TE KAUNIHERA Ā ROHE O
WHAKAAHURANGI
STRATFORD
DISTRICT COUNCIL

ANNUAL REPORT 2025/26



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From the Mayor and Chief Executive

Tēnā koutou katoa

Welcome to Stratford District Council's Annual Report for 2025/26

Welcome to Stratford District Council's Annual Report for 2025/26.

The 2025/26 financial year was another significant year for Council. Alongside delivering our annual work programme, we continued to respond to a changing local government environment, including the ongoing implementation of Local Water Done Well and wider reforms aimed at shaping how councils deliver essential services in the future.

Council's focus remained on delivering core services well, progressing planned capital works, and making careful decisions about priorities, affordability, and long-term resilience. As a small rural Council, we continued to balance investment in infrastructure and community facilities with the need to remain financially prudent and responsive to changing funding and regulatory requirements. That's what we meant when we adopted the back-to-basics philosophy - it's about being realistic and streamlining our core service areas.

The Government's Simplifying Local Government reforms also became a significant focus during the year. However, on 24 September 2026, the Government advised that Cabinet consideration of Head Start proposals would be deferred until after the 2026 general election. As a result, the outcome and timing of the reforms remain uncertain. Cabinet is expected to consider the proposals in early 2027 and, if endorsed, proposals would then proceed to detailed development and final consideration later in 2027, with any Head Start changes intended to be in place ahead of the 2028 local government elections. Given the uncertainty regarding both the outcome and timing of the reforms, these financial statements have been prepared on a going concern basis and reflect the Council's existing structure and operations.

Water services remained a key area of focus during the year. Following community consultation, Council confirmed its preferred approach to retain water, wastewater and stormwater services in-house through a dedicated Stratford Waters Internal Business Unit. This approach reflects the strong community preference for local ownership, local accountability and a model that keeps Stratford's local voice and identity at the centre of future service delivery.

The Department of Internal Affairs approved Council's Water Services Delivery Plan during the year, enabling Council to move into staged implementation. This work will help maintain Stratford's drinking water, wastewater and stormwater services to be safe, reliable, financially sustainable and ready to meet new legislative and regulatory requirements when the new model comes into effect on 1 July 2027.

Performance against our non-financial measures and financial results for the year are set out in detail throughout this Annual Report. Together, they provide a clear picture of what Council delivered, where we met expectations, and where further focus is needed. We remain committed to continuous improvement, transparency and delivering services that support the wellbeing of our district.

Our thanks once again go to the Council team and elected members for their commitment and hard work through the year. We also acknowledge the many community groups, volunteers, businesses, iwi partners and organisations who continue to contribute their time, knowledge and energy to making Stratford a special place. Looking ahead, Council will continue to focus on the basics, deliver on its commitments, and work with the community to build a strong, sustainable future for the Stratford district.



Neil Volzke
District Mayor



Sven Hanne
Chief Executive



Community Outcomes

Vision

A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki.

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

Community outcomes

To the deliver the vision we will develop strategies, policy and procedures that facilitate and encourage a welcoming, resilient, connected and enabling district.

Council has a role on behalf of the community it represents in planning, delivering and monitoring parts of this vision. Council has held workshops and used community feedback to refine the outcomes to better reflect what is important to Stratford. These are used to provide direction and inform Council on service delivery and resourcing. These community outcomes are:

Community Outcome	What council will do
Welcoming 	• We celebrate the unique stories of our district • We are inclusive, and value our diversity • Stratford is a friendly place where our visitors feel welcomed • Our diverse community feels safe and supported • We promote the district as the place to visit, live, play, learn and work
Resilient 	• 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 • We support a low-emissions future for our community • We enable our rangatahi (youth) to be sustainable leaders • We strive to have resilient infrastructure that meets the current and future needs of the district • We respect and apply Te Ao Māori values and Matauranga Māori (knowledge) in our mahi (actions/work)
Connected 	• We provide opportunities for families and people of all ages to connect with others in the community • Our community is engaged and actively participates in democracy • We value local knowledge when making decisions • We advocate for the services that our community needs to live safe and healthy lives • We welcome opportunities to work in partnership with others to help achieve our community outcomes • We are committed to fostering meaningful and genuine partnerships with Mana Whenua
Enabling 	• We are a business friendly district • We encourage a diverse and sustainable business community • We enable economic growth by supportung business investment and development • 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

The group of activities contribute predominantly to the following community outcomes:

Activities	Welcoming 	Resilient 	Connected 	Enabling 
Recreation and Facilities	✓	✓	✓	✓
Community Development	✓	✓	✓	✓
Democracy	✓	✓	✓	✓
Environmental Services	✓	✓	✓	✓
Roading	✓	✓	✓	✓
Stormwater	✓	✓	✓	✓
Wastewater	✓	✓	✓	✓
Solid Waste	✓	✓	✓	✓
Water Supply	✓	✓	✓	✓

The group of activities meet the purpose of the Local Government four well-beings as follows:

Activities	Cultural	Social	Economic	Environmental
Aerodrome		✓	✓	✓
Civic Amenities	✓	✓		
Library Hub	✓	✓	✓	
Parks, Reserves and Cemeteries	✓	✓		✓
Wai o Rua -Stratford Aquatic Centre	✓	✓	✓	
Democracy	✓	✓	✓	✓
Community Development	✓	✓		
Economic Development	✓		✓	
Rental and Investment Properties		✓	✓	
Building Services			✓	✓
Planning			✓	✓
Community Health and Safety			✓	
Emergency Management		✓	✓	✓
Roading		✓	✓	
Stormwater	✓	✓	✓	✓
Wastewater	✓	✓	✓	✓
Solid Waste		✓	✓	✓
Water Supply	✓	✓	✓	✓

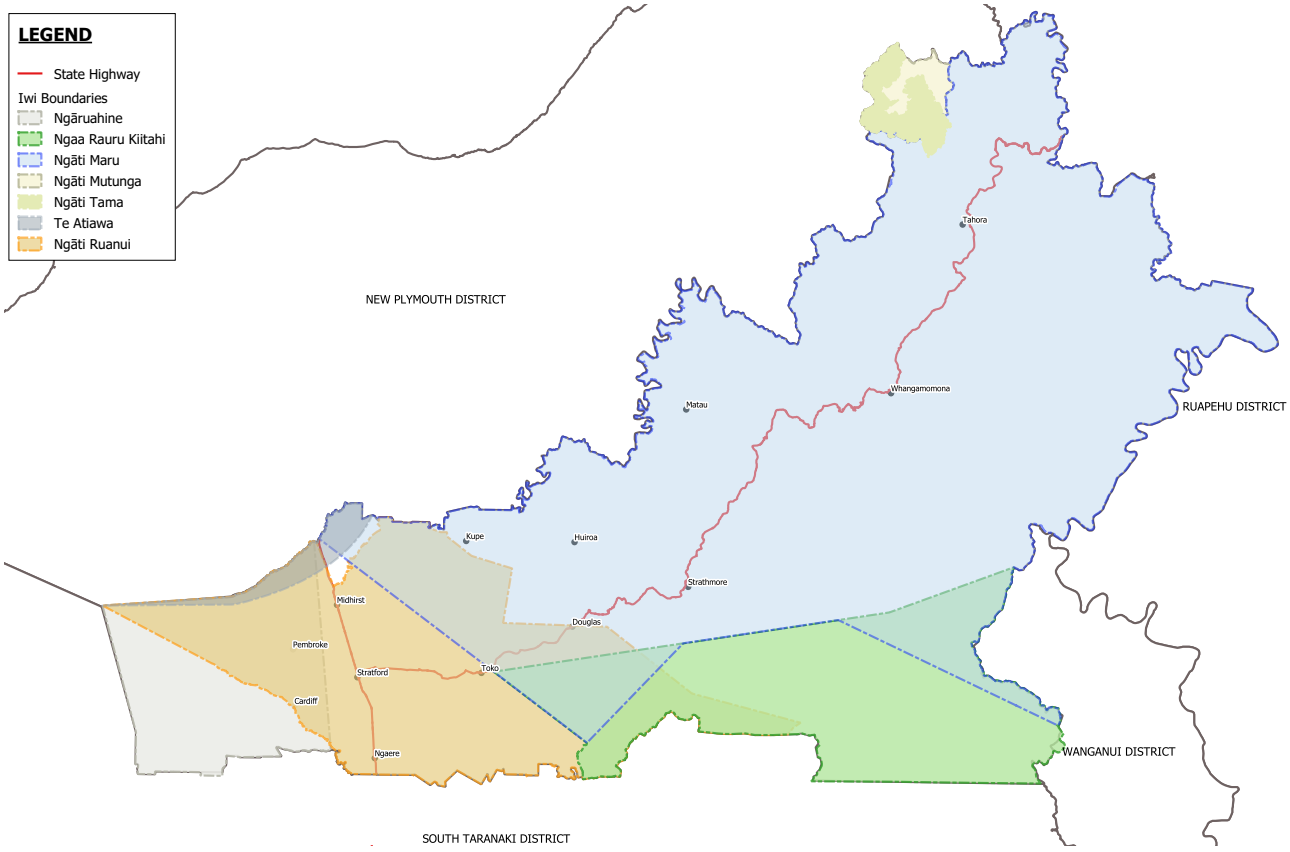


Opportunities for Māori Contribution to Decision Making Processes

As a Council, we recognise the special position of tangata whenua and the important role Māori have to play in Council's decision-making processes and aim to build and grow mutually beneficial, positive relationships with iwi and hapu situated within the Stratford District.

We acknowledge the following seven iwi as tangata whenua within the Stratford District. These are Ngāti Ruanui, Ngāruahine, Ngāti Maru, Ngāti Mutunga, Ngāti Tama, Ngaa Rauru Kiitahi and Te Atiawa.

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



Council provides opportunities for Māori contribution to decision making in the following ways:

Statutory

Section 81 of the Local Government Act, 2002 requires Council to provide opportunities for Māori to participate in Council decision-making and consider ways we can foster the development of Māori capacity to contribute to Council's decision-making. The Resource Management Act 1991 places further requirements on Council to support Māori participation and capacity in contributing to its decision making processes.

Significance and Engagement

The Significance and Engagement Policy sets out how Council will determine the significance of an issue, proposal, or decision and the level of engagement required with key stakeholders including iwi. This ensures a consistent approach is used when considering Māori contributions to Council's decision-making. Council acknowledges its unique relationship with Māori and supports this through:

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

Internal Capacity

To enable and enhance effective engagement of Māori in decision making processes Council has committed resource to support and guide its interactions with Māori, with a focus on building the cultural competency of our staff and elected members. This includes ensuring training on Te Ao Māori is available and supported, including basic te reo Māori, tikanga, local history, and relevant legislation. This enhances staff confidence and skills in engaging with Māori to establish and manage effective relationships.

Working Together

Council values its relationship with mana whenua, demonstrated through involvement in significant community events such as the Puanga and te wiki o te reo Māori celebrations, through active engagement in the development of new recreational facilities as well as policy and bylaw adoption processes. Cooperation is also directly benefiting from iwi being increasingly included in regional groups such as the Taranaki Regional Executive Group, Ngā Kaiwhakatere o Taranaki and Civil Defence.

Going forward Council is committed to adopt a more formal approach to further enable Māori in decision making by having regular liaison meetings, at both governance and operational levels, and by establishing a Māori engagement framework with local iwi.

Governance

In 2021 Council adopted a bilingual name Te Kaunihera a Rohe o Whakaahurangi Stratford District Council, and is looking forward to continuing the conversation around bilingual language use across Council operations, services and facilities moving forward.

In May 2021 Council adopted to include a Māori Ward for the 2022 and 2025 local body elections. The Council was required to hold a poll on the future of Māori Wards in the 2025 elections, with voters electing to disestablish the Māori ward for the future 2028 and 2031 triennial elections.

District Profile

Stratford is located at the junction of State Highway 3 and State Highway 43, in the heart of Central Taranaki, in the North Island of New Zealand.

Stratford is the closest main centre to Te Papa-Kura-o-Taranaki (National Park), and the gateway to Taranaki Maunga, the Manganui Ski Field, Dawson Falls, and the Forgotten World Highway (SH43) which winds its way through east Taranaki to Taumarunui.

Covering approximately 2,170 square kilometres, it has four distinct regions:

- The alpine and bush environment of Te Papa-Kura-o-Taranaki
- The dairy farming country of the Taranaki ring-plain.
- The frontal hill country. This land lies between the ring plain and the eastern hill country. It is mostly utilised for sheep and beef farming.
- The relatively steep hill-country of eastern Taranaki, some areas of which are farmed mostly for sheep and beef farming. Some areas are abandoned farmland reverting to bush while some land remains in original bush.

Stratford District is one of New Zealand's smallest local authority areas, being the 58th largest district in New Zealand, of 67, based on population estimates.

Stratford District is part of the Taranaki Region. Taranaki has four Councils, made up of three territorial authorities and one regional council:

- Taranaki Regional Council
- New Plymouth District Council
- South Taranaki District Council
- Stratford District Council

The Stratford District Council is currently represented by 11 Councillors and the Mayor. Stratford district is divided into three wards – an urban ward (6 Councillors), a rural ward (4 Councillors) and a māori ward (1 Councillor). The Council has no community boards.

The Council has one Council Controlled Organisation (CCO), the Percy Thomson Trust, with control through the appointment of the trustees. The Trust is registered as a charitable trust, and therefore exempt from income tax.



Elected Members

As at 30 June 2026 council consisted of a District Mayor and 11 Councillors.

District Mayor



Neil Volzke, Mayor

Māori Ward Councillor



David Chadwick

Rural Ward Councillors



Deputy Mayor, Amanda Harris



Grant Boyde, JP



Katherine Sextus



Steve Beck

Urban Ward Councillors



Jaimie Bertie



Josh Best



Annette Dudley



Mathew Watt



Jono Erwood



Ellen Hall

District Mayor and Councillors

Policy & Services Committee
Chair - Deputy Mayor

Audit & Risk Committee
Independent Chair

Hearings Committee
Chair – Elected Member

Executive Committee
Chair – District Mayor

Water Services Committee
Details yet to be confirmed

Employment Relations Committee
Chair – Deputy Mayor

Chief Executive

Administration and Management
Human Resources
Governance
Long Term Planning
Civil Defence

Assets

Roading
Stormwater
Water Supply
Solid Waste
Trade Waste
Wastewater
Parks and Reserves
Sports Fields
Council Properties
Cemeteries
Bylaws

Environmental Services

Planning & Regulatory
Resource Consents
Monitoring
Building Control
Environmental Health
Hazardous Substances
Liquor Licensing
Dog Control
General Inspections
Parking Control

Community Services

Community Development
Community Funding
Information Centre
Library
Communications
Economic Development
Customer Service
Aquatic Centre

Corporate Services

Rates
Accounting Financial Reporting
Treasury
Debt Collection
Administration
Information Technology
Record Management
Health and Safety

Standing Committee Membership

As at 30 June 2026

	Council	Policy & Services Committee	Hearings Committee	Executive Committee	Employment Relations Committee	Audit & RIsk Committee	Water Services Committee	Sport New Zealand Rural Travel Fund
Frequency	Monthly	Monthly	As required	As required	As required	5 per year	5 per year	2 per year
District Mayor Neil Volzke	●	✓	✓	●	✓	✓	●	
Deputy Mayor Amanda Harris	✓	●	✓	✓	●	✓	✓	
Cr Grant Boyde	✓	✓	●	✓	✓	✓		
Cr Steve Beck	✓	✓	✓	✓	✓			
Cr Jaimie Bertie	✓	✓	✓					
Cr Josh Best	✓	✓	✓					
Cr David Chadwick	✓	✓	✓					✓
Cr Annette Dudley	✓	✓	✓					●
Cr Jono Erwood	✓	✓	●	✓	✓	✓		
Cr Ellen Hall	✓	✓	✓			✓		
Cr Katherine Sextus	✓	✓	✓					✓
Cr Mathew Watt	✓	✓	✓				✓	

● = Chairperson
✓ = Member of committee

Highlights

The purpose of this Annual Report is to outline the financial performance for the 2025/26 year, identify any changes from the 2024-2034 Long Term Plan (LTP), contribute to the accountability of the Council to its community, and extend opportunities for participation by the public in decision-making processes.

RATING BASE and STATISTICAL INFORMATION FOR THE YEAR ENDED 30 JUNE 2026 Rating Base Information	
Rating units within Stratford District Council at the end od the preceding financial year (30 June 2025) - Number of Rateable Assessments - Total Number or rating Units	 5,154 5,504
Valuations of the district (including non rateable) - Land Value of rating Units - Improvements	 $2,743,095,350 $1,930,028,300
Total Capital Value or rating Units	$4,673,123,650
Statistical Information	30 June 2026
Land Area	2,170 sq km
Population (as at June 2026) Rates per rateable assesment Public Debt/ Term Liabilities	10,500 $3,893 $41,600,000
Debt per head of Population Debt per Rateable Assesment Debt Servicing as a Percentage of Total Revenue (limit is <10%)	$3,962 $8,071 4.55%
Full Time Equivalent Staff at 30 June 2026	72
Road - Sealed - Unsealed	407.1 km 205.7 km

The operating result for the year ended 30 June 2026 demonstrates the Council's commitment to delivering its services to the community within the financial parameters of its LTP.

For the years ended: Revenue	**30 June 2026 Actual $000**	**30 June 2026 Budget $000**	**30 June 2025 Actual $000**
- Rates - All other revenue	20,063 13,682	19,938 10,918	18,642 10,264
Total Revenue	**33,744**	**30,856**	**28,906**
Total Operating Expenditure	**30,306**	**29,826**	**28,198**
Net Surplus (Defecit)	**$3,438**	**1,030**	**708**
Capital Expenditure **Working Capital** (excludes current portion of debt repayment which will be refinanced immediately)	 15,853 6,749	 14,161 5,098	 9,014 7,543
Current Ratio (Budget not to be less than 1:1), the reason being due to the timing of term loan maturities.	0.78:1	1.08:1	0.85:1

Financial Strategy

The Financial Strategy to which this Annual Report year was subject to is within the LTP 2024-2034 document. The objective of the Financial Strategy is to ensure that debt, revenue, and expenditure are managed in a way that ensures service levels are able to be maintained in a financially sustainable way. To achieve this, the Council has set limits on debt, rates increases, and the UAGC, as outlined below.

		Council's Target (limits)	Actual - 2025/26	Actual - 2024/25
Debt	Net debt as a % of total annual revenue	<115%	88%	89%
Income & Affordibility	% Rates Increase	<7%	6.9%	15.37%

Net debt levels are within the targeted limits. Council has gross borrowings of $41.6 million at interest rates ranging from 1.38% to 4.22% and financial investments of $13.8 million.

The 2025/26 Annual Plan rates increase was 6.9%, and within Financial Strategy limits. Due to the rating database always changing, the total increase in rates revenue from 2024/25 was 7.6%.

Financial Terminology

Net Surplus

The difference between Revenue and Operating Expenses, where Revenue is higher.

Net Deficit

The difference between Revenue and Operating Expenses, where Operating Expenses is higher.

Gross Debt

This is the total amount of external borrowings.

Net Debt

This is the total amount of external borrowings, less liquid financial investments including term deposits with registered banks and the loan to the Stratford Agricultural and Pastoral Association.

Net Operating Surplus

The Net Operating Surplus of $3,438,000 is primarily greater than the budgeted operating surplus, as a result of additional subsidies from NZTA, together with grant funding received.

Explanations for major variations from Council's estimated figures in the 2025/26 Annual Plan are as follows:

Statement of Comprehensive Revenue and Expense

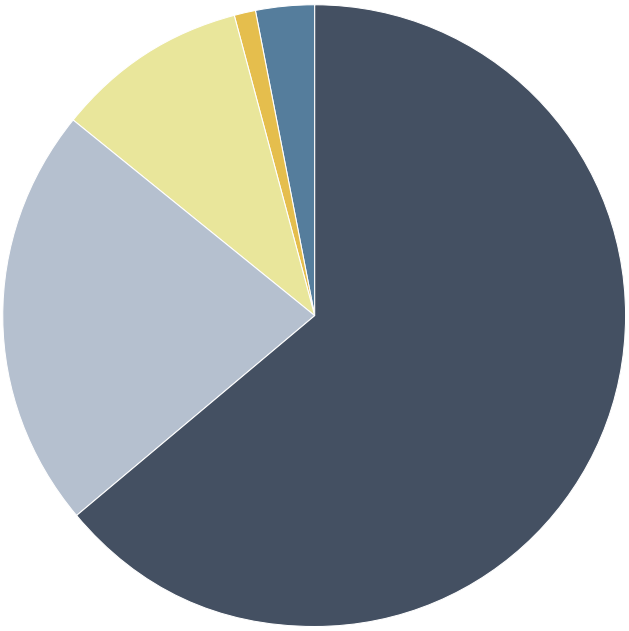
- Subsidies and grants funding is higher than budget as NZTA financial assistance was received for additional roading expenditure approved by NZTA.

Statement of Financial Position

- Property, Plant and Equipment is considerably under budget due to the revaluation of land and buildings being lower than expected, and revaluations of Roading and Three Waters not being required due to minimal market movement in fair value.
- Total borrowings are less than budget due to the deferral of some capital projects to 2026/27 that were to be loan funded.

