road, Toko
Area	3.1630 hectares
Legal Description	Lot 1 DP 484146 and Secs 49 & 51 Blk III Ngaere Survey District
Computer Freehold Register	498452, 685435
Status	Recreation Reserve and Fee simple
Zone	Protected Area and Rural
Primary Use	Sportsground

**Table 22 - Tututawa Domain Information**

Item	Description
Location	Mangaotuku Road, Tututawa
Area	7.5854 hectares
Legal Description	Section 21 and Section 43-44, 47 Mangaehu Village
Computer Freehold Register	495637
Status	Recreation Reserve
Zone	Protected Area
Primary Use	Grazing and public hall site

**Table 23 - Whangamōmona Domain Information**

Item	Description
Location	Whangamōmona Road, Whangamōmona
Area	2.9400 hectares
Legal Description	Section 17 Whangamōmona Suburban, Section 47 Block 1V Town of Whangamōmona and Sections 25 and 26 Block 1 Mahoe Survey District.
Computer Freehold Register	497339, 526852
Status	Recreation Reserve
Zone	Protected Area and Rural
Primary Use	Campground, sportsground, grazing

**3.5.8 MISCELLANEOUS RESERVES**

Council currently owns or has vested control of 28 miscellaneous reserves throughout the District. These comprise:

- Fifteen esplanade reserves, created for riparian protection and/or public access on the subdivision of surrounding titles. A number of these reserves form parts of the Carrington Walkway and are managed accordingly by Council whereas others, particularly in rural areas, are simply grazed in with the adjoining properties. Built assets are limited to some fencing and items such as boardwalks, steps or footbridges in respect of the walkway.
- Eight historical cemetery, stock resting places, gravel extraction or animal pound reserves created by the Crown in the early days of the colony and vested in Council for control and management purposes. In terms of management, all of these are grazed by adjoining owners and built assets generally non-existent.
- Five "beautification areas" that are not formally reserved subject to the Reserves Act 1977 but are held for their named purpose and treated as reserves. Managed by Council, their built assets are limited to gardens, trees and lawn areas with some fencing on boundaries.

Stratford District Council undertakes inspections of its miscellaneous reserves, frequently in terms of those managed by Council, annually in respect of those managed by grazing tenants. Condition varies according to its use and any issues identified through inspections are considered manageable either through the current maintenance contract or by negotiation with tenants.

**3.5.9 CEMETERIES**

**Operating Cemeteries**

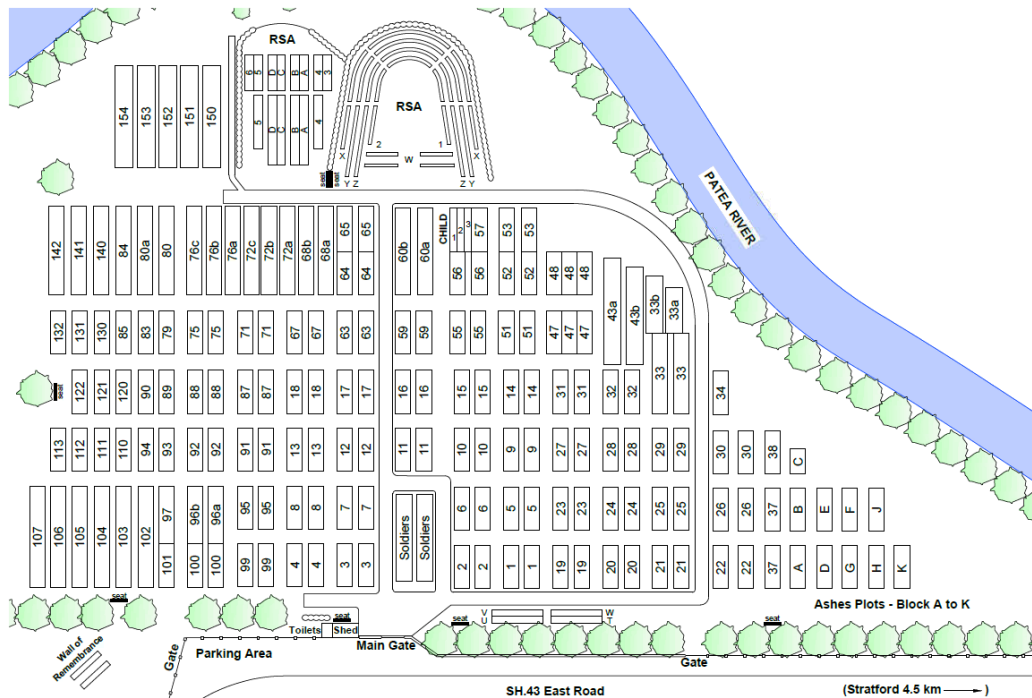
Stratford District Council owns and manages two operational cemeteries, one in Midhirst and one on the outskirts of Stratford (Kopuatama). Kopuatama is the District's principal cemetery, serving all the outlying areas as well as Stratford township while Midhirst is a historical cemetery but still operates primarily for the benefit of Midhirst residents.

**Table 24 - Kopuatama Cemetery Information**

Item	Description
Location	State Highway 43 - 4.0 kilometres east of Stratford.
Area	4.8562 hectares.
Legal Description	Section 113 Block II Ngaere Survey District
Gazette reference	NZ Gaz 1902 p 627
Status	Cemetery
Zone	Rural, designated Cemetery

Kopuatama is the principal operating cemetery for the Stratford District (Figure 13). The first burial was recorded in July 1906 and the cemetery was designated as a lawn cemetery in the 1950's. The cemetery has three Services areas for returned services personal. The original Soldiers' Block is just inside the main gate, and no longer available for interments. The new Returned Services area is located at the far end of the cemetery, in a direct line from the main gate.

The proposed extension to this cemetery is the property located to the west of the site as highlighted in Figure 13. This is to be able to provide services to the community for future years.



**Figure 14 - Layout of Kopuatama Cemetery Stratford**





**Figure 15 – Purchased land to the west of existing Kopuatama Cemetery**

**Table 25 - Midhirst Cemetery Information**

Item	Description
Location	Corner Kent Terrace and Beaconsfield Road, Midhirst – 5km north of Stratford.
Area	1290 square metres.
Legal Description	Part Section 3 Block XIII Huiroa Survey District
Gazette reference	NZ Gaz 1916 p 801
Status	Cemetery
Zone	Protected Area, designated Cemetery

Midhirst Cemetery is the current operating cemetery for the Midhirst township. The portion on the eastern side of the dividing creek was closed in 1996 and a memorial wall erected to record the names of those buried therein.

Stratford District Council undertakes regular inspections of its operating cemeteries. Inspections identify that these are generally in good to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

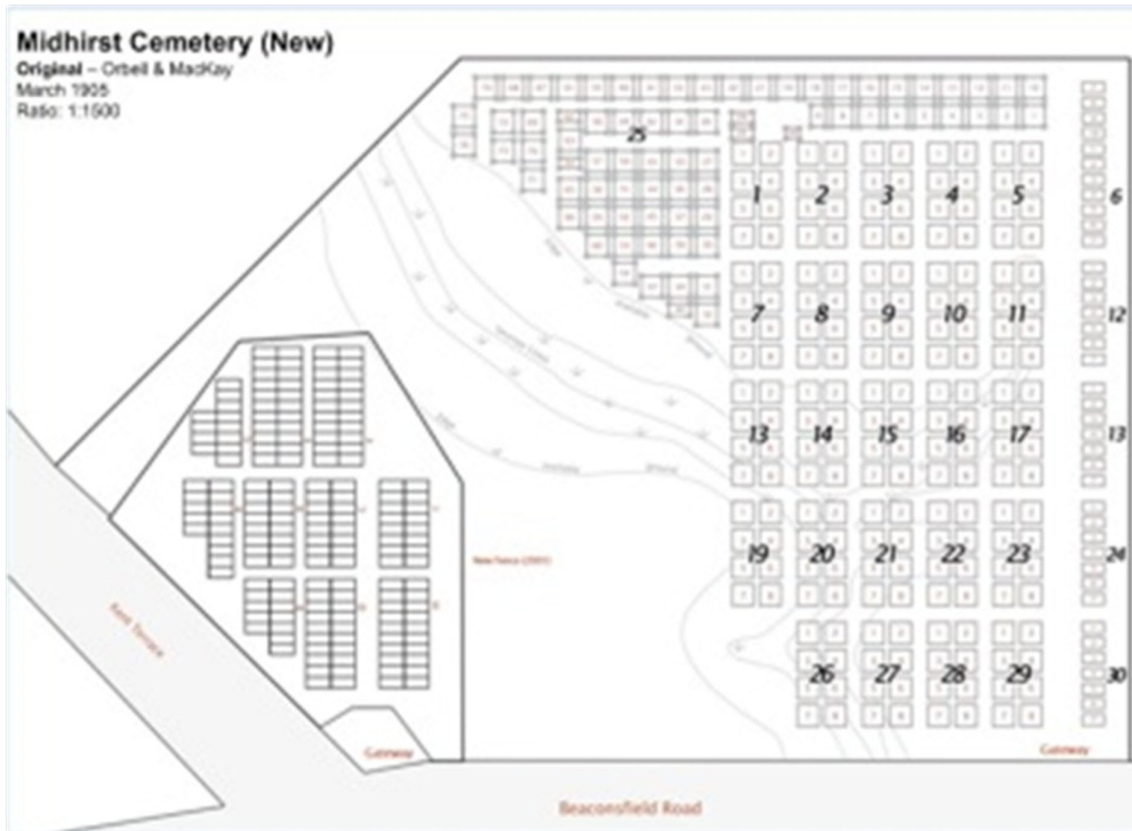


Figure 16 - Layout of Midhirst Cemetery

**Closed Cemeteries**

The five closed cemeteries in the Stratford District are described below.

**Table 26 - Waipuku Cemetery Information**

Item	Description
Location	State Highway 3 – 9.7kms north of Stratford
Area	1.2013 hectares.
Legal Description	Sections 46, 48, 50, 52 and 53 Town of Waipuku
Gazette reference	NZ Gaz 1939 p 2045
Status	Closed Cemetery
Zone	Rural, designated Cemetery

In terms of maintenance, this closed cemetery is grazed by the surrounding land owner. While it has legal access off State Highway 3, there is no physical access other than over the surrounding farm.

**Table 27 - Midhirst Cemetery (old) Information**

Item	Description
Location	Beaconsfield Road, 5km north of Stratford
Area	6804 square metres.
Legal Description	Part Section 3 Block XIII Huiroa Survey District
Gazette reference	NZ Gaz 1994 p 1390
Status	Closed Cemetery
Zone	Rural, designated Cemetery

The area around the fenced grave sites is maintained by Council through the Open Space Maintenance contract while the balance between the closed and operating cemeteries is leased for grazing purposes.

**Table 28 - Pioneer Cemetery Information**

Item	Description
Location	Regan Street East, Stratford
Area	4836 square metres
Legal Description	Lot 3 DP 1805
Gazette reference	NZ Gaz 1984 p 2930
Status	Closed Cemetery
Zone	Protected Area, designated Cemetery

Pioneer Cemetery is maintained by Council through the Open Space Maintenance contract. The majority of headstones have been removed due to their dilapidated condition and the cemetery has been converted into a park-like setting and maintained accordingly.

**Table 29 - Whangamōmona Cemetery Information**

Item	Description
Location	63km east of Stratford on Whangamōmona Road.
Area	8321 square metres.
Legal Description	Section 24 Block I Mahoe Survey District
Gazette reference	NZ Gaz 1994 p 1390
Status	Closed Cemetery
Zone	Rural, designated Cemetery

In terms of maintenance, the two fenced-in areas containing headstones (one Catholic, one Protestant) are maintained by Council through the Open Space Maintenance contract while the balance of the cemetery is leased for grazing purposes.

**Table 30 - Tahora Cemetery Information**

Item	Description
Location	80km east of Stratford on State Highway 43
Area	1.2280 hectares.
Legal Description	Section 64 Tahora Suburban
Gazette reference	NZ Gaz 1994 p 1390
Status	Closed Cemetery
Zone	Protected Area, designated Cemetery

In terms of maintenance, this closed cemetery is grazed by the surrounding landowner.

Stratford District Council undertakes regular inspections of its closed cemeteries. Inspections identify that these are generally in average to excellent condition. Any issues identified through inspections are considered manageable either through the current maintenance contract or in discussion with the respective grazing tenants.

**Table 31 - Footbridges**

Asset Category	Number	Asset Name	Asset Description
Footbridges	12	• FB1 – King Edward Park	• Timber, suspension pedestrian footbridge
		• FB2 – King Edward Park	• Timber, suspension pedestrian footbridge
		• FB3 – King Edward Park	• Timber, suspension pedestrian footbridge
		• FB4 – King Edward Park	• Timber, suspension pedestrian footbridge
		• FB5 – Cordelia Street	• Concrete, suspension pedestrian footbridge
		• FB6 – Eastern Loop	• Timber, suspension pedestrian footbridge
		• FB7 – Cardiff Walkway	• Timber, suspension pedestrian footbridge
		• FB8 – Western Loop	• Timber, pedestrian footbridge
		• FB9 – Western Loop	• Timber, pedestrian footbridge
		• FB10 – Cardiff Walkway	• Timber, pedestrian footbridge
		• FB11 – Eastern Loop	• Timber, pedestrian footbridge
		• FB12 – Pembroke Road	• Timber, pedestrian footbridge

**Table 32 - Culverts**

Asset Category	Number	Asset Name	Asset Description
Culverts	20	• Prospero Place (3)	• Metal culverts
		• Miranda Street (2)	• Metal culverts
		• Victoria Park (6)	• Metal culverts
		• King Edward Park (6)	• Metal culverts
		• Portia Street (3)	• Metal culverts

### 3.6. ASSET MANAGEMENT MATURITY ASSESSMENT

The Council has assessed its Asset Management maturity across 5 key disciplines of asset management practice including:

- Setting the Strategic Direction;
- Establishing Levels of services;
- Forecasting Future Demand;
- Collecting Asset Information; and
- Monitoring Asset Performance and Condition.

The Asset Management Maturity Index assessment in Table 31 below provides a snapshot of where the Council is at in its asset management practices and in particular, emphasizes that seeking advanced practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.

**Table 33 - Parks, Reserves and Cemeteries Asset Management Maturity Index Assessment**

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
1	Strategic Direction	Intermediate	<ul style="list-style-type: none"> <li>Asset Management System scope is defined and documented.</li> </ul>	<ul style="list-style-type: none"> <li>The Council has adopted an <b>Asset Management Policy</b> to provide the overall direction for asset management in the district.</li> <li>Scope is also refined as a consequence of our Early Conversation discussions with Elected Members, which inform the LTP, and also during our regular workshops to define Strategic Direction for the Council.</li> </ul>
2	Defining Level of service	Intermediate to Advanced	<ul style="list-style-type: none"> <li>Level of service and cost relationship understood.</li> <li>Customers are consulted on significant service levels and options.</li> <li>Customer communications plan in place.</li> <li>Levels of service are integral to decision making and business planning.</li> </ul>	<ul style="list-style-type: none"> <li>Existing levels of service are generally maintained however, can be re-defined as a result of either legislative requirements or through customer feedback</li> <li>Enabling customers to assess customer values such as accessibility, quality, safety, and sustainability through LOS</li> <li>This will part of the LTP consultation process and customer satisfaction surveys completed by customers on an annual basis</li> <li>LOS performance targets are measured through monthly, annual and bi-annual reporting</li> </ul>
3	Forecasting future demands	Core to Intermediate	<ul style="list-style-type: none"> <li>Risk associated with demand change broadly understood and documented.</li> <li>Demand management considered as an alternative to major project development.</li> </ul>	<ul style="list-style-type: none"> <li>We have a broad understanding of the issues facing SDC. These are included in the AMP as "Problem Statements"</li> <li>Forecasting is based on population and economic growth statistics in addition to regulatory changes at the central government level</li> <li>Demand Management is being associated with population growth, signalling demand on all open spaces and a focus on cemetery sites to meet future needs</li> </ul>
4	Collecting Asset Information	Intermediate	<ul style="list-style-type: none"> <li>A reliable register of physical, financial and risk attributes recorded in an</li> </ul>	<ul style="list-style-type: none"> <li>Data is collected, updated and validated on an ongoing basis, particularly when new assets are being installed and maintenance occurs on existing assets</li> </ul>

Asset Management Disciplines		Maturity Index	Maturity Description	What we do
			information system with data analysis and reporting functionality. Systematic and documented data collection process in place.	<ul style="list-style-type: none"> <li>Regular maintenance/inspections occur on all open spaces and are then documented in monthly reports, ensuring data can be correlated</li> </ul>
5	Monitoring Asset Performance and Condition	Core	<ul style="list-style-type: none"> <li>Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term.</li> </ul>	<ul style="list-style-type: none"> <li>The condition and physical integrity of an open space asset (e.g., playground equipment) is deduced based on the age, material type and analysis of collected statistical data</li> <li>The performance, being a measure of whether the asset is delivering level of service requirements, is monitored during routine inspections and asset upgrades</li> </ul>

### 3.7. ASSESSMENT OF ASSET CONDITION

Asset condition is a measure of an asset's physical integrity. Knowing the condition of an asset enables more accurate prediction of asset development, maintenance and renewal/replacement requirements. The Stratford District Council identifies the condition of parks, reserves, and cemetery infrastructure assets by the age of the asset, through visual targeted inspections, (including sampling), and maintenance monitoring.

**Targeted inspections** are carried out on asset components that are considered critical to Council and the community, have the potential to impact on public health and safety; or where there is a specific requirement, for example to meet regulatory requirements or for asset acquisition, disposal, or justification.

Targeted inspections of Parks, Reserves and Cemeteries are carried out by Council staff, the Maintenance Contractor, or specialist consultants to identify the condition of specific asset components at intervals specified by the Asset Manager or upon request.

To identify the general condition of its Parks, Reserves and Cemeteries assets Stratford District Council undertakes the following targeted inspections:

- Buildings – annually by the Maintenance Contractor and/or Council staff;
- Playground equipment – monthly by the Maintenance Contractor and annually by an Engineering Consultant;
- Cemeteries – annually by the Contractor
- Footbridges – annually by an Engineering Consultant
- Street Trees – annually, bi-annually, tri-annually by the Contractor depending on tree species
- Carparks – annually by the Council Roading Engineer
- Other structures annually by the Maintenance Contractor.

**Maintenance monitoring** is carried out by the Contractor at intervals specified in the Maintenance Contract. Maintenance monitoring is carried out to identify the condition of infrastructure and any item(s) that needs attention or could affect the integrity of the asset and the service it provides. Maintenance monitoring of parks, reserves, and cemeteries includes:

- Grass maintenance;
- Garden planting and tree maintenance;

- Walkway and cycle trail maintenance;
- Litter Control;
- General maintenance of structures and other civic amenities.

## Condition Grading

Visual targeted inspections (including sampling), and maintenance monitoring provide both qualitative descriptions and quantitative grading of asset component condition. Condition grading supports the development, maintenance, and renewal/replacement of an asset by enabling more accurate prioritisation of forward works programmes.

The International Infrastructure Manual (2011) provides guidance on assessing the condition of assets and approaches to grading the condition. In line with this, Stratford District Council has developed a condition grading system to support identifying the condition of assets at the group level. Using the system assets are ranked from 1-5 as illustrated below.

**Table 34 - Condition Grading System**

Grade	Condition	Description	Proportion of network (%)
1	Very Good	Asset in structurally sound and excellent physical condition. No work required	60%
2	Good	Asset in structurally sound and acceptable physical condition. Minor work required (if any)	35%
3	Fair	Asset is structurally sound but shows deterioration. Moderate work required to return asset to agreed level of service	5%
4	Poor	Asset failure likely in the short term. Significant work required now to return asset to agreed level of service	0%
5	Very Poor	Asset has failed/is about to fail. Renewal/Replacement required urgently	0%

## 3.8. DATA ACCURACY AND CONFIDENCE

The accuracy and currency of data is critical to effective asset management. Accurate data enables Council and the community to have confidence in decisions made about asset development, maintenance, and renewal/replacement.

To ensure accurate asset data is entered into the asset management system, Stratford District Council has put in place the *Inspection Data Management Process* (Table 33) for managing targeted visual inspection data. Also, to determine the level of confidence Council has in targeted inspection data, the Stratford District Council has put in the *Data Confidence Grading System* in Table 34. An assessment of Council's confidence in the asset data is provided in Table 35.