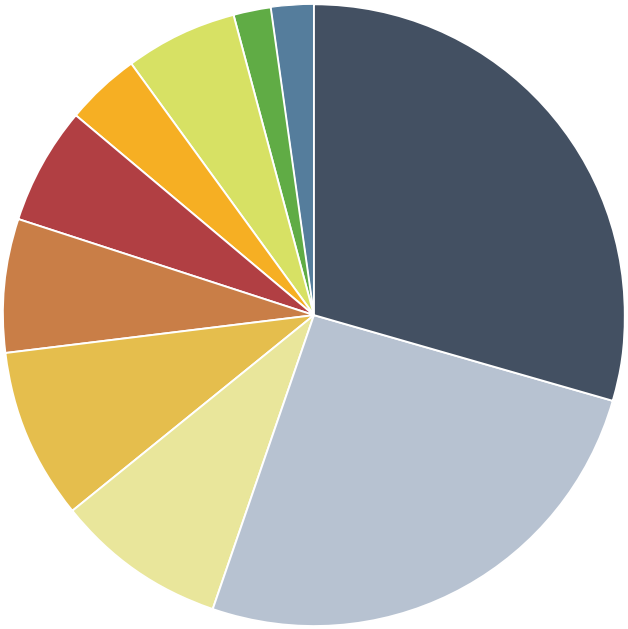
Financial Overview

Where the funding comes from



- Rates 59.5%
- Subsidies and Grants 29.6%
- Fees and Charges 9.2%
- Financial Contributions 0.1%
- Sundry Revenue 1.6%

Where Council expenditure goes



- Roading 31.7%
- Recreation and Facilities 25.2%
- Water Supply 9.1%
- Environmental Services 9.5%
- Community Development 6.3%
- Democracy 5.9%
- Wastewater (Sewerage) 3.4%
- Solid Waste (Rubbish and Recycling) 5.4%
- Stormwater Drainage 1.7%
- Civil Defence and Emergency Management 1.8%

Variations to the Annual Plan

The following table shows the variances to the Long Term Plan for the year ended 30 June 2026.

Net Operating Cost	Net Actual $000	Net Budget $000	Variance $000	Variance %
Recreation and Facilities	6,595	6,827	284	4%
Democracy	1,539	1,487	(52)	(4%)
Community Development	1,051	1,093	42	4%
Environmental Services	1,863	1,590	(273)	(17%)
Civil Defence and Emergency Management	561	517	(44)	(8%)
Roading	2,204	2,656	1,452	55%
Stormwater Drainage	504	488	(16)	(3%)
Wastewater	992	1,212	220	18%
Solid Waste	1,469	1,282	(187)	(15%)
Water Supply	2,031	1,973	(58)	(3%)
Total	**17,809**	**19,177**	**1,368**	**7%**
Capital Expenditure				
Roading	8,289	6,199	(2,090)	(34%)
Stormwater	184	103	(81)	(79%)
Water Supply	4,635	2,506	(2,129)	(85%)
Wastewater	954	856	(98)	(11%)
Solid Waste	59	30	(29)	(97%)
Parks and Reserves and Cemeteries	371	613	242	39%
Recreation and Facilities	429	807	378	46%
Community Development	483	2,681	2,198	82%
Corporate	449	367	(82)	(22%)
Total	**15,853**	**14,161**	**(1,692)**	**(12%)**

Net Operating Costs

Recreation and Facilities

The operating expenditure was under budget primarily due to the deferral of the Municipal Building demolition.

Environmental Services

The operating expenditure for Building Control was over budget primarily due to the use of contractors and consultants, as a result of vacancies and complex applications.

Roading

Revenue was higher than budget due to funding received for unplanned operating and capital expenditure, primarily due to the July 2025 weather event.

Wastewater

Expenditure was below budget due to lower than anticipated repairs and maintenance requirements during the year.

Capital Expenditure

Total capital expenditure was over budget by $1,692,000. Although there were unders and overs across the council activities, significant variances are explained below.

Roading

Capital expenditure exceeded budget primarily due to the additional funding provided by NZTA to undertake replacement work that was required as a result of the weather event in July 2025.

Water Supply

This was over budget as works were carried over from 2024/25 to complete the universal metering upgrade; and the grit tank.

Parks, Reserves and Cemeteries

The underspend was primarily due to the Victoria park sports field development project being deferred to the 2027-37 Long Term Plan.

Recreation and Facilities

The Prospero Place development was not completed and has been carried over to 2026/27.

Community Development

No physical works have commenced on the council subdivision at Flint Road. The project is on-going and will continue in 2026/27.

Statement of Compliance

Compliance

The Council and management of Stratford District Council confirm that all the statutory requirements in relation to the Annual Report as outlined the Local Government Act 2002, have been complied with.

Neil Volzke
His workship the Mayor

27 October 2026

Sven Hanne
Chief Executive

27 October 2026



Victoria Park

Council Services

Groups of Activities

As required by the Local Government Act 2002, Council has grouped the services it provides into the following groups of activities.

Group	Activity	Services
Recreation and Facilities	Aerodrome Civic Amenities Library Parks, Reserves & Cemeteries Pool Complex	Civic Amenities & Toilets Housing for Older Persons
Democracy	Democracy	Democracy Corporate Support
Community Development	Community Services Economic Development Information Centre Rental & Investment Properties	 Farm Holiday Park Rental Properties
Environmental Services	Building Services Planning Community Health and Safety	 District Plan Resource Consents Food and Health Alcohol Licensing Parking and other bylaws Animal Control
Civil Defence and Emergency Management	Civil Defence and Emergency Management	
Roading	Roading	Construction, maintenance and renewal of roads, footpaths and associated infrastructure.
Stormwater	Stormwater	Construction and renewal of stormwater infrastructure.
Wastewater	Wastewater	Construction, maintenance and renewal of waste water network and treatment facilities.
Solid Waste	Solid Waste	Kerbside collection of refuse and recycling and operation of the transfer station.
Water Supply	Water Supply	Construction, maintenance and renewal of water treatment plants and water reticulation network.

Disclosure of significant negative effects on well-being

The Council is required to identify and disclose any activities undertaken to promote specific community well-beings which have potentially significant adverse effects for other outcomes.



Summer Nights, King Edward Park

Service Performance Reporting

Statement of Compliance

The Council Activity sections of this Annual Report constitutes the Statement of Service Performance. It has been prepared in accordance with Public Benefit Entity Financial Reporting Standard 48 (PBE FRS 48) Service Performance Reporting and complies with New Zealand Generally Accepted Accounting Practice (NZ GAAP).

Changes to Service Performance Measures

In accordance with paragraph 40 of PBE FRS 48, the following changes to performance measures have occurred during the 2025/26 reporting period.

Measures Updated

Aerodrome - To better reflect the number of aircraft movements during the year, the target in the 2025/2026 Annual Plan was reduced from greater than 3,500 movements to greater than 1,750 per year. However, given that council is unable to measure the movements, since the measuring equipment was removed, this measure is not applicable. It will also be removed for the 2027 Long Term Plan.

Civic Amenities – To better reflect and target the current usage of facilities and legislative compliance, the target for the annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking was changed from greater than 80% to be greater than 60%.

Rental and Investment Properties – To better reflect the council farm's milk production, the target has been reduced from greater than 150,000kg/ms to 145,000 kg/ms for the year.

Disclosure of Judgements

In preparing the Statement of Service Performance, Council has applied professional judgement to determine the relevance, reliability, and comparability of performance measures, to ensure that they would sufficiently measure progress towards delivering outcomes in the Long Term Plan and were a fair representation of the services provided across Council.

Judgements were also applied to how these would be measured, aggregated and presented in order to find a balance between practicality, feasibility, community feedback, and risk of survey fatigue.

There has been no aggregation of service performance in the 2025/26 Annual Report, and consequently no significant judgements on aggregation.

The Department of Internal Affairs (DIA) sets some mandatory KPIs that all councils need to include in their LTPs with regard to Three Waters and Roading activities. The remaining KPIs were set to align with Council Plans, statutory obligations, and our long-term aspirations that was our guiding document when the 2024/34 Long-Term Plan was developed.

These judgements are made in accordance with PBE FRS 48: Service Performance Reporting and support Council's commitment to transparent and meaningful performance reporting.

Measurement Bases

Council uses a range of measurement methods to assess performance across its activities.

Each activity in the Annual Plan was adopted with a number of measures and targets that best reflected how each level of service statement would be attained. There are a mix of quantitative and qualitative measures and qualitative descriptions that measure compliance, resident and user satisfaction, responsiveness, participation, and effectiveness.

Council contracted Key Research to conduct an independent survey of residents (1,198 invitations sent with 306 responses received). The survey sample was representative of our district and statistically robust with a margin of error of 5.60% at the 95% confidence level.

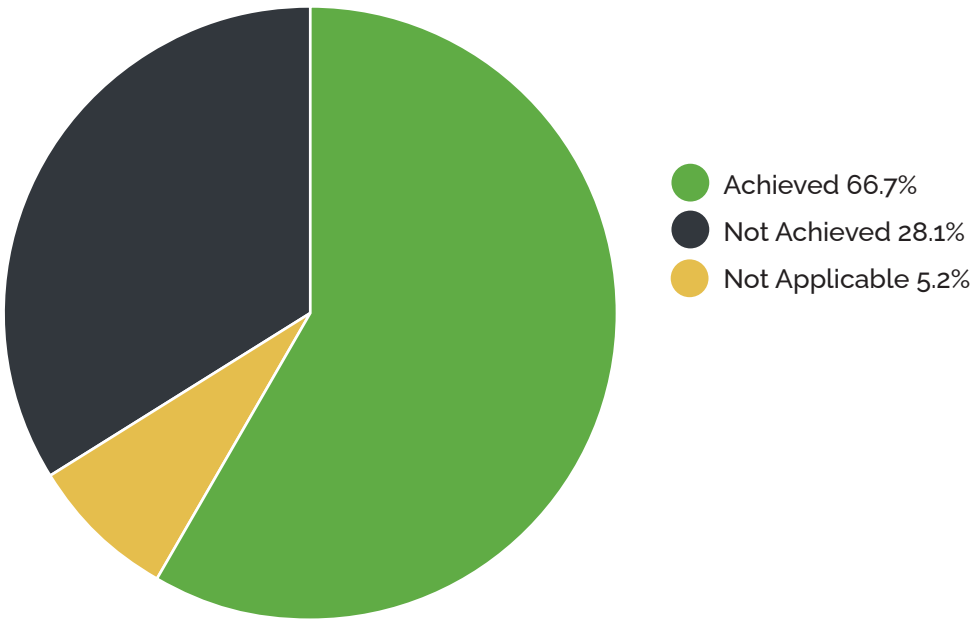
To be clear and meaningful in our non-financial performance reporting, the annual report's statement of service performance by activity includes explanatory narrative and/or remedial action for those measures that did not achieve target. Comparative results are provided from the previous year to show trends. This trend data can be useful in informing council's actions and strategic decisions.

Council's Statement of Service Performance for the 2025/26 reporting year is covered in pages 21-84 of the Annual Report and also includes a reconciliation of financial statements to funding impact statements for each group of activities.

Performance against the **Targets** will be detailed as follows:

- **Achieved** - Required actions have been completed and the intended level of service has been achieved.
- **Not Achieved** - None of the required actions have been undertaken, or the performance measure was not met.
- **Not Applicable** - When results are not required to be measured or cannot be measured in the current year.

Performance Measures Pie Chart





Recreation and Facilities

AERODROME

1.1 What We Do

Council owns the aerodrome to make provision for local air transport, recreation and light commercial needs. The aerodrome is situated at Flint Road and has two grassed runways.

1.2 Why We Do It

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

The Aerodrome activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Social & environmental - The Aerodrome activity has the potential to negatively impact on the social and environmental well-being of the local community through noise. To mitigate this, the aerodrome is located in a rural area and Council owns the farm surrounding the aerodrome which serves as a buffer zone.

These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target	Actual 2025/26	How Measured
		Year 2 2025/26		
To maintain the Aerodrome for use by the Stratford community and other users.	Engage and meet regularly with Aerodrome users by attending formal meetings.	>3 meetings attended annually	**Achieved –** 4 meetings attended *(2024/25 Not Achieved 2 meetings attended)*	Annual aerodrome user survey.
The aerodrome is used by the Stratford community and visitors.	Number of aircraft movements during the year.	>1,750	**Not Applicable –** *(2024/25 Not Achieved – 1,935)*	Annual AIMM compliance reporting
		Unable to measure movements since the measuring equipment was removed.		

1.5 Projects and Other Programmes

There were no projects associated with the Aerodrome activity.

1.6 Cost of Services Statement

The detailed financial summary for the Aerodrome is shown below.

Aerodrome

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
148	**Operating Expenditure**	146	154
27	**Revenue**	28	32
121	**Net Cost of Service**	**118**	**122**
	EXPENDITURE		
95	Operating Costs	82	94
-	Interest	-	1
8	Depreciation	8	8
45	Allocated Overheads	56	52
148	**Total Operating Expenditure**	**146**	**154**
-	Principal Loan Repayments	-	1
4	Capital Expenditure	-	-
152	**Total Expenditure**	**146**	**155**
	FUNDED BY:		
27	Charges for Services	28	32
27	**Total Revenue**	**28**	**32**
110	General Rates	121	121
4	Transfer from Depreciation Reserve	-	-
-	Loan Funding - Capital	-	-
3	Other Funding	1	2
144	**Total Funding**	**150**	**155**

CIVIC AMENITIES

1.1 What We Do

Council's Civic Amenities include a range of facilities that are fairly typical of a rural area and service town:

- Council Office (Miranda Street)
- War Memorial Centre
- TET Multi Sports Centre
- Housing for Older Persons
- Centennial Rest Rooms
- Clock Tower (Glockenspiel)
- Bus Shelters
- Hall of Remembrance
- Public Toilets
- Rural Halls
- Security Cameras
- Structures/Beautification
- Transfer Station

1.2 Why We Do It

Council owns Civic Amenities to provide a community good or core civic functions, some of these are provided by Council because no other agencies are able or willing to provide them.

This activity contributes to the achievement of the District's civic, social and cultural needs.

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

There are no significant negative effects associated with the Civic Amenities activity that may affect the social, economic, environmental or cultural well-being of the local community. However, failure to deliver this activity would have a significant negative impact on the social, economic and cultural well-being.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To provide well-maintained and utilised facilities.	Buildings legally requiring a Building WoF have a current Building WoF at all times.	100%	**Not achieved – 80%** (2024/25 Achieved – 100%)	Building WoF records
		4 out of 5 buildings all have a current Building WOF		
	Annual daily usage of War Memorial Centre measured by the percentage of days in a year there is a booking.	>75%	**Achieved – 80%** (2024/25 Not Achieved 70%)	
	Annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking.	>60%	**Not Achieved – 53%** (2024/25 Not Achieved 42%)	Booking records
	Booking cancellations as a percentage of total annual bookings for the War Memorial Centre and Centennial Restrooms	<20%	**Not Achieved** – War Memorial Centre – 11% and Centennial Restrooms – 23%. (2024/25 Achieved 13% and 6%)	Booking records
To maintain the housing pool to ensure compliance with the relevant legislation.	All rental units comply with legislative requirements arising from Residential Tenancies Act, Healthy Homes Standards and any other applicable legislation.	Legislative requirements all met	**Achieved – All comply** (2024/25 Achieved All comply)	Annual audit of buildings against applicable legislation
Maintain existing toilet facilities and ensure regular scheduled cleaning.	Percentage of Stratford District residents satisfied with overall level of service of toilets.	>80%	**Not Achieved – 68%** (2024/25 Not Achieved 63%)	Annual Residents Survey
		Results show mixed satisfaction across the network. The Percy Thomson Gallery and Centennial Rest Rooms received the highest satisfaction ratings		

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
TET Stadium - Structural Strengthening	Level of Service	$51,035	$35,000	Complete
Prospero Place Development	Level of Service	$510,350	$54,791	Continues in 2026/27
Miranda Street Office infrastructure renewals	Replacements	$5,105	$23,896	Complete
TET Multi Sport Centre infrastructure renewals	Replacements	$51,035	$19,890	Continues in 2026/27
War Memorial Centre - Hot Water Supply	Replacements	$-	$42,182	Complete
Demolition of Municipal Building and associated reinstatement	Operating Expenditure	$306,300	$54,908	Continues in 2026/27
Housing for Older Persons				
Roof Replacements	Replacements	$81,680	$177,259	Complete
Infrastructure renewals	Replacements	$5,105	$-	Not required

1.6 Cost of Services Statement

The detailed financial summary for the Civic Amenities and Pensioner Housing activities are shown below. The costs of operating the Miranda Street Office are not shown here because they are allocated to the various Council functions as overheads.

Civic Amenities

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
1,446	**Operating Expenditure**	1,400	1,729
52	**Revenue**	62	51
1,394	**Net Cost of Service**	**1,338**	**1,677**
	EXPENDITURE		
630	Operating Costs	514	751
22	Interest	27	36
626	Depreciation	652	749
168	Allocated Overheads	205	192
1,446	**Total Operating Expenditure**	**1,400**	**1,729**
25	Principal Loan Repayments	27	36
927	Capital Expenditure	182	618
2,399	**Total Expenditure**	**1,609**	**2,383**
	FUNDED BY:		
52	Charges for Services	62	51
52	**Total Revenue**	**62**	**51**
917	General Rates	975	974
19	Targeted Rates	21	21
335	Depreciation Funded from Reserves	335	510
885	Transfers from Depreciation Reserves	113	368
-	Grants and Donations	6	51
68	Loan Funding - Capital	90	398
13	Other Funding	5	7
2,290	**Total Funding**	**1,607**	**2,383**

Housing for Older Persons

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
155	**Operating Expenditure**	168	179
91	**Revenue**	95	101
64	**Net Cost of Service**	**73**	**78**
	EXPENDITURE		
44	Operating Costs	47	60
2	Interest	2	2
51	Depreciation	47	50
58	Allocated Overheads	72	67
155	**Total Operating Expenditure**	**168**	**179**
2	Principal Loan Repayments	2	2
3	Capital Expenditure	177	87
159	**Total Expenditure**	**347**	**267**
	FUNDED BY:		
91	Charges for Services	95	101
91	**Total Revenue**	**95**	**101**
35	General Rates	43	43
-	Operational Balance from Reserves	30	35
28	Transfers from Depreciation Reserves	177	87
-	Loan Funding - Capital	-	-
5	Other Funding	2	1
159	**Total Funding**	**347**	**267**

LIBRARY HUB

1.1 What We Do

The Stratford District Library is co-located with the Visitor Information Centre (i-SITE) which sees a vibrant, community hub situated in the town centre, Prospero Place. The library hub provides physical and digital access to a collection of lending material and information resources in a welcoming environment intended for community activities, leisure, social interaction, and study. It promotes creativity and learning through the delivery of public programmes and the provision of support facilities such as the Wi-Fi network and access to equipment and technology.

1.2 Why We Do It

This activity contributes to the district's overall well-being by providing access to reading material, databases and internet services that individuals are unlikely to be able to provide for themselves.

This activity contributes to the community outcomes of:

- Welcoming
- Connected
- Enabling

1.3 Significant Negative Effects

There are no significant negative effects associated with the Library Hub activity that may affect the social, economic, environmental or cultural well-being of the local community. However, failure to deliver this activity would have a significant negative impact on the social, economic and cultural well-being.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year2 2025/26	Actual 2025/26	How Measured
To provide a multi-use community hub facility that is accessible, well utilised, and engaging to both residents and visitors to the Stratford District.	Number of items (including digital) issued annually	>50,000	**Achieved – 62,466** *(2024/25 Achieved – 63,562)*	Monthly statistics from Koha
		High demand from the community has resulted in significantly exceeding the target.		
	Percentage of facility users satisfied with the quality of services offered.	>80%	**Achieved – 95%** *(2024/25 Achieved – 94%)*	Annual Residents Survey
	Number of participants in events and programmes at the facility.	>1,200	**Achieved – 4,468** *(2024/25 Achieved – 4,341)*	Internal attendance records
		The programmes and events have exceeded expectations due to their popularity and high participation level.		

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
Safety improvements around AA desk	Level of service	$25,525	$20,347	Complete
Bathroom upgrade	Replacements	$ -	$16,012	Complete
Underneath storage	Replacements	$ -	$3,909	Complete
Interior repaint	Replacements	$51,050	$16,606	Complete
Window sill replacements	Replacements	$10,210	$9,275	Complete
Update graphics on windows / bus shelters and other internal areas of library	Replacements	$10,210	$ -	Carried forward to 2026/27
Library infrastructure renewals	Replacements	$3,062	$3,296	Complete

1.6 Cost of Services Statement

The detailed financial summary for the Library's activities is shown below.

Library Hub

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
898	**Operating Expenditure**	1,010	960
83	**Revenue**	82	87
814	**Net Cost of Service**	**928**	**874**
	EXPENDITURE		
599	Operating Costs	657	619
26	Interest	29	29
89	Depreciation	92	97
183	Allocated Overheads	233	215
898	**Total Operating Expenditure**	**1,010**	**960**
29	Principal Loan Repayments	29	29
4	Capital Expenditure	69	100
931	**Total Expenditure**	**1,108**	**1,089**
	FUNDED BY:		
83	Charges for Services	82	87
83	**Total Revenue**	**82**	**87**
756	General Rates	825	824
40	Depreciation Funded from Reserves	42	43
-	Loan Funding - Capital	20	26
-	Grants and Donations	-	-
69	Transfer from Depreciation Reserves	70	103
15	Other Funding	5	7
963	**Total Funding**	**1,044**	**1,089**

PARKS, RESERVES AND CEMETERIES

1.1 What We Do

Council provides a range of active and passive recreation opportunities that benefit the community's physical, social and personal quality of life. Parks, reserves and cemeteries assets include:

(i) 36.7 hectares of passive reserves:
- Gardens, lawns, trees, and amenity street plantings
- 2 neighbourhood parks and 3 playgrounds

(ii) 10 hectares of urban active reserves comprising:
- 2 croquet greens
- 6 netball/tennis courts
- 4 rugby fields
- 1 cricket wicket
- 2 soccer fields

(iii) 9.4 hectares of cemeteries
- 5.1 hectares in 2 operating cemeteries – including 2.7 hectares of newly purchased land for cemetery extension
- 4.3 hectares in 5 closed cemeteries

(iv) 14km of walkway including 12 footbridges.

(v) 5.4 hectares in 19 esplanade reserves.

(vi) Accessory structures and buildings:
- Grandstand at Victoria Park
- 2 Toilet blocks at Victoria Park
- Croquet pavilion at Victoria Park
- Memorial Gates at Victoria Park
- Malone Gates at King Edward Park
- Netball shelters at King Edward Park
- Toilet facilities and changing rooms at Page Street sportsground
- Stratford Gateway Structures (2)
- Skate park at Victoria Park
- Children's Bike Park at Victoria Park
- Pump Track at Victoria Park
- Half basketball court at Victoria Park

(vii) 34.3 hectares in rural domains and reserves.

1.2 Why We Do It

To provide and manage parks, reserves and cemeteries encompassing passive, active and scenic open spaces which contribute towards the desirability and attractiveness in the community.

The Parks and Reserves activity creates and provides a sense of belonging and pride, adding to social, recreational and cultural facilities in the community which are accessible to all.

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected

1.3 Significant Negative Effects

There are no significant negative effects associated with the Parks, Reserves and Cemeteries activity that may affect the social, economic, environmental or cultural well-being of the local community. However, failure to deliver this activity would have a significant negative impact on the social, economic, environmental and cultural well-being.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To maintain parks, sports fields, cemeteries and reserves.	Number of complaints specifically relating to Council service delivery.	<40	**Achieved – 11** (2024/25 Not Achieved – 99)	Reporting against corporate CRM system.
	Percentage of Stratford residents satisfied with:			
	• Parks;	>85%	**Achieved – 88%** *(2024/25 Achieved – 90%)*	Annual Residents Survey.
	• Sports fields; and	>80%	**Not Achieved – 76%** *(2024/25 Not Achieved – 76%)*	Annual Residents Survey.
		Many different survey responses, however this result includes some related to sports club owned facilities and decisions that are out of Council control		
	• Cemeteries.	>80%	**Achieved – 84%** *(2024/25 Achieved – 82%)*	Annual Residents Survey.
To provide safe playgrounds to the community.	All existing playgrounds meet NZ Safety Standards.	100%	**Achieved – 100%** *(2024/25 – N/A- Biennial review)*	Biennial playground inspection report and records provided from weekly and quarterly compliance checks by contractor.
To maintain safe foot bridges to the community.	All existing foot bridges meet NZ Safety standards.	100%	**Achieved – 100%** *(2024/25 – N/A- Biennial review)*	Biennial bridge inspection Report

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
Victoria Park - Skate Park - Replace gravel path with concrete path	Level of Service	$25,525	$54,513	Complete
Continued Walkway Development	Level of Service	$25,525	$21,297	Complete
Continued Parks Development	Level of Service	$ 25,525	$14,337	Complete
Lighting and power box in Rhododendron Dell - King Edward Park	Level of Service	$-	$51,346	Complete
Seating to Pump Track area - Victoria Park	Level of Service	$25,525	$8,894	Complete
King Edward Park - Completion of lime chip path	Level of Service	$61,260	$62,394	Complete
Completion of replacing lime chip path to concrete - Netball Courts to Rhododendron Dell	Level of Service	$71,470	$64,003	Complete
Victoria Park sports fields continued development	Level of Service	$204,200	$991	Deferred to LTP 2027-37 discussions
Cardiff Walkway - new aluminium steps and bridge	Replacements	$ -	$32,131	Complete
Carrington Walkway (Regan Street to Brecon Road) steps need replacing	Replacements	$-	$16,899	Complete
Playground Equipment replacement - King Edward Park and Victoria Park	Replacements	$10,210	$30,839	Complete
Street Tree and tree surrounds replacements	Replacements	$51,050	$ -	Carried forward to 2026/27
Replace old seats throughout all parks, reserves and walkways	Replacements	$20,420	$ 9,440	Continues in 2026/27
Continued Parks Development	Replacements	$5,105	$3,584	Complete
Continued Walkway Development	Replacements	$5,105	$2,671	Complete
Development of the Eastern Loop	Replacements	$30,630	$24,162	Complete
Victoria Park grandstand	Replacements	$20,420	$ -	Operational works only completed
Replace plaques- Pioneer Cemetery	Replacements	$20,667	$-	Grant funded, did not get funding
Replacing boundary hedges - Midhirst (Old) Cemetery and Midhirst (Open) Cemetery	Replacements	$10,333	$12,523	Complete

1.6 Cost of Services Statement

The detailed financial summary for the Parks and Reserves and Cemeteries activities are shown below:

Parks and Reserves

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
1,004	**Operating Expenditure**	1,113	1,124
11	**Revenue**	9	10
993	**Net Cost of Service**	**1,104**	**1,115**
	EXPENDITURE		
607	Operating Costs	656	677
21	Interest	27	33
180	Depreciation	179	180
197	Allocated Overheads	251	234
1,004	**Total Operating Expenditure**	**1,113**	**1,124**
23	Principal Loan Repayments	27	33
112	Capital Expenditure	358	582
1,139	**Total Expenditure**	**1,499**	**1,739**
	FUNDED BY:		
11	Charges for Services	9	10
11	**Total Revenue**	**9**	**10**
1,044	General Rates	1,118	1,117
23	Transfer (to) from Reserves	147	51
112	Loan Funding - Capital	124	419
(10)	Transfer (to) Turf Replacement Reserve	(10)	(10)
-	Grants and Donations	115	145
15	Other Funding	6	7
1,195	**Total Funding**	**1,508**	**1,739**

Cemeteries

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
231	**Operating Expenditure**	249	259
125	**Revenue**	133	160
106	**Net Cost of Service**	**115**	**99**
	EXPENDITURE		
139	Operating Costs	147	156
4	Interest	-	4
13	Depreciation	12	13
75	Allocated Overheads	90	85
231	**Total Operating Expenditure**	**249**	**259**
4	Principal Loan Repayments	4	4
-	Capital Expenditure	13	31
235	**Total Expenditure**	**265**	**294**
	FUNDED BY:		
125	Charges for Services	133	160
125	**Total Revenue**	**133**	**160**
85	General Rates	80	80
-	Transfer from Depreciation Reserves	-	-
-	Grants and Donations - Capital	-	21
-	Transfers from Reserves - Capital	13	31
-	Loan Funding - Capital	-	-
6	Other Funding	2	3
216	**Total Funding**	**228**	**294**

WAI O RUA – STRATFORD AQUATIC CENTRE

1.1 What We Do

Wai o Rua - Stratford Aquatic Centre opened in October 2022. Owned and operated by Council, the centre has more than twice the capacity of the old TSB Pool Complex, and is home to an 8-lane 25 metre competition pool, a 20 metre programme and hydrotherapy pool, a learn to swim pool, a toddler pool and a zero-depth splash pad, kitted out with a range of interactive water toys.

1.2 Why We Do It

Council owns the pool to provide aquatic recreation for its residents and visitors. Council has historically adopted the role of provider of a swimming pool complex for the district as there has been no alternative.

The Pool makes a valuable contribution to the overall health and wellbeing of residents and visitors providing diverse recreational activities and enhancing the attractiveness of the district.

This activity contributes to the community outcomes of:

- Welcoming
- Connected

1.3 Significant Negative Effects

Wai o Rua - Stratford Aquatic Centre has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Social - Cryptosporidia and other pathogens have the potential to cause significant negative health effects. Mitigation of this risk is a critical part of the water filtration and treatment processes.

Social – Chlorine odour has the potential to cause significant negative health effects. The water filtration system used minimises the level of chlorine used, and keeps the chlorine odour at low levels.

Environmental & cultural – Any accidental or uncontrolled discharge of pool water or associated chemicals into the nearby Patea River would have significant negative impacts on the environmental and cultural wellbeing of the river and the community. The design of the facility minimises the risk of this occurring.

These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To provide an aquatic facility that is welcoming, attractive and a safe place to swim.	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.	100%	**Achieved – 100%** *(2024/25 Achieved – 100%)*	Water quality register.
	PoolSafe accreditation is met	100%	**Achieved – *100%*** *(2024/25 Achieved – 100%)*	Current accreditation
	Percentage of pool users satisfied with the quality of services and programmes offered.	>80%	**Not Achieved – 69%** *(2024/25 Not Achieved – 72%)*	Annual Residents Survey.
		Percentage of the 156 respondents to Annual Residents Survey satisfied with Service at the Wai O Rua Aquatic Centre was 69%, with 12% dissatisfied.		
	Number of pool admissions per annum.	*>55,000*	**Achieved – 81,189** *(2024/25 Achieved – 92,989)*	Reported monthly to Council.
		The number of admissions exceeded the target significantly due to Council's underestimation of the increase in usage of the new facility. Contributing to this is the popularity of Wai o Rua Swim School and the TOI Foundation funded swimming lessons for Central Taranaki Schools. This target will be reconsidered for 2026/27 onwards.		

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
Wai o Rua infrastructure renewals	Replacements	$2,042	$0	Not required

1.6 Cost of Services Statement

The detailed financial summary for the Wai o Rua Aquatic Centre activities is shown below:

Wai o Rua – Stratford Aquatic Centre

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
3,376	**Operating Expenditure**	3,471	3,619
592	**Revenue**	552	703
2,784	**Net Cost of Service**	**2,919**	**2,915**
	EXPENDITURE		
2,067	Operating Costs	2,020	2,208
353	Interest	384	382
453	Depreciation	456	452
503	Allocated Overheads	611	577
3,376	**Total Operating Expenditure**	**3,471**	**3,619**
398	Principal Loan Repayments	382	382
64	Capital Expenditure	-	2
3,838	**Total Expenditure**	**3,853**	**4,003**
	FUNDED BY:		
592	Charges for Services	552	703
592	**Total Revenue**	**552**	**703**
2,511	General Rates	2,697	2,695
-	Loan funding - capital	-	-
179	Grants and Donations	76	-
405	Transfer from Reserves	382	203
204	Depreciation funded from Reserves	204	384
40	Other Funding	14	18
3,933	**Total Funding**	**3,926**	**4,003**



Democracy

Democracy

1.1 What We Do

Democracy

Democracy includes the formal meeting processes, elections and the means for community involvement in the democratic process. The Democracy activity supports the elected members in these roles and ensures the purposes of the Local Government Act 2002 are met.

Corporate Support

Corporate Support provides a range of professional support services to the Council and to agencies closely associated with Council. These services include financial planning, reporting, analysis and advice, the provision of accounting services, secretarial and administrative support and the development and maintenance of management information systems.

1.2 Why We Do It

Council is required by the Local Government Act 2002 to provide a democratic process and manage its funding and administrative services efficiently and responsibly on behalf of the district.

The Democracy activity, by its nature, contributes to all of the desired district well-beings, and community outcomes that Council aims to achieve.

Corporate Support is an internal support function that provides services to other areas of Council to assist them in the delivery of activities. The total costs are allocated to other activity areas.

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

There are no significant negative effects associated with the Democracy activity that may affect the social, economic, environmental or cultural well-being of the local community. However, failure to deliver this activity would have a significant negative impact on the social, economic, environment and cultural well-being

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To provide Democracy services in accordance with statutory deadlines.	Agendas and associated reports for all scheduled meetings are publicly available in accordance with statutory timeframes.	100%	**Achieved – 100%** *(2024/25 Not achieved – 97.3%)*	Meeting Register.
	All Council meetings are publicly notified in accordance with statutory timeframes.	100%	**Achieved – 100%** *(2024/25 Achieved – 100%)*	Meeting Register.

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
Council uses a variety of communications and engagement tools and platforms to consult, inform and engage with the community.	The community is satisfied with how Council keeps them informed.	>80%	**Not Achieved – 61%** *(2024/25 Not Achieved – 61%)*	Annual Residents Survey.
		This result is consistent with the last 5 financial years. This percentage includes all responses that choose Satisfied and Very Satisfied (7-10). If we were to include the Neutral (5 & 6) responses as well, we'd achieve this target reaching 85%. While people may not feel satisfied with how Council keeps them informed, when asked if they know where to find Council information if they want it, the results are positive (93%). We find when looking at the verbatim that the majority of the negative sentiment derives from people not believing Council consults enough or that they don't listen to residents, or that they don't receive the local paper (something out of Council's control).There has been positive responses for the use of digital communications like Antenno App and Council's social media. It's quite hard to see in the survey responses any specific areas for improvement.		
Ensure accountability documents are prepared and meet statutory requirements.	The Annual Report, Annual Plan and Long Term Plan meet statutory deadlines and receive an unmodified audit opinion.	Achieved	**Not Achieved** *(2024/25 Not Achieved)*	Audit Opinion.
		The audit opinion contained a qualification regarding smooth traffic exposure.		

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
Phone System Upgrade	Level of service	$25,000	$20,055	Complete
Computers and Peripherals	Replacements	$60,000	$66,482	Complete
Vehicle Replacements	Replacements	$35,000	$93,538	Complete
Content Manager Upgrade	Replacements	$15,000	$32,844	Complete
Firewall + Wi-Fi replacement	Replacements	$25,000	$26,187	Complete
Core Server Replacement	Replacements	$40,000	$36,717	Complete
Core Switch Replacement	Replacements	$25,000	$24,358	Complete
EftPOS Terminal Upgrades	Replacements	$7,000	$3,150	Complete
Staff Cell phone Fleet Replacement	Replacements	$35,000	$24,524	Complete
Replace GIS system	Replacements	$100,000	$121,659	Complete

1.6 Cost of Services Statement

The detailed financial summary for Democracy and Corporate Support's activities are shown below:

Democracy

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
1,616	**Operating Expenditure**	1,773	1,637
-	**Revenue**	30	-
1,616	**Net Cost of Service**	**1,743**	**1,637**
	EXPENDITURE		
631	Operating Costs	658	631
985	Allocated Overheads	1,115	1,007
1,616	**Total Operating Expenditure**	**1,773**	**1,637**
	FUNDED BY:		
-	Charges for Services	30	-
-	**Revenue**	**30**	**-**
1,475	UAGC	1,610	1,605
20	Subsidies / Grants	18	-
77	Other Funding	24	32
1,572	**Total Funding**	**1,682**	**1,637**

Corporate Support

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
-	**Operating Expenditure**	-	-
203	**Revenue**	204	150
(203)	**Net Cost of Service**	**(204)**	**(150)**
	EXPENDITURE		
	Operating Costs		
907	- Chief Executive's Department	867	755
1,124	- Corporate Services Department	1,418	1,391
(2,031)	Allocated Overheads	(2,285)	(2,147)
-	**Total Operating Expenditure**	**-**	**-**
283	Capital Expenditure	449	367
283	**Total Expenditure**	**449**	**367**
	FUNDED BY:		
203	Charges for Services	204	150
203	**Total Revenue**	**204**	**150**
(59)	UAGC	(150)	(150)
283	Transfer from Depreciation Reserves	449	367
426	**Total Funding**	**502**	**367**



Community Development

COMMUNITY SERVICES

1.1 What We Do

Community Services encourages and supports groups and individuals in the district to achieve their own goals and outcomes in a sustainable way that benefits the community. It does this by providing information, advice, and support to groups and individuals, through activities such as networking, facilitation, administration support, promotion, advocacy, and event facilitation.

Examples of the current community services activities include:

- Facilitating the Positive Ageing Group and Youth Council
- Coordinating the promotion of school holiday activities
- Administration of community funds including Sport NZ Rural Travel Fund and Creative New Zealand Funding Scheme
- Working with community groups to identify the outcomes they want for the community
- Working in partnership with regional agencies to support the well-being of the community
- Providing community events such as Summer Nights and war memorial commemorations.

1.2 Why We Do It

This activity contributes to the district's well-being by the Council maintaining a general overview of trends in the social well-being of the district. The aim is to actively involve people in building their own sustainable and resilient communities and initiating, usually in conjunction with others, action for enhancement whenever it considers that to be necessary, appropriate and practical.

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

There are no significant negative effects associated with the Community Services activity that may affect the social, economic, environmental or cultural well-being of the local community. However, failure to deliver this activity would have a significant negative impact on the social, economic, environment and cultural well-being.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
Enable opportunities for the community to engage, celebrate, connect and sustain local capability.	Number of major community events led by council [1]	>4	**Achieved – 5** *(2024/5 Achieved 6)*	Number of events held are recorded
	Percentage of residents satisfied with the quality of the events and programmes offered by Council.	>80%	**Not Achieved – 74%** *(2024/25 Not Achieved 71%)*	Annual Residents Survey
		Satisfaction with the Quality of events and programmes in the Stratford District is highest amongst residents aged 65 and over, and those residing in urban areas (83% and 79% respectively) compared to other demographic groups. Overall satisfaction has increased from last year and it is worth noting that the only 10% of respondents were dissatisfied (1-4). worth noting that the only 10% of respondents were dissatisfied (1-4).		

[1] *A major community event is any event that is widely advertised through council's channels, appeals to a wide cross-section of the community, and may include Movies in the Park, Concert in the Park and ANZAC Day. The range of events included in this measure may vary from year to year.*

1.5 Projects and Other Programmes

There were no projects associated with the Community Services activity.

1.6 Cost of Services Statement

The detailed financial summary for the community development activity is shown below.

Community Services

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
791	**Operating Expenditure**	745	545
31	**Revenue**	20	3
760	**Net Cost of Service**	**725**	**542**
	EXPENDITURE		
621	Operating Costs	530	348
169	Allocated Overheads	214	197
791	**Total Operating Expenditure**	**745**	**545**
	FUNDED BY:		
31	Charges for Services	20	3
31	**Total Revenue**	**20**	**3**
455	General Rates	471	471
356	Grants	280	64
15	Other Funding	5	6
856	**Total Funding**	**775**	**545**

ECONOMIC DEVELOPMENT

1.1 What We Do

Council has a leadership role in economic development. This activity supports the development and growth of the district by:

- Encouraging and supporting the establishment, retention and development of sustainable, new and existing businesses.
- Promoting business opportunities and events that benefit the local economy
- Promoting the district as a great place to live and visit.
- Supporting the Stratford Business Association
- Working in partnership with Venture Taranaki Trust to support the economic growth of the district.

1.2 Why We Do It

Council provides this service to enable growth in population, increase employment opportunities, and promote the district as a destination for business and visitors. This works towards enabling a local economy that is prosperous.

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

There are no significant negative effects associated with the Economic Development activity that may affect the social, economic, environmental or cultural well-being of the local community. However, failure to deliver this activity would have a significant negative impact on the social, economic and cultural well-being.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
Develop and facilitate strategic partnerships that enable growth, attract ongoing investment, and increase diversity and capability within the local business sector.	Number of new and existing businesses accessing services and programmes offered.	>5	**Achieved – 29** *(2024/25 Achieved 30)*	Venture Taranaki Quarterly reports
		This was significantly above target due to more promotion and more availability within the district resulting in higher demand for services.		
	Number of promotional activities delivered or partnered with to encourage visitation to the district.	>1	**Achieved – 5** *(2024/25 Achieved 2)*	Venture Taranaki Quarterly reports

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
41 Flint Road Subdivision	Level of service	$2,655,000	$421,668	Construction will continue in 2026/27 once Council receives consenting approval.

1.6 Cost of Services Statement

The detailed financial summary for Economic Development's activities is shown below:

Economic Development

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
486	**Operating Expenditure**	463	517
-	**Revenue**	-	-
486	**Net Cost of Service**	**463**	**517**
	EXPENDITURE		
352	Operating Costs	308	371
134	Allocated Overheads	156	146
486	**Total Operating Expenditure**	**463**	**517**
	FUNDED BY:		
251	General Rates	256	256
-	Subsidies / Grants	-	-
251	UAGC	256	256
11	Other Funding	3	5
513	**Total Funding**	**515**	**517**

Council Projects

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
77	**Operating Expenditure**	96	152
-	**Revenue**	-	-
77	**Net Cost of Service**	**96**	**152**
	EXPENDITURE		
-	Operating Costs	-	-
77	Interest	96	152
77	**Total Operating Expenditure**	**96**	**152**
-	Principal Loan Repayments	-	-
21	Capital Expenditure	422	2,655
98	**Total Expenditure**	**518**	**2,806**
	FUNDED BY:		
-	General Rates	-	-
-	Sale of sections - capital	-	-
77	Transfer from Reserves	96	152
-	Grants and Donations - Capital	-	-
21	Loan Funding - Capital	422	2,655
98	**Total Funding**	**518**	**2,806**

RENTAL AND INVESTMENT PROPERTIES

1.1 What We Do

The Rental and Investment Properties activity manages properties council owns for strategic or commercial purposes.