**Table 35 - Inspection Data Management Process**

Step	Management process	Description
1	Collect Data	Data is collected and documented about asset and asset condition.
2	Hold Data	Where feasible data is stored in a temporary place until enough is gathered for sample auditing.
3	Audit a sample of Collected Data	Where applicable a sample of collected data is checked against the asset by authorised Council staff/Consultant – minimum 5%.
4	Enter Data into Asset Management System	Data is entered into the Asset Management System by the staff member responsible for the system.

**Table 36 - Data Confidence Grading System**

Grade	Confidence Level	Description
1	Highly Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment. Dataset is complete and estimated to be accurate +- 2%
2	Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings. Dataset is complete and estimated to be accurate +- 10%
3	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available. Dataset substantially complete but up to 50% extrapolated data and estimated to be accurate +- 25%
4	Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete and most data is estimated or extrapolated and estimated to be accurate +- 40%
5	Unknown	None or very little data held- 0%



**Table 37 – Asset Data Grading by Asset Group**

Asset Group	Grade	Confidence Level
Parks	2	Reliable
Walkways	2	Reliable
Pedestrian Precinct	2	Reliable
Sportsground	2	Reliable
Discovery Trail	1	Highly Reliable
Neighbourhood Reserves	2	Reliable
Rural Domains	2	Reliable
Miscellaneous Reserves	2	Reliable
Operating Cemeteries	3	Uncertain
Closed Cemeteries	3	Uncertain

### 3.9. IMPROVEMENT PLAN

Actions identified in this Section for improving management of the asset are as follows:

**Table 38 - Actions Identified for Improving Management of the Asset**

Sub Section	Task	Due Date
3.5.7	<p><b>Inspection of Domains</b></p> <p>Yearly on-site inspections will occur to ensure that all Reserves are managed and maintained in accordance with their Management Agreements.</p>	Ongoing
3.7	<p><b>Formally record asset condition data</b></p> <p>While asset condition is regularly monitored and, in some cases, contained in formal reports there is currently no system for recording condition data and maintenance work carried out as a result of findings.</p>	Ongoing

## **4.0**

# **Future Growth and Demand**

**4.0: FUTURE GROWTH AND DEMAND**

4.1. **OVERVIEW** ..... **76**

4.2. **DEMAND FORECASTING**..... **76**

4.3. **DEMAND DRIVERS AND IMPACTS** ..... **76**

4.3.1 Population Growth.....77

4.3.2 Economic Development.....78

Climate Change.....79

4.3.3 Tourism .....80

4.3.4 The (draft) Structure Plan for Stratford.....80

4.3.5 Regulatory changes .....80

4.3.6 Customer Needs and Expectations..... 81

## 4.1. OVERVIEW

This section provides a description of population; economic growth trends forecasts and the demand drivers for the provision; development and sustainability of the Property Services to the community. It identifies the demand forecasting model used by the Council and highlights the factors that influence the demand for infrastructure and services and the associated impacts of each driver on the demand for the Parks, Reserves and Cemeteries Services.

The demand for the provision of services is generally determined by the degree to which customers use the assets. The forecasting of future demand for services enables Stratford District Council to plan ahead and identify the best way to meet that demand.

Section 14 of the Local Government Act 2002 requires local authorities to take a sustainable development approach in conducting business. In doing this Stratford District Council must take into account;

- I. the social, economic, and cultural interests of people and communities; and
- II. the need to maintain and enhance the quality of the environment; and
- III. the reasonably foreseeable needs of future generations.

Stratford District Council is committed to planning for the changing needs of its community. As part of this commitment Council utilises demand forecasting in all asset management planning. Information on future growth forecast has been supplied by Infometrics NZ.

## 4.2. DEMAND FORECASTING

Demand forecasting enables Stratford District Council to identify areas that are likely to experience significant pressures, and plan accordingly. Currently, the Stratford District Council uses a "basic" model for demand forecasting. It is a combination of formal and informal techniques. Central to this is an understanding of how growth and future demand trends will impact on Levels of Service and desired community outcomes.

As part of the planning process Council considers:

- the Asset use, demand, and capacity;
- the implementation and planning for quality and process improvements; and
- environmental impacts.

Key Information gathered during the forecasting process includes:

- Historical data;
- Observed patterns and trends – use, demand, and popularity;
- Statistical estimates and projections;
- Commercial activity and anticipated business migration;
- Pending legislative changes.

From this, assumptions are formed about what could happen; enabling Council to better plan for the future needs of the community.

## 4.3. DEMAND DRIVERS AND IMPACTS

Demand drivers are the factors that influence demand for services or the infrastructure that provides those services. Future growth in the Stratford community can be attributed to a number of factors described in detail below, including:

- Population/Subdivision;
- Economic Development;
- Tourism;
- Land Use Changes;
- Regulatory Changes;
- Land Use Changes via the Structure Plan;
- Changing Customer Needs and Expectations

## 4.3.1 POPULATION GROWTH

The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,679 by 2034, at an average of 0.4% per year. This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

The growth in the Māori population of the district has been consistently higher than the growth of all other ethnicities for each of the last ten years. Stratford district's Māori population was 1,550 in 2022, up 2.6% from the previous year.

The below table shows total population projections over ten years, against the growth projections of the total New Zealand population.

**Table 39 - Actions Identified for Improving Management of the Asset**

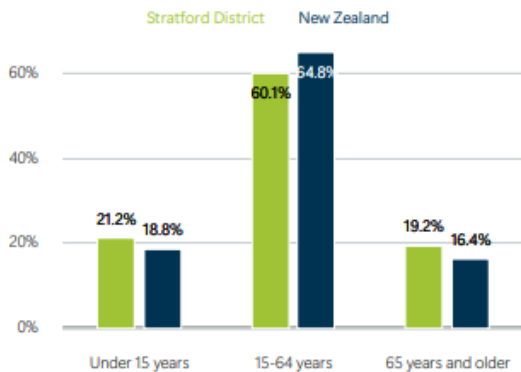
Year	Stratford District		New Zealand	
	Value	Growth	Value	Growth
2022	10,150	0.5%	5,123,100	0.3%
2023	10,256	1.0%	5,141,837	0.4%
2024	10,295	0.4%	5,185,924	0.9%
2025	10,334	0.4%	5,230,348	0.9%
2026	10,373	0.4%	5,275,448	0.9%
2027	10,414	0.4%	5,321,561	0.9%
2028	10,455	0.4%	5,369,026	0.9%
2029	10,497	0.4%	5,418,006	0.9%
2030	10,539	0.4%	5,467,976	0.9%
2031	10,579	0.4%	5,518,235	0.9%
2032	10,617	0.4%	5,568,085	0.9%
2033	10,650	0.3%	5,616,826	0.9%
2034	10,679	0.3%	5,663,921	0.8%

### Demographic Changes

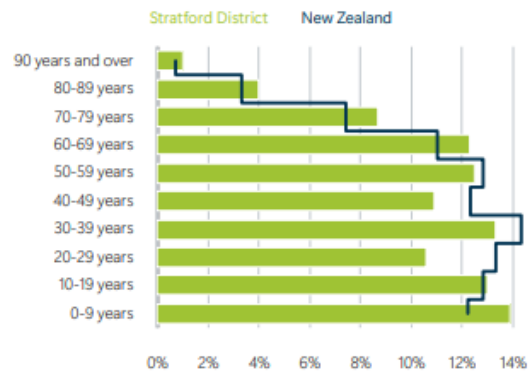
The below graph shows the current population by age group. The Stratford district is generally trending higher than the New Zealand average in the 60+ year age brackets, and much lower in the 20-29 year age bracket. However, the district is much higher than the national average in the 0-9 year age bracket showing positive signs of households choosing to raise their families in this district, and supporting the claim that the increase in population is largely driven by natural increase.

The gap in the 20-50 year old age brackets is not new, and is likely to be a result of the lack of tertiary level training opportunities and graduate employment opportunities in the district. With the change in working and studying environments due to enhanced technology and online access, and the increased acceptance that employees can work from anywhere in the country, and even the world, it is likely that we will see changes in the age demographics in the future. Due to the uncertainty of the impact, it has not been factored into the projections.

**Figure 38. Population by broad age group, 2022**  
% of total, as at 30 June



**Figure 39. Population by 10-year age group, 2022**  
% of total, as at 30 June



**Figure 17 - Stratford District's Population Age Structure**

The Dependency Ratio calculates the average number of economically dependent population (0-14 year olds, and 65+) per 100 economically productive population at a specific point in time. A high ratio may indicate that the economically active population and the overall economy face a greater burden to contribute towards the rates requirement for the district.

Table 40 below shows the Stratford District's Dependency Ratio is 67%, compared to the national average of 54%. This is something Council must be mindful of when determining funding sources (increased reliance required for user pays and exacerbator pays funding sources), and areas (prioritisation) and levels of expenditure (affordability).

**Table 40 - Stratford District's Dependency Ratio**

Age Decade (years)	Stratford District		New Zealand	
	Level	% of total	Level	% of total
0-9	1,410	13.9%	625,490	12.2%
10-19	1,320	13.0%	655,720	12.8%
20-29	1,080	10.6%	679,450	13.3%
30-39	1,350	13.3%	733,760	14.3%
40-49	1,110	10.9%	631,220	12.3%
50-59	1,270	12.5%	654,040	12.8%
60-69	1,250	12.3%	561,800	11.0%
70-79	880	8.7%	380,170	7.4%
80-89	410	4.0%	167,640	3.3%
90 years and over	100	1.0%	34,790	0.7%
Dependency ratio	67.2%		54.4%	
<b>Total</b>	<b>10,150</b>	<b>100.0%</b>	<b>5,124,100</b>	<b>100.0%</b>

### 4.3.2 ECONOMIC DEVELOPMENT

The four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE) have developed a new regional Economic Development Strategy and Action Plan for Taranaki. The Taranaki Regional Economic Development Strategy became official in August 2017 and is known as "Tapuae Roa - Make Way for Taranaki".

This strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable, Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure.

Anticipated impacts of the Regional Economic Development Strategy and any resulting growth on the parks and reserves activity and infrastructure are expected to include:

- Increased demand for parks and reserves services;
- Increased pressure on existing infrastructure;
- Increased maintenance and renewal costs; and
- Increase in revenue (through targeted rate and user charges).

### **Economic History and Forecast**

Economic growth in the Stratford district is generally lower than the national average – averaging 1.7% per year over the 10 years to 2022, compared with an average of 3% in New Zealand. The estimated GDP for the district in 2022 of \$575m, makes up less than 1% of New Zealand's GDP.

There is some concern that the district is less diverse than average, with the largest industry being agriculture and forestry at 27%, the second largest industry being utilities (electricity, gas, water and waste) at 13%. The more concentrated a district's economic activity is within two or three industries, the more vulnerable it is to adverse effects such as those arising from climate conditions, or commodity price fluctuations.

Council intends to make significant investment in Economic Development over the life of the LTP to encourage diversification and provide opportunities to promote the Stratford District as a great place to do business. Under the Enabling Community Outcome, Council has committed to the following strategic goals:

- *We are a business friendly district*
- *We encourage a diverse and sustainable business community*
- *We enable economic growth by supporting business investment and development in our district*
- *We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)*
- *We carefully balance the needs and wants of our district when funding services and infrastructure*
- *We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district*

### **CLIMATE CHANGE**

Scientific evidence indicates the earth's climate is changing because of increases in greenhouse gases caused by human activities.

Anticipated impacts for New Zealand over the next 100 years include:

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events
- Decreased frost risk
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

At the regional and district level research indicates Taranaki could experience more extreme and varied rainfall patterns and severe weather events.

Extreme weather events and heavy rainfall would see increases in flooding, landslides, avalanches and mudslides during heavy rainfall events while on the flip side a lack of rain during summer months could see prolonged periods of drought. Both extremes place increased pressure on government, private flood insurance schemes, and disaster relief.

The Government's principal policy response to climate change is the New Zealand Emissions Trading Scheme (ETS). In various sectors (such as energy), the Government is also undertaking a range of other policies and measures that are contributing to reducing greenhouse gas emissions while achieving other policy goals.

Council responds to and plans for impacts of climate change as part of asset management practices by monitoring NIWA data in order to plan for and make adjustments to infrastructure where and when needed. Where adjustments are needed, they are undertaken through New Works and/or Renewal/Replacement.

### **4.3.3 TOURISM**

The Visitor Sector Action Plan is one of six action plans developed as part of the "Make Way for Taranaki" Regional Development Strategy. The action plan describes the current regional sector dynamic, growth objectives, challenges, opportunities and the actions required to achieve sector growth. It is anticipated that the Visitor Sector Action Plan will enable and support growth in the Stratford District Visitor Sector.

Council welcomes the Stratford District being seen as a visitor destination but is mindful that increases in visitor numbers may have an impact on infrastructure and the services it provides. Anticipated impacts of the Visitor Sector Action Plan and any increases in visitor numbers on the Water Supply Activity and infrastructure are expected to include:

- Increased demand for water services
- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.

### **4.3.4 THE (DRAFT) STRUCTURE PLAN FOR STRATFORD**

The SDC is currently undertaking a Structure Plan of the Stratford District, which is in response to an increased demand for residential development sites in Stratford. This 30 year Plan long term Strategy Plan will feed into the District Plan review and the Infrastructure Strategy, to ensure that the growth areas identified herein are duly catered for as and when required.

The Plan will identify key growth areas in Stratford, in addition to areas that lend themselves to in-filling. Roading, Solid Waste Services, Water and Wastewater infrastructure will be planned to service these areas accordingly. Given its proximity and centrality to key employment generators and tourist areas in the New Plymouth and South Taranaki District, the creation of new and affordable residential lots is expected to support the growth forecast for the town.

### **4.3.5 REGULATORY CHANGES**

The SDC regularly reviews regulatory changes that may or will affect the SDC parks, reserves and cemeteries services. This primarily includes updates to resource consents and changes to legislation and standards. There are no immediate concerns of regulatory changes at the time of writing this AMP, however there is an expectation that the legislation, standards and guidelines related to these services will be reviewed and updated in the future as general reviews are done.



## 4.3.6 CUSTOMER NEEDS AND EXPECTATIONS

Council has indicated a desire to promote growth in Stratford by developing new residential subdivisions. Inherently, this will have an effect on the Stratford parks, reserves and cemeteries services whereby demand in these areas will increase. To manage this, the maintenance programme will continue under the Open Space Maintenance Contract

## 4.4 IMPROVEMENT PLAN

**Table 41 Future Growth Improvement Plan**

Sub Section	Task	Due Date
4.3.1	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing Parks, Reserves and Cemeteries assets and activities.	On-going

# **5.0**

## **Level of Service Performance**

### **5.0: LEVELS OF SERVICE PERFORMANCE**

5.1.	<b>OVERVIEW</b> .....	<b>84</b>
5.2.	<b>LEVEL OF SERVICE DEVELOPMENT / REVIEW PROCESS</b> .....	<b>84</b>
5.3.	<b>PERFORMANCE MONITORING AND REPORTING</b> .....	<b>84</b>
5.4.	<b>CURRENT PERFORMANCE</b> .....	<b>85</b>
5.4.1	Complaints/Requests for Service.....	86
5.4.2	Customer Satisfaction .....	86
5.4.3	New Zealand Safety Standards .....	87
5.5.	<b>DESIRED PERFORMANCE</b> .....	<b>87</b>

## 5.1. OVERVIEW

Levels of Service (LoS) define the form and quality of service that the Stratford District Council provides to the community. They are the balance between what the community wants and what the community is willing to pay for.

Through asset management planning, the relationship between the LoS and the cost of service is determined. Once determined, the relationship is evaluated in consultation with the community to define the agreed LoS, which are then used to:

- Inform customers of the proposed LoS;
- Develop AM strategies to deliver the LoS;
- Develop targets to measure performance;
- Identify and evaluate the costs and benefits of services offered; and
- Enable customers to assess customer values such as accessibility, quality, safety, and sustainability.

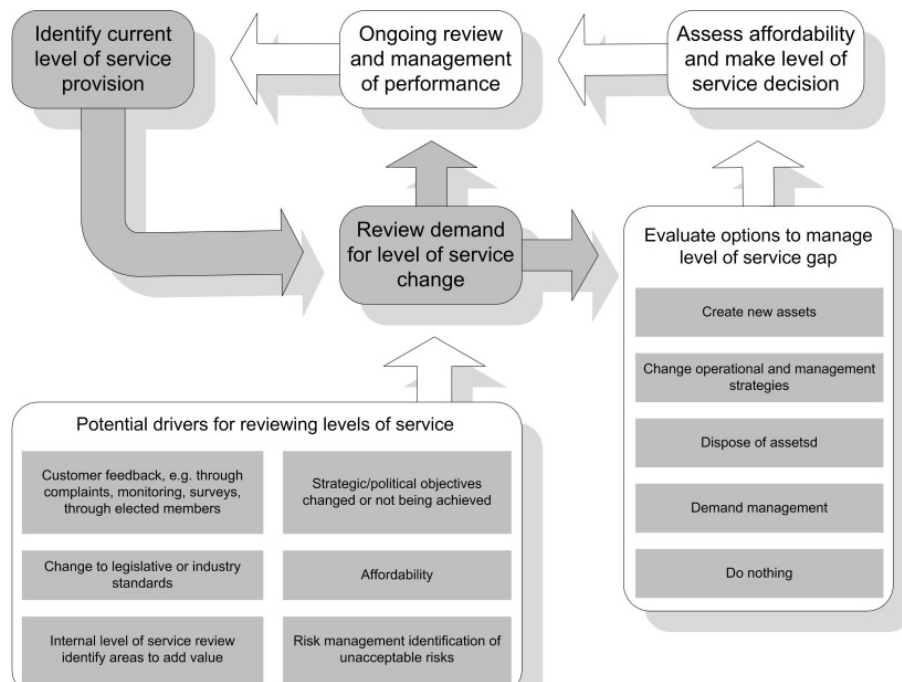
The Levels of Service section details legislative and regulatory requirements affecting the operation, management and Levels of Service for the Parks, Reserves and Cemeteries.

This section:

- Highlights the current LoS provided by the Stratford District Council;
- Defines the desired LoS for the futures; and
- Outlines performance measures that will be used to monitor the delivery of the agreed LoS.

## 5.2. LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

LoS review is an ongoing process which can be triggered by a variety of drivers. The development and review of the LoS will be undertaken following the process diagram in Figure 17 (Source: IIMM (2015)).



**Figure 18 - Level of Service Review Process**

## 5.3. PERFORMANCE MONITORING AND REPORTING

## Level of Service Performance

The Stratford District Council has undertaken to provide a safe and well maintained network that meets LoS expectations and regulatory requirements. To ensure these expectations and requirements are met, the Stratford District Council undertakes performance monitoring of parks and reserves activities and infrastructure through the use of performance measures and key performance indicators (KPIs).

Performance measures and reporting enable Stratford District Council to identify how well it is delivering on the agreed LoS. KPIs enable Council to regularly measure actual performance against projected targets. By doing this we are able to identify trends, areas of achievement and areas for improvement to be identified.

The monitoring of the LoS is done through the Customer Satisfaction Survey and Compliance with the NZ Safety Standards for playgrounds and foot bridges.

The results of the performance monitoring are reported internally and externally through:

- Monthly reports to Elected Members, also accessible to the public via the Council website; and
- the Long Term Plan, Annual Plan and Annual Report to our customers, key stakeholders and partners.

### 5.4. CURRENT PERFORMANCE

Stratford District Council provides parks, reserves and cemeteries to benefit the community's physical, social and personal quality of life. To ensure these expectations and requirements are met Stratford District Council undertakes performance monitoring of the parks activity and services it provides.

Performance monitoring is undertaken through the use of performance measures and key performance indicators (KPIs). Our current performance is monitored through the internal performance measures presented in the Table below. These performance measures were determined by Council to inform the community about how well the Council is delivering on Levels of Service and the performance of the activity assets.