Under this activity Council staff performs common landlord roles, such as the day-to-day maintenance of grounds and buildings as well as the long term planning for purchase, disposal, renewal, upgrades and redevelopment of properties.

This activity covers the following:
Farm - manage 160 hectares of land (132 hectares milkable) on a 50/50 share milking basis.
Holiday Park - operate a formal lease for the land.
Rental Properties - Council manages urban and rural land and commercial properties under this activity.

- Land with a Council function that generally has limited potential for any other use or is strategically important to Council.
- Land that has commercial potential and its legal status permits its availability for sale.
- Land that is currently vacant or occupied informally by an adjoining owner and has limited options for sale.

1.2 Why We Do It

The prudent management of Council owned properties not used in the day-to-day functions of Council ensure these do not become a nuisance and maximises commercial return for Council.
Each property is held for specific reasons and the property portfolio is regularly reviewed to ensure any properties surplus to requirements are disposed of. The key properties and the reason for Council's ownership are described below.

Farm - The farm is considered to be an economic investment that was purchased for the purposes of providing a financial contribution to ease the burden of rates on the community. In 2015 the farm expanded by 54 hectares when the Council purchased the neighbouring farm for the purposes of increasing economies of scale, and returns to the ratepayer. The farm contributes to the economic well-being of the district by providing rates mitigation for ratepayers.
The farm surrounds the aerodrome, therefore providing a buffer zone to allow for smooth operations of the aerodrome.

Holiday Park - Council has traditionally adopted the role of provider of the holiday park as there has been no alternative provider in Stratford.

Rental Properties - most properties have been purchased for a strategic purpose because of their location, either for Council's future use or for on selling at a later date.

This activity contributes to the community outcomes of:

- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

The Rental and Investment Property activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Environmental & cultural - Contamination of streams that cross or border the council owned farm, from runoff from paddocks, effluent ponds or animals gaining access to the river has the potential to negatively impact the environmental and cultural wellbeing. This is mitigated by good farming practices and significant investment made in fencing and riparian planting of stream edges as well as effluent management.

These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To run the council farm in a way that maximises profits and meets the National Environmental Standards (NES).	Milk production is maximised	>145,000 kg/ms	**Not Achieved – 143,680 kgs/ms** *(2024/25 Achieved – 156,388kgs/ms)*	Milk Supplier's Statements issued by Fonterra.
	The Council farm's Environmental Plan is reviewed annually [2]	Achieved	**Not Applicable –** Fonterra have changed their requirements for the review of the Environmental Plan.	Report to Council Meeting.
To ensure commercial properties owned are safe and legally compliant	Commercial properties are compliant with relevant legislation [3]	Achieved	**Achieved** *(2024/25 Achieved)*	Reporting against corporate CRM system.

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
Construct additional calving sheds	Level of service	$-	$4,493	Complete
New pump shed and accessories	Replacements	$-	$7,695	Complete
Race and Culvert upgrades	Replacements	$25,525	$48,662	Complete

[2] This is a report produced by Fonterra in relation to all aspects of environmental management of the farm.
[3] This legislation includes the Building Act 2004 (Sections 108-111) which deal with compliance schedules and building warrant of fitness.

1.6 Cost of Services Statement

The detailed financial summaries for the Farm, Holiday Park and Rental Properties activities are shown below:

Holiday Park

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
2	**Operating Expenditure**	3	3
3	**Revenue**	4	4
(1)	**Net Cost of Service**	**(1)**	**(1)**
	EXPENDITURE		
-	Operating Costs	-	-
2	Allocated Overheads	3	3
2	**Total Expenditure**	**3**	**3**
	FUNDED BY:		
3	Charges for Services	4	4
3	**Total Revenue**	**4**	**4**
(2)	General Rates	-	-
-	Other Funding	-	-
1	**Total Funding**	**4**	**3**

Farm

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
509	**Operating Expenditure**	517	525
807	**Revenue**	777	662
(298)	**Net Cost of Service**	**(260)**	**(137)**
	EXPENDITURE		
333	Operating Costs	311	330
65	Interest	77	73
50	Depreciation	52	50
61	Allocated Overheads	77	72
509	**Total Operating Expenditure**	**517**	**525**
74	Principal Loan Repayments	73	26
110	Capital Expenditure	61	26
693	**Total Expenditure**	**651**	**576**
	FUNDED BY:		
807	Charges for Services	777	662
807	**Total Revenue**	**777**	**662**
(148)	General Rates	(179)	(179)
71	Loan Funding - Capital	12	26
39	Transfer from Reserves - Capital	49	-
70	Transfer from Reserves	-	-
(151)	Transfer (to) Reserves - surplus	(10)	65
5	Other Funding	2	2
693	**Total Funding**	**651**	**576**

Rental Properties

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
64	**Operating Expenditure**	70	75
47	**Revenue**	44	56
17	**Net Cost of Service**	**26**	**19**
	EXPENDITURE		
5	Operating Costs	6	10
25	Depreciation	21	25
34	Allocated Overheads	43	40
64	**Total Operating Expenditure**	**70**	**75**
-	Capital Expenditure	-	-
64	**Total Expenditure**	**70**	**75**
	FUNDED BY:		
47	Charges for Services	44	56
47	**Total Revenue**	**44**	**56**
13	General Rates	18	18
3	Other Funding	1	1
63	**Total Funding**	**63**	**75**



Environmental Services

BUILDING SERVICES

1.1 What We Do

The Council is registered as a building consent authority (BCA), as required by the Building Act 2004. The BCA receives and processes applications for building consents. It also involves monitoring and compliance, to ensure that all building, plumbing and drainage work in the District is undertaken in a safe, secure and proper manner. The Building Control Team also leads the preparation of Land Information Memorandums.

1.2 Why We Do It

The Council has a legal responsibility to ensure buildings are fit for purpose and comply with legislation.

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

The Building activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Social, economic, environmental & cultural - the construction and modification of buildings and structures represents a significant investment for their owners and directly impacts the community and the natural and built environment, as well as community safety. Performance indicators have been designed to strike a balance between legal requirements, supporting the environmental and economic well-being and delivering efficiency from a customer service perspective. Maintenance of a quality management system and a structured approach to continual improvement are two measures to ensure the purpose of the Building Act is upheld.

These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To process applications within statutory timeframes.	Percentage of building consent applications processed within 20 days.	100%	**Achieved – 100%,** 182 out of 182 *(2024/25 Not Achieved – 99% 170 out of 172)*	Council Records.
	Percentage of inspection requests completed within 24 hours of requested time.	100%	**Not Achieved – 99.2%,** 732 out of 738 *(2024/25 Achieved – 100% 779 out of 779)*	Council Records.
		The inspections that were not undertaken within 24 hours of the requested time were due to staff availability.		

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To process applications within statutory timeframes.	Percentage of code compliance certificate applications determined within 20 working days.	100%	**Not Achieved – 95.8%,** 91 out of 95 *(2024/25 Achieved – 100% 122 out of 122)*	Council Records.
		The 4 applications for Code of Compliance Certificates that were not processed within 20 working days were due to staff availability.		
To retain registration as a Building Consent Authority.	Current registration.	Confirmed	**Achieved – registration current** *(2024/25 Achieved)*	Current IANZ Certification
To process LIMs within statutory timeframes	% of LIMs processed within timeframes.	100%	**Not Achieved – 91.45%** 87 out of 108 *(2024/25 Achieved – 100%, 98 out of 98)*	Council Records
		10 LIMS were not processed within the statutory timeframe. Compliance with this timeframe was affected by staff availability at times during the year. It was also affected by some complex applications that required legal review before release.		

1.5 Projects and Other Programmes

There were no projects associated with the Building Services activity.

1.6 Cost of Services Statement

The detailed financial summary for Building Services' activities is below:

Building Control

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
1,072	**Operating Expenditure**	1,367	1,125
581	**Revenue**	695	591
491	**Net Cost of Service**	**672**	**534**
	EXPENDITURE		
763	Operating Costs	1,057	833
7	Depreciation	-	-
302	Allocated Overheads	310	292
1,072	**Total Operating Expenditure**	**1,367**	**1,125**
	FUNDED BY:		
581	Charges for Services	695	591
581	**Total Revenue**	**695**	**591**
426	UAGC	527	525
22	Other Funding	7	9
1,029	**Total Funding**	**1,228**	**1,125**

PLANNING

1.1 What We Do

This activity covers:

- The development and administration of the Stratford District Plan
- The processing of resource consents required under the District Plan.
- Monitoring of the district to ensure that the District Plan is relevant and complied with.

1.2 Why We Do It

All of the above functions are required by legislation, specially the Resource Management Act 1991 and the Stratford District Plan 2014.

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

The Planning activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Social, economic, environmental & cultural - land use and subdivision activity can impact on short and long term social, economic, environmental and cultural outcomes. Performance indicators have been designed to strike a balance between legal requirements, supporting the environmental and economic well-being, meeting the community's needs and delivering efficiency from a customer service perspective. Best social, economic, environmental & cultural practice and community expectations will also be incorporated in the future update of the District Plan which governs much of this activity.

These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target	Actual 2025/26	How Measured
		Year 2 2025/26		
To promote the sustainable management and use of land and public spaces.	To undertake a comprehensive review of the district plan, with notification within statutory timeframes.	To undertake a comprehensive review of the district plan in accordance with an agreed timeframe.	**Not Applicable** *(2024/25 Not Applicable)*	*No timeframe to be met in Year 2* Reports to Council
		We are currently operating under a Plan Stop direction from the Government.		
	To undertake a systematic review of bylaws and related policies as they reach their statutory review dates.	100% within review timeframes	**Achieved - 100%** there are no policies or bylaws currently outside their statutory review periods *(2024/25 Achieved 100%)*	Reports to Council

Level of Service	Performance Measure	Target	Actual 2025/26	How Measured
To process resource consents within statutory timeframes.	% of non notified applications processed within 20 working days. [4]	100%	**Not Achieved** – 98% 115 out of 117 *(2024/25 Not Achieved –97% 60 out of 62 applications)*	Council records
		Two applications were not processed within 20 working days. The two applications that were not processed within 20 working days were due to an external service provider not providing their assessment in a timely manner.		
To process resource consents within statutory timeframes.	% of notified applications processed within legislated timeframes for notification, hearings and decisions.	100%	**Not Applicable – 0 notified consent applications** *(2024/25 Not Applicable – 0 notified consent application)*	Council records
	% of s223 and s224 applications processed within 10 working days. [5]	100%	**Achieved – 100%** 18 out of 18 applications. *(2024/25 Achieved – 100% 36 out of 36 applications)*	Council records

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
District Plan review	Operating Expenditure	$61,260	$18,869	Continues in 2026/27

1.6 Cost of Services Statement

The detailed financial summary for Planning and Bylaw's activities is below:

District Plan and Bylaws

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
116	**Operating Expenditure**	130	182
-	**Revenue**	-	-
116	**Net Cost of Service**	**130**	**182**
	EXPENDITURE		
20	Operating Costs	43	98
96	Allocated Overheads	87	84
116	**Total Operating Expenditure**	**130**	**182**
-	Principal Loan Repayments	-	-
116	**Total Operating Expenditure**	**130**	**182**
	FUNDED BY:		
97	UAGC	180	179
-	Loan Funding	-	-
7	Other Funding	2	3
104	**Total Funding**	**182**	**182**

[4] *Non-notified resource consents are applications that are not publicly advertised because the adverse effects of the proposal are considered to be no more than minor, and any affected persons (usually neighbours) have provided written approval.*
[5] *As required in terms of the Resource Management Act 1991.*

Resource Consents

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
485	**Operating Expenditure**	512	444
93	**Revenue**	96	137
392	**Net Cost of Service**	**417**	**307**
	EXPENDITURE		
365	Operating Costs	388	324
121	Allocated Overheads	125	120
485	**Total Operating Expenditure**	**512**	**444**
	FUNDED BY:		
93	Charges for Services	96	137
93	**Total Revenue**	**96**	**137**
276	UAGC	304	303
9	Other Funding	3	4
378	**Total Funding**	**403**	**444**

COMMUNITY HEALTH AND SAFETY

1.1 What We Do

The activities broadly cover the regulation and enforcement of various statutes and bylaws relating to health, food, alcohol, animal control, and general nuisance arising from inappropriate parking of motor vehicles and/or use of public places.

Health Act and Food Act
The Council:
- provides a uniform system of control to ensure that food being sold is fit for consumption and safe
- carries out premises registration, education, monitoring and enforcement activities, including complaint resolution, to avoid and mitigate actual and potential adverse effects on public health.

From time to time this activity also has to review and respond to legislative changes. Overall its main role is licencing, compliance and enforcement.

Sale and Supply of Alcohol Act
The Council carries out licensing, monitoring and enforcement activities, to ensure that a reasonable system of control is in place over the sale and supply of liquor to the public, with the aim of contributing to the reduction of liquor abuse in the community.

Parking and other Bylaw compliance
Bylaws provide an enforcement tool where specific local regulation is required. In some instances bylaws are required to give a specific local interpretation of national legislation. Others, such as the Public Places Bylaw, are passed under the Local Government Act but simply reflect a set of local expectations.
The Council receives an average of 300 complaints concerning infringements of the various bylaws each year.

Animal Control
The Council exercises its responsibilities under the Dog Control Act 1996 and the Council's Dog Control Bylaw. The Council controls dogs as required by legislation to avoid nuisance and minimise risk to the community.

This covers:
- registration of dogs
- providing a timely response to all complaints concerning dogs, particularly in regard to instances involving aggressive behaviour by dogs
- Enforcing obligations on dog owners designed to ensure that dogs do not cause a nuisance to any person, and do not injure, endanger or cause distress to any person or cause distress to any stock, poultry, domestic animal or protected wildlife.

The Council operates a dog pound which has capacity for six dogs. The demand for services is relatively consistent. This activity also manages wandering stock on road reserves.

1.2 Why We Do It

These services are either required by statute or bylaws produced by the Council in response to either public expectations or legal requirements.

This activity contributes to the community outcomes of:

- Welcoming
- Connected
- Enabling

1.3 Significant Negative Effects

There are no significant negative effects associated with the Community Health and Safety activity that may affect the social, economic, environmental or cultural well-being of the local community. This activity exists to avoid, minimise or mitigate significant negative effects of environmental or community health and safety events. Failure to deliver this activity would therefore have a significant negative impact on the economic and environment well-being.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To fulfil obligations to improve, promote and protect public health.	Percentage of premises registered under the Food Act, Health Act, Beauty and Tattoo Bylaw, to be inspected for compliance.	100%	**Not Achieved – 72%** *(2024/25 Achieved – 100% 65 out of 65)*	Council Records
		36 of 50 (72%) premises were inspected for compliance. The legislation for Food businesses requires Council inspection based on performance with a maximum of an 18-month timeframe. Of the businesses requiring inspection during the previous year, 97% were achieved. 1 business was not inspected in its timeframe required as it is transitioning to be registered under MPI rather than Council and therefore will be verified by a third-party inspection body.		
	Health nuisance and premise complaints are responded to within 1 working day.	100%	**Achieved – 100%** 14 out of 14 complaints *(2024/25 Achieved – 100% 16 out of 16 complaints)*	Council Records
To fulfil obligations as a District Licensing Committee.	Percentage of licensed premises inspected.	100%	**Not Achieved – 93%** 28 of 30 inspected *(2024/25 Not Achieved – 96% 29 out of 30 inspected)*	Council Records
		28 of 30 (93%) of Licensed premises have been inspected for compliance. Two premises were not inspected for compliance. One club licence was recently granted with limited hours and the other restaurant/lodge is currently closed.		

Level of Service	Performance Measure	Target	Actual 2025/26	How Measured
To fulfil obligations as a District Licensing Committee.	Percentage of applications processed within 25 working days (excluding hearings).	100%	**Not Achieved – 85%** 83 of 97 applications *(2024/25 Not Achieved – 81% 66 out of 81 applications)*	Council Records
		83 of 97 (85%) applications processed were processed within 25 working days. Compliance with this performance measure has been affected by changes to the Sale and Supply of Alcohol Act 2012. Specifically, processing timeframes for some types of applications have changed and no longer align with this performance measure. The performance measure is proposed to be changed through the Long Term Plan process to realign with the Act.		
To monitor and enforce bylaws.	Percentage of complaints responded to within 2 hours. [6]	100%	**Achieved – 100%** 246 of 246 complaints. *(2024/25 Achieved – 100% 336 out of 336 complaints)*	Council Records
To ensure dogs are controlled.	Percentage of known dogs registered.	>98%	**Achieved – 99%** 2,176 of 2,202 known dogs were registered *(2024/25 Not Achieved – 97% 2,073 out of 2,118 dogs)*	Council Records
	Percentage of dog attack/wandering dog complaints responded to within an hour.	100%	**Achieved – 100%** 283 of 283 complaints *(2024/25 Achieved – 100% 325 out of 325 complaints)*	Council Records

1.5 Projects and Other Programmes

There were no projects associated with the Community Health and Safety activity.

[6] *These are formal complaints that are received by Council and resolved within two hours, including dog attacks.*

1.6 Cost of Services Statement

The detailed financial summaries for Food and Health, Alcohol Licensing, Parking and other Bylaws and Animal Control activities are below:

Food and Health

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
158	**Operating Expenditure**	173	161
26	**Revenue**	26	39
132	**Net Cost of Service**	**146**	**122**
	EXPENDITURE		
89	Operating Costs	91	84
69	Allocated Overheads	82	76
158	**Total Operating Expenditure**	**173**	**161**
	FUNDED BY:		
26	Charges for Services	26	39
26	**Total Revenue**	**26**	**39**
105	UAGC	120	120
5	Other Funding	2	2
136	**Total Funding**	**148**	**161**

Alcohol Licensing

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
140	**Operating Expenditure**	164	159
32	**Revenue**	33	36
108	**Net Cost of Service**	**131**	**123**
	EXPENDITURE		
74	Operating Costs	87	87
66	Allocated Overheads	78	72
140	**Total Operating Expenditure**	**164**	**159**
	FUNDED BY:		
32	Charges for Services	33	36
32	**Total Revenue**	**33**	**36**
109	UAGC	121	121
5	Other Funding	2	2
146	**Total Funding**	**156**	**159**

Parking and other Bylaws

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
159	**Operating Expenditure**	167	162
5	**Revenue**	2	1
154	**Net Cost of Service**	**165**	**161**
	EXPENDITURE		
72	Operating Costs	72	74
86	Allocated Overheads	93	88
159	**Total Operating Expenditure**	**167**	**162**
	FUNDED BY:		
5	Charges for Services	2	1
5	**Total Revenue**	**2**	**1**
150	UAGC	158	158
7	Other Funding	2	3
162	**Total Funding**	**163**	**162**

Animal Control

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
334	**Operating Expenditure**	354	335
161	**Revenue**	150	174
173	**Net Cost of Service**	**204**	**161**
	EXPENDITURE		
194	Operating Costs	187	181
2	Interest	2	2
7	Depreciation	8	3
132	Allocated Overheads	157	149
334	**Total Operating Expenditure**	**354**	**335**
2	Principal Loan Repayments	2	2
-	Capital Expenditure	-	-
336	**Total Expenditure**	**356**	**336**
	FUNDED BY:		
161	Charges for Services	150	174
161	**Total Revenue**	**150**	**174**
136	UAGC	158	158
-	Loan funding	-	-
11	Other Funding	4	5
308	**Total Funding**	**312**	**336**

CIVIL DEFENCE & EMERGENCY MANAGEMENT

1.1 What We Do

The overriding principle for Civil Defence and Emergency Management delivery across the Taranaki Civil Defence and Emergency Management (CDEM) Group is that it is a regionally coordinated and locally delivered approach. The Taranaki Region operates a CDEM Group Office, called the Taranaki Emergency Management Office (TEMO). TEMO is a shared service between all four councils in Taranaki that delivers Civil Defence and Emergency Management coordination throughout Taranaki on behalf of the councils in the region. The Council is obligated to plan and provide for Civil Defence and Emergency Management within the Stratford District and to ensure that it can function at the fullest possible extent during an emergency.

1.2 Why We Do It

Council has legal requirements to play a direct role in the prevention and management of natural hazards.

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

There are no significant negative effects associated with the Civil Defence and Emergency Management activity that may affect the social, economic, environmental or cultural well-being of the local community. However, failure to deliver this activity would have a significant negative impact on the social, economic, environment and cultural well-being.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To maintain effective emergency capability	Recruit, train and maintain a pool of staff and volunteers capable of responding to an emergency event. Number of people trained to at least Intermediate level.	>25	**Achieved** – 38 trained to intermediate equivalent *(2024/25 Achieved 33)*	Takatu Records
To ensure the Stratford District Emergency Operations Centre is fit for purpose.	Annual capability audit undertaken (externally) and quarterly system checks undertaken (internally).	Achieved	**Achieved** *(2024/25 Achieved)*	Council Records

1.5 Projects and Other Programmes

There were no projects associated with the Civil Defence and Emergency Management activity.