**Table 42 - Internal Performance Measures**

	Level of Service Category	Performance Measure
1.	<b>Complaints/Requests for Service</b>	The number of complaints and requests for service; <40.
2.	<b>Customer Satisfaction</b>	Percentage of residents satisfied with: <ul style="list-style-type: none"><li>• Parks &gt;85%;</li><li>• Sportsfields &gt;80%;</li><li>• Cemeteries &gt;80%.</li></ul>
3.	<b>NZSS Compliance - Playgrounds</b>	All playgrounds meet NZ Safety Standards
4.	<b>NZSS Compliance - Footbridges</b>	All footbridges meet NZ Safety Standards

## 5.4.1 COMPLAINTS/REQUESTS FOR SERVICE

The performance targets the number of complaints and requests for service. In 2022//2023 there were 121 complaints and requests for service in relation to parks, sportsfields, playgrounds, walkways, and cemeteries. This is a decrease on the previous year, but the figures highlight how easy it is for the public to contact council and lodge their complaint or concern.

As both complaints and concerns (requests for service) from the public are categorised within the same CRM process. The number below is not specific to complaints received.

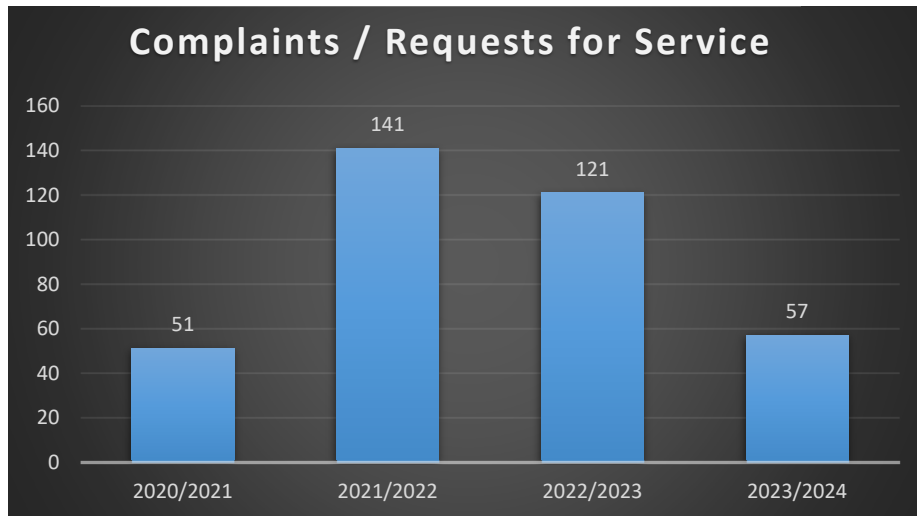


Figure 19 - Complaints/Requests for Service

## 5.4.2 CUSTOMER SATISFACTION

This is a measure introduced with the 2015-2025 Long Term Plan. The performance targets the percentage of residents satisfied with parks, sportsfields, and cemeteries. The targets are as per Table 42 above. In 2022/23, the Parks and Sportsfields achieved the Level of Service requirements for customer satisfaction. The cemeteries were not achieved. The percentage of people satisfied were:

- 98% for parks;
- 86% for sportsfields; and
- 67% for cemeteries.

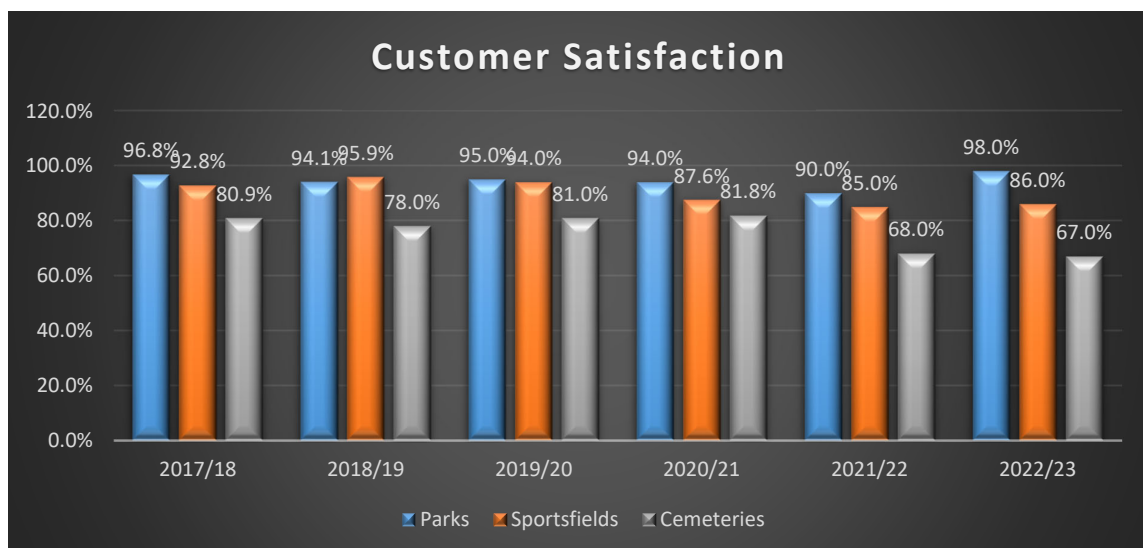


Figure 20 - Customer Satisfaction – Annual Report

### 5.4.3 NEW ZEALAND SAFETY STANDARDS

This is a performance target required by the New Zealand Safety Standards (NZSS). It requires all playgrounds and footbridges to meet the specified safety standards.

All playgrounds and footbridges managed by Stratford District Council are 100% compliant with the relevant NZSS requirements.

### 5.5. DESIRED PERFORMANCE

A summary of the Council's targets/desired performance levels are presented in Table 39. This desire stems from the Council's resolve to maintain its agreed level of service and strengthen the community's confidence in the Council's ability to deliver excellent services to the community.

The Council will take into account its Customer Charter in its provision quality service to all our customers. Council will rate its performance against the key performance indicators (KPI's) or targets as per Table 43 below.

**Table 43 - Performance Rating Index**

Rating	Description
<b>Achieved</b>	Required actions have been completed and the intended level of service has been achieved; or Where a long-term level of service is targeted, the results for the year are in keeping with the required trend to achieve the intended level of service.
<b>Not Achieved</b>	None of the required actions have been undertaken, or The result for the year is less than half of the intended level of service, or Where a long-term level of service is targeted, the results for the year are contrary to the required trend to achieve the intended level of service.
<b>Not Applicable</b>	No action was required during the year.

## Levels of Service Performance

**Table 44 - Performance Measures – Targets and Trends**

Level of Service	Performance Measure	Outcome Category	Trend			Current		Target			How Measured
			2020/21	2021/22	2022/23	2023/24	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Year 4-10 2026-2034	
<b>Number of complaints and requests for service</b>	Number of complaints and request for service to be <40	Council Measure	51	141	121	<40	<40	<40	<40	<40	Reporting against corporate CRM system.
<b>Customer Satisfaction</b>	Percentage of Stratford residents satisfied with:										Annual Residents Survey
	• Parks;	Council Measure	94%	90%	98%	>80%	>80%	>80%	>80%	>80%	
	• Sportsfields; and	Council Measure	87.6%	85%	86%	>80%	>80%	>80%	>80%	>80%	
	• Cemeteries.	Council Measure	81.8%	68%	67%	>80%	>80%	>80%	>80%	>80%	
<b>NZSS Compliance</b>	All playgrounds meet NZ Safety Standards.	Council Measure	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	Biennial playground inspection report and records provided from weekly and quarterly compliance checks by contractor.
<b>NZSS Compliance</b>	All foot bridges meet NZ Safety standards.	Council Measure	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	Biennial bridge inspection Report



# **6.0**

## **Strategic Assessment**

**6.0: STRATEGIC ASSESSMENT**

6.1. **OVERVIEW** .....91

6.2. **OUR BUSINESS CASE**.....91

6.3. **OUR PROBLEM STATEMENTS**.....91

6.3.1 Continued walkway Development.....92

6.3.2 Continued Parks Development.....92

6.3.3 Kopuatama Cemetery – New Land Development.....92

6.3.4 Victoria Park – Lighting Upgrade.....92

6.3.5 Rhododendron Dell – Power Box.....92

6.3.6 Victoria Park – Continued Sportsground Development .....92

6.3.7 Victoria Park – Pathway Upgrade.....92

6.3.8 Victoria Park – Pump Track Seating.....92

6.3.9 King Edward Park – Pathway Upgrade.....92

6.3.10 King Edward Park – Pathway Continuation.....92

6.3.11 Kopuatama Cemetery – New Garden Space (D23/47263).....93

6.3.12 Kopuatama Cemetery – Continued Pathway (D23/47262) .....93

6.4. **OUR BENEFIT STATEMENTS**.....93

**6.1. OVERVIEW**

The 'Strategic Assessment' section presents an assessment of the need for investment against strategic outcomes. It defines the problems facing the Stratford District Council and highlights the investment projects necessary to address these problems and the benefits of each identified investment project.

**6.2. OUR BUSINESS CASE**

Section 17A of the Local Government Act (LGA) 2002 requires the local authority to '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'.

**6.3. OUR PROBLEM STATEMENTS**

From November 2023 to January 2024, Council staff prepared business cases to support the projects presented for consideration in the Long Term Plan (LTP) process. The purpose was to seek elected members direction regarding some capital projects being proposed in the 2024-2034 LTP.

The business cases included an assessment of each project identified in addition to the project's:

- Strategic alignment;
- Alternative options;
- Funding sources;
- Efficiency improvements (where applicable);
- Community outcomes alignment;
- Costings verification; and
- Risk identification.

After a series of meetings, Elected Members considered the information (Table 45) and provided the necessary direction - in some cases modifying or removing the proposed projects from the programme.

**Table 45 - Business Cases Workshopped**

Business Cases Workshopped		Content Manager Document Reference
1	Continued Walkway Development	D23/47268
2	Continued Parks Development	D23/47267
3	Kopuatama Cemetery – New Land Development	D23/47269
4	Victoria Park – Lighting Upgrade	D23/47264
5	Kopuatama Cemetery – New Garden Space	D23/47263
6	Rhododendron Dell – Power box	D23/47260
7	Victoria Park - Continued Sportsground Development	D23/47271
8	Kopuatama Cemetery – Continued Pathway	D23/47262
9	Victoria Park – Pathway Upgrade	D23/47266
10	Victoria Park – Pump Track seating	D23/47265
11	King Edward Park – Pathway Upgrade	D23/47261
12	King Edward Park – Pathway Continuation	D23/47259

## **6.3.1 CONTINUED WALKWAY DEVELOPMENT**

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.

## **6.3.2 CONTINUED PARKS DEVELOPMENT**

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.

## **6.3.3 KOPUATAMA CEMETERY – NEW LAND DEVELOPMENT**

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.

## **6.3.4 VICTORIA PARK – LIGHTING UPGRADE**

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.

## **6.3.5 RHODODENDRON DELL – POWER BOX**

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.

## **6.3.6 VICTORIA PARK – CONTINUED SPORTSGROUND DEVELOPMENT**

Continuation of future-proofing the sports fields and ensure the parks remain a vital and necessary community asset so they are functional for all users.

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.

## **6.3.7 VICTORIA PARK – PATHWAY UPGRADE**

Continuation of future-proofing the sports fields and ensure the parks remain a vital and necessary community asset so they are functional for all users.

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.

## **6.3.8 VICTORIA PARK – PUMP TRACK SEATING**

Continuation of future-proofing the sports fields and ensure the parks remain a vital and necessary community asset so they are functional for all users.

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.

## **6.3.9 KING EDWARD PARK – PATHWAY UPGRADE**

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.

## **6.3.10 KING EDWARD PARK – PATHWAY CONTINUATION**

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.

Although the following projects were workshopped as Business Cases, they **did not** receive final approval in the Long Term Plan discussions, due to budget restraints.

### 6.3.11 KOPUATAMA CEMETERY – NEW GARDEN SPACE (D23/47263)

This project for a new garden space for remembrance and reflection and encourage visitors to enjoy space and beautify the cemetery space.

### 6.3.12 KOPUATAMA CEMETERY – CONTINUED PATHWAY (D23/47262)

Continuation of future-proofing the cemetery and ensure the vehicle access ensures no further damage occurs to the green space within the cemetery grounds and remain functional for all users.

## 6.4. OUR BENEFIT STATEMENTS

The Council has identified projects, as described in Section 6.3, to address the problems at the agreed level of service to the community. The benefits of implementing these projects are presented in Table 46 below and include:

- Improved community levels of service;
- Support for community recreation services;
- Support for children's recreation;

Encouragement of more active modes of transport in children.

**Table 46 - Summary of Problem and Benefit Statements**

Problem Statements	Project	Benefit Statements
Carrington Walkway staircase	Replace wooden walkway staircase, disintegrating - at its end of life	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping the staircase compliant;</li> <li>• Keeping the community safe.</li> </ul>
Cardiff Walkway staircase	Stone staircase. Eroding due to rising water level of river.	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping the staircase compliant;</li> <li>• Ensuring pedestrians are safe.</li> </ul>
Cardiff Walkway footbridge	Foot bridge (next to river) – eroding due to rising water level of river	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping footbridge compliant;</li> <li>• Keep visitors safe from hazards.</li> </ul>
Page Street sportsground	Re-turf – level of use increasing and requires high level of maintenance and repair.	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Attract more users to grounds.</li> </ul>
King Edward Park and Victoria Park	Replace damaged or disintegrated sections of equipment or full replacement	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensuring the playground equipment is compliant.</li> <li>• Ensuring users of playgrounds are safe.</li> </ul>
Kopuatama Cemetery – New Land Development	Ensure land surveys, concept designs are complete, before land development	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure to community;</li> <li>• Ensure community has local open cemetery.</li> </ul>
Street Tree surrounds	Widening street tree surrounds to ensure longevity of trees and keep main streets looking attractive	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keep native and notable trees safe;</li> <li>• Keep main streets looking attractive.</li> </ul>
Parks and Walkways	Continuation of on-going development (maintenance and upgrades) within all parks and walkways	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• To highlight beauty of walkways and parks;</li> <li>• Keep community and visitors safe in spaces.</li> </ul>

Problem Statements	Project	Benefit Statements
Victoria Park – Bike Park	Submissions received – lighting required at Victoria Park to ensure safety of space after dark	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure community not restricted to using space;</li> <li>• Keep community and visitors safe in space.</li> </ul>
Midhirst Old and Open Cemeteries	Boundary upgrades – remove old hedging and replant with natives.	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Historic cemetery will be appealing;</li> <li>• Attract more visitors to cemetery.</li> </ul>
Victoria Park – Skate Park	To continue with upgrading the skate park, ensuring the safety for users	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>Ensuring users are safe in this environment.</li> </ul>
Housing for the Elderly units	To replacing the ageing and disintegrating clotheslines	<ul style="list-style-type: none"> <li>• Improve levels of Service</li> <li>• Provide quality infrastructure</li> <li>• Ensuring tenants have usable resources</li> </ul>
Eastern Loop Walkway	Section of walkway becoming unsafe – a new staircase is required	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Keeping the community safe.</li> </ul>
Pioneer Cemetery	Plaques ageing and require replacement	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Historic cemetery will be appealing;</li> <li>• Attract more visitors to cemetery.</li> </ul>
Parks, Reserves and Walkways	Replacing or providing new seats throughout the parks, reserves and walkways	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure</li> <li>• Keeping seats safe to use;</li> </ul>
King Edward Park	Footbridge replacements are required on two ageing bridges within the next 10 years	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping footbridge compliant;</li> <li>• Keep visitors safe from hazards.</li> </ul>
Rhododendron Dell	To increase the level of service and use within the space by installing a power box	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Increase use of space;</li> <li>• Provide events to benefit community</li> </ul>
Victoria Park sportsground	To ensure the Number 1 grounds are in the best condition for users	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Attract more users to grounds.</li> </ul>
Victoria Park	Replace stone pathway with concrete, ensuring the safety for users	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Removing the hazards for Skate Park users;</li> <li>• Ensuring pedestrians are safe.</li> </ul>
Victoria Park – Pump Track	Installing seating for spectators and users, enhancing the space	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Keeping spectators safe and comfortable in space</li> </ul>
King Edward Park (Netball Courts to Rhododendron Dell)	The current pathway requires on-going maintenance – the pathway would be replaced with concrete	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Ensuring visitors of all abilities can all utilise the spaces</li> </ul>
King Edward Park (Trees of Significance)	To complete the final stages of the walkway around the significant trees	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Complete final stages of walkway</li> </ul>

Although the following were highlighted as Problem Statements, the following projects **did not** receive final approval in the Long Term Plan discussions, due to budget restraints.

Kopuatama Cemetery	New garden space for remembrance and reflection.	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Encourage visitors to enjoy space, in remembrance;</li> <li>• Beautify cemetery space.</li> </ul>
Kopuatama Cemetery	Continuation of the metal path, ensuring the grounds remain undamaged	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure all users can utilise space without causing damage;</li> <li>• Beautify cemetery space.</li> </ul>
King Edward Park	Three Bridges Trail (Brecon Road to Page Street)	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Safe walking trail at dusk / night;</li> <li>• Improve safety of asset</li> </ul>
Cassandra Reserve	Dog Park	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Attract more visitors to Stratford</li> <li>• Listen to community feedback and submissions</li> </ul>

# **7.0**

## **Lifecycle Management**



**7.0: LIFECYCLE MANAGEMENT**

7.1. **OVERVIEW** ..... **98**

7.2. **PROCUREMENT POLICY** ..... **99**

7.3. **MANAGEMENT STRATEGIES** ..... **99**

7.4. **CONTRACTUAL ARRANGEMENTS** ..... **100**

7.5. **PROGRAMME BUSINESS CASE** ..... **101**

7.5.1 Operations and Maintenance.....103

7.5.2 Renewal/Replacement.....105

7.5.3 Level of Service Improvements.....106

7.6. **DISPOSAL STRATEGY**.....**111**

## 7.1. OVERVIEW

Lifecycle Asset Management focuses on management options and strategies to minimise risks to assets, and any potential risk of assets.

It considers all relevant consequences from initial planning through to renewal, replacement, disposal or rationalisation of assets.

Lifecycle Asset Management acknowledges that assets are always in a state of decay and their useful life is primarily influenced by;

- Physical characteristics
- Operating environment
- Customer requirements

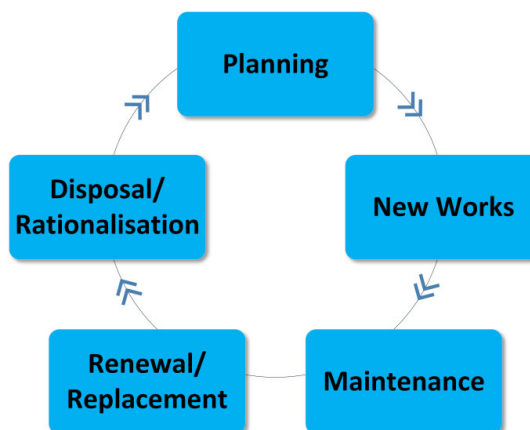
Lifecycle Asset Management enables Stratford District Council to identify issues, determine appropriate response options, and identify strategies and programmes to respond to identified issues/opportunities in order to deliver Levels of Service and achieve both asset and organisational goals and objectives.

This Lifecycle Asset Management section contains current Stratford District Council procurement and contract arrangements and the prioritisation of works:

- That meets the short and long term needs of our community;
- That offers value for money; and
- In a sustainable manner to the least whole-of-life cost.

This section presents a detailed plan of prioritised work over a 10-year planning period in response to the problem and benefit statements highlighted in Section 6 of this plan. It presents Council's practices and projects to maintain the parks and reserves assets over the lifecycle through Council's:

- Procurement Policy;
- Management Strategies;
- Contractual Arrangements;
- Programme Business Case for the next 10 years;
- Disposal Strategy; and
- Planning for Improvement.



**Figure 21 - Lifecycle Asset Management**

## **7.2. PROCUREMENT POLICY**

Procurement for the purpose of implementing projects identified in the work programmes are undertaken in accordance with the Council's Procurement Policy. The Council's Procurement Policy for the purpose of procuring goods, works and services is aimed at ensuring that Council:

- achieves the right outcomes and value for money;
- manages risk effectively;
- allows council officers to exercise business judgement by enabling flexibility and fluid, innovative approaches to procurement;
- demonstrates fairness;
- has health and safety risk management at the forefront.
- Reflects best management practice; and
- Has a local procurement policy applying to works with a monetary value up to a limit prescribed by Council.