1.6 Cost of Services Statement

The detailed financial summaries for Civil Defence and Emergency Management's activities are below:

Civil Defence and Emergency Management

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
502	**Operating Expenditure**	561	517
-	**Revenue**	-	-
502	**Net Cost of Service**	**561**	**517**
	EXPENDITURE		
138	Operating Costs	138	137
-	Depreciation	-	1
364	Allocated Overheads	423	380
502	**Total Operating Expenditure**	**561**	**517**
	FUNDED BY:		
454	UAGC	506	505
27	Other Funding	9	12
481	**Total Funding**	**516**	**517**



Roading

Roading

1.1 What We Do

The Roading activity encompasses the management, construction, maintenance and renewal of rural and urban roads, footpaths, kerb and channel, street lighting and associated infrastructure for the District excluding State Highways. The Roading network managed by the Stratford District Council totals 613.1km, made up of 556.1km of rural roads, 14.2km of Special Purpose Roads and 42.6km of urban streets. State Highways 3 and 43 are maintained by the New Zealand Transport Agency (NZTA). In addition there are over 700km of unformed legal road and a number of bridges 'beyond the maintenance peg' that are not maintained by Council.

The Roading asset includes all pavements from the sub base to, and including, the top sealed or metal surface, traffic services (lighting, street and safety signage, footpaths, kerb & channel), bridges, culverts and side drains.

	Rural	Urban	Special Purpose	Total
Sealed km	350.4	42.5	14.0	407.1
Unsealed km	205.7	0.1	0.2	206.0
	556.1	**42.6**	**14.2**	**613.1**

The physical works carried out on the District roads are undertaken by private contractors. Most of the work, including all routine maintenance, renewals and planned work such as reseals and unsealed roads metal replacement, is carried out under the Roading Facilities Management Contract.

1.2 Why We Do It

Council is the road controlling authority under the Local Government Act 1974 and 2002 with responsibility for all local roads in the area. It provides an integrated, safe, responsive and sustainable local land transport system for the District. This is a fundamental requirement for every District.
The main users of the network are residents, industries (particularly dairy, forestry and oil), a small commercial sector, and visitors.

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

The Roading activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Social, economic, environmental & cultural - Traffic hazards and accidents have the potential to negatively impact the community's social, economic, environmental and cultural well-being. Council is actively involved in regional road safety strategies such as 'Roadsafe Taranaki', and the 'Community Road Safety Programme' and investigates injury accidents with the Police to address any roading issues that may be involved.

Social, economic, environmental & cultural – Dust from unsealed roads has the potential to negatively impact the community's social, economic, environmental and cultural well-being. Council is working with the rural community to manage nuisance from dust.

Social, economic & cultural –Road closures have the potential to negatively impact the community's social, economic and cultural well-being. Unplanned road closures are usually the result of environmental events and can be of concern, particularly for isolated rural communities. When this happens, every effort is made to have the road or alternative routes open as soon as possible. Planned road closures are generally not a significant problem as they are well notified to affected parties and council works with event organisers to reduce the impact of closures of popular routes.

Environmental & cultural – Earthworks and run-off from road construction and maintenance activities has the potential to impact the environmental and cultural wellbeing. To manage and mitigate this risk, all major project works are carried out under resource consent conditions and undertaken in a manner that avoids significant negative effects. Routine maintenance activities are governed by performance criteria outlined in the maintenance contract.

These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To provide a safe roading network.	**Road safety** - The reduction from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number. [7]	A reduction of at least 1	**Achieved – *zero*** *(2024/25 Not Achieved –plus 3)*	Police CAS Database
To provide a well maintained roading network.	**Road Condition** – The average quality of ride on sealed road network, measured by smooth travel exposure. [8]	Urban – ≥60% Rural – ≥91%	**Not Achieved – Urban – 54%** *(2024/25 Not Achieved – 55%)* **Achieved – Rural – 94%** *(2024/25 Achieved -95%)*	RAMM Rating Report
		There has needed to be a focus on the repairs of rural roads affected by forestry/logging activity. Urban roads are planned to have increased focus over the next 2 years.		
	Road maintenance – The percentage of the sealed road network that is resurfaced.	≥5%	**Not Achieved – 4.71%** *(2024/25 Not Achieved 3.5%)*	RAMM Rating Report
		This is due to constrained budgets and financial pressures from repairing roads damaged by Forestry activity. The roading team is putting a major focus on achieving this target in the 2027-37 Long Term Plan.		
	Road maintenance – The percentage of the unsealed road network that has been metal dressed.	≥5%	**Achieved – 19.17%** *(2024/25 Achieved – 10.6%)*	RAMM Report
		This result was significantly higher than target due to the additional damage caused by forestry trucks increasing the percentage required.		
To provide a well maintained roading network.	**Footpaths** - The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (annual plan, activity management plan, asset management plan, annual works programme or long term plan)	>72.5%	**Achieved – 89%**. *(2024/25 Not Applicable - survey was last done 2024)*	Visual Survey (Bi-Annually)
	Response to service requests - The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long term plan (note: this information is actually held in the asset management plan not the long term plan).	>88%	**Achieved – 97%** *(2024/25 Achieved – 95%)*	RAMM Report. Spreadsheet until connectivity is established between RAMM and Customer Service Requests

[7] *Excludes state highways.*
[8] *Smooth Travel Exposure (STE) is assessed using the STE methodology with NZ Transport Agency Standards.*

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
To provide a well maintained roading network.	Percentage of residents who are satisfied with:			Annual Residents Survey
	Urban Road Networks	>50%	**Not Achieved – 48%** *(2024/25 Not Achieved 50 %)*	
		The survey results for urban roads. 48% satisfied, 26% dissatisfied. This compares to the 2024/25 results of 50% satisfied and 24% dissatisfied.		
	Rural Road Network	>50%	**Not Achieved – 36%** *(2024/25 Not Achieved 40%)*	
		The survey results for rural roads. 36% satisfied, 35% dissatisfied. This compares to the 2024/25 results of 40% satisfied and 40% dissatisfied.		
	Footpaths	>60%	**Not Achieved – 53%** *(2024/25 Achieved – 62%)*	
		The survey results for footpaths are: 53% satisfied and 18% dissatisfied. This compares to the 2024/25 results of 62% satisfied and 14% dissatisfied		

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
Low Cost Low Risk roads	Level of Service	$410,000	$551,077	Complete
Crown Resilience Funding	Level of Service	$500,000	$497,680	Complete
Targeted Fund	Level of Service	$ -	$90,901	Complete
Seal Extensions (Dust Coat Seals)	Level of Service	$50,000	$108,391	Complete
Unsealed road metalling	Replacements	$956,272	$563,976	Complete
Sealed road resurfacing	Replacements	$1,391,680	$1,447,745	Complete
Drainage Renewals	Replacements	$961,526	$936,759	Complete
Pavement Rehabilitation	Replacements	$683,040	$1,041,423	Complete
Structure Component Replacement	Replacements	$998,472	$1,776,375	Complete
Traffic Services	Replacements	$168,135	$181,257	Complete
Footpath renewals	Replacements	$79,425	$95,593	Complete
Emergency Works	Replacements	$-	$997,600	Complete

1.6 Cost of Services Statement

The detailed financial summary for Roading activities is below:

Roading

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
8,311	**Operating Expenditure**	9,295	8,872
5,374	**Revenue**	7,992	6,212
2,937	**Net Cost of Service**	**1,303**	**2,661**
	EXPENDITURE		
3,489	Operating Costs	4,475	4,004
23	Interest	49	51
4,530	Depreciation	4,454	4,530
269	Allocated Overheads	317	288
8,311	**Total Operating Expenditure**	**9,295**	**8,872**
26	Principal Loan Repayments	49	51
5,307	Capital Expenditure	8,289	6,199
13,644	**Total Expenditure**	**17,632**	**15,122**
	FUNDED BY:		
126	Charges for Services	164	161
5,248	Waka Kotahi (NZTA) Financial Assistance	7,828	6,051
5,374	**Total Revenue**	**7,992**	**6,212**
4,227	Targeted Rates	4,162	4,152
2,528	Depreciation funded from Reserves	2,539	2,586
1,703	Transfers from Reserves - Capital	3,145	1,989
-	Grants and Donations	-	-
(560)	Transfer from (to) reserves	(1,054)	(375)
349	Loan Funding - Capital	840	550
22	Other Funding	7	9
13,644	**Total Funding**	**17,632**	**15,122**

Business Unit

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
241	**Operating Expenditure**	224	307
348	**Revenue**	323	310
(107)	**Net Cost of Service**	**(99)**	**(4)**
	EXPENDITURE		
144	Operating Costs	107	203
6	Depreciation	6	6
91	Allocated Overheads	111	98
241	**Total Operating Expenditure**	**224**	**307**
	FUNDED BY:		
340	In-house Services - NZTA Assisted	310	310
8	Charges for Services	13	-
348	**Total Revenue**	**323**	**310**
(32)	General Rates	(6)	(6)
7	Other Funding	2	3
323	**Total Funding**	**319**	**307**



Stormwater

Stormwater

1.1 What We Do

Stormwater reticulation and collection services are provided and managed by Stratford District Council:

- To provide a system for the normal drainage of stormwater and groundwater, thereby enhancing the life of other infrastructure eg. Roads, and protecting private property (to the defined level of service).
- To collect and disperse any excess water from a major rainfall event.
- This activity relates to council owned and maintained stormwater systems and drains.

The Stormwater reticulation system is a network of pipes and open drains that collects stormwater from developed urban areas. Collection from roads and public areas is usually via sumps and directed to reticulation. Collection from commercial and industrial properties is via reticulation manholes. Residential area stormwater is discharged to ground mainly by soak holes, although if soil or other conditions are not suitable for soak holes, discharge is carried out via runoff through sumps and reticulation.

The Stratford District Council manages around 6.7km of stormwater pipes, and 1.9km of open channels/drains in the Stratford urban area. Council is also responsible for approximately 70 metres of 450mm culvert in Midhirst.

1.2 Why We Do It

Stormwater assets are critical for the protection of properties and infrastructure.

The Council provides the Stormwater service to meet the needs and requirements of its customers and stakeholders. The stormwater activity goals and objectives are:

- Channelization of stormwater flows in a safe and efficient manner:
- Protection of property from impacts of flooding;
- Protection of receiving environments.

This activity contributes to the community outcomes of:

- Resilience
- Connected
- Enabling

1.3 Significant Negative Effects

The Stormwater activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Social, economic, environmental & cultural - the Stormwater system has the potential to affect community health if existing drainage systems are inadequate and results in flooded houses and properties.

Social, economic, environmental & cultural - Council is aware of the areas where surface flooding occurs and is progressively working towards eliminating these events. However, there will always be localised storm events that will exceed the capacity of any system. Council recognises this potential and endeavours to take all steps to ensure the risk is minimised.

These negative effects and any controls and mitigation measures in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users, and the district overall.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
Stormwater system protects property from impacts of flooding.	**System adequacy**			Reporting against corporate CRM system. Note: specific category to be set up for flooding – to separate between residential & commercial buildings and include count of habitable floors flooded.
	The number of flooding events that occur in a territorial authority district. "Flooding" in this context means stormwater entering a habitable floor	0	**Achieved – 0** *(2024/25- Not Achieved - 1)*	
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.)	0	**Achieved – 0.** *(2024/25 Not Achieved 0.36)*	
	For each flooding event, the number of buildings in the central business zone affected by flooding.	0	**Achieved – 0** *(2024/25 Not Achieved - 1)*	
Discharge Compliance	Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: • Abatement notices • Infringement notices • Enforcement orders, and • Convictions received by the territorial authority in relation to those resource consents.	N/A	**Not Applicable** *(2024/25 Not Applicable)*	Council does not hold discharge consents for discharge from its stormwater system.
Response Times	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	2 hours	**Achieved – 0 minutes** *(2024/25 Achieved – 9 minutes)*	Work order tracking/reporting through Council's Infrastructure asset management system.
Customer Satisfaction	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system. [9]	<9	**Achieved – 0 complaints** *(2024/25 Achieved – 1 complaint)*	Reporting against corporate CRM system.

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
Reticulation Capacity Increase	Level of Service	$ -	$10,406	Complete
Modelling	Level of Service	$-	$91,504	$379k budget carried forward from 2024/25 and continues in 2026/27
Reticulation renewals	Replacements	$102,500	$82,536	Carried forward to 2026/27

[9] *All complaints are included (even if for the same event & request for service).*

1.6 Cost of Services Statement

The detailed financial summary for the Stormwater activity is shown below.

Stormwater

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
481	**Operating Expenditure**	504	488
-	**Revenue**	-	-
481	**Net Cost of Service**	**504**	**488**
	EXPENDITURE		
87	Operating Costs	100	80
36	Interest	40	51
297	Depreciation	295	297
60	Allocated Overheads	68	60
481	**Total Operating Expenditure**	**504**	**488**
41	Principal Loan Repayments	40	51
202	Capital Expenditure	184	103
722	**Total Expenditure**	**727**	**641**
	FUNDED BY:		
468	UAGC	487	486
203	Transfer from Depreciation Reserves	122	153
-	Depreciation funded from Reserves	-	-
19	Loan Funding - Capital	11	-
21	Grants/Donations - Capital	92	-
5	Other Funding	1	2
716	**Total Funding**	**714**	**641**



Wastewater

Wastewater (Sewerage)

1.1 What We Do

The Wastewater activity encompasses the planning, provision, operation, maintenance and renewal of wastewater reticulation, treatment and disposal, and associated infrastructure for the Stratford urban area.

Stratford District Council is responsible for wastewater treatment and reticulation in Stratford Township. The Stratford wastewater system services over 2,700 properties, which is approximately 98 percent of the Stratford urban area. All other dwellings in the district are serviced by on-site wastewater treatment systems.

1.2 Why We Do It

Council has obligations under the Local Government Act 2002, the Health Act 1956 and the Building Act 2004 that outline general duties of a local authority to improve, promote and protect public health through the sanitary and responsible treatment and disposal of wastewater.

The Council provides the Wastewater service to meet the needs and requirements of its customers and stakeholders; the goals and objectives of the Wastewater activity are:

- To collect wastewater from residential, commercial and industrial properties in a safe and efficient manner;
- To dispose of treated wastewater into the receiving environments in an environmentally friendly and sustainable manner in line with all applicable resource consent conditions.
- To facilitate the minimisation of risk and maintenance of public health through the safe disposal of wastewater into the receiving environment;
- To deliver on the agreed customer service levels.

This activity contributes to the community outcomes of:

- Resilience
- Connected
- Enabling

1.3 Significant Negative Effects

The Wastewater activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Social, economic, environmental & cultural - The Wastewater system has the potential to affect community health. Continued efforts are made to ensure that environmental effects are minimised. This is addressed through ongoing improvements to the treatment system which form part of the discharge resource consent.

Social, economic, environmental & cultural - Odour is managed through increased aeration and screening.

Social, economic, environmental & cultural – Periodic failures in the reticulation network, such as blockages and overflows are being addressed as a priority and the immediate resolution is followed up by root cause investigation to minimise the risk of future recurrence.

Cultural – Historically, the treatment and disposal of wastewater raised cultural concerns, such as the direct disposal of the discharge from the oxidation ponds to the Patea River. These were addressed as part of the resource consent consultation process and subsequent upgrades. Council will continue to give consideration to cultural aspects as part of future upgrades.

These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
Wastewater is managed without risk to public health.	**System and adequacy -** The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system. [10]	<6	**Achieved – 0** *(2024/25 Achieved – 0.37)*	Reporting against corporate CRM system.
	Discharge compliance - Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of • Abatement notices • Infringement notices • Enforcement orders; and • Convictions, Received by the territorial authority in relation to those resource consents.	<1	**Achieved – 0** *(2024/25 Not Achieved – 1 Abatement and 1 infringement)*	Consent & compliance documentation.
Fault response times	Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:			Work order tracking/reporting through Council's Infrastructure asset management system.
	Attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site; and	2 hours	**Achieved –44 minutes** *(2024/25 Achieved - 32 minutes)*	
	Resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.	9 hours	**Achieved – 2 hours 47 minutes** *(2024/25 Achieved – 1 hours 40 minutes)*	
Customer satisfaction	The total number of complaints received by the territorial authority about any of the following: • Sewage odour • Sewerage system faults • Sewerage system blockages, and • The territorial authority's response to issues with its sewerage system, Expressed per 1000 connections to the territorial authority's sewerage system.[11]	<6	**Not Achieved – 8.5** *(2024/25 Achieved – 3.3)*	Reporting against corporate CRM system.
Trade Waste complaints response times	Attendance time: from the time that Council receives notification to the time that a Trade Waste Officer arrives on site.	<2 working days	**Not Applicable – 0 complaints requiring action.** *(2024/25 Not Applicable 0)*	Work order tracking/ reporting through Assetfinda
Trade Waste consent processing	Percentage of trade waste consent applications processed within 15 working days.	100%	**Achieved – 100%** ***1 out of 1 applications*** *(2024/25 Achieved – 100% 1 out of 1 applications)*	Authority

[10] *Council defines a 'wet' overflow as one occurring when more than 1mm of rain has fallen in the previous 24 hours, based on Taranaki Regional Council rain gauge data. A dry overflow occurs with less rainfall than this threshold.*

[11] *All complaints are included (even if for the same event & request for service).*

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
Treatment upgrade	Level of service	$512,500	$83,837	Carried forward to 2026/27
Infiltration renewals	Replacements	$205,000	$348,996	Unallocated Better Off Funding was assigned to this project in September 2025, giving a total budget of $399,520, to complete in 2026/27.
Safety renewals	Replacements	$102,500	$10,214	Continues in 2026/27
Desludging ponds	Replacements	$-	$467,837	Brought forward from years 2028-34 of 2024-34 Long Term Plan
Routine step/aerate renewals	Replacements	$35,875	$43,496	Continues in 2026/27

1.6 Cost of Services Statement

The detailed financial summary for the Wastewater activity is shown below.

Wastewater (Sewerage)

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
1,156	**Operating Expenditure**	1,031	1,253
32	**Revenue**	40	41
1,125	**Net Cost of Service**	**992**	**1,212**
	EXPENDITURE		
384	Operating Costs	356	458
83	Interest	97	105
589	Depreciation	464	589
100	Allocated Overheads	114	102
1,156	**Total Operating Expenditure**	**1,031**	**1,253**
93	Principal Loan Repayments	96	105
864	Capital Expenditure	954	856
2,113	**Total Expenditure**	**2,081**	**2,213**
	FUNDED BY:		
32	Charges for Services	40	41
32	**Total Revenue**	**40**	**41**
985	Targeted Rates	1,215	1,208
225	Transfer from (to) Reserves	(226)	-
568	Transfer (to) from Depreciation Reserves	772	448
247	Loan Funding - Capital	84	513
48	Grants/Donations - Capital	194	-
8	Other Funding	2	3
2,113	**Total Funding**	**2,081**	**2,213**



Solid Waste

Solid Waste (Rubbish and Recycling)

1.1 What We Do

The Solid Waste activity encompasses the planning and provision of solid waste services and the operation, maintenance and renewal of all associated infrastructure.

The Council provides domestic refuse and recycling services to the households in the urban area of Stratford and Midhirst. In addition, it contracts out the operations of a transfer station in Stratford which allows for the disposal of general waste, recycling and green waste. All services are provided by a contractor with all recycling transported to the Materials Recovery Facility in New Plymouth, the general waste transported to the Hawera Transfer Station, consolidated with South Taranaki Districts general waste, then taken to the Bonny Glen landfill in the Rangitikei.

1.2 Why We Do It

The Council provides the Solid Waste service to meet the needs and requirements of its customers and stakeholders. The goals and objectives of the Solid Waste Activity as per the LTP are to ensure that the:

- Levels of waste generated are reducing; and
- Waste collection services meet the needs of the community.

This activity contributes to the community outcomes of:

- Welcoming
- Resilient
- Connected
- Enabling

1.3 Significant Negative Effects

The Solid Waste activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Social, economic, environmental & cultural - disposal of solid waste to land has inherent negative impacts on the social, environmental and cultural wellbeing. To minimise these impacts, council only sends waste to appropriately consented sites and aims to minimise the volume of waste it sends to landfill by actively seeking further opportunities to increase waste minimisation and diversion.

Social, economic, environmental & cultural - odour, litter and noxious materials originating from historic, closed landfills can have negative impacts on the social, environmental and cultural wellbeing. These effects are controlled and minimised by resource consents and management practices.

These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
The levels of waste generated are reducing.	Waste to landfill per household (municipal kerbside collection only)	<500KG	**Not Achieved – 502kg** *(2024/25 Not Achieved 507kg)*	Landfill invoices & transactions.
		Projected annual kerbside waste to landfill remained above the WMMP target for most of the year, but declined towards the end of the reporting period, indicating gradual progress towards the Council's waste minimisation target		
	Percentage (by weight) of council controlled waste stream that is diverted from council controlled waste streams.	>20%	**Not Achieved – 19.5%** *(2024/25 Achieved 22%)*	Recycling facility invoices & transactions.
		Not achieved target 19.5%, WMMP has target of 27% by 2029		
The waste collection service is fit for purpose.	Percentage of customers satisfied with the service provided.	>80%	**Achieved – 81%** *(2024/25 Achieved 84%)*	Annual Residents Survey

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
Mobile event waste bins and trailer for events on council land	Level of Service	$10,210	$ -	Carried forward to 2026/27
Permanent recycling stations	Level of Service	$10,210	$ -	Carried forward to 2026/27
Transfer Station - City care building - sealing of concrete blockwork	Replacements	$ -	$41,258	Complete
Transfer Station renewals	Replacements	$10,210	$17,909	Complete

1.6 Cost of Services Statement

The detailed financial summary for the Solid Waste activity is shown below.