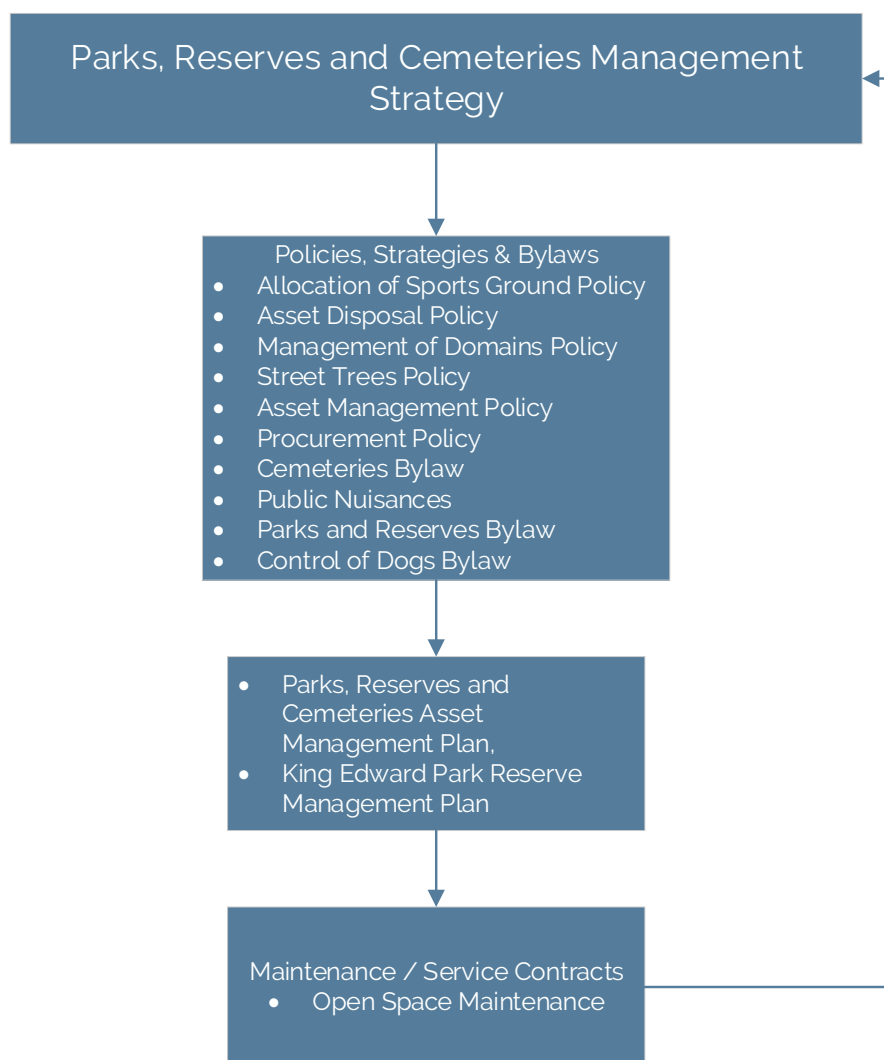
All personnel involved in procurement procedures are required to maintain the confidentiality of the process. The Council, as a public entity, must act fairly and consistently, in accordance with relevant legislation.

## **7.3. MANAGEMENT STRATEGIES**

The overall management of infrastructure will be driven through strategies and polices aimed at:

- Complying with the legislative and strategic requirements;
- Meeting customer expectations and agreed levels of service; and
- Delivering value for money for ratepayers, funding partners and the Council.

These strategies and policies are presented in Figure 22.



**Figure 22 – Parks Reserves and Cemeteries Asset Management Strategies**

#### 7.4. CONTRACTUAL ARRANGEMENTS

The Stratford District Council has in place contractual agreements for the delivery of the agreed levels of service. Service is delivered by three main contractual agreements:

- Professional Services;
- Physical Works; and
- Maintenance Contracts

The Council has an Open Space Maintenance Contract with Downer New Zealand Limited for the provision of ongoing grounds and structure maintenance services of the Council's parks, reserves, cemeteries, walkways, civic amenities. This Contract requires the Contractor to provide not only physical works but also a degree of professional services for significant aspects of the work and includes sexton duties at the two operating cemeteries.

The contract was for an initial period of three years from 1 July 2019 to 30 June 2022 and incorporated two 2 year roll-over periods in the event Council was satisfied with the contractor's performance. Currently the Contract is in the first of the roll-over periods which expires 30 June 2024. If satisfied with the Contractor's performance and agreed by the Contractor, Council may extend the second roll-out period to the contractor.

### 7.5. PROGRAMME BUSINESS CASE

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in Table 47 below and shows the identified projects necessary to achieve our internal measures, as per Section 5 of this report.

The identified projects are grouped under three main categories of:

- Operations/Maintenance works;
- Renewal/Replacement works; and
- Level of Service improvements.

The prioritisation of planned maintenance, renewal/replacement and capital projects is based on:

- Level of Service requirements;
- Criticality and risk assessment associated with investment levels that potentially change the level of service;
- Age and condition of the infrastructure;
- Budgetary constraints;
- Growth – required by and supporting population and economic growth.

These key outcomes have been considered for each activity at an asset group level.

**Table 47 – Identified Projects and Performance Measures**

Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance – Playground	NZSS Compliance – Footbridges
Operations/ Maintenance	Normal Scheduled Maintenance / Operations	✓	✓	✓	✓
	Berm extensions, Kopuatama Cemetery		✓		
	Repaint fences, sheds Kopuatama Cemetery		✓		
	Re-level runway and maintenance, Aerodrome		✓		
	Re-paint grandstand, Victoria Park		✓		
	Clean Memorial Gates, Victoria Park		✓		
Renewal/ Replacement	Clean Memorial Gates, King Edward Park		✓		
	Street tree surrounds		✓		
	Replace clotheslines (Housing for the Elderly)	✓	✓		
	Pioneer Cemetery plaques		✓		
	Continued Park and Walkway development	✓	✓		
	Carrington Walkway Staircase		✓		
Cardiff Walkway Staircase		✓			

Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance - Playground	NZSS Compliance - Footbridges
Level of Service Improvements	Cardiff Walkway Footbridge		✓		✓
	Page Street Sportsground grounds	✓	✓		
	King Edward Park and Victoria Park playground equipment		✓	✓	
	Kopuatama Cemetery – New Land Development		✓		
	Victoria Park Lighting Upgrade	✓	✓		
	Midhirst Old and Open Cemetery grounds		✓		
	Skate Park upgrade		✓		
	Eastern Loop staircase		✓		
	Parks, Reserves and Walkways seating upgrade		✓		
	King Edward Park footbridges replacement		✓		✓
	Rhododendron Dell power box		✓		
	Victoria Park sportsgrounds	✓	✓		
	Victoria Park – pathway upgrade	✓	✓		
	Pump Track seating		✓		
	King Edward Park – pathway upgrade (Netball Courts to Rhododendron Dell)	✓	✓		
	King Edward Park (Trees of Significance) pathway continuation		✓		

Although the following were identified as proposed projects, they **did not** receive final approval of Elected members due to budget restraints.

Kopuatama Cemetery – New Garden Space		✓		
Kopuatama Cemetery – pathway continuation		✓		
King Edward Park – Three Bridges Trail Install Lighting	✓	✓		
Cassandra Reserve – Dog Park	✓	✓		

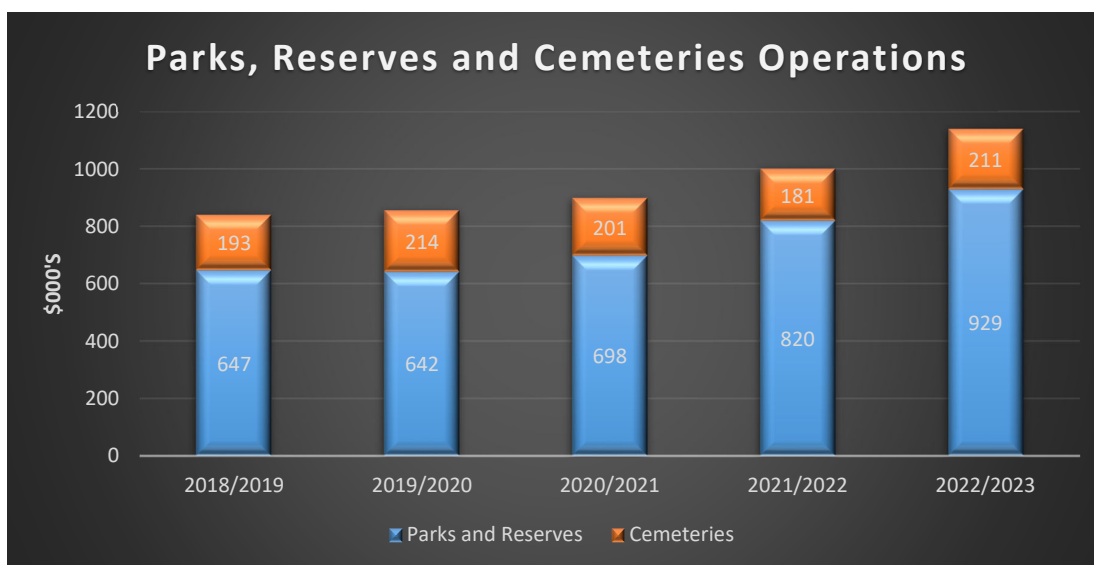
**7.5.1 OPERATIONS AND MAINTENANCE**

Operation and maintenance strategies cover policies that determine how the asset will be operated and maintained on a day-to-day basis to consistently achieve optimum use. A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance. Operating budgets are detailed in the Investment Funding Strategy Section of this document.

The operation and maintenance of assets is undertaken through:

- **Routine Maintenance** - The day-to-day maintenance which is required on an ongoing basis and is budgeted for under the Services Maintenance Contracts as "key tasks" ;
- **Planned Maintenance** - Non day-to-day maintenance which is identified in advance and is incorporated into a maintenance budget for a certain time period; and
- **Ready Response** - Maintenance that is unexpected and necessary to continue operation of the service.

The previous expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 23. The planned works are presented in Table 48 below.



**Figure 23** - Parks, Reserves and Cemeteries Expenditure Trends

**Table 48 - Planned Operation and Maintenance Works**

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 1 - Berm Extensions, Kopuatama Cemetery</b>	<b>\$5,212</b>	<b>\$5,125</b>	<b>\$5,243</b>	<b>\$40,074</b>

Problem Statement      Berm extensions required to meet ongoing demand for burial plots

Benefits of investment      Assists Council in meeting obligation to provide sufficient options for burial of deceased persons

Consequences of non-investment.      Risk of inability to meet demand as it arises

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 2 – Repaint fences/sheds, Kopuatama Cemetery</b>		<b>\$14,000</b>		<b>\$14,000</b>

Problem Statement      General wear and tear

Benefits of investment      Preservation of building and structure components

Consequences of non-investment      Continued deterioration of building components leading to full replacement

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 3 – Re-level runway and maintenance, Aerodrome</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$42,000</b>

Problem Statement      General concern with upkeep of runway

Benefits of investment      Preservation of runway and surrounding areas

Consequences of non-investment      Continued deterioration of runway, causing issues for aircrafts

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 4 – Re-paint Grandstand, Victoria Park</b>	<b>\$78,144</b>			<b>\$81,500</b>

Problem Statement      General wear and tear

Benefits of investment      Preservation of building components

Consequences of non-investment      Continued deterioration of building components leading to full replacement

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 5 – Clean Memorial Gates, Victoria Park</b>		<b>\$3,000</b>		<b>\$6,500</b>

Problem Statement      General wear and tear of historical structure

Benefits of investment      Preservation of historic gates

Consequences of non-investment      Continued deterioration of gates leading to replacement

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 6 – Clean Memorial Gates, KEP</b>		<b>\$3,000</b>		<b>\$6,500</b>

Problem Statement      General wear and tear of historical structure

Benefits of non-investment      Preservation of historic gates

Consequences of non-investment      Continued deterioration of gates leading to replacement



**7.5.2 RENEWAL/REPLACEMENT**

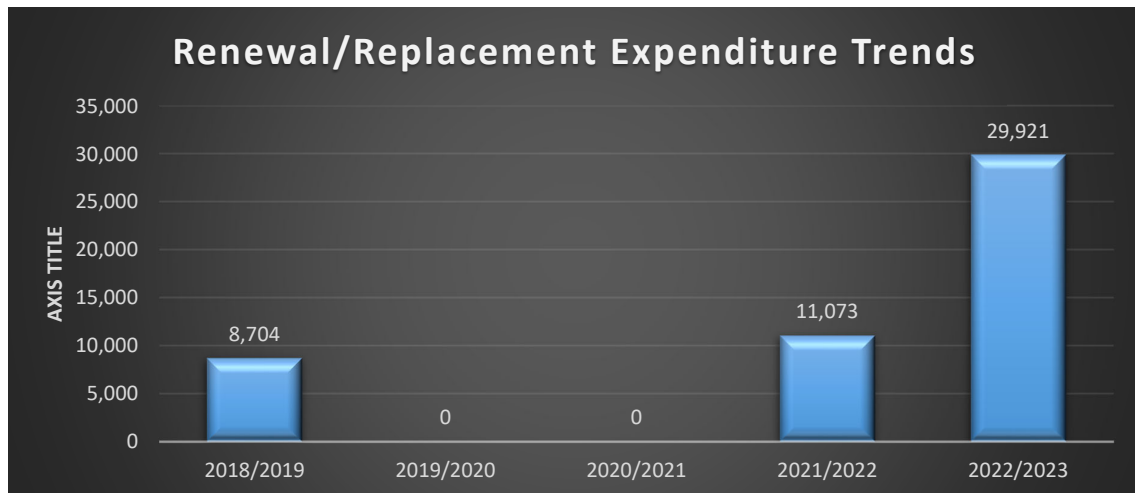
Renewal is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to its original capacity is new asset expenditure. Assets identified for renewal are typically:

- Near or beyond the end of their expected life
- Have known condition and/or performance deficiencies
- Have both known deficiencies and are of a critical nature

The previous expenditure figures for assets renewal/replacement, as detailed in the Annual Plan, are presented in Figure 24. The planned works are presented in Table 50 below.

**Table 49 - Renewal Justifications**

Justification	Description
Asset Performance	Assets fail to meet Level of Service requirements. This is identified through monitoring of asset reliability, capacity and efficiency during operation and planned maintenance inspections. Indicators of non-performing assets include: <ul style="list-style-type: none"> <li>• Structural failure</li> <li>• Repeated asset failure (breaks, faults)</li> <li>• Ineffective and/or uneconomic operation</li> <li>• Unsafe conditions for the public</li> </ul>
Economics	Assets are uneconomic to continue repairing them. (i.e. the annual cost of repairs exceeds the annualised cost of its renewal). Economic considerations include: <ul style="list-style-type: none"> <li>• Co-ordination of renewal works with other planned works such as asset component reconstruction.</li> <li>• Development of new technology, which may reduce the direct and social costs of alternative service delivery methods or repair works</li> </ul>
Risk	The risk of failure and associated environmental, public health, financial or social impact justifies proactive action (e.g., probable extent of property damage, health and safety risk). Where such assets are identified (critical assets), proactive inspection is undertaken to determine asset condition at a frequency appropriate to the risk and rate of asset decay.
Life Cycle	Assets have reached the end of their useful life.



**Figure 24 - Renewal/Replacement Expenditure Trends**

**Table 50 - Planned Renewal/Replacement Works**

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 1 – Replace Street Tree Surrounds</b>		<b>\$50,000</b>	<b>\$50,000</b>	
Problem Statement	The street tree surrounds can no longer hold the trees safely and are also disintegrating from the pressure of the tree roots			
Benefits of investment	Maintain attractive appearance of town gardens and keep trees safe			
Consequences of non-investment	Deterioration of town appearance and risk of harming trees			
<b>Project 2 – Replace clotheslines</b>	<b>\$5,000</b>			
Problem Statement	The current clotheslines are aging, and tenants don't feel comfortable using them			
Benefits of investment	Keep up pleasing appearance of units and keep tenants feeling confident using resources			
Consequences of non-investment	Clotheslines may cause damage if they fall over and tenants will not utilise clotheslines			
<b>Project 3 – Replace Pioneer Cemetery Plaques</b>		<b>\$20,000</b>		
Problem Statement	Brick wall and plaques at Pioneer Cemetery falling into disrepair and becoming illegible for those who are trying to find loved one's names			
Benefits of investment	Maintain attractive appearance of cemetery and creating a connection with other Stratford closed cemeteries			
Consequences of non-investment	Deterioration of entrance into Pioneer Cemetery and failing to meet expectations of visitors			

**7.5.3 LEVEL OF SERVICE IMPROVEMENTS**

The Stratford District Council's main focus is to maintain levels of service rather than improving levels of services.

The previous expenditure figures for level of service improvements, as detailed in the Annual Plan, are presented in Figure 25. The planned works are presented in Table 51 below.

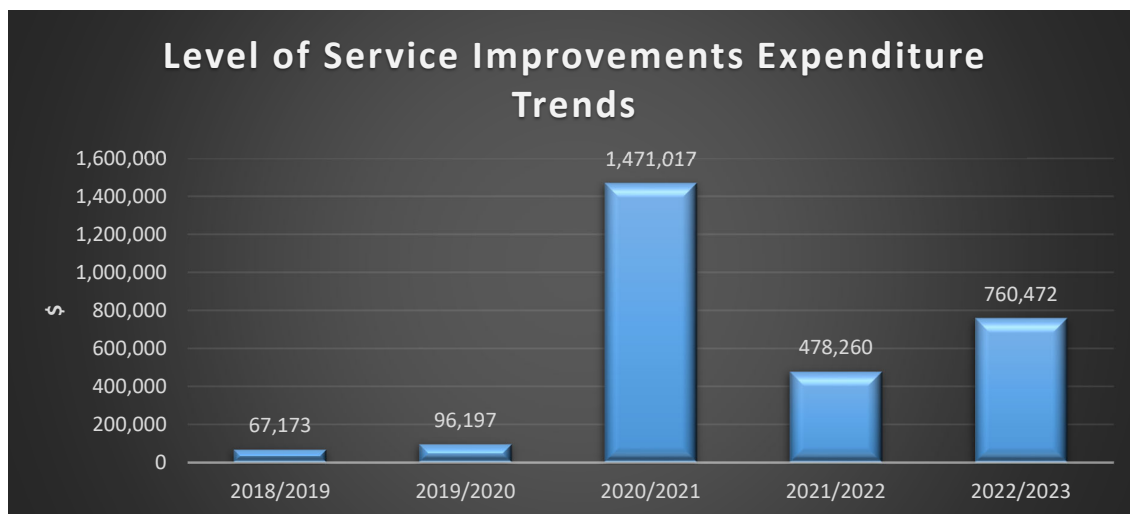


Figure 25 – Levels of Service Expenditure Trends

Table 51 - Planned level of Service Improvement Works

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 1 – Continued Park and Walkway development</b>		<b>\$50,000</b>		<b>\$200,000</b>

Problem Statement                      Some parks and walkways are underdeveloped and thus under utilised

Benefits of investment                Increased usage of asset and improved safety

Consequences of non-investment    Park and walkway assets unused or used in an unsafe condition

<b>Project 2 – Carrington Walkway Staircase</b>	<b>\$20,000</b>			
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Problem Statement                      Staircase eroding and disintegrating due to age and weather

Benefits of investment                Improve the safety and sustainability of the walkway

Consequences of non-investment    The staircase will fall further into disrepair, creating more safety concerns

<b>Project 3 – Cardiff Walkway Staircase</b>	<b>\$18,600</b>			
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Problem Statement                      Staircase eroding and disintegrating due to weather and flooding from rising river level

Benefits of investment                Ensuring the safety of all users and guarantee the longevity of the walkway infrastructure

Consequences of non-investment    Closure of this section of the walkway may need to be considered to ensure the safety of the user

<b>Project 4 – Cardiff Walkway Footbridge</b>	<b>\$20,000</b>			
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Problem Statement                      Footbridge disintegrating and becoming unsafe to use, especially during winter months

Benefits of investment                Ensuring the safety of all users and guarantee the longevity of the walkway infrastructure

Consequences of non-investment Closure of this section of the walkway may need to be considered to ensure the safety of the users

<b>Project 5 – Page Street Sportsground</b>				<b>\$100,000</b>
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Problem Statement Due to the age of the field's, on-going maintenance is required at a high cost and the field is not fit to be used for high level games

Benefits of investment To produce a field that any sports club can use during any season, while also ensuring repairs and maintenance costs are minimal

Consequences of non-investment The field will become more of a risk for any team to play on, which removes the purpose of the space

<b>Project 6 – King Edward Park and Victoria Park playground equipment</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$70,000</b>
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Problem Statement Many pieces of playground parts and equipment are aging and at their end of life

Benefits of investment New equipment and part replacement will ensure playgrounds remain safe amidst a high level of use

Consequences of non-investment Playground equipment and parts will continue to age and will eventually need to be removed completely from the playground

<b>Project 7 – Kopuatama Cemetery – new land development</b>				<b>\$250,000</b>
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Problem Statement To fulfil council's responsibility to develop the newly purchased land and adhere to cemetery requirements

Benefits of investment To develop the new land purchased to extend the life and use of Kopuatama Cemetery

Consequences of non-investment Certain areas may lose space at Kopuatama Cemetery, causing concerns for those who wish to be buried (or have their ashes) there

<b>Project 8 – Victoria Park – Lighting Upgrade</b>	<b>\$15,000</b>			
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Problem Statement Lack of lighting at Victoria Park means that the space is being under-utilised

Benefits of investment The Bike Park, Pump Track, ½ basketball court, skate park and sportsgrounds can be used by the community in a more user-friendly environment

Consequences of non-investment Users will continue to use the space, but not to its full potential

<b>Project 9 – Midhirst Old and Open Cemetery – Boundary Upgrade</b>		<b>\$20,000</b>	<b>\$20,000</b>	
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Problem Statement Since the upgrade of the paths and the new planting in the cemetery, the community have commented on the beauty of the space, which is still let down by the boundary hedging and planting

Benefits of investment By removing aging and unattractive hedging and planting and replacing them with native plants and hedges, the area will soften, and the cemetery will become a space of remembrance and reflection

Consequences of non-investment Midhirst Old Cemetery is a space where the community and visitors come to pay their respects. This beautiful space will be let down by hedging and planting that make the cemetery feel unattractive and untidy.

<b>Project 10 – Skate Park Upgrade</b>	<b>\$100,000</b>			
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**Problem Statement** As the new bowl has been installed at the skate park, re-surfacing of concrete over the aged surface now needs to be completed, as it is disintegrating and coming to its end of life.

**Benefits of investment** Re-surfacing the concrete ensures the skate park remains a safe and viable space that anyone in the community and visitors can utilise

**Consequences of non-investment** The skate park will continue to disintegrate and become more of a health and safety risk to users.

<b>Project 11 – Eastern Loop Staircase</b>		<b>\$30,000</b>		
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**Problem Statement** This section of walkway is disintegrating and underdeveloped, which causes concern for users

**Benefits of investment** To ensure users remain safe while on this walkway and that the walkway continues to be used to it's full potential.

**Consequences of non-investment** The walkway asset becomes more disintegrated, and becomes unused or used in an unsafe condition

<b>Project 12 – Parks, Reserves and Walkways Seating</b>		<b>\$20,000</b>	<b>\$20,000</b>	<b>\$40,000</b>
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**Problem Statement** Spaces look old and tired where disintegrating seats are located

**Benefits of investment** Improve the safety of open spaces and freshen up areas where the community gathers

**Consequences of non-investment** The seats will fall further into disrepair, creating more safety concerns

<b>Project 13 – King Edward Park – Footbridge Replacement</b>				<b>\$400,000</b>
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**Problem Statement** The 2 x current wooden footbridges will require replacing within 10 years.

**Benefits of investment** This project will future proof the space ensuring the safety of all users and guarantee the longevity of the footbridge infrastructure

**Consequences of non-investment** Closure of this section of the walkway (Three Bridges Trail) may need to be considered to ensure the safety of the user

<b>Project 14 – Rhododendron Dell Power Box</b>	<b>\$50,000</b>			
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**Problem Statement** The space is currently underutilised, and budgets are required to bring in a generator for events

**Benefits of investment** To ensure the space is an improved asset for users and events and be utilised for larger events benefiting the community

**Consequences of non-investment** The space will continue to be underutilised and unable to meet its full potential for the community

<b>Project 15 – Victoria Park Sportsground</b>		<b>\$20,000</b>	<b>\$200,000</b>		
Problem Statement	On-going maintenance is required on Ground 2, which will continue now that Ground 1 has received an upgrade				
Benefits of investment	To produce Stratford's main fields into spaces that any sports club can use during any season, while also ensuring repairs and maintenance costs are minimal				
Consequences of investment	of non-	The field will remain utilised, with maintenance costs and rehabilitation increasing			
<b>Project 17 – Victoria Park – Pump Track Seating</b>			<b>\$25,000</b>		
Problem Statement	Parents/caregiver are unable to sit anywhere (aside from a very uncomfortable fence) to watch their children at the Pump Track.				
Benefits of investment	By installing curved seating to the garden space, will improve the use of the space and can be used by the community in a more user-friendly environment				
Consequences of investment	of non-	Users will continue to use the space, but not to its full potential			
<b>Project 18 – King Edward Park – Pathway Upgrade</b>			<b>\$70,000</b>		
Problem Statement	As the lime chip path is sloped and in an open space it is being damaged by the elements, meaning money is being spent on repairs regularly				
Benefits of investment	If the lime chip was replaced with concrete, it would ensure the life of the path, no further money spent on damage and be more aesthetically pleasing.				
Consequences of investment	of non-	Maintenance and repairs will be on-going and costly, and the space will never look like a space that is cared for.			
<b>Project 19 – King Edward Park – Pathway Continuation</b>			<b>\$60,000</b>		
Problem Statement	Since the upgrade of the paths around the trees of significance, the community have commented on the beauty of the space, which is let down by the unfinished path				
Benefits of investment	By finishing the pathway around the trees of significance, will highlight the space as a significant walkway and will be utilised to its full potential and grow as a community asset.				
Consequences of investment	of non-	This beautiful space will be let down by the unfinished pathway and take away from how the space it meant to be used.			
<p>Although the following were planned Level of Service Improvement Works, they <b>did not</b> receive final approval in the Long Term Plan discussions, due to budget restraints.</p>					
<b>Kopuatama Cemetery – New Garden space</b>			<b>\$15,000</b>		
Problem Statement	Since the erection of the Walls of Remembrance, the community have commented on the harshness and unattractiveness of the space and the walls				
Benefits of investment	By creating a garden sanctuary, the area will soften, and the Walls of Remembrance will become a space of remembrance and reflection				
Consequences of investment	of non-	The Walls of Remembrance will continue to stand alone in an open space, being under-utilised and unattractive.			

<b>Kopuatama Cemetery – Pathway continuation</b>		<b>\$50,000</b>		
--	--	-----------------	--	--

Problem Statement	Areas of the grounds become damaged and muddy from vehicles, causing the grounds to look uncared for and unattractive
Benefits of investment	Continuation of the metal path (from the entrance new path) will improve the look of the cemetery and creates more customer satisfaction
Consequences of non-investment	The main path that vehicles take will continue to cause damage and maintenance costs will increase due to this

<b>King Edward Park – Three Bridges Trail - Install Lighting</b>	<b>\$400,000</b>			
--	------------------	--	--	--

Problem Statement	The community have commented on the benefits of walking through the Three Bridges Trail at dusk / night and not feeling safe while doing so
Benefits of investment	By creating a lighting path through the Three Bridges trail, the community and visitors will feel safe while utilising the space, at any time of the day, or night
Consequences of non-investment	The Walls of Remembrance will continue to stand alone in an open space, being under-utilised and unattractive.

<b>Cassandra Reserve – Dog Park</b>				<b>\$150,000</b>
-------------------------------------	--	--	--	------------------

Problem Statement	There is a lack of a dog park asset within Stratford which the community have requested through feedback and submissions
Benefits of investment	Providing a dog park within Stratford will provide the community with an asset that has been requested, highlighting that council does listen to community requests and bring in visitors to the district.
Consequences of non-investment	The community and visitors (and their dogs) will miss out on a dog park, which is an asset that is regularly requested.

## 7.6. DISPOSAL STRATEGY

Disposal is the retirement or sale of assets whether surplus or replaced by new or improved systems. Assets may need to be disposed of for a number of reasons, particularly if they fall under some criteria, including those identified below:

- Under-utilisation;
- Obsolescence;
- Cost inefficiency;
- Policy change;
- Provision exceeds required Levels of Service;
- Service provided by other means (e.g., private sector involvement); and
- Potential risk of ownership (financial, environmental, legal, social).

As part of the lifecycle asset management process, Council considers the costs of asset disposal in the long-term financial forecasts. These costs are generally incorporated in the capital cost of Level of Service increases or asset renewals.

At this time, the Stratford District Council has no plans to dispose of any Parks, Reserves and Cemeteries assets other than those that become obsolete as a result of renewal or upgrading works.

# **8.0 Risk Management**



**8.0: RISK MANAGEMENT**

- 8.1. **OVERVIEW** .....114
- 8.2. **RISK MANAGEMENT FRAMEWORK**.....114
- 8.3. **RISK ASSESSMENT PROCESS** .....115
- 8.4. **POTENTIAL RISKS** .....115
- 8.5. **TOP TEN RISKS** ..... 116
- 8.6. **RISK RESPONSE** ..... 118
- 8.7. **SIGNIFICANT NEGATIVE EFFECTS** .....119
- 8.8. **CRITICALITY** .....119
  - 8.8.1 Criticality Evaluation ..... 119
  - 8.8.2 Critical Assets ..... 120
- 8.9. **EMERGENCY RESPONSE** ..... 122
  - 8.9.1 Civil Defence ..... 122
  - 8.9.2 Fire ..... 122
  - 8.9.3 Lifelines ..... 122
  - 8.9.4 Incident Response Plans ..... 122
- 8.10. **RISK INSURANCE**..... 123
- 8.11. **PUBLIC HEALTH** ..... 124
- 8.12. **HEALTH AND SAFETY**..... 124
  - 8.12.1 Health and Safety Advisor ..... 124
  - 8.12.2 Health and Safety Policy ..... 124
  - 8.12.3 Incident/Accident Reporting ..... 124

## 8.1. OVERVIEW

Risk is the effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.

The main risk to asset management planning is the inability to deliver on agreed Levels of Service due to unplanned events and situations.

The Risk Management section highlights the Stratford District Council's risk management framework and process. It identifies significant negative effects and hazards linked to the Activity and infrastructure assets. The section also identifies critical assets and our approach to emergency response and health and safety.

## 8.2. RISK MANAGEMENT FRAMEWORK

The Stratford District Council has prepared a *Corporate Risk Management Framework June 2018* which includes processes that identify, evaluate and manage all risks that may impact on the agreed Levels of Service to the Community. The purpose of this framework is to promote consistency and to describe the components of Stratford District Council's risk management system. The Council wide risk register allocates all council risks into the following 6 categories:

- Compliance and Legislation Risks;
- Data Information Risks;
- Financial
- Health and Safety Wellbeing
- Operational Risks
- Reputational and Conduct Risks;

The potential risks identified for the Property assets under these six broad categories are described in detail in [Appendix 1](#).

The Council's risk management approach is underpinned by principles that will ensure the minimisation of risks for the principal asset systems through the non-achievement of critical business objectives and impact of system failure. The risk management principles:

- Adds value by contributing to the achievement of Stratford District Council's objectives and improving performance;
- Are an integral part of the Stratford District Council's planning, processes, and decision making;
- Are a structured approach that is well-defined, transparent, and aligned with good practice;
- Are responsive to change by monitoring, reviewing, and responding to the changing environment;
- Are pragmatic by focusing on the most important risks and allowing informed risk taking;
- Explicitly addresses uncertainty based on best available information; and
- Continuously improve as we get better at identifying and managing risks and opportunities.

The objectives of the Council's Risk Management framework are to establish a systematic and structured approach to managing risks across the Stratford District Council, and to embed risk management practices into business strategy, planning and core operations to ensure that key risks are identified, managed and communicated. Benefits from applying effective risk management include:

- Improved achievement of the Council's strategic direction, objectives and priorities;
- Reduced risks – significant risks are identified and managed and early warning of problems and emerging risks are addressed, with appropriate design and operation of internal controls;
- Improved decisions – decisions are made after analysis of risk;
- Improved planning and resource allocation – risks are prioritised and included in business planning so that resources are better managed; and

- Increased accountability and transparency – clarity of key risks and the responsibility and accountability of their management.

### 8.3. RISK ASSESSMENT PROCESS

The Stratford District Council’s Risk Management Process in Figure 36 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

- All significant operational and organisational risks are understood and identified;
- The highest risks that should be addressed within a ten year planning horizon are identified;
- Risk reduction treatments which best meet business needs are applied; and
- Responsibilities for managing risks are allocated to specific staff and reporting regimes are specified.

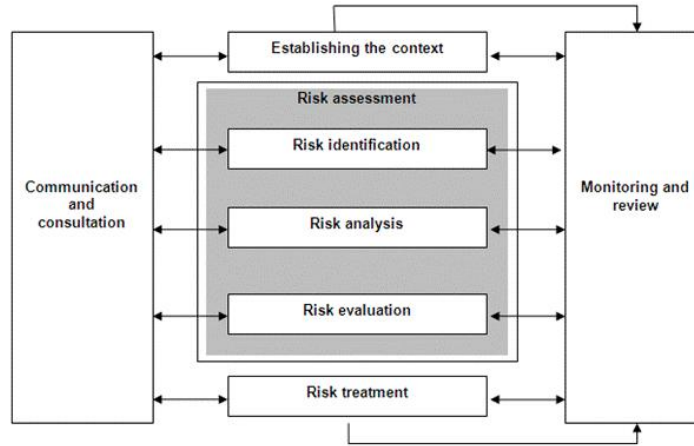


Figure 26 - Risk Management Process

A Risk Matrix allows for easy identification for the highest risks in the Council enabling appropriate resources to be allocated.

		Consequences				
		Minor	Important	Serious	Major	Catastrophic
Likelihood	Almost Certain	2- Moderate	5- High	7- High	20-Extreme	25-Extreme
	Likely	2- Moderate	4- Moderate	6- High	16-Very High	20-Extreme
	Possible	1-Low	3- Moderate	4- High	12-Very High	15-Very High
	Unlikely	1-Low	2- Moderate	3- Moderate	8- High	10-Very High
	Rare	1-Low	1-Low	1-Low	4- Moderate	5- High

Figure 27 - The Risk Matrix – Sourced from Vault, the Council’s risk software

### 8.4. POTENTIAL RISKS

The Stratford District Council has made a number of risk assumptions<sup>2</sup> under the six broad risk areas of Compliance and Legislation, Data Information, Financial, Health and Safety Wellbeing, Operational, & Reputational and Conduct. These are presented in [Appendix 1](#).

<sup>2</sup> statements that are presumed to be true without concrete evidence to support them

### 8.5. TOP TEN RISKS

The Stratford District Council has identified the top ten Parks, Reserves and Cemeteries risks from the 6 categories in the Risk Management Framework ([Appendix 1](#)) in Table 52.

While *Compliance and Legislation, Financial and Reputation and Conduct Risks* impact on the achievement of the Organisation's high-level objectives and actions in the Long Term Plan, *Operational Risks* impact people, processes and technologies that support the business-as usual delivery of activities. The *Control Description* is a set of management intervention/ mitigation measures applied in response to risks, while *Residual Risk* is the resulting risk following the application of the mitigation measures.

**Table 52 - Top Ten Identified Parks, Reserves and Cemeteries Risks**

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
<b>1. Compliance and Legislation</b>	<b>Property and Parks - Non-Compliance</b>	8 High	Ensure maintenance contractor and Council staff members are trained and up to date with all legislative requirements impacting on property and park assets. Ensure maintenance contracts have robust out-clauses that cover a range of situations where non-compliance or unsatisfactory work is identified. Council has secured public liability insurance and statutory liability insurance.	4 Moderate
<b>2. Compliance and Legislation</b>	<b>Activity Management Plans</b>	6 High	AMPs are reviewed every 3 years to address current problems and issues at the time in order to develop work programmes for the next 3 years	4 High
<b>3. Financial</b>	<b>Significant Population Reduction</b>	5 High	Ensure variable costs are clearly identifiable, and therefore able to be isolated and adjusted if ratepayer base reduced.	4 High
<b>4. Financial</b>	<b>New Regulations require Significant Investment</b>	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
<p>5. <b>Health and Safety Wellbeing</b></p>	<p><b>Armed Robbery</b></p>	<p>If there is an armed robbery at any of council's services centres, then there is the potential for death or serious harm.</p>	<p>8 High</p> <p>Establish emergency procedures, including use of panic buttons. Security cameras in place. Ensure staff are trained to deal with potential threat. Design / limit access to building so that threats are minimised.</p>	<p>4 High</p>
<p>6. <b>Operational</b></p>	<p><b>Natural Disaster - Response preparedness</b></p>	<p>If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.</p>	<p>15 Very High</p> <p>Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities.</p>	<p>12 Very High</p>
<p>7. <b>Operational</b></p>	<p><b>Disease Outbreak</b></p>	<p>If there is a human disease outbreak in the district, then this could impact staff and contractors staff and the community access to healthcare is limited so it could result in population decline.</p>	<p>5 High</p> <p>Health and Safety Advisor to keep aware of any public health notifications of disease outbreaks. Ensure there is a plan to respond to any notifications. Civil Defence covers infectious human disease pandemics and will take responsibility for local management. Follow Ministry of Health's NZ Influenza Pandemic Action Plan.</p>	<p>4 High</p>
<p>8. <b>Operational</b></p>	<p><b>Critical Asset Failure</b></p>	<p>If a critical property asset fails, then unexpected financial burden may arise and there could be significant disadvantage and risk to the community.</p>	<p>15 Very High</p> <p>Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event. Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance. Consider suitable alternative routes to maintain access.</p>	<p>4 High</p>

Risk Subject		Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
9. Operational	<b>Government Policy Impacting on Local Government</b>	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.	12 Very High	Where a policy change may have a significant impact Council can make a submission regarding the change. Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	8 High
10. Reputational And Conduct	<b>Elected Members - Decision Making</b>	Elected members make significant decisions in relation to the Long Term Plan budget setting. This has an impact on the Property Activity Management Plan and the work programmes that are developed throughout the 3 year period. This could have an impact on the levels of service for the community.	12 Very High	Relies on the accuracy and quality of the advice given by staff to elected members -	4 High

**8.6. RISK RESPONSE**

The Stratford District Council has a suite of response strategies for the potential risks identified above. They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 53 below.

**Table 53 - Risk Response Strategies and Definitions**

Response	Definitions
Avoid	To terminate exposure to a potential risk, generally the organisation needs to exit the activity which gives rise to the risk, or not start an activity which would give rise to the risk
Exploit	For risks which present an opportunity for Stratford District Council, a legitimate approach is to increase Stratford District Council's exposure to the risk; generally, this would represent a situation where Stratford District Council can gain an advantage through their management of this risk.
Transfer/ Share	Risk transfer is getting another party to undertake the activity generating the risk or getting another party to take on all or part of the risk itself.

Reduce	For risks which present a threat to Stratford District Council, but which cannot be avoided, the development of additional controls or mitigation strategies will reduce the likelihood or impact of the risk.
Accept	Accepting the risk by informed decision. This means continuing with the business activity/project as currently defined, aware of how much risk is involved, monitoring changes in overall risk, and ensuring appropriate levels of contingency at the Stratford District Council level.

### 8.7. SIGNIFICANT NEGATIVE EFFECTS

The provision of parks, reserves and cemeteries do not present any negative impacts.

### 8.8. CRITICALITY

Critical assets are defined as those assets that are likely to have more significant consequences than other assets if they fail. Failure of critical assets has the potential to have significant economic, social and environmental impacts for the community and Council.

Parks, Reserves and Cemeteries assets are considered critical by Stratford District Council because they provide space which can be utilised for civil defence emergency related activities, e.g. tents for accommodation and operational purposes.

#### 8.8.1 CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level. **Activity level criticality** is based on the criticality criteria shown in Table 54 and Table 55 provides the **Activity Level Criticality Rating** with examples. **Corporate level criticality** ranks activities based on the criticality of the service the activity provides at corporate level as illustrated in Table 56 below.

**Table 54 - Activity Level Criticality Criteria**

Customers affected	Number of customers affected by asset failure.
Redundancy	Ability to replace or circumvent the failed asset.
Health and Safety	Direct or indirect impact of asset failure on the health and safety of individuals or the community.
Cost of failure	Cost to repair/replace the asset including cost of temporary service provision.