Solid Waste

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
1,547	**Operating Expenditure**	1,611	1,505
155	**Revenue**	142	223
1,392	**Net Cost of Service**	**1,469**	**1,282**
	EXPENDITURE		
1,111	Operating Costs	1,139	1,051
29	Interest	32	32
41	Depreciation	42	41
366	Allocated Overheads	398	380
1,547	**Total Operating Expenditure**	**1,611**	**1,505**
33	Principal Loan Repayments	32	32
15	Capital Expenditure	59	31
1,595	**Total Expenditure**	**1,702**	**1,567**
	FUNDED BY:		
155	Charges for Services	142	223
155	**Total Revenue**	**142**	**223**
1,177	Targeted Rates	1,228	1,224
29	UAGC	31	31
10	Loan Funding - Capital	-	10
5	Grants/Donations -Capital	-	10
189	Transfers from (to) Reserves	291	57
30	Other Funding	9	12
1,595	**Total Funding**	**1,702**	**1,567**



Water Supply

Water Supply

1.1 What We Do

The Water Supply activity encompasses the planning, provision, operation, maintenance and renewal of water treatment and reticulation systems, and all associated infrastructure.

Council operates three urban water supplies servicing the Stratford, Toko and Midhirst townships, with river fed sources for Stratford and Midhirst and a bore supply for Toko.

1.2 Why We Do It

Council has assumed the role of provider of water supply to provide all properties in the water supply zones with a constant, safe and sustainable water supply.

The Council provides the water supply service to meet the needs and requirements of its customers and stakeholders. The goals and objectives of the Water Supply activity are:

- Water is safe to drink;
- A reliable water supply is provided;
- Water has a pleasant taste and odour;
- Water flow and pressure is appropriate for its intended use; and
- Water supply meets firefighting requirements.

This activity contributes to the community outcomes of:

- Resilience
- Connected
- Enabling

1.3 Significant Negative Effects

The water supply activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Social & economic - Failure to meet Drinking Water Standards could have a significant negative impact on the social and economic well-being of its users and the district overall.

Social, economic, environmental & cultural – Discharge of contaminants to air, water or land could have a significant negative impact on the social, economic, environmental and cultural well-being of its users and the district overall.

These negative effects and any controls and mitigation measures in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

1.4 Statement of Service Provision

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
Water is safe to drink.	The extent to which the local authority's drinking water supply complies with the Water Services (Drinking Water Standards for New Zealand) Regulations 2022 and Drinking Water Quality Assurance Rules 2022 (DWQAR)[12],[13],[14]			
		Bacteriological Compliance		Plant & reticulation performance records in water outlook. Includes water quality sampling programme records as well as any plant non-performances
	Stratford - T3 Bacterial Rules	All met - 100%	All met - 100% (2024/25 All met - 100%)	
	Stratford - D3.29 Microbiological Monitoring Rule	All met - 100%	All met - 100% (2024/25 partially met – 91.67%)	
	Midhirst - T2 Treatment Monitoring Rules	All met - 100%	All met - 100% (2024/25 All met - 100%)	
	Midhirst - T2 Chlorine Rules	All met - 100%	All met - 100% (2024/25 All met - 100%)	
	Midhirst – D2.1 Distribution System Rule	All met (100%)	All met - 100% (2024/25 All met - 100%)	
	Toko - T1 Treatment Rules	All met (100%)	All met - 100% (2024/25 All met - 100%)	
	Toko -D1.1 Distribution System Rule	All met (100%)	All met - 100% (2024/25 All met - 100%)	
		Protozoal Compliance		
	Stratford - T3 Protozoal Rules	All met - 100%	All met - 100% (2024/25 All met - 100%)	
	Midhirst - T2 Treatment Monitoring Rules	All met - 100%	All met - 100% (2024/25 All met - 100%)	
	Midhirst - T2 Filtration Rules	All met - 100%	All met - 100% (2024/25 All met - 100%)	
	Midhirst – T2 UV Rules	All met (100%)	All met - 100% (2024/25 All met - 100%)	
	Toko - T1 Treatment Rules	All met (100%)	All met - 100% (2024/25 All met - 100%)	
	Maintenance of the reticulation network - The percentage of real water loss from the local authority's networked reticulation system.	<25%	**Achieved** **Stratford 20.2%** **Midhirst – 13.3%** **Toko – 11.7%** *(2024/25 Stratford – Achieved 17.1% Midhirst – Achieved 6.7% Toko – Achieved 0.6%)*	Calculated annually as per NZWWA Water Loss Guidelines.

[12] The Department of Internal Affairs updated this mandatory performance measure after the Council had published our Long-Term Plan, which sets our statement of service. The updated measure still covers the bacterial and protozoal compliance of water supplies but now is directly referenced to the relevant rules in the Drinking Water Quality Assurance Rules 2022. Our reporting is, therefore, against those rules.

[13] All results have been calculated in accordance with the methodology and calculations indicated in DIA supporting guidance for drinking water. For the link to this information refer to https://www.dia.govt.nz/diawebsite.nsf/Files/Local-Government-2025/$file/NFPM-Water-Rules-2024.docx.

[14] The following thresholds apply to the DWQAR aggregate compliance rate methodology: "All met" (100%), "Almost met" (95-99%), "Partially met" (1-94%), "None met" (0%).

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
A reliable water supply is provided.	**Fault Response Times** – Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: [15]			
	Attendance for urgent call-outs: from the time that council receives notification to the time that service personnel reach the site.	2 hours	**Achieved – 17 minutes** *(2024/25 Achieved 25 minutes)*	Work order tracking/reporting through Council's Infrastructure asset management system.
	Resolution of urgent call-outs: from the time that council receives notification to the time the service personnel confirm resolution of the fault or interruption.	9 hours	**Achieved – 3 hours, 10 minutes** *(2024/25 Achieved 1 hours 30 minutes)*	Work order tracking/reporting through Council's Infrastructure asset management system.
	Attendance for non-urgent call-outs: from the time that council receives notification to the time that service personnel reach the site	2 working days	**Achieved – 2 hours 49 minutes** *(2024/25 Achieved 3 hours)*	Work order tracking/reporting through Council's Infrastructure asset management system. Affected property numbers provided via GIS/Asset Management System
	Resolution of non-urgent call-outs: from the time that council receives notification to the time the service personnel confirm resolution of the fault or interruption	5 working days	**Achieved – 20 hours 16 minutes** *(2024/25 Achieved 19 hours 30 minutes)*	Work order tracking/reporting through Council's Infrastructure asset management system. Affected property numbers provided via GIS/Asset Management System
	Number of unplanned disruptions:			
	Minor (between 5 and 50 connections affected)	<6	**Achieved – 3.67** *(2024/25 Achieved – 5)*	Work order tracking/reporting through Council's Infrastructure asset management system. Affected property numbers provided via GIS/Asset Management System
	Major (more than 50 connections affected)	<3	**Achieved – 0.3** *(2024/25 Achieved – 6)*	Work order tracking/reporting through Council's Infrastructure asset management system. Affected property numbers provided via GIS/Asset Management System
Water has a pleasant taste and odour.	**Customer Satisfaction** - Total number of complaints received for: • Drinking water clarity • Drinking water taste • Drinking water odour • Drinking water pressure or flow • Continuity of supply • Council's response to any of these issues expressed per 1000 connections to council's networked reticulation system.[16]	<32	**Achieved: - 5.33** *(2024/25 Achieved – 17.16)* .	Reporting against corporate CRM system.

[15] *An "urgent call-out" is one that leads to a complete loss of supply of drinking water. A "non-urgent" call-out is one where there is still a supply of drinking water.*

[16] *All complaints are included (even if for the same event & request for service).*

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
Demand management	**Demand management** - The average consumption of drinking water per day per resident within the district (in litres).	<275	**Stratford District – Not Achieved - 295 litres** *(2024/25 Not Achieved – Stratford District 289 litres)*	Calculated from production records ex SCADA/Water Outlook, deducting commercial users as per water meter records as well as any other non-residential use and losses (as per bench loss), divided by number of residential connections and average number of residents per property.
		Council is in the process of introducing universal water metering in the Stratford urban area. It is expected that when this is completed, the demand will reduce.		
Water flow and pressure is appropriate for its intended use.	Water pressure at 50 properties within the water supply zone, including any that have complained about pressure and or flow meets council specifications (flow>10l/min & pressure>350kpa)	100%	**Achieved –100%** *(2024/25 Achieved – 100%)*	Pressure and flow to be measured at a minimum of 50 properties per annum. Test results recorded by handheld device directly into asset management system against property's point of supply. Where test at tap inside property fails, test will be repeated at point of supply (toby/meter box) to isolate problems with private pipework from public network. Customer is advised if problem with internal plumbing.
Water supply meets firefighting requirements.	Fire hydrants meet NZFS Code of Practice conditions regarding supply.	100%	**Achieved –100%.** *(2024/25 Achieved – 100%*	Flow & pressure testing carried out by council contractor and or NZ Fire Service to NZ Fire Fighting Code of Practice standards.

1.5 Projects and Other Programmes

Project	Category	Budget 2025/26	Actual 2025/26	Notes
Alternative power supply for Midhirst and Toko	Level of Service	$-	$56,201	Complete
Reticulation modelling	Level of Service	$102,500	$42,095	Carried forward to 2026/27
Street work ridermains	Level of Service	$ -	$108,223	Complete
Fuel tank for generator	Level of Service	$41,000	$18,225	Complete
Stratford bore	Level of Service	$102,500	$128,389	Complete
Universal water metering	Level of Service	$ -	$1,094,614	Complete
Street work ridermains	Replacements	$-	$104,462	Complete
Fluoride plant upgrade	Replacements	$-	$111,754	$300k budget carried forward from 2024/25 and continues in 2026/27
Stratford Grit tanks	Replacements	$2,050,000	$2,663,595	In addition to Council's budget, a further $1.7m was received from Better Off Funding, this project will be completed in 2026/27.
Hydrants	Replacements	$26,625	$9,946	Carried forward to 2026/27
Water renewals	Replacements	$102,500	$141,158	Continues in 2026/27
Laterals	Replacements	$-	$77,996	Continues in 2026/27
Reservoir cleaning	Replacements	$-	$15,919	Complete
Infrastructure general	Replacements	$51,250	$44,877	Continues in 2026/27
Esk Road Baycard System	Replacements	$30,000	$17,360	Complete

1.6 Cost of Services Statement

The detailed financial summary for the Water Supply activity is shown below.

Water Supply

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
2,560	**Operating Expenditure**	2,704	2,647
514	**Revenue**	673	674
2,046	**Net Cost of Service**	**2,031**	**1,973**
	EXPENDITURE		
989	Operating Costs	1,033	956
350	Interest	419	444
872	Depreciation	843	872
350	Allocated Overheads	410	374
2,560	**Total Operating Expenditure**	**2,704**	**2,647**
430	Principal Loan Repayments	456	480
1,100	Capital Expenditure	4,635	2,506
4,089	**Total Expenditure**	**7,794**	**5,633**
	FUNDED BY:		
514	Charges for Water Usage	673	674
514	**Total Revenue**	**673**	**674**
1,762	Targeted Rates	1,994	1,961
-	Transfer from Depreciation Reserves	-	-
284	Grants/Donations - Capital	1,717	-
957	Transfers (to) from Reserves	1,952	2,740
542	Loan Funding - Capital	1,448	246
29	Other Funding	9	12
4,089	**Total Funding**	**7,794**	**5,633**



Council Controlled Organisations

PERCY THOMSON TRUST

1.1 Background

The Local Government Act 2002 defines entities in which Council has more than a 50% shareholding, or the ability to appoint more than 50% of the directors, as Council Controlled Organisations. The Stratford District Council has one organisation that meets these criteria and is therefore a Council Controlled Organisation; the Percy Thomson Trust.

The Trust was established to fulfil the wishes and bequest of the late Percy Thomson to provide an art gallery, arboretum and herbarium. There are to be a minimum of six trustees and a maximum of seven on the trust and less than 50% of the trustees can come from elected representatives.

1.2 Nature and Scope of Activities

The Percy Thomson Trust covers three activities, the Art Gallery, the Arboretum, and the Herbarium.

The Percy Thomson Gallery is located in Prospero Place, and the arboretum on Cloten Road near the intersection with Ariel Street. The herbarium is delivered through the Trust's membership of the New Zealand Plant Conversation Network, and specifically through the website, https://www.nzpcn.org.nz/.

The Percy Thomson Gallery is Stratford's public art gallery and was opened in June 2002. The gallery contains both exhibition areas and work areas for use by local artists and community art groups. The gallery provides an active programme of exhibitions and events that is both internally generated and toured from other art collections.

The gallery's main display area totals 178m² which can be comfortably partitioned into two areas of 116m² and 62m² respectively.

The Trust Deed sets out the objectives of the Trust and the key points are:

- to manage and promote the facilities.
- to establish exhibition programmes and education policies.
- encouraging public enjoyment and utilisation of Trust facilities and collections.
- to care for any art collections loaned.
- to look at ways of raising revenue.

Council provides administration services to the Trust.

1.3 Why We Do It

The Percy Thomson Trust contributes to the community outcomes by providing for the cultural requirements of the District.

1.4 Performance Measures

Level of Service	Performance Measure	Target Year 2 2025/26	Actual 2025/26	How Measured
Delivery of art exhibitions	Deliver proposed art exhibitions which will include at least 1 local, 1 regional and 1 National.	Deliver proposed art exhibitions which will include local, regional and at least 1 National.	**Achieved** *Achieved - all exhibitions were able to be delivered. Art exhibitions that were delivered throughout the year included the following:* ***National*** *1. Watercolour New Zealand* ***Regional*** *1.Taranaki Arts Trail Preview - 2025* *2. Steratford Art Society Spring 2025* *3. Stratford Art Society Autumn 2026* *4.Raindrops on Roses: My favourite things* ***Local*** *1. Quintet/New Light* *2. Elliot Collins/Dwayne Duthie/Mary Spacapan* *3. Pick-a-Path: Artists respond to place* *4. Roger Peters: Art, Artist, Articles 1972-2024* *5. Henry Campell Ukaipo* *(2024/25 Achieved)*	Art Gallery Records
	Number of visitors to the Gallery to be not less than 20,000 per year	*>20,000*	***Not Achieved – 10,071*** *(2024/25 Achieved – 23,481)*	Door Count
			Discrepancies were identified between the old digital counter and manual counts. The council have been made aware of the discrepancy and this KPI has been reduced to >12,000 for the 2026/27 year to reflect a more realistic target.	
Development and maintenance of arboretum	Develop and maintain the arboretum to the standards in the Facilities Management Contract.	Develop and maintain the arboretum to the standards in the Facilities Management Contract.	**Achieved** **Note:** The arboretum has been maintained by Friends of the Arboretum and Stratford District Council on behalf of the Trust. This meets the standards in accordance with the Facilities Management Contract between Stratford District Council and it's contractors. The planting programme was also maintained and continued o nin conjunction with the plantings / replacement of native trees. *(2024/25 Achieved)*	Council Records

1.5 Cost of Services Statement

Percy Thomson Trust

Actual 2024/25 $000		Actual 2025/26 $000	Budget 2025/26 $000
386	**Operating Expenditure**	428	479
87	**Revenue**	115	362
299	**Net Cost of Service**	**313**	**117**
	EXPENDITURE		
286	Operating Costs	330	379
100	Depreciation	98	100
386	**Total Operating Expenditure**	**428**	**479**
	FUNDED BY:		
87	User Charges	115	362
87	**Total Revenue**	**115**	**362**
50	Council Grant	50	50
28	Investment Interest	23	20
-	Gain on revaluation of property, plant and equipment, and sale of financial assets	203	-
221	Transfer from (to) Accumulated Surplus	37	47
386	**Total Funding**	**428**	**479**



Financial Statements

Statement of Comprehensive Revenue and Expense for the year ended 30 June 2026

	Note	Council			Group	
		Actual 2025/26 $000	Budget 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Revenue						
Rates Revenue	4	20,063	19,938	18,642	20,063	18,642
Subsidies, Grants and Other Revenue	5	9,974	6,707	6,336	10,001	6,355
Development and Financial Contributions		26	-	166	26	166
Fees and Charges		2,346	3,103	2,208	2,433	2,256
Milk Proceeds		777	642	807	777	807
Interest Revenue	9	420	410	603	454	631
Gains on property, plant and equipment	6	5	-	12	5	12
Vested Assets		-	-	-	-	-
Other Gains		-	-	-	-	-
Sundry Revenue	5	134	55	134	136	134
Total Revenue	5	**33,744**	**30,856**	**28,907**	**33,895**	**29,002**
Expenses						
Personnel Costs	7	6,874	6,576	6,491	7,052	6,624
Depreciation and Amortisation	15 & 16	7,913	8,167	8,049	8,011	8,149
Other expenses	8	13,983	13,495	12,177	14,091	12,260
Finance Costs	9	1,536	1,588	1,481	1,536	1,481
Total Expenses		**30,306**	**29,826**	**28,198**	**30,690**	**28,514**
(DEFICIT) / SURPLUS BEFORE TAX		**3,438**	**1,030**	**709**	**3,205**	**488**
Income Tax Expense	10	-	-	-	-	-
(DEFICIT) / SURPLUS BEFORE TAX		**3,438**	**1,030**	**709**	**3,205**	**488**
Other Comprehensive Revenue and Expense						
Items that will not be reclassified to surplus / (deficit)						
Fair value movement of listed and unlisted shares	21	247	-	285	247	285
Property, Plant and Equipment Revaluations	21	1,020	35,214	-	1,468	-
Total Other Comprehensive Revenue and Expense		**1,267**	**35,214**	**285**	**1,715**	**285**
Total Comprehensive Revenue and Expense		**4,705**	**36,244**	**994**	**4,920**	**773**
Total Comprehensive Revenue and Expense attributable to:						
Stratford District Council		4,705	36,244	994	4,920	773
		4,705	**36,244**	**994**	**4,920**	**773**

The accompanying notes form part of these financial statements.
Explanations of significant variances against budget are provided in note 29.

Statement of Financial Position as at 30 June 2026

	Note	Council			Group	
		Actual 2025/26 $000	Budget 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Assets						
Current Assets						
Cash and Cash Equivalents	11	2,709	1,396	2,984	2,741	3,138
Short Term Deposits	11	5,000	5,000	6,000	5,000	6,050
Receivables	12	3,144	2,837	2,683	3,151	2,688
Prepayments		193	-	121	193	121
Other Financial Assets	14	365	-	334	365	334
Total Current Assets		**11,411**	**9,233**	**12,122**	**11,450**	**12,331**
Non-Current Assets						
Receivables	12	11	-	16	11	16
Property, Plant and Equipment	15	524,934	567,184	516,866	527,639	519,220
Intangible Assets	16	590	-	450	590	450
Other Financial Assets	14	8,849	8,467	8,654	9,317	9,051
Total Non-Current Assets		**534,384**	**575,651**	**525,986**	**537,557**	**528,737**
Total Assets		**545,795**	**584,884**	**538,108**	**549,007**	**541,068**
Liabilities						
Current Liabilities						
Payables and deferred revenue	17	4,262	3,862	4,223	4,326	4,251
Employee entitlements	19	400	273	356	417	358
Borrowings	20	10,000	4,404	9,700	10,000	9,700
Total Current Liabilities		**14,662**	**8,539**	**14,279**	**14,743**	**14,309**
Non-Current Liabilities						
Provisions	18	-	-	-	-	-
Employee entitlements	19	-	-	-	-	-
Borrowings	20	31,600	39,638	29,000	31,600	29,000
Total Non-Current Liabilities		**31,600**	**39,638**	**29,000**	**31,600**	**29,000**
Total Liabilities		**46,262**	**48,177**	**43,279**	**46,343**	**43,309**
Equity						
Accumulated Funds	21	204,075	206,661	200,259	204,849	201,279
Reserves	21	295,458	330,046	294,570	297,815	296,478
Total Equity Attributable to Stratford District Council		**499,533**	**536,707**	**494,829**	**502,664**	**497,757**
Total Liabilities & Equity		**545,795**	**584,884**	**538,108**	**549,007**	**541,068**

The accompanying notes form part of these financial statements.
Explanations of significant variances against budget are provided in note 29.