**Table 55 - Activity Level Criticality Rating and Examples**

Rating ID	Rating	Description	Example
1	<b>Very High</b>	<b>Critical, no redundancy</b> - Failure of equipment compromises H&S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).	Operational Cemeteries
2	<b>High</b>	<b>Critical, no redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	Sportsgrounds
3	<b>Medium</b>	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	Victoria Park Playground and Skate Park

Rating ID	Rating	Description	Example
4	<b>Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k	Rural Domains
5	<b>Very Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k	Closed Cemeteries

**Table 56 - Corporate Level Criticality**

Rating	Description
1	Roading, Water Supply assets.
2	Cemeteries, Wastewater (Sewage).
3	Solid Waste and Stormwater.
4	Property.
5	Parks, Reserves and Cemeteries.

**8.8.2 CRITICAL ASSETS**

Critical assets are documented in the asset information management system (AssetFinda). The assets are shown in Table 57. The identified critical assets are ranked according to their functional criticality, activity and corporate level criticality.

**Functional Criticality** is a product of the Activity Criticality and Corporate Criticality, i.e.:

$$\text{Functional Criticality} = \text{Activity Criticality} \times \text{Corporate Criticality}$$

The functional criticality ranking ranks assets from 1 to 5, with 1 being the highest score (the most critical) and 5 being the lowest (least critical).

In 2017, Stratford District Council undertook an internal review of its critical assets. The review identified that there was a need to:

- Document the formula used for identifying criticality in the Activity Management Plans;
- Link criticality and critical assets to incident responses; and
- Prioritise critical assets at the activity level.

Following the review, we have undertaken the following:

- Identified the formula used for identifying functional criticality. This formula is shown in the above paragraph in brackets.
- The linking of criticality and critical assets to incident response is currently being considered as part of reviewing our Incident Response Plans.

The review also confirmed that the critical assets for the Parks, Reserves and Cemeteries activity are as follows:



**Table 57 - List of Critical Park, Reserve, and Cemetery Assets**

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functiona l Criticality	Activity Level	Corporat e Level		
1	2	1	2	Operational Cemeteries	Availability of burial sites essential for public health. In addition to the public health aspect, inability for a family to bury a family member in a timely fashion can have psychological effects.
2	10	2	5	Primary Sportsgrounds	These are limited in number, generally specialist in nature and have a high public profile. There would be a significant impact on recreational activities if these are unavailable.
3	15	3	5	Victoria Park Playground and Skate Park, Pump Track/Bike Park	This is the district's largest and most popular playground. There would be an impact if these are unavailable, but it would not be significant to the individual user although the number of users is high.
4	20	4	5	Primary Rural Domains	At times these can have reasonably high levels of use and the impact of unavailability would impact accordingly.
4	20	4	5	Secondary Sportsgrounds	Used primarily for training purposes. There would be impact on users if these were unavailable but other facilities are available.
4	20	4	5	Secondary Playgrounds	Impact would not be significant to the individual user; however, the number of users is high.
4	20	4	5	Walkways	Impact would not be significant to the individual user; however, the number of users is high.
5	25	5	5	Closed Cemeteries	Due to the age of these facilities and limited visitation the impact of unavailability would be minimal.
5	25	5	5	Secondary Rural Domains	Due to the minimal use of these reserves the impact of unavailability would be minimal.

## 8.9. EMERGENCY RESPONSE

### 8.9.1 CIVIL DEFENCE

The Taranaki Region operates a CDEM (Civil Defence Emergency Management) Group Office, called the Taranaki Emergency Management Office (TEMO). TEMO is a shared service between all four councils in Taranaki. In 2017 The Taranaki CDEM group agreed to a constituting agreement that outlined the separate roles of the Group Office (TEMO), Taranaki Regional Council, and the three district councils. Funding for this arrangement comes from the *'Uniform Annual General Charge; (UAGC) Rates*. The Stratford District Council has plans and resources in place to ensure it can;

- Reduce the risk of emergencies occurring;
- Be ready for an emergency;
- Respond to any emergency; and
- Recover from any emergency.

### 8.9.2 FIRE

From 1 July 2017, Fire and Emergency New Zealand (FENZ), a single, unified fire services organisation, was formed for New Zealand's rural, urban, paid and volunteer firefighters. FENZ is an amalgamation of more than 40 rural fire authorities, including the former Taranaki Rural Fire Authority, along with the New Zealand Fire Service, the National Fire Authority and rural fire districts.

The FENZ Bill 2017 repeals the two Acts governing fire services, the Fire Service Act 1975 and the Forest and Rural Fires Act 1977. This Bill marks the most significant change to New Zealand's fire legislation in 70 years, with full integration expected to take four years.

### 8.9.3 LIFELINES

Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services. The Parks, Reserves and Cemeteries Activity is not a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act 2002. However, they provide open space areas that would be used in an emergency situation which links it to activities which are considered lifeline services.

### 8.9.4 INCIDENT RESPONSE PLANS

Stratford District Council has an Incident Response Plan for this activity. The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level. (See Table 58).

**Table 58 - Incident Response Levels**

Level	Action
Level 1	<ul style="list-style-type: none"> <li>▪ Contractor actions and informs Stratford District Council after event</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>▪ Contractor actions and accepts direction from Stratford District Council</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>▪ Decision making by Stratford District Council, Parks and Property Manager</li> </ul>
Level 4	<ul style="list-style-type: none"> <li>▪ Decision making solely by Stratford District Council, Parks and Property Manager and Director Assets</li> </ul>
Level 5	<ul style="list-style-type: none"> <li>▪ Decision making in consultation with Group Controller Civil Defence</li> <li>▪ Emergency Management Group (CDEM)</li> </ul>

### 8.10. RISK INSURANCE

The Local Government Act 2002 requires that from 2014 details of insurance of assets are to be included. This information is included in the following table. Insurance Arrangements as at 30 June 2023 are as follows:

**Figure 28 - Asset Insurance Valuations**

	<b>CARRYING VALUE</b> (as at 30 June 2023) <b>\$000</b>
<b>ASSETS FROM STATEMENT OF FINANCIAL POSITION</b>	
Property, plant and equipment	462,427
Investment property	303
<b>Total</b>	<b>462,780</b>
<b>LESS</b>	
Land component of operational assets	-9,374
Land under roads	-54,384
Land – restricted assets	-12,928
<b>Total</b>	<b>-76,686</b>
<b>NET NON-FINANCIAL ASSETS (EXCLUDING LAND)</b>	<b>386,094</b>

	<b>INSURED VALUE</b> (as at 30 June 2023) <b>\$000</b>	
<b>INSURANCE ARRANGEMENTS</b>		
Material damage cover for buildings, plant, contents	-66,313	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-216	Insured for market value – carrying value assumed for this purpose.
<b>RISK SHARING ARRANGEMENTS</b>		
Cover for infrastructure assets as a member of LAPP Central Government assistance	-44,441	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
<b>Council arrangements for covering deductibles and/or uninsured assets</b>	<b>110,970</b>	
<b>SUM NOT SPECIALLY INSURED</b>	<b>275,124</b>	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$6.6m.

The Council has no insurances relating to financial or intangible assets. The uninsured assets consist of the Roding Network, \$273m, which NZTA may assist with in the event of an emergency.

## 8.11. PUBLIC HEALTH

In 2022 Stratford District Council undertook an *Assessment of Water and Sanitary Services*. In relation to cemetery services currently provided by Stratford District Council the assessment concluded:

Kopuatama Cemetery	<ul style="list-style-type: none"> <li>• The cemetery meets required Levels of Service.</li> <li>• The cemetery has enough room for approximately a further 684.</li> <li>• Stratford District Council has made provision for operating a cemetery into the future.</li> <li>• There are no public health issues identified at this time.</li> </ul>
Midhirst New Cemetery	<ul style="list-style-type: none"> <li>• The cemetery meets required Levels of Service.</li> <li>• The cemetery has sufficient capacity to meet future demand.</li> <li>• There are no public health issues through absence of service identified at this time.</li> </ul>

The Actions for the 2025 and 2031 Assessments are for the Council to:

- *Complete the study currently on hold to identify the feasibility of re-opening the existing Whangamōmona cemetery;*
- *Purchased the adjacent piece of land next to Kopuatama Cemetery, for the purpose of increasing the capacity.*

In relation to areas of the District where there is no cemetery the assessment found no evidence of any risk to public health.

## 8.12. HEALTH AND SAFETY

### 8.12.1 HEALTH AND SAFETY ADVISOR

Stratford District Council employs a Human Resource/Health and Safety Advisor. The Advisor is responsible for the ongoing development and management of our HSE environment and ensuring staff are adequately trained in all aspects of health and safety.

### 8.12.2 HEALTH AND SAFETY POLICY

In 2023 Stratford District Council reviewed and updated its Health and Safety Policy to better reflect legislative requirements. This was to reinforce its commitment to the philosophy that the health and safety of its employees, volunteers, contractors and subcontractors is of prime importance. SDC is committed to ensuring its operations are conducted in a safe and efficient manner that will not incur injury to personnel or damage to the environment.

### 8.12.3 INCIDENT/ACCIDENT REPORTING

In accordance with the Stratford District Council Health and Safety Policy, all Council staff are required to report any accidents/incident. Accidents/incidents are reported via the Vault incident reporting system. Vault was integrated into Stratford District Council in 2016 as part of a joint initiative between Stratford District Council and South Taranaki District Council.

## **9.0**

# **Investment Funding Strategy**

**9.0: INVESTMENT FUNDING STRATEGY**

**9.1 OVERVIEW..... 127**

**9.2 FINANCIAL STANDARDS..... 127**

**9.3 FUNDING AND FINANCIAL POLICIES ..... 127**

9.3.1 Revenue and Financing Policy ..... 127

9.3.2 Treasury Management Policy ..... 127

9.3.3 Development and Financial Contributions Policy ..... 128

**9.4 FUNDING OUR INVESTMENT STRATEGY ..... 128**

**9.5 RELIABILITY OF OUR INVESTMENT STRATEGY ..... 130**

**9.6 FINANCIAL STATEMENTS AND PROJECTS..... 130**

## 9.1 OVERVIEW

Our Investment Funding Strategy (IFS) incorporates our *Funding Impact Statement* and sets out how the Stratford District Council plans to finance its overall operations to meet its objectives now and in the future. A key objective of the strategy is the future-proofing of delivery of the Parks, Reserves and Cemeteries.

This IFS provides the long term financial forecasting for all Parks, Reserves and Cemeteries Activities and projects described in this PRCAMP. The IFS presents the funding sources determined for each of these to ensure a sustainable long-term approach to planning and asset management.

The historical cost for the Parks, Reserves and Cemeteries Activities by asset group is described in detail in the *Lifecycle Management* Section. This section presents the Council's Capital Investment Strategy for the Parks, Reserves and Cemetery activities for the next ten years, and the financial standards and policies used in developing the strategy.

## 9.2 FINANCIAL STANDARDS

All prospective financial statements within this PRCAMP comply with the requirements of FRS 42 issued by the New Zealand Accounting Standards Board of the External Reporting Board (XRB), and the New Zealand equivalent of International Reporting Standard for Public Benefit Entities (NZ IFRS PEB), with Council designating itself as a Tier 2 public benefit entity for the purposes of complying with these standards.

## 9.3 FUNDING AND FINANCIAL POLICIES

The Local Government Act 2002 in Section 102 requires that the Stratford District Council *'must, in order to provide predictability and certainty about sources and levels of funding, adopt the funding and financial policies listed'* below:

- A *Revenue and Financing Policy*; and
- A *Liability Management Policy*; and
- An *Investment Policy*; and
- A policy on *Development Contributions (CD) or Financial Contributions (FC)*; and
- A policy on the *Remission and Postponement of Rates on Māori freehold land*.

The Council may also adopt either or both the *Rates Remission Policy* and a *Rates Postponement Policy*.

The Council has adopted all the relevant funding and financial policies described below. These policies guide the funding and financial decisions relating to the management of the Council's assets.

### 9.3.1 REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017. The funding sources are detailed in the LTP 2024-2034 and include general and targeted rates, borrowing, grants and subsidies, etc.

### 9.3.2 TREASURY MANAGEMENT POLICY

The Council's Treasury Management Policy incorporates the *Liability Management Policy* and the *Investment Policy* requirements of the LGA. It guides the Council to prudently manage its revenue, expenditure, assets, liabilities, reserves and investments, in the interest of the Council and district ratepayers.

### 9.3.3 DEVELOPMENT AND FINANCIAL CONTRIBUTIONS POLICY

The Council's *Development and Financial Contribution Policy* is consistent with the purpose as set out in Section 106 of the LGA. The Council does not require *Development Contributions*; however, the *Financial Contributions Policy* meet the requirement as set out in Section 108 (g) of the *Resource Management Act (RMA) 1991*.

### 9.4 FUNDING OUR INVESTMENT STRATEGY

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets.

The Council has determined that capital projects to manage the Parks, Reserves and Cemeteries for the next 10 years - including Renewal/Replacement projects and Level of Service Improvements - will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

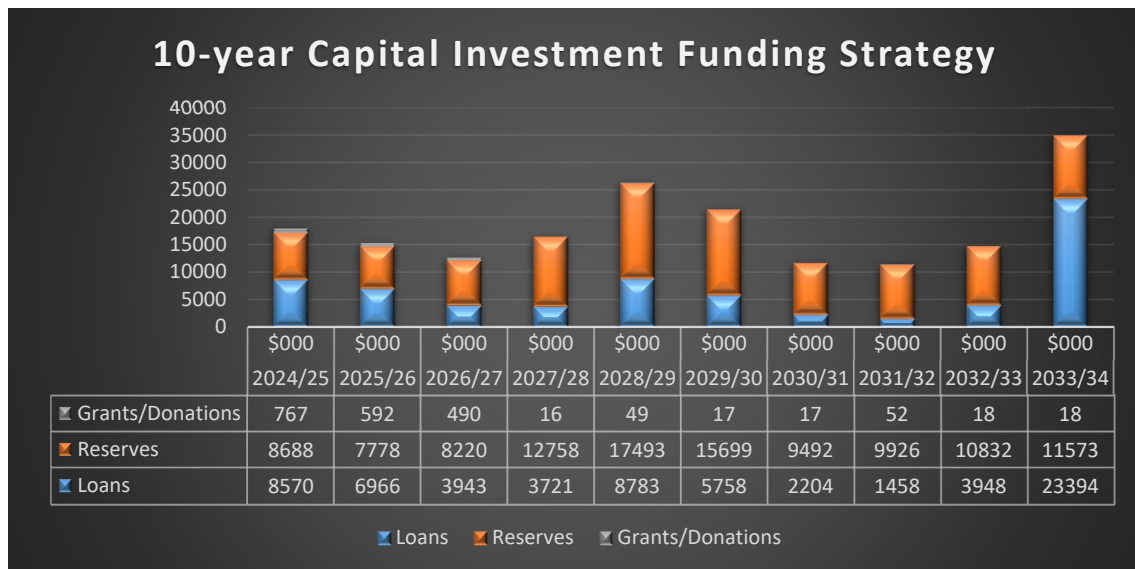
- Loans;
- Reserves; and/or
- Subsidies/Grants by other Partners.

Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Level of Service Improvements projects will be funded from a combination of loans and alternative funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*. The Council also applies to the *Ministry of Business, Innovation and Employment (MBIE)* for tourism grants and initiatives.
- Operations and Maintenance activities will be funded through Rates.

The Council is very pro-active in seeking alternate funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*. The Council also applies to the *Ministry of Business, Innovation and Employment (MBIE)* for tourism grants and initiatives.

A summary of Council's Investment Funding Strategy is shown in Figures 28 to 30. Tables 59 to 61 provide the financial projections for the activities.



**Figure 29 – All Assets Capital Investment Funding Strategy**



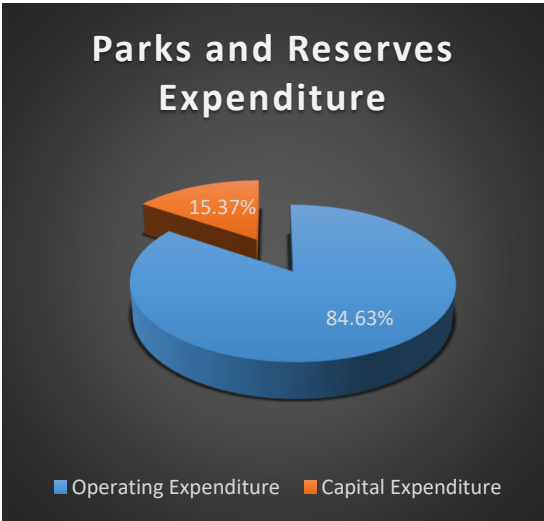
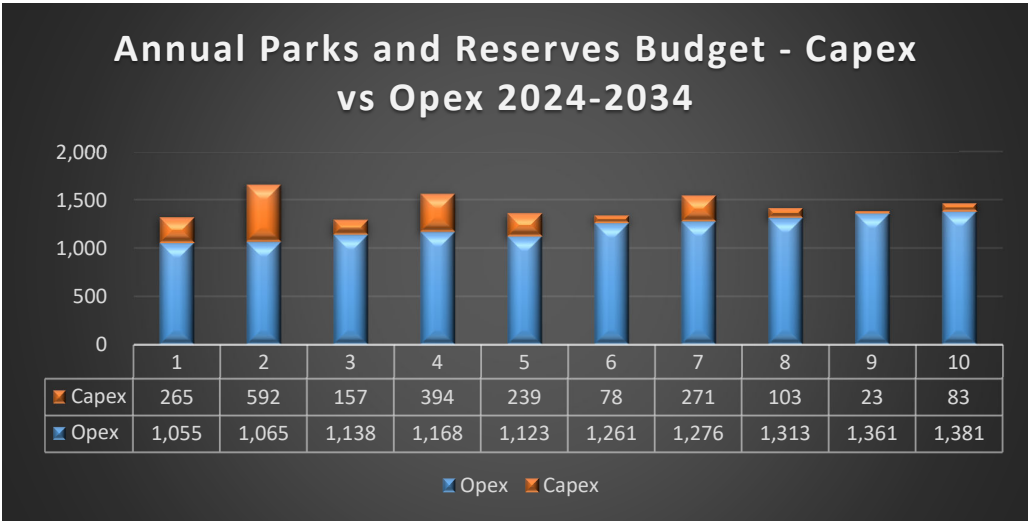


Figure 30: Parks and Reserves Expenditure Split – Operating vs Capital

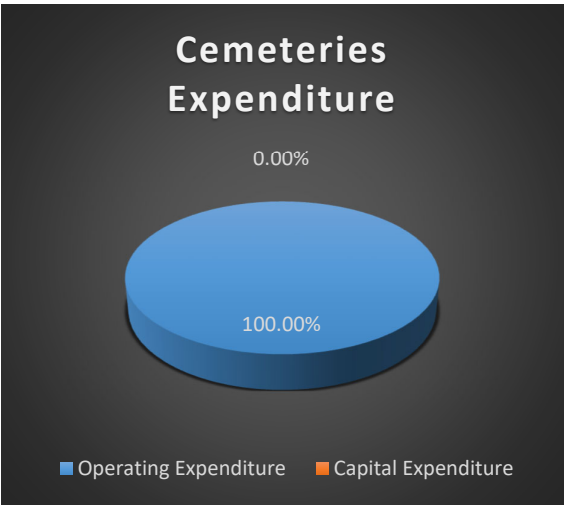
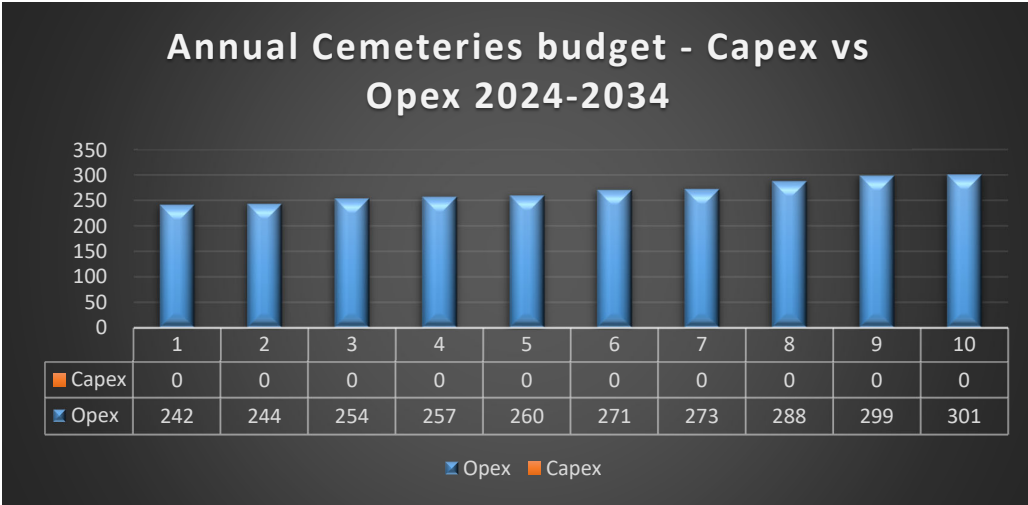


Figure 31 - Cemeteries Expenditure Split – Operating vs Capital

**9.5 RELIABILITY OF OUR INVESTMENT STRATEGY**

The Council provides an assessment of the reliability of its Investment Funding Strategy below – overall, the forecast is considered a reliable estimate of the financial investment in these activities:

- The Council attracts revenue from *Fees and Charges*, however; the main funding source is Rates. Rates will be confirmed for the 2024-2027 period via the appropriate processes for inclusion in the LTP 2024-2034. Once adopted, the rates in the LTP 2024-2034 will constitute a reliable funding source for the delivery of the parks, reserves and cemetery services; and
- The Council is confident in its ability to raise funds within our financial strategy limits, and is reasonably certain that it would secure loans at affordable interest rate throughout this period.

**9.6 FINANCIAL STATEMENTS AND PROJECTS**

**Table 59 - All Asset Capital Expenditure Projection**

	Forecast				Projection					
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Roading</b>										
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909
<b>Stormwater</b>										
Level of Service Improvement	450	0	158	0	0	198	116	0	181	0
Replacements	100	103	126	108	111	113	139	118	121	247
<b>Water Supply</b>										
Level of Service Improvement	1,367	246	0	1,026	166	119	0	0	1,330	12,466
Replacements	2,770	2,229	211	427	244	289	487	231	266	833
<b>Solid Waste (Rubbish and Recycling)</b>										
Level of Service Improvement	20	20	162	330	1,098	11	0	0	0	596
Replacements	40	10	10	11	11	11	0	0	0	0
<b>Wastewater (Sewerage)</b>										
Level of Service Improvement	50	513	158	216	0	0	232	118	725	6,418
Replacements	735	343	363	3,602	426	413	400	633	647	475
<b>Parks and Reserves</b>										
Level of Service Improvement	220	490	52	53	0	55	226	57	0	60
Replacements	45	102	104	341	239	22	45	46	23	24
<b>Property</b>										
Level of Service Improvement	629	587	1,790	197	1,614	94	39	75	99	1,472
Replacements	315	240	110	138	619	72	79	75	123	95
<b>Community Development</b>										
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0
Level of Service Improvement	70	77	26	27	27	28	28	29	29	30
Replacements	0	0	0	0	0	0	0	0	0	0
<b>Administration</b>										

## Investment Funding Summary

Replacements	408	267	148	202	330	105	156	192	122	205
<b>TOTAL PROJECTS (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>
<b>FUNDING</b>										
Loans	8,570	6,966	3,943	3,721	8,783	5,758	2,204	1,458	3,948	23,394
Section sales (subdivision loan- funded)	0	0	0	0	0	0	0	0	0	0
Cash from Investments	0	0	0	0	0	0	0	0	0	0
Reserves	8,688	7,778	8,220	12,758	17,493	15,699	9,492	9,926	10,832	11,573
Grants/Donations	767	592	490	16	49	17	17	52	18	18
Rates	0	0	0	0	0	0	0	0	0	0
NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<b>TOTAL (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>

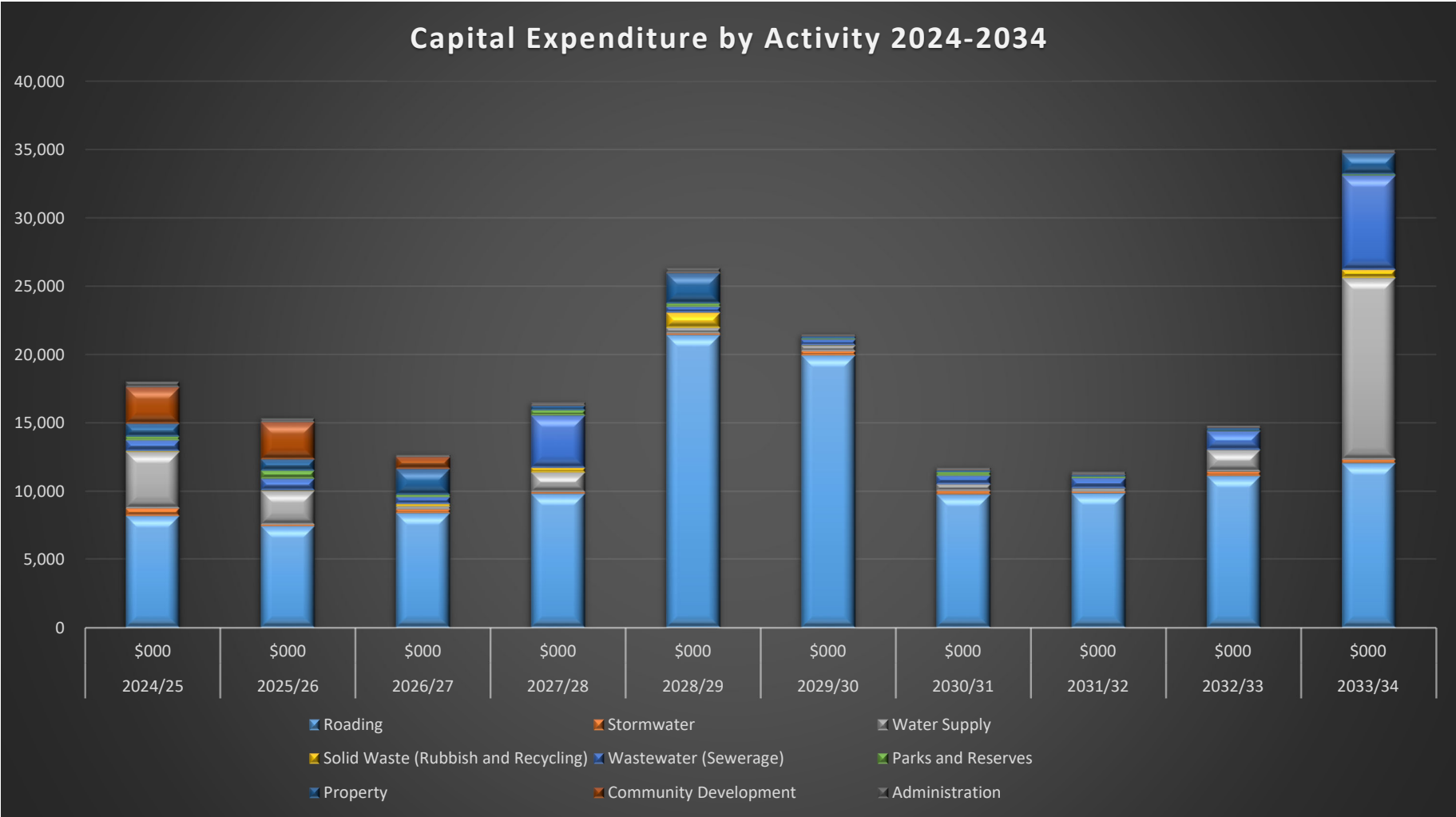


Figure 32 Capital Expenditure by Activity - All Assets

## Investment Funding Summary

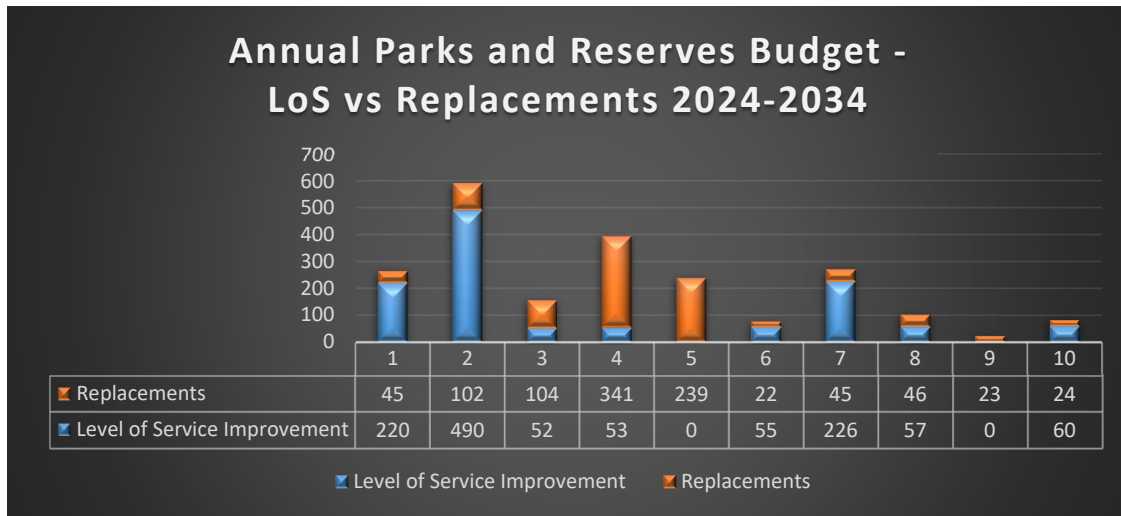
**Table 60 - Parks and Reserves Total Expenditure and Funding Projection**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>934</b>	<b>Operating Expenditure</b>	<b>1,055</b>	<b>1,065</b>	<b>1,138</b>	<b>1,168</b>	<b>1,123</b>	<b>1,261</b>	<b>1,276</b>	<b>1,313</b>	<b>1,361</b>	<b>1,381</b>
<b>9</b>	<b>Revenue</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>
<b>769</b>	<b>Net Cost of Service</b>	<b>1,045</b>	<b>1,055</b>	<b>1,128</b>	<b>1,157</b>	<b>1,112</b>	<b>1,250</b>	<b>1,264</b>	<b>1,302</b>	<b>1,349</b>	<b>1,369</b>
<b>EXPENDITURE</b>											
552	Operating Costs	681	672	685	706	716	737	747	768	778	800
14	Interest	17	24	32	32	31	31	35	38	38	37
196	Depreciation	169	182	219	227	247	275	279	292	316	317
172	Allocated Overheads	188	186	202	203	129	218	215	214	229	227
<b>934</b>	<b>Total Operating Expenditure</b>	<b>1,055</b>	<b>1,065</b>	<b>1,138</b>	<b>1,168</b>	<b>1,123</b>	<b>1,261</b>	<b>1,276</b>	<b>1,313</b>	<b>1,361</b>	<b>1,381</b>
16	Principal Loan Repayments	16	26	34	35	34	34	38	42	42	41
155	Capital Expenditure	265	592	157	394	239	78	271	103	23	83
<b>1,105</b>	<b>Total Expenditure</b>	<b>1,336</b>	<b>1,683</b>	<b>1,329</b>	<b>1,597</b>	<b>1,396</b>	<b>1,372</b>	<b>1,585</b>	<b>1,459</b>	<b>1,426</b>	<b>1,506</b>
<b>FUNDED BY:</b>											
9	Charges for Services	10	10	10	11	11	11	11	11	12	12
<b>9</b>	<b>Revenue</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>
927	General Rates	1,045	1,054	1,128	1,159	1,114	1,253	1,269	1,308	1,357	1,379
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
0	Grants and Donations	150	71	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
(10)	Transfer (to) Turf Replacement Reserve	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
155	Loan Funding - Capital and operating expenditure	70	419	52	53	0	55	226	57	0	60
16	Transfer from Reserves	61	128	138	376	273	56	83	88	65	65
7	Other Funding	10	11	9	8	8	7	5	4	2	0
<b>1,105</b>	<b>Total Funding</b>	<b>1,336</b>	<b>1,683</b>	<b>1,329</b>	<b>1,597</b>	<b>1,396</b>	<b>1,372</b>	<b>1,585</b>	<b>1,459</b>	<b>1,426</b>	<b>1,506</b>

## Investment Funding Summary

**Table 61 - Cemeteries Total Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast 2024/25 \$000	Projection								
			2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
220	Operating Expenditure	242	244	254	257	260	271	273	288	299	301
145	Revenue	157	160	164	167	170	174	177	180	183	187
74	Net Cost of Service	85	83	91	90	90	97	96	108	116	114
<b>EXPENDITURE</b>											
143	Operating Costs	153	156	159	163	166	170	173	189	193	197
3	Interest	5	4	4	4	3	3	3	3	3	3
8	Depreciation	10	10	10	10	10	11	11	11	11	11
66	Allocated Overheads	75	74	81	81	80	87	86	85	92	90
<b>220</b>	<b>Total Operating Expenditure</b>	<b>242</b>	<b>244</b>	<b>254</b>	<b>257</b>	<b>260</b>	<b>271</b>	<b>273</b>	<b>288</b>	<b>299</b>	<b>301</b>
<b>4</b>	<b>Principal Loan Repayments</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
31	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
<b>255</b>	<b>Total Expenditure</b>	<b>246</b>	<b>248</b>	<b>259</b>	<b>261</b>	<b>264</b>	<b>275</b>	<b>276</b>	<b>291</b>	<b>302</b>	<b>304</b>
<b>FUNDED BY:</b>											
145	Charges for Services	157	160	164	167	170	174	177	180	183	187
<b>145</b>	<b>Revenue</b>	<b>157</b>	<b>160</b>	<b>164</b>	<b>167</b>	<b>170</b>	<b>174</b>	<b>177</b>	<b>180</b>	<b>183</b>	<b>187</b>
76	General Rates	85	83	91	91	90	98	97	110	118	117
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
31	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
3	Other Funding	4	4	4	3	3	3	2	1	1	0
<b>255</b>	<b>Total Funding</b>	<b>246</b>	<b>248</b>	<b>259</b>	<b>261</b>	<b>264</b>	<b>275</b>	<b>276</b>	<b>291</b>	<b>302</b>	<b>304</b>



**Figure 33: 10-year Capital Expenditure Budget – Parks and Reserves**

# **10.0**

## **Asset Management Practices and Improvement Plan**



**10.0: ASSET MANAGEMENT PRACTICES AND IMPROVEMENT PLAN**

<b>10.1</b>	<b>OVERVIEW .....</b>	<b>138</b>
<b>10.2</b>	<b>ASSET MANAGEMENT PRACTICES .....</b>	<b>138</b>
10.2.1	Asset Management Policy.....	138
10.2.2	Asset Management Goals and Objectives .....	138
10.2.3	Activity Management Plan Development.....	139
10.2.4	Asset Management Maturity.....	139
<b>10.3</b>	<b>ASSET MANAGEMENT IMPROVEMENT PLAN .....</b>	<b>141</b>

## 10.1 OVERVIEW

Asset management improvement planning is a process. It enables Council to improve the way it manages infrastructure assets and the services they provide.

The Asset Management Practices and Improvement Plan section identifies the maturity of Stratford District Council asset management practices, improvements made since the last Activity Management Plan review and a plan for future asset management improvements resulting from areas for improvement identified in earlier Sections of this plan.

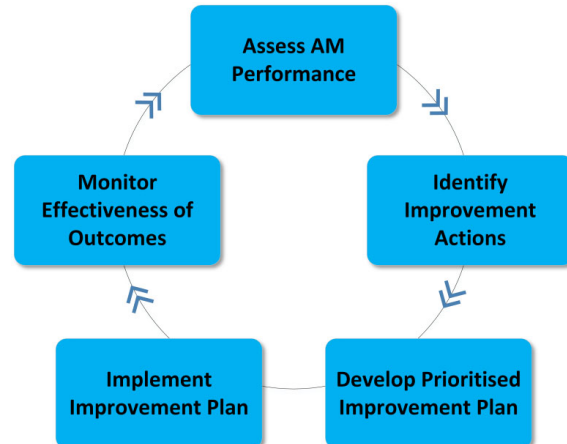


Figure 34 - Asset Management Improvement Process

## 10.2 ASSET MANAGEMENT PRACTICES

### 10.2.1 ASSET MANAGEMENT POLICY

Stratford District Council developed and adopted its inaugural Asset Management Policy in 2016. The Policy establishes the first level of Council's asset management framework for managing infrastructure assets in a structured, coordinated, and financially sustainable manner. The objectives of this Policy:

- Provide for a consistent approach to asset management planning within Council and ensure plans reflect the strategic direction of Council.
- Demonstrate to the community that Council recognises the critical importance of managing the District's assets and related activities in an effective and sustainable manner in order to deliver appropriate Levels of Service to current and future generations.
- Confirm a coordinated process for each asset/activity area that links their contribution to the community outcomes with specific Levels of Service performance requirements and desired improvement priorities and strategies.

The Council's Asset Management Policy can be viewed on the Stratford District Council website.

### 10.2.2 ASSET MANAGEMENT GOALS AND OBJECTIVES

The Council's Asset Management goals and objectives are guided by the Asset Management Policy to drive best practice. The Asset Management goals and objectives for Stratford District Council are to:

- Provide for good quality infrastructure and local public services that are efficient, effective and appropriate for current and future generations.
- Meet the foreseeable needs of the community.
- Ensure that assets are planned for, created, replaced and disposed of in accordance with Council priorities as determined in the Long Term Plan.
- Ensure all legal delegations are met.
- Ensure customer expectations are properly managed.
- Provide technical and professional advice that enables elected members to make sound, well informed decisions concerning the management of assets.
- Ensure assets are managed to meet agreed customer levels of service.
- Ensure assets are managed and delivered in accordance with the strategies stated in the Activity Management Plans.

- Ensure data collection systems are in place to collect, store, maintain and use for prudent management of Council owned assets.

The Council's overarching principles for sound asset management are that:

- Asset management goals and objectives will be aligned with corporate objectives and community outcomes.
- Capital, operation and maintenance, and renewal/replacement works will be aligned with asset management objectives.
- Sustainable and suitable developments will be considered in the options for asset development and service delivery.
- Optimal replacement/lifecycle asset management strategies will be developed.
- Asset replacement strategies will be established through the use of optimised lifecycle management and costing principles.
- Funding allocation for the appropriate level of maintenance is in place in order for assets to deliver required Levels of Service.
- Growth and demand forecasting will be integrated as part of all asset management planning to meet current and future needs of the community.
- The design, construction and maintenance of assets are ensured, so far as is reasonably practical, without risk to the health or safety of any person.

### **10.2.3 ACTIVITY MANAGEMENT PLAN DEVELOPMENT**

Planning processes tend to be circular with built in reviews. The AMP and LTP need to have regular review cycles so that they remain current and deal with issues at the time. An important function of the review cycle is to monitor performance against the goal levels of service and KPIs that were set some years before.

The AMPs are reviewed every three years in line with the 10-year long term planning cycle, but work programmes can change annually. These changes can be brought about by outside pressure, weather events, budget constraints, and new projects becoming apparent.

The ability to become responsive each year is through the annual planning process. The AMP details, levels of service, goals, KPIs and targets which contribute to Stratford's organisational vision for the district and community.

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the ongoing development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 45 below shows a graphical display of the AMP development process.