Statement in Changes of Equity For the Year Ended 30 June 2026

	Council			Group	
	Actual 2025/26 $000	Budget 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Balance at 1 July					
Accumulated Funds	200,258	204,848	199,963	201,264	201,204
Revaluation of financial assets at fair value through other comprehensive revenue and expense	(247)	-	(532)	(247)	(532)
Reserves / Special Funds	9,206	9,815	8,792	9,206	8,792
Asset Revaluation Reserves	285,611	285,611	285,611	287,520	287,520
Total Equity - Opening Balance	**494,829**	**500,274**	**493,835**	**497,742**	**496,984**
Changes in Equity					
Accumulated Funds	3,817	1,030	295	3,584	74
Revaluation of financial assets at fair value through Other Comprehensive Revenue and Expense	247	192	285	247	285
Reserves / Special Funds	(379)	-	414	(379)	414
Asset Revaluation Reserves	1,020	35,214	-	1,468	-
Total Comprehensive Revenue and Expense	**4,705**	**36,436**	**994**	**4,920**	**773**
Closing Balance					
Accumulated Funds	204,075	205,878	200,258	204,848	201,279
Revaluation of financial assets at fair value through other comprehensive revenue and expense	-	-	(247)	-	(247)
Reserves / Special Funds	8,828	10,007	9,206	8,828	9,206
Asset Revaluation Reserves	286,631	320,825	285,611	288,988	287,520
Total Equity - Closing Balance	**499,533**	**536,707**	**494,829**	**502,664**	**497,757**

The accompanying notes form part of these financial statements.

Statement of Cashflows For the Year Ended 30 June 2026

	Note	Council			Group	
		Actual 2025/26 $000	Budget 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Cash Flows from Operating Activities						
Rates Revenue		20,123	19,953	18,439	20,123	18,439
Interest Received		420	410	603	446	632
Dividends Received		59	-	53	59	53
Development and Financial Contributions		26	-	166	26	166
Subsidies, Grants and Donations		9,382	6,707	6,275	9,412	6,294
User Charges and Sundry Revenue		3,712	3,798	3,220	3,801	3,270
Regional Council Rates		1,846	-	1,619	1,846	1,619
Payments to Suppliers and Employees		(20,158)	(20,071)	(18,302)	(20,394)	(18,536)
Interest Paid		(1,536)	(1,395)	(1,481)	(1,536)	(1,481)
Goods and Services Tax (net)		(653)	-	225	(653)	223
Regional Council Rates		(1,846)	-	(1,619)	(1,846)	(1,619)
Net Cash from Operating Activities		**11,375**	**9,387**	**9,198**	**11,284**	**9,060**
Cash Flows from Investing Activities						
Proceeds from Sale of Property, Plant and Equipment		263	-	-	263	-
Proceeds from Sale of Investments		6,317	-	5,000	6,517	5,250
Purchase of Property, Plant & Equipment		(15,865)	(14,160)	(9,042)	(15,869)	(9,042)
Acquisition of Investments		(5,265)	-	(6,000)	(5,491)	(6,050)
Net Cash from Investing Activities		**(14,550)**	**(14,160)**	**(10,042)**	**(14,580)**	**(9,842)**
Cash Flows from Financing Activities						
Proceeds from Borrowings		2,900	3,342	2,000	2,900	2,000
Repayment of Borrowings (Loans)		-	-	-	-	-
Net Cash from Financing Activities		**2,900**	**3,342**	**2,000**	**2,900**	**2,000**
Net Increase / (Decrease) in Cash, Cash Equivalents and Bank Overdrafts		(275)	(1,432)	1,156	(396)	1,218
Cash, Cash Equivalents and Bank Overdrafts at the Beginning of the Year		2,984	2,828	1,828	3,138	1,920
Cash, Cash Equivalents and Bank Overdrafts at the End of the Year	11	**2,709**	**1,396**	**2,984**	**2,741**	**3,138**

The GST (net) component of operating activities reflects the net GST paid and received with the Inland Revenue Department. The GST (net) component has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes.

The accompanying notes form part of these financial statements.

Notes to Financial Statements

Note 1

Reporting Entity

The financial statements of the Stratford District Council are for the year ended 30 June 2026.

The Stratford District Council (Council) is a territorial local authority governed by the provisions of the Local Government Act 2002 (LGA) and is domiciled and operates in New Zealand. The relevant Legislation governing the council's operations includes the LGA rand the Local Government (Rating) Act 2002.

The primary objective of Council is to provide services or goods for the community for social benefit rather than making a financial return. Accordingly, having regard to the criteria set out in the PBE IPSAS, as a defined public entity under the Public Audit Act 2001, the Council is audited by the Auditor-General and is classed as a Public Sector Benefit Entity (PBE) for financial reporting purposes. Council has designated itself as a Tier 2 entity.

The operations of Council have been divided into the following activities:

- Recreation and Facilities
- Democracy
- Community Development
- Environmental Services
- Roading
- Stormwater
- Wastewater (Sewerage)
- Solid Waste
- Water Supply

The group consist of the ultimate parent, Stratford District Council and its subsidiary Percy Thomson Trust (thereafter "the group"). The Council has designated itself and the group as a public benefit for financial reporting purposes and in complying with generally accepted accounting practice (GAAP).

The financial statements of the Council and Group are for the year ended 30 June 2026 and were authorised for issue by Council on 27 October 2026.

Measurement Base

The measurement base adopted is that of historical cost, modified by the revaluation of certain assets.

Note 2 Statement of Accounting Policies for the year ending 30 June 2026

The following accounting policies which materially affect the measurement of results and financial position have been applied consistently to the year ended 30 June 2026 unless otherwise stated.

Summary of significant accounting policies

Significant accounting policies are included in the notes to which they relate.
Significant accounting policies that do not relate to a specific note are outlined below.

Basis of preparation of the financial statements

The financial statements of the Council and group have been prepared in accordance with the requirements of the LGA and Local Government (Financial Reporting and Prudence) Regulations 2014 (LG(FRP)R), which include the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

The financial statements have been prepared in accordance with and comply with Public Benefit Entity Standards Reduced Disclosure Regime (PBE Standards RDR) and disclosure concessions have been applied. The Council is eligible and has elected to apply the PBE Standards RDR because its expenses are less than $33 million and it does not have public accountability as defined by XRB A1 Application of the Accounting Standards Framework.

Although council is not publicly accountable, Council has included a separate Cost of Services Statement for each significant activity.

The functional currency of the Council and the group is New Zealand dollars. The investment in subsidiary (Percy Thomson Trust) is at cost, amounting to $100, in the Council's parent entity financial statement.

The financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the period.

Basis of Consolidation

The consolidated financial statements are prepared by adding together like items of assets, liabilities, equity, revenue, and expenses of entities in the group on a line-by-line basis. All intragroup balances, transactions, revenues and expenses are eliminated on consolidation. The Council consolidates in the Group financial statement all entities being only the Percy Thomson Trust.

The consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. The consolidation of an entity begins from the date when the council obtains control of the entity and ceases when the council loses control of the entity.

Control over an entity is determined when the council has exposure, or rights, to variable benefits from its involvement with the entity and has the ability to affect the nature or amount of those benefits through its power over the other entity. The council considers all relevant facts and circumstances in assessing whether it has power over another entity. For example, the ability to appoint or remove a majority of the entity's governance and management, binding arrangements the council enters into, group voting rights, and pre-determination mechanisms. The council reassesses whether or not in controls another entity if facts and circumstances change.

Presentation Currency and Rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars ($000), other than the remuneration, severance payment and District Licensing Committee disclosures in Notes 25, 26 and 30 respectively. These disclosures are rounded to the nearest dollar.

Goods and Services Tax (GST)

All items in the financial statements are exclusive of GST, except for receivables and payables which are stated as GST inclusive. When GST is not recoverable as an input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cashflow in the Statement of Cashflows.

Commitments and contingencies are disclosed exclusive of GST.

Budget Figures

The budget figures are those approved by the council in its 2025/26 Annual Plan. The budget figures have been prepared in accordance with GAAP, using accounting policies that are consistent with those adopted by the council in preparing these financial statements.

Critical Accounting Estimates and Assumptions

In preparing these financial statements Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors that are believed to be reasonable under the circumstances.

As operator of the urban and rural landfills in the district, Council has a legal obligation to provide ongoing maintenance and monitoring services at the landfill sites after closure.

To provide for the estimated cost of aftercare, a provision has been created, and a charge is made each year based on the estimated value of restoration works over the number of years Council is required to maintain these sites.

A number of assumptions and estimates are used when performing depreciated replacement cost valuations over infrastructural assets. These include:

- The physical condition of the asset. This is particularly so for those assets which are not visible, for example stormwater, wastewater and water supply pipes that are underground. This risk is minimised by Council performing physical inspections and condition modelling assessments of underground assets.
- Estimating any obsolescence or surplus capacity of any asset.
- The remaining useful life over which the asset will be depreciated. These estimates can be impacted by local conditions, for example weather patterns and traffic growth. If useful lives do not reflect the actual consumption of the benefits of the asset, Council could be over or underestimating the depreciation charge recognised in the Statement of Comprehensive Revenue and Expense. To minimise this risk useful lives are determined with reference to the NZ Infrastructural Asset Valuation and Depreciation guidelines published by the National Asset Management Steering Group. Asset inspections and condition modelling are also carried out regularly as part of Council's asset management planning activities.

The replacement cost of an asset is based on recent construction contracts in the region for modern equivalent assets, from which unit rates are determined. Unit rates have been applied to components of the network based on size, material, depth and location.

Critical Judgements in Applying Accounting Policies

Management has exercised the following critical judgements in applying accounting policies for the year ended 30 June 2026:

Classification of property:
The Council owns a number of properties held to provide housing to pensioners. The receipt of market-based rental from these properties is incidental to holding them. The properties are held for service delivery objectives as part of the Council's social housing policy. The properties are therefore accounted for as property, plant, and equipment rather than as investment property.

Changes in Accounting Policies

There are no changes in accounting policies.

Note 3 Summary of Cost of Services

Accounting Policy

The Cost of Service Statements report the net cost of services for significant activities of Council, and are represented by the costs of providing the service less all revenue that can be allocated to these activities.

Cost Allocation

The Cost of Service Statements reflect the full cost of significant activities, by including direct costs, internal transfers, depreciation and indirect costs (overheads) allocated on the 'step' method, based on hours of service supplied to each activity.

'Direct Costs' are those costs directly attributable to a significant activity.

'Indirect Costs' are those costs which cannot be identified in an economically feasible manner with a specific significant activity.

There have been no changes to cost allocation methodology this year.

	Revenue		Expenditure		Net Actual	Net Budget	Net Actual
	Actual	Budget	Actual	Budget	2025/26	2025/26	2024/25
	$000	$000	$000	$000	$000	$000	$000
FUNCTION							
Recreation and Facilities							
Aerodrome	28	32	146	154	118	122	121
Civic Amenities	62	51	1,400	1,729	1,338	1,678	1,394
Pensioner Housing	95	101	168	179	73	77	64
Library	82	87	1,010	960	928	873	814
Parks and Reserves	9	10	1,113	1,124	1,104	1,114	993
Cemeteries	133	160	249	259	115	99	105
Wai o Rua Aquatic Centre	552	703	3,471	3,619	2,919	2,916	2,784
Sub-Total	**962**	**1,144**	**7,557**	**8,024**	**6,595**	**6,879**	**6,275**
Democracy							
Democracy	30	-	1,773	1,637	1,743	1,637	1,618
Corporate Support	204	150	-	-	(204)	(150)	(203)
Sub-Total	**234**	**150**	**1,773**	**1,637**	**1,539**	**1,487**	**1,416**
Community Development							
Economic Development	-	-	463	517	463	517	486
Community Services	20	3	745	545	725	543	760
Council Projects	-	-	96	152	96	152	77
Farm Investment	777	662	517	525	(260)	(137)	(298)
Holiday Park	4	4	3	3	(1)	(1)	(1)
Rental Properties	44	56	70	75	26	19	17
Sub-Total	**845**	**725**	**1,895**	**1,817**	**1,051**	**1,093**	**1,041**
Environmental Services							
Building Control	695	591	1,367	1,125	672	534	491
Animal Control	150	174	354	335	204	161	173
District Plan	-	-	130	182	130	182	116
Resource Consents	96	137	512	444	416	307	392
Bylaws	2	1	167	162	165	161	154
Food and Health	26	39	173	161	146	122	131
Liquor Licensing	33	36	164	159	131	123	107
Sub-Total	**1,003**	**978**	**2,867**	**2,568**	**1,863**	**1,590**	**1,564**
Civil Defence and Emergency Managament							
Civil defence and emergency management	-	-	561	517	561	517	502
Sub-Total	**-**	**-**	**561**	**517**	**561**	**517**	**502**
Roading							
Roading	7,992	6,212	9,295	8,872	1,303	2,659	2,937
Business Unit	323	310	224	307	(99)	(3)	(107)
Sub-Total	**8,315**	**6,522**	**9,519**	**9,179**	**1,204**	**2,656**	**2,830**
Stormwater							
Stormwater	-	-	504	488	504	488	481
Sub-Total	**-**	**-**	**504**	**488**	**504**	**488**	**481**
Wastewater (Sewerage)							
Wastewater (Sewerage)	40	41	1,031	1,253	992	1,212	1,125
Sub-Total	**40**	**41**	**1,031**	**1,253**	**992**	**1,212**	**1,125**
Solid Waste							
Solid Waste	142	223	1,611	1,505	1,469	1,282	1,392
Sub-Total	**142**	**223**	**1,611**	**1,505**	**1,469**	**1,282**	**1,392**
Water Supply							
Water Supply	673	674	2,704	2,647	2,031	1,973	2,046
Sub-Total	**673**	**674**	**2,704**	**2,647**	**2,031**	**1,973**	**2,046**
Total Activity Revenue & Expenditure	**12,213**	**10,457**	**30,019**	**29,632**	**17,807**	**19,177**	**18,671**
Plus: General Rates & UAGC	10,933	9,927	-	-	(10,933)	(9,927)	(10,115)
Plus: Targeted Rates	8,621	8,122	-	-	(8,621)	(8,122)	(8,171)
Total Revenue and Operating Expenditure	**31,766**	**28,506**	**30,019**	**29,632**	**(1,746)**	**1,128**	**384**

Each significant activity is stated gross of internal costs and revenues and excludes general and targeted rates attributable to activities (refer to note 4).

In order to fairly reflect the total external operations for the Council in the Statement of Comprehensive Revenue and Expense, these transactions are eliminated as shown above.

Note 4 Rates Revenue

Accounting Policy

The following policies for rates have been applied:

- Revenue is measured at fair value of consideration received or receivable.
- General rates, targeted rates (excluding water-by-meter), and uniform annual general charges are recognised at the start of the financial year to which the rates resolution relates. They are recognised at the amounts due. The Council considers the effect of payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue.
- Rates arising from late payment penalties are recognised as revenue when rates become overdue
- Revenue from water-by-meter rates is recognised on an accrual basis based on usage. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis.
- Rate remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its rates remission policy.
- Rates collected on behalf of the Taranaki Regional Council (TRC) are not recognised in the financial statements, as the Council is acting as an agent for the TRC.

	Council and Group Actual 2025/26 $000	Council and Group Actual 2024/25 $000
General rates	10,728	9,912
Targeted rates attributable to activities:		
- metered water supply	673	514
- other water rates - uniform annual charge	1,994	1,762
- wastewater - uniform annual charge	1,215	985
- solid waste - uniform annual charge	1,228	1,177
- roading	4,162	4,227
- community halls	21	19
Rate penalties	204	203
Less rates remissions	(163)	(158)
Total rates	**20,063**	**18,642**

Council is required by the LGFA Guarantee and Indemnity Deed to disclose in its financial statements (or notes) its annual rates revenue. That Deed defines annual rates revenue as an amount equal to the total revenue from any funding mechanism authorised by the Local Government (Rating) Act 2002 together with any revenue received by Council from other local authorities for services provided by Council for which those other local authorities rate. The annual rates income of the Council for the year ended 30 June 2026 for the purposes of the LGFA Guarantee and indemnity Deed disclosure is shown below:

	Council and Group Actual 2025/26 $000	Council and Group Actual 2024/25 $000
Total Rates	**20,063**	**18,642**

Non-Rateable Land

Under the Local Government (Rating) Act 2002 certain properties cannot be rated for general rates. This includes schools, places of religious worship, public gardens and reserves. These non-rateable properties, where applicable, may be subject to targeted rates in respect of sewerage, water and refuse. Non-rateable land does not constitute a remission under Stratford District Council's rates remission policy.

Rates are “written-off”:

- when remitted in accordance with the Council’s rates remission policy; and
- in accordance with the write-off criteria of sections 90A (where rates cannot be reasonably recovered) and 90B (in relation to Māori freehold land) of the Local Government (Rating) Act 2002.

Note 5 Other Revenue

Accounting Policy

Revenue is measured at fair value. The specific accounting policies for significant revenue items are explained below:

Development and Financial Contributions

Development and financial contributions are recognised as revenue when the Council provides, or is able to provide, the service for which the contribution was charged. Otherwise, development and financial contributions are recognised as liabilities until such time as the Council provides, or is able to provide, the service.

Waka Kotahi (New Zealand Transport Agency) roading subsidies

The Council receives funding assistance from Waka Kotahi, which subsidises part of the costs of maintenance and capital expenditure on the local roading infrastructure. The subsidies are recognised as revenue upon entitlement, as conditions pertaining to eligible expenditure have been fulfilled.

Other grants received

Other grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Building and Resource Consent revenue

Fees and charges for building consents services are recognised on receipt of the fees which is when the service is provided. Fees and Charges for resource consent revenue is recognised on the provision of on invoice.

Entrance Fees

Entrance fees are fees charged to users of the Council's local facilities, such as the pool. Revenue from entrance fees is recognised upon entry to such facilities.

Transfer Station Fees

Fees for disposing of waste at the Council's landfill are recognised as waste is disposed by users.

Sales of Goods and Commission Sales

Revenue from the sale of goods is recognised when a product is sold to the customer. Commission on exhibition sales and Percy's Place sales is retained by the group, with the remaining proceeds passed onto the seller of the artworks. Revenue includes only amounts received and receivable by the group on its own account, not the amounts collected for the principal. Revenue is recognised when receivable.

Infringement Fees and Fines

Infringement fees and fines mostly relate to traffic and parking infringements and are recognised when the infringement notice is issued. The Council recognises revenue at an amount based on the probability of collecting fines, which is estimated by considering the collection history of fines over the preceding 2 year period.

Vested or Donated Physical Assets

For assets received for no or nominal consideration, the asset is recognised at its fair value when the Council obtains control of the asset. The fair value of the asset is recognised as revenue, unless there is a use or return condition attached to the asset.

For long-lived assets that must be used for a specific use (e.g. land must be used as a recreation reserve), the Council immediately recognises the fair value of the asset as revenue. A liability is recognised only if the Council expects it will need to return or pass the asset to another party.

Interest and Dividends

Interest revenue is recognised using the effective interest method.

Interest revenue on an impaired financial asset is recognised using the original effective interest rate.

Dividends are recognised when the right to receive payment has been established. When dividends are declared from pre-acquisition surpluses, the dividend is deducted from the cost of the investment.

Sale of Land

Revenue from the Sale of Land is recognised in full when the sale and purchase agreement becomes legally enforceable, as at the date the contract becomes unconditional.

	Council		Group	
	Actual 2025/26 $000	**Actual 2024/25 $000**	**Actual 2025/26 $000**	**Actual 2024/25 $000**
Grants - Toi Foundation	194	151	194	151
Grants - Taranaki Electricity Trust	100	91	100	91
Grants - Other	-	15	27	34
Grants - Other capital contributions	1,641	5	1,641	5
Mayors Taskforce for Jobs	200	298	200	298
Provincial Growth Fund / MBIE / DIA	10	528	10	528
Waka Kotahi (NZTA) Roading Subsidies	7,828	5,248	7,828	5,248
Total Subsidies and Grants	**9,974**	**6,336**	**10,001**	**6,355**

There are no unfulfilled conditions and other contingences attached to Waka Kotahi (NZTA) subsidies recognised.

Sundry Revenue

	Council		Group	
	Actual 2025/26 $000	**Actual 2024/25 $000**	**Actual 2025/26 $000**	**Actual 2024/25 $000**
Petrol Tax	76	72	76	72
Gain on sale of investments	-	-	2	-
Sundry Corporate Services Revenue	58	62	58	62
Total Sundry Revenue	**134**	**134**	**136**	**134**

Revenue from Exchange and Non-Exchange Transactions

	Council		Group	
	Actual 2025/26 $000	**Actual 2024/25 $000**	**Actual 2025/26 $000**	**Actual 2024/25 $000**
Exchange transactions	2,017	2,090	2,054	2,127
Non-exchange transactions	31,730	26,819	31,841	26,874
Total Revenue	**33,746**	**28,909**	**33,895**	**29,001**

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Note 6 Other Gains

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Gain on Disposal of Property, Plant and Equipment	5	12	5	12
Total Gains	**5**	**12**	**5**	**12**

Note 7 Personnel Costs

Accounting Policy

Salaries and Wages

Salaries and wages are recognised as an expense as employees provide services.

Superannuation schemes

Defined contribution schemes - Employer contributions to Kiwisaver are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Salaries and Wages	6,830	6,448	6,994	6,591
Increase/(Decrease) in Employee Entitlements	44	43	59	34
Total Personnel Costs	**6,874**	**6,491**	**7,052**	**6,625**

The total paid for defined contribution plan employer contributions was $189,330 (2024/25: $163,947), and is included in note 8, under operating expenses.

Note 8 Other Expenses

Accounting Policy

Grant Expenditure

Non-discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where the Council has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by the Council and the approval has been communicated to the applicant. The Council's grants awarded have no substantive conditions attached.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Losses on Disposal and other sundry expenses	548	287	548	287
Insurance premiums	498	409	518	450
Audit Fees - Annual Report	252	245	278	269
Audit Fees - Debenture Trustee reporting	7	5	7	5
Operating Expenses	12,678	11,232	12,740	11,250
Total Other Expenses	**13,983**	**12,177**	**14,091**	**12,260**

Note 9 Interest Revenue and Finance Costs

Accounting Policy

Borrowing costs are recognised as an expense in the period in which they are incurred.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Interest Revenue				
Interest on term deposits	420	603	454	631
Total Finance Income	**420**	**603**	**454**	**631**
Finance costs				
Interest on bank borrowings	1,536	1,481	1,536	1,481
Total finance costs	**1,536**	**1,481**	**1,536**	**1,481**
Net finance costs	**(1,116)**	**(878)**	**(1,082)**	**(850)**

Note 10 Tax

Accounting Policy

Income tax expense includes components relating to current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that affects neither accounting profit nor taxable profit.

Current tax and deferred tax are measured using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Current and deferred tax is recognised against the surplus or deficit for the period, except to the extent that it relates to items recognised in other comprehensive revenue and expense or directly in equity.

Both Council and its subsidiary, the Percy Thomson Trust, are exempt from income tax.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Components of Tax Expense				
Current Tax Expense	-	-	-	-
Adjustments to Current Tax in Prior Years	-	-	-	-
Deferred Tax Expense	-	-	-	-
Tax Expense	**-**	**-**	**-**	**-**
Relationship Between Tax Expense and Accounting Surplus				
Surplus/(Deficit) Before Tax	3,438	709	3,205	488
Tax at 28%	963	199	897	137
Non-deductible Expenses	(963)	(199)	(897)	(137)
Non-taxable Revenue	-	-	-	-
Tax Expense	**-**	**-**	**-**	**-**

Note 11 Cash and Cash Equivalents and Short Term Deposits

Accounting Policy

Cash and cash equivalents includes cash on hand, deposits held with banks and other short term investments with maturities of three months or less, and bank overdrafts. Bank overdrafts are shown as a current liability in the statement of financial position. The carrying value of cash at bank and short-term deposits with original maturities less than three months approximates their amortised cost.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Cash at Bank and on Hand	2,709	2,984	2,741	3,138
Term Deposits Maturing Three Months or Less from Date of Acquisition	-	-	-	-
Per Statement of Financial Position and Statement of Cash Flows	**2,709**	**2,984**	**2,741**	**3,138**
Term Deposits Maturing More than Three Months from Date of Acquisition	5,000	6,000	5,000	6,050
Total Cash and Cash Equivalents and Short Term Deposits	**7,709**	**8,984**	**7,741**	**9,188**

Note 12 Receivables

Accounting Policy

Debtors and other receivables are initially recorded at the amount due, less any provision for impairment (expected credit losses). Receivables are generally short-term and non-interest bearing and receipt is normally on 30 day terms.

The Council and group apply the simplified ECL model of recognising lifetime ECL for receivables. In measuring ECLs, receivables have been grouped into rates receivables, and other receivables, and assessed on a collective basis as they possess shared credit risk characteristics. They have then been grouped based on the days past due. A provision matrix is then established based on historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

Rates are "written-off":
- when remitted in accordance with the Council's rates remission policy; and
- in accordance with the write-off criteria of sections 90A (where rates cannot be reasonably recovered) and 90B (in relation to Māori freehold land) of the Local Government (Rating) Act 2002.

Other receivables are written-off when there is no reasonable expectation of recovery.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Current Portion				
Rates Receivables	766	766	766	766
Other Receivables (incl Debtors accruals of $499,000)	2,378	1,767	2,385	1,772
Other Miscellaneous Debtors	-	150	-	150
Receivables prior to impairment	**3,144**	**2,683**	**3,151**	**2,688**
Less Provision for Impairment	-	-	-	-
Total Current Portion of Receivables	**3,144**	**2,683**	**3,151**	**2,688**
Non-Current Portion				
Other Receivables	11	16	11	16
Total Non-Current Portion of Receivables	**11**	**16**	**11**	**16**
Total Receivables	**3,155**	**2,699**	**3,162**	**2,704**
Total Receivables Comprise:				
Receivables from non-exchange transactions				
Rates receivables	766	766	766	766
Other receivables from non-exchange transactions	2,103	1,698	2,110	1,703
Total receivables from non-exchange transactions	**2,869**	**2,464**	**2,876**	**2,469**
Receivables from exchange transactions				
Other receivables from exchange transactions	286	235	286	235
Total receivables from exchange transactions	**286**	**235**	**286**	**235**

The Chief Executive approved the write-off of rates receivables during the year under the Local Government (Rating) Act 2002 as follows:
- Section 90A:$Nil (2025:Nil)
- Section 90B:$Nil (2025Nil)

Note 13 Inventories

Accounting Policy

Inventories are held for distribution or for use in the provision of goods and services. The measurement of inventories held for commercial distribution, are measured at the lower of cost and net realisable value.

Council inventory is made up of land held for development and future resale.

When land held for development and future resale is transferred from investment property/property, plant, and equipment to inventory, the fair value of the land at the date of the transfer is its deemed cost.

The write-down of inventory during the year was NIL (2024/25: NIL). There have been no reversals of write-downs (2025: NIL). No inventory is pledged as security for liabilities.

Note 14 Other Financial Assets

Accounting Policy

Financial assets (other than shares in subsidiaries) are initially recognised at fair value.

Purchases and sales of financial assets are recognised on trade-date, the date on which the Council commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

Financial assets are classified into the following categories for the purpose of measurement:

- fair value through surplus or deficit (FVTSD);
- amortised cost; and
- fair value through other comprehensive revenue and expense (FVTOCRE).

The classification of a financial asset depends on the purpose for which the instrument was acquired. Transaction costs are included in the carrying value of the financial asset at initial recognition, unless it has been designated at FVTSD, in which case it is recognised in surplus or deficit.

The classification of a financial asset depends on its cash flow characteristics and the Council and group's management model for managing them. A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are 'solely payments of principal and

interest (SPPI)' on the principal outstanding, and is held within a management model whose objective is to collect the contractual cash flows of the asset.

A financial asset is classified and subsequently measured at FVTOCRE if it gives rise to cash flows that are SPPI and held within a management model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

Financial assets that do not meet the criteria to be measured at amortised cost or FVTOCRE are subsequently measured at FVTSD. However, the Council and group may elect at initial recognition to designate an equity investment not held for trading as subsequently measured at FVTOCRE.

Initial recognition of concessionary loans

Loans made at nil or below-market interest rates are initially recognised at the present value of their expected future cash flows, discounted at the current market rate of return for a similar financial instrument. For loans to community organisations, the difference between the loan amount and present value of the expected future cash flows of the loan is recognised in surplus or deficit as a grant expense.

Subsequent measurement of financial assets at amortised cost

Financial assets classified at amortised cost are subsequently measured at amortised cost using the effective interest method, less any expected credit losses. Where applicable, interest accrued is added to the investment balance. Instruments in this category include term deposits, community loans, and loans to subsidiaries and associates. Included in this category is also the loan to the Agricultural and Pastoral Association.

Subsequent measurement of financial assets at FVTOCRE

Financial assets in this category that are debt instruments are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense, except expected credit losses (ECL) and foreign exchange gains and losses are recognised in surplus or deficit. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified to surplus and deficit. The Council and group do not hold any debt instruments in this category.

Financial assets in this category that are equity instruments designated as FVTOCRE are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense. There is no assessment for impairment when fair value falls below the cost of the investment. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred to accumulated funds within equity. The Council and group designate into this category all equity investments that are not included in its investment fund portfolio, and if they are intended to be held for the medium to long-term.

Subsequent measurement of financial assets at FVTSD

Financial assets in this category are subsequently measured at fair value with fair value gains and losses recognised in surplus or deficit.

Interest revenue and dividends recognised from these financial assets are separately presented within revenue.

Instruments in this category include the Council and group's investment fund portfolio (comprising of listed shares, bonds, and units in investment funds) and LGFA borrower notes.

Expected credit loss allowance (ECL)

The Council and group recognise an allowance for ECLs for all debt instruments not classified as FVTSD. ECLs are the probability-weighted estimate of credit losses, measured at the present value of cash shortfalls, which is the difference between the cash flows due to Council and group in accordance with the contract and the cash flows it expects to receive. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are recognised in two stages. ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). However, if there has been a significant increase in credit risk since initial recognition, the loss allowance is based on losses possible for the remaining life of the financial asset (Lifetime ECL).

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, the Council and group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Council and group's historical experience and informed credit assessment and including forward-looking information.

The Council and group considers a financial asset to be in default when the financial asset is more than 90 days past due. The Council and group may determine a default occurs prior to this if internal or external information indicates the entity is unlikely to pay its credit obligations in full.

	Interest Rate	Council		Group	
		Actual 2025/26	Actual 2024/25	Actual 2025/26	Actual 2024/25
Current Portion		$000	$000	$000	$000
Bonds and Other Investments		-	-	-	-
LGFA Borrowers Notes					
Maturity April 2027	3.25%	24	-	24	-
Maturity April 2027	0.98%	16		16	
Maturity April 2027	4.04%	100		100	
Maturity April 2027	3.82%	50	-	50	-
Maturity June 2027	3.06%	175	-	175	-
Maturity December 2025	0.64%	-	93	-	93
Maturity April 2026	1.62%	-	16	-	16
Maturity April 2026	1.27%	-	25	-	25
Maturity April 2026	3.30%	-	200	-	200
Total Current Portion		**365**	**334**	**365**	**334**
Non-current Portion					
Bonds and Other Investments		-	-	468	397
LGFA Borrowers Notes			-		
Maturity April 2027	3.25%	-	24	-	24
Maturity April 2027	0.98%	-	16	-	16
Maturity April 2027	4.04%	-	100	-	100
Maturity April 2027	3.82%	-	50	-	50
Maturity May 2028	4.92%	50	50	50	50
Maturity May 2028	3.91%	50	50	50	50
Maturity May 2028	5.08%	25	25	25	25
Maturity May 2028	1.72%	25	25	25	25
Maturity May 2028	3.61%	80	-	80	-
Maturity May 2029	3.83%	25	25	25	25
Maturity May 2028	5.01%	25	25	25	25
Maturity April 2029	5.07%	25	25	25	25
Maturity April 2029	3.69%	75	-	75	-
Maturity April 2029	4.00%	100	100	100	100
Maturity May 2029	5.26%	25	25	25	25
Maturity May 2030	5.27%	75	75	75	75
Maturity May 2030	5.16%	50	50	50	50
Maturity May 2030	3.80%	150	-	150	-
Maturity May 2031	3.95%	50	50	50	50
Maturity May 2032	4.25%	150	-	150	-
Maturity December 2032	1.47%	87	87	87	87
Community Loan - Stratford A & P Association		7,016	7,016	7,016	7,016
Listed Shares		766	836	766	836
Total Non-current Portion		**8,849**	**8,654**	**9,317**	**9,051**
Total Other Financial Assets		**9,214**	**8,988**	**9,682**	**9,385**

Impairment
There were no impairment provisions for other financial assets. At balance date, none of these financial assets are either past due or impaired.

Community Loan
The face value of the community loan is $7,016,000 (2025: $7,016,000). The purpose of the loan was to assist the Stratford A and P Association to purchase land to enable development of a multi-purpose facility, focusing on equestrian, motorsport, educational and sporting activities. This loan is secured against land owned by the Association, as a first mortgage.

Listed Shares
Listed shares are recognised at fair value. The fair values of listed shares are determined by reference to published current bid price quotations in an active market.

Maturity Analysis and Effective Interest Rates
The maturity dates for all other financial assets with the exception of equity investments and advances to subsidiaries and associates are as follows:

	Council		Group	
	Actual 2025/26	Actual 2024/25	Actual 2025/26	Actual 2024/25
Short Term Deposits	$000	$000	$000	$000
Short term deposits with maturities of 3 months or less	-	-	-	-
Average maturity	-	-	-	-
Weighted average Effective Interest Rate				
Short term deposits with maturities of more than 3 months but less than 12 months	5,000	6,000	5,000	6,050
Average maturity	*358 days*	*354 days*	358 days	333 days
Weighted average Effective Interest Rate	*3.72%*	*5.15%*	*3.72%*	*5.11%*
Total	**5,000**	**6,000**	**5,000**	**6,050**

Note 15 Property, Plant and Equipment

Accounting Policy

Items of a capital nature over $2,000 are treated as property, plant and equipment. Property, plant and equipment are classified into three categories:

- **Operational Assets** – These include land, buildings, library books, plant and equipment, motor vehicles, furniture and fittings, and office equipment.
- **Restricted Assets** – Restricted assets are mainly parks and reserves owned by the council and group that provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.
- **Infrastructure Assets** - Infrastructure assets are the fixed utility systems owned by the council and group. Each asset class includes all items that are required for the network to function. For example wastewater reticulation includes reticulation piping and wastewater pump stations.
-

Property, plant and equipment classes of assets whose fair value can be measured reliably shall be carried at a revalued amount (except land under roads), being its fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the balance sheet date.

If there is no market-based evidence of fair value because of the specialised nature of the item of property, plant or equipment, Council and group will carry those classes of assets at its cost less any accumulated depreciation and any accumulated impairment losses value.

Property, plant and equipment are valued as follows:

Class	**Method of Valuation**
Land	Fair Value
Buildings	Optimised Depreciated Replacement Cost
Roads, Bridges and Footpaths	Optimised Depreciated Replacement Cost
Water Supply reticulation	Optimised Depreciated Replacement Cost
Water Supply treatment	Optimised Depreciated Replacement Cost
Wastewater reticulation	Optimised Depreciated Replacement Cost
Wastewater treatment	Optimised Depreciated Replacement Cost
Stormwater system	Optimised Depreciated Replacement Cost

In most instances, an item of property, plant or equipment is recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

Revaluation

Unless stated, valuations are carried out or reviewed by independent qualified valuers and are carried out at least three yearly. Valuations will be undertaken more regularly if necessary to ensure no individual item of property, plant or equipment within a class has a carrying value that is materially different from its fair value.

Council and group's Land and Buildings were valued as at 31 March 2026 by CBRE Limited independent valuers at fair value as determined from the market-based evidence. Land has been valued on the basis of the open market value of that land.

Council's infrastructure assets consisting of Roading, Stormwater, Waste Water and Water Supply were revalued by Beca Projects NZ Ltd , independent valuers, as at 30 June 2024 in accordance with Financial Reporting Standard (PBE IPSAS 17) and the New Zealand Infrastructure Asset Valuation and Depreciation Guidelines.

Infrastructure assets have been valued using the depreciated cost approach. This approach uses the assessment of replacement cost new of a modern equivalent asset as the starting point and applies depreciation to adjust for asset age and remaining useful life.

The key assumptions used in this valuation were:

1. The costs of modern equivalent assets and construction methods used in the depreciated replacement cost calculations were derived from the 2021 to 2024 movement of the Infrastructures Cost Indexes from NZ Transport Agency Waka Kotahi (NZTA) for Roading and Statistic New Zealand Capitals Goods Price Index for Stormwater, Waste Water and Water Supply, with adjustments based on Council's recent contractor rates and other similar assets in the market.
2. The useful lives of assets are calculated as the lesser of their physical lives or at the point where the assets are to be replaced for economic reasons.
3. When an asset's age has exceeded its expected life and is still providing an acceptable level of service, an adjusted remaining useful life of 2.5% of base life or a minimum one year is assigned.

The Roading, Stormwater, Waste Water and Water Supply were valued as at 30 June 2024 by Kevin Dunn, Chartered Civil Engineer and Marvin Clough (FPINZ), Registered Plant and Machinery Valuer from Beca Projects NZ Limited. Roading Corridor land is valued on the fair value of adjacent land. This assumes land in its bare state without the benefit of roading, water supply, sewer etc. The valuation takes into consideration the sale of vacant land in the area, which is suitably adjusted to reflect an unimproved state. A fair value assessment has been performed as at 30 June 2026 for Council's Roading, Stormwater, Waste Water and Water Supply assets to ensure that the carrying amount value is not materially different from its fair value.

Land under roads was valued based on fair value provided by previous valuations in 2016 of the Roading Network. This valuation was carried out by Calibre Consultants Ltd. Council elected to use the fair value of Land under Roads as at 1 July 2016 as the deemed cost. Land under roads is no longer revalued.

Public Benefit Entity Revaluation

Revaluation increases and decreases relating to individual assets within a class of assets are offset. Revaluation increases and decreases in respect of assets in different classes are not offset. Where the carrying amount of a class of assets is increased as a result of a revaluation, the net revaluation increase is credited to the revaluation reserve. The net revaluation increase shall be recognised in the Statement of Comprehensive Revenue and Expenses to the extent that it reverses a net revaluation decrease of the same class of assets previously recognised in the Statement of Comprehensive Revenue and Expense. A net revaluation decrease for a class of assets is recognised in the Statement of Comprehensive Revenue and Expense, except to the extent that it reverses a revaluation increase previously recognised in the revaluation reserve to the extent of any credit balance existing in the revaluation reserve in respect of the same class of asset.

Impairment

The carrying amount of Council's non-financial assets, other than investment property are reviewed at each Statement of Financial Position date to determine whether there is any indication of impairment. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, Council estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Where the future economic benefits of an asset are not primarily dependant on the asset's ability to generate net cash flows, and where Council, if deprived of the asset, replaces its remaining future economic benefits, value in use shall be determined as the depreciated replacement cost of the asset.

Where Council accounts for revaluations of property, plant and equipment on a class of asset basis, an impairment loss on a revalued asset is recognised directly against any revaluation reserve in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation reserve for that same class of asset.

Where Council accounts for revaluations of property, plant and equipment on a class of asset basis, a reversal of an impairment loss on a revalued asset is credited directly to the revaluation reserve. However, to the extent that an impairment loss on the same class of asset was previously recognised in the Statement

of Comprehensive Revenue and Expense, a reversal of that impairment loss is also recognised in the Statement of Comprehensive Revenue and Expense.

Value in use for non-cash generating assets
Non cash-generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non-cash generating assets, value in use is determined using an approach based on either a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

Value in use for cash-generating assets
Cash generating assets are those assets that are held with the primary objective of generating a commercial return.

The value in use for cash-generating assets and cash-generating units is the present value of expected future cashflow.

Disposals

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

Subsequent Costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Council and Group, and the cost of the item can be measured reliably.

Security

Council and Group do not have any Property, Plant and Equipment pledged as security.

The costs of day-to-day servicing of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to the Council and group and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits for service potential associated with the item will flow to the Council and group and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

Depreciation

Depreciation is calculated on a straight line basis on all property, plant and equipment, excluding land, at rates that will write off the value of the assets, less their estimated residual values, over their useful lives.

The useful lives of the classes of assets have been estimated as follows:

	Years	Rate
Buildings (including Arboretum)	**10-100**	**1% to 10%**
Plant	**5-10**	**10% to 20%**
Motor Vehicles	**5**	**20%**
Fixtures and Fittings	**5-10**	**10% to 20%**
Office Equipment	**4-10**	**10% to 25%**
Roading Base course	**8-80**	**1.25% to 12.5%**
Roading Seal	**2-18**	**5.5% to 50%**
Roading Culverts	**30-80**	**1.25% to 3.33%**
Roading Sumps	**80**	**1.25%**
Signs	**15**	**6.66%**
Bridges (including Tunnels)	**60-100**	**1% to 1.66%**
Footpaths	**20-80**	**1.25% to 5%**
Streetlights	**25**	**4%**
Stormwater	**50-120**	**0.83% to 2%**
Water Supply Treatment	**30-120**	**0.83% to 3.33%**
Water Supply Reticulation	**30-120**	**0.83% to 3.33%**
Wastewater Treatment	**30-120**	**0.83% to 3.33%**
Wastewater Reticulation	**30-120**	**0.83% to 3.33%**
Street Beautification	**10-100**	**1% to 10%**

Insurance of Assets

The following information relates to the insurance of Council assets as at 30 June:

	2026 $000	2025 $000
The total book value of all Council assets covered by insurance contracts	43,600	42,817
The maximum amount to which insured assets are insured	86,570	84,910
The total book value of all Council assets covered by financial risk-sharing arrangements	74,274	73,246
The total replacement cost of all Council assets covered by financial risk-sharing arrangements	128,259	116,653
Maximum amount available to the Council under financial risk-sharing arrangements	51,304	46,661
Total value of assets that are self-insured	-	-
Value of funds maintained for self-insurance	-	-

In the event of natural disaster, central government may contribute up to 60% towards the restoration of water, drainage, and wastewater assets, and provide a subsidy towards the restoration of roads.

	Cost / Valuation	Accumulated Depreciation and Impairment	Carrying Amount	Assets constructed by Council	Assets transferred to Council	Disposals / Impairment	Transfers	Depreciation	Depreciation Reversed on Revaluation	Depreciation Reversed on Disposal	Revaluation Surplus (excl reversal of accumulated depreciation)	Cost