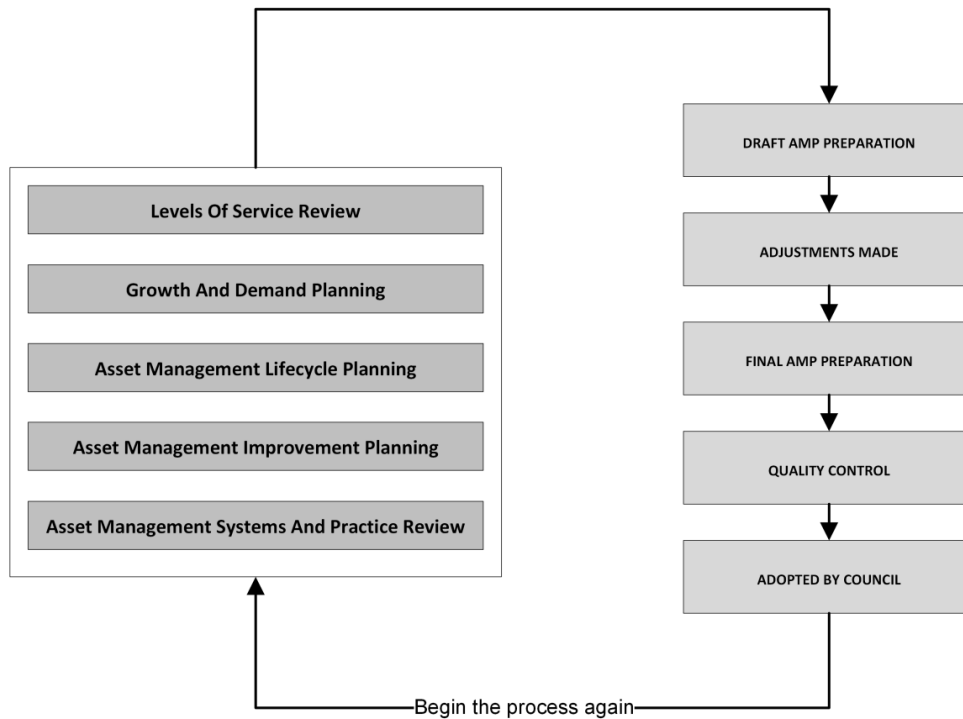
### **10.2.4 ASSET MANAGEMENT MATURITY**

The five levels of activity management plan maturity are shown in Figure 46 and are; Aware, Basic, Core, Intermediate, and Advanced. We have assessed that our asset management system maturity is predominantly at the 'core' level. It is largely based on the long-term knowledge of the asset management team. It contains asset data that has been collected over time and held in asset management information systems.

Through continual improvement and development of asset management practices and processes it is our intention that the activity management plans progressively improve.

Our target is to develop our asset management practices and processes to an 'intermediate' level of maturity where appropriate. The Council is in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking a formal assessment of our asset management maturity.

# Asset Management Practices and Improvement Plan



**Figure 35 - Activity Management Plan Development Process**



**Figure 36 - Asset Management System Maturity Index**

# Asset Management Improvement Plan and Monitoring

## 10.3 ASSET MANAGEMENT IMPROVEMENT PLAN

The Table below identifies asset management improvements made for this Activity and lists future improvement actions.

**Table 62 - Asset Management Improvement Plan**

	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
1	Asset Information	<b>Inspection of Domains</b> Yearly on-site inspections will occur to ensure that all Reserves are managed and maintained in accordance with their Management Agreements.	3.5.7	Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
2	Asset Information	<b>Formally record asset condition data</b> While asset condition is regularly monitored and, in some cases, contained in formal reports there is currently no system for recording condition data and maintenance work carried out as a result of findings.	3.7	Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
3	Future Growth and Demand	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing Parks, Reserves and Cemeteries assets and activities.	4.3.1	Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
4	Parks and Reserves Bylaw	Review of the Parks and Reserves Bylaw and the Cemeteries to ensure effective management, regulation and protection of the parks and reserves		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
5	Asset Register Data	Verifying existing data held in AssetFinda against hard copy inspection forms and contractor reports		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets

## Asset Management Improvement Plan and Monitoring

Asset Management Practice Area		Improvements	Section Identified	Date	Responsibility
6	Levels of Service and Performance Management	Reviewed annually to ensure they are still relative		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
7	Capital Works Planning	Every 3 years Early Conversation papers are prepared and presented to Elected Members for direction on proposed projects		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
8	Management Systems	Strategies are prepared and reviewed as required		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
9	Operational Planning	Planned works are considered annually		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
10	Risk Management	Continuous review of the risks for Parks, Reserves and Cemeteries		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
11	Risk Management - Public Health	Review Council's Water and Sanitary Services Assessment to ensure the cemeteries capacity for internments is sufficient for the future		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
12	Financial and Funding Strategies	The policies are renewed as required		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets

## **APPENDICES**

- **Appendix 1 - Parks, Reserves and Cemeteries Risk Assessment**
- **Appendix 2 - Parks, Reserves and Cemeteries Operational Documents**

## Appendix 1 - Parks, Reserves and Cemeteries Risk Assessment

### COMPLIANCE AND LEGISLATION RISKS

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
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.	4 High	Regular review and update Legislative Compliance Register. Staff training and attending relevant industry conferences. Regular policy review to ensure policies and procedures are in line with legislation changes.	2 Moderate
Statutory Reporting Commitment	If Council does not meet statutory commitments, then it may be acting illegally and receive attention from Ministry which could result in financial penalty and council functions being removed.	3 Moderate	Quality assurance. Resourcing levels maintained. Schedule of dates and commitments is regularly maintained and updated by the Property Manager. Regular review and update of Legislative Compliance Register.	1 Low
Bylaws and Policies	If Council fails to keep Policies and Bylaws up to date, then the Policies will become irrelevant, and Bylaws may become unenforceable and council could be acting illegally.	8 High	Quality assurance, Resourcing levels maintained, Regular Policy Schedule review by CEO. Regular review of Bylaw timetable maintained in Content Manager.	3 Moderate
Property and Parks - Non-Compliance <b>TOP TEN RISK</b>	If Council does not comply with its obligations under legislation (eg. Resource Management Act 1991, Building Act 2004, Health and Safety	8 High	Ensure maintenance contractor and Council staff members are trained and up to date with all legislative	4 Moderate



### 1. Compliance and Legislation Risk Assessment

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
	at Work Act 2015) then administrative fines and penalties may result, and reputational damage.		requirements impacting on property and park assets. Ensure maintenance contracts have robust out-clauses that cover a range of situations where non-compliance or unsatisfactory work is identified. Council has secured public liability insurance and statutory liability insurance.	
Asset Management Plans <b>TOP TEN RISK</b>	If Parks & Reserve's AMP is incomplete then capital programmes, condition of assets, life cycle management will not be realised.	6 High	AMPs are reviewed every 3 years to address the current problems and issues at the time in order to develop work programmes for the next 3 years.	4 High

### DATA AND INFORMATION RISKS

### 2. Data and Information Risk Assessment

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Records Handling	If hard copy protected records are handled in a way that could cause damage, degradation or disorganisation, then this could lead to loss of protected records, non-compliance with legislation and potential financial penalties.	1 Low	Access to archives is limited to trained staff. Ensure the Information Management Specialist is fully trained in all areas of protected records management. Maintain a register of archived records, and a process by which records will be archived. Storage area must be restricted, and temperature controlled.	1 Low

## 2. Data and Information Risk Assessment

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Unapproved online platforms used	If unapproved online platforms are used for Council business, then Council sensitive information and individual private details could be hacked and made available publicly.	3 Moderate	All Council information should only be stored on platforms that are approved by IT and gone through proper procedures and checks by IT.	1 Low

### FINANCIAL RISKS

## 3. Financial Risk Assessment

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Asset Disposal/ Acquisition	Policy changes result in substantial asset disposal occurs.	1 Low	Officers will require approval from Council for disposal/acquisition of assets.	1 Low
Accessing Funding	If the AMP is incorrect or not developed, then the maintenance funding will be insufficient to provide the levels of service and the Council may miss out on funding and Council has to fully fund projects	3 Moderate	Ensure funding assessments are carried out by sufficiently experienced personnel and business cases are written for funding (AMP). A system should be established to regularly monitor all available funding for council projects.	1 Low
Internal Financial Controls	If internal financial controls are compromised and ineffective, then possible fraud, budget will blowout and there may be a delayed service	6 High	Good quality controls. Implement annual external and internal audit recommendations. Adhere to Procurement and Delegations Policy. Communications of internal controls to all staff. Recommend internal audit programme every year by independent contractor.	1 Low

### 3. Financial Risk Assessment

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
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.	6 High	Ensure procurement policy and procurement manual are appropriate, comply with legislation and good practice, and followed by all staff and significant contracts are reviewed by an independent professional.	1 Low
New Regulations require Significant Investment <b>TOP TEN RISK</b>	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then the ability to finance investment could be compromised and rates increases could breach limits.	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High
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.	4 Moderate	All contractors must go through a pre-qualification process. Visitors to Council buildings must sign in. Access to the building has now been restricted with the use of fobs. Protected records are stored in a safe or locked storage room.	2 Moderate
Inadequate financial provision to fund asset replacement	If there is inadequate financial provision to fund the replacement of assets, then the asset may not be replaced. This may lead to a reduction in service level leading to reputational damage.	3 Moderate	The Council Officer will optimise the available budget and prioritise Health and Safety to deliver the work load. Assets should not, unless necessary, be replaced before the end of their useful life.	2 Moderate
Bribery and Corruption	Perceived Bribery or Corruption from contractors,	4 High	Ensure Staff code of conduct is current and regularly reviewed.	3 Moderate

### 3. Financial Risk Assessment

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Management Override of Internal Controls	If an Asset Manager uses their unique position to override internal controls, then there is a failure with audit and risk scrutiny which will lead to reputational damage.	4 High	Officer to observe the internal controls in the Procurement Policy and provide a 2-step process of approval. Audit and Risk Committee oversight. Internal and External audits annually.	3 Moderate

### HEALTH AND SAFETY WELLBEING RISKS

### 4. Health and Safety Wellbeing Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Public Events / Physical Projects	If health and safety accidents or incidents occur during events/physical works, then increased costs can occur to the events, reputation is damaged	4 High	Health and Safety plans are established well in advance to projects being undertaken. Physical hazards and risks are eliminated Hazard Identification records are kept. Projects do not proceed without correct Health and Safety sign off. Good communication to all staff. Approved JSA's, pre-qualification, TMP if it is on the road and Communication Plan to be written. Undertake audits of site and spot checks.	2 Moderate

#### 4. Health and Safety Wellbeing Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Abusive Customers	If abusive customers approach Council Staff while on duty, then there is the risk that council staff or the general public could be harmed or exposed to violence.	4 High	De-escalation training for Staff. Staff have lone worker alarms if in danger,	2 Moderate
Lone Worker	If a staff member is seriously injured or killed during field inspections/site visits, then possible health and safety breaches, death, or serious injury.	12 Very High	Quality assurance, Ongoing training/awareness of HSE requirements and responsibilities, better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site, Use of GPS tracking, lone-worker alarm, mobile phone tracking. Compliance officers to wear body cameras when on duty.	3 Moderate
Council Vehicle accident	If a staff member has an accident in a council vehicle, then this could result in possible death or serious injury and damage to motor vehicle asset.	4 High	All staff must have a full drivers licence, all staff are aware of procedures if there is an accident. Staff driver training to be provided to regular drivers. GPS and mobile phone tracking.	3 Moderate
Staff under Stress	If staff are affected by personal issues or by work pressures and experiencing high levels of stress, then work performance may decline and/or fatigue, illness, unsafe work practices may result.	5 High	Managers are responsible for being aware of the wellbeing of their direct reports. There are various options available for relieving the pressure of staff who are overworked including increasing staff or reallocating work. Ensure access to EAP service is widely known and communicated to all staff. Ensure all staff have a backup option available so they can take annual leave for at least a week at a time.	3 Moderate
Exposure to Hazardous Substances	If staff are affected by exposure to hazardous substances e.g., chemicals, liquids, fumes and other toxic substances then there are possible risks to staff health and wellbeing.	6 High	All hazardous substances are correctly labelled and stored according to best practice safety procedures and guidelines. Training is mandatory for all staff working with hazardous substances. Use appropriate PPE gear at all times in the vicinity of the	3 Moderate

#### 4. Health and Safety Wellbeing Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			hazardous substances. Regular health checks for staff.	
Playground Equipment Failure	If Playground equipment, or other recreational equipment fails then a member of the public could be seriously injured or killed.	8 High	Biennial playground inspection report and quarterly compliance checks by contractor to bring any issues to attention of council staff.	3 Moderate
Workplace Bullying or Harassment	If Bullying and harassment in the workplace occurs, then it can have an impact on the health and wellbeing of staff subject to the bullying and other staff witnessing the behaviour. This may impact on staff productivity and the ability of Council to attract good quality candidates.	4 High	Top down culture against bullying and harassment of any kind, policy is followed through by management, staff are aware of the reporting process. The reporting process to deal with bullying and harassment is fair, transparent, confidential and dealt with in a timely manner.	3 Moderate
Asbestos Related Work	If council buildings are contaminated with asbestos, then there is the possibility of asbestos exposure to staff and the public and increased risk of asbestosis and other lung and pleural disorders.	4 Moderate	Asbestos protocols need to be developed in line with the asbestos regulations. Community needs to be made aware of Asbestos disposal guidelines. Staff involved in building compliance or construction work should be appropriately trained in handling of asbestos materials. Contractors will have their own protocols for handling and disposing of asbestos products.	2 Moderate
Dog Attack	If a dog attacks a member of the public and the dog control team have been slow or negligent in responding to complaints, then the council may be liable for costs, and the public safety may be compromised.	4 High	Adequate signage	3 Moderate

#### 4. Health and Safety Wellbeing Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Harassment / Robbery	From the public within a park, reserve, cemetery or walkway.	4 High	Security cameras in place.	3 Moderate
Employee Substance Abuse	If staff are affected by drugs or alcohol while at work, then there is an increased risk of an accident or injury, property damage, and reduced work performance.	8 High	Staff shall ensure no substance abuse during work hours.	2 Moderate
Fatigue Management	If Fatigue affects an employee, as a result of working extraordinary hours, then the employee may have limited functionality which could result in personal injury or injury to others. It could also lead to stress and long-term mental illness if it is reoccurring and could mean Council is in breach of the Health and Safety Act.	3 Moderate	Ensure employees take regular, quality rest breaks during the working day, in line with the Employment Relations Act (HR Policy requires this). Ensure all staff know their responsibilities in terms of managing fatigue. Ensure shift workers rostered times are manageable. The Vehicle Use Policy has limits on driving a Council vehicle after exceeding max number of work hours. Contractor fatigue management to be reported and monitored through regular contractor meetings.	1 Low
Environmental Liability	Noncompliance with Resource Consent Conditions	2 Moderate	Contractors to produce an environmental management plan as part of their contract conditions.	2 Moderate

#### OPERATIONAL RISKS

#### 5. Operational Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Parks, Reserves and Sportsground Closures – unplanned	If there are un-planned closures due to collapse of culvert/bridges/landslides, then access to reserves, parks and cemeteries for contractors could be affected	1 Low	Routine maintenance inspection and reporting of any hazards within Parks, Reserves and Cemeteries.	1 Low

5. Operational Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Contractor - Damage to Property	If maintenance contractor damages council or private property while carrying out contracted work, then council could be liable for damages and additional expenditure.	4 High	Stringent Operational procedures: Daily reporting of compliance. Regular liaison with contractor and regulators to monitor performance to ensure compliance. Contractor pre-approval process. Council has material damage insurance policy, excess \$5k. The contracts require third party public liability insurance to indemnify Council for damages.	3 Moderate
Maintenance Contractor fails to deliver	If a 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 High	Careful assessment of tender to ensure contract price viable for contractor to deliver level of service. Regular liaison with contractor to monitor performance and ensure compliance. Contractor pre-approval process must not be bypassed.	3 Moderate
Property design/construction information	If Council does not have adequate information on original design or construction of asset, then there is a greater potential for failure of future work, potential of increased costs and unsafe future construction.	3 Moderate	Carry out regular condition assessment of assets. Reassess use of asset or redesign to suit.	1 Low



5. Operational Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Iwi Consultation / Engagement	Ensuring you are dealing with all entities within the relevant iwi groups.	6 High	Council to identify all hapu and engage accordingly (also with Māori ward).	4 High
Key Person Risk	If a key person in the organisation could not work for a significant period of time, then this could affect council's ability to perform core functions and duties.	4 High	Ensure processes are documented and available to Staff within Content Manager. If known absence ahead of time, ensure an appropriate training plan in place. Make use of local consultants where appropriate. Connect with colleagues from neighbouring three councils to share resource if needed.	2 Moderate
Natural Disaster - Response preparedness <b>TOP TEN RISK</b>	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	15 Very High	Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities. Ensure signage viewed in publicly accessible area within public halls.	12 Very High
Biosecurity threat risk	If there is a biosecurity threat to animals, or plant life then this could affect the economic wellbeing of the district and the ability of council to financially meet community needs.	4 High	Ensure council takes a proactive approach to working with Biosecurity NZ, MPI, TRC and the community where a threat is identified.	2 Moderate

5. Operational Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Programming of Works	The approved programme of works is not carried out within agreed timeframes.	1 Low	<p>In the event of an extreme rainfall event, a programme can be deferred following discussions between SDC and the Contractor.</p> <p>Hold regular meetings to discuss contractors' performance and ability to deliver the agreed programme.</p> <p>Increasing resources via sub-contractors or additional staff.</p> <p>We could mutually agree to defer some of the programme to later in the year.</p>	1 Low
Consents	The contractor not undertaking the work in accordance with the consent conditions. Council can be fined by the relevant Council for breach of conditions.	1 Low	<p>Not negotiable - Consent conditions must be abided by otherwise the consent will be breached.</p> <p>Contractor needs to submit to the relevant Council a methodology about how they are going to undertake the works.</p>	1 Low

**REPUTATIONAL AND CONDUCT RISKS**

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Solvency of Contractor	If Council engage a contractor that could potentially be insolvent the risk to Council is that they abandon the contract.	12 Very High	Conduct the due diligence process for all contractors.	3 Moderate
Release of incorrect or confidential information	If incorrect or confidential information was given out through social media, media releases, staff actions at the services desks, LGOIMA requests, council meetings, and/or functions THEN risk of damaged reputation, ratepayer distrust and actions from Local Government ministry and/or Privacy Commissioner.	12 Very High	All Media releases are to be checked off by Dir – Community Services and signed off by CEO or Mayor. Social Media Policy in place for clear guidance of social media use. Front counter training needs and communication guidelines established - a resource centre (knowledge base) maintained for FAQ's from public. Consider implementing a Privacy Impact Assessment for how council handles personal information.	2 Moderate
Online Passwords	If online passwords are shared or used inappropriately, then there is the risk that staff can access or hack Council owned systems and release sensitive information.	4 High	Ensure that where a staff member leaves, and they have access to logins accessible online that the passwords are changed and access ceases. Limit use of online accounts.	2 Moderate
Contractor Damage or Breach	If Council and/or council contractors are found to be liable	12 Very High	Contractors must use appropriately trained Staff to undertake work. All	3 Moderate

6. Reputational and Conduct Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	for public/environmental damage, or any actions that are unsafe or non-compliant with legislation and applicable policies and standards, then fines, possible injury, long-term damage, reputational damage could result.		physical projects require JSA prior to works commencing (even if pre-approved). Approved JSA implemented/approved before commencement of works, even if the contractor is pre-approved. No Contractors shall start work without approval of JSA. Appropriate procedures and guidelines are in place to monitor contractor actions and our own including health and safety audits, contractor meetings/KPI's. The Council requires all physical works contractors to go through a thorough health and safety pre-qualification process and become approved before commencing any physical work. All relevant staff are kept up to date with pre-approved contractors register. Mini audits and random checks should be built into contracts. Contractor public liability insurance required for all major contracts.	
Council employees abuse members of the public	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	Refer to the Staff Code of Conduct.	2 Moderate

## Appendix 2 - Parks, Reserves and Cemeteries Operational Documents

Consents	Commencement Date	Expiry Date	CM Reference
NIL			
Policies	Commencement Date	Review Date	CM Reference
Allocation and Use of Sports Grounds	05/10/2022	2024/25	D22/29863
Asset Management	26/05/2020	2023/2024	D20/4330
Street Trees	05/10/2022	2024/25	D22/29865
Management of Domains	05/10/2022	2024/25	D22/29864
Procurement Policy	11/09/2019 & 10/11/2020	2022/2023	D18/29563(v3)
Bylaws	Commencement Date	Review Date	CM Reference
Cemeteries Bylaw	1/02/2020	2029/2030	D20/1919
Parks and Reserves Bylaw	1/02/2020	2029/2030	D20/1921
Public Places and Nuisances Bylaw	12/05/2021	12/05/2031	D21/13744
Strategies	Commencement Date	Review Date	CM Reference
Infrastructure Strategy 2024-2054	1/02/2024	2053/2054	D23/46205
Contracts	Commencement Date	Review Date	CM Reference
Open Space Maintenance Contract	29/06/2022	30/06/2024	D22/29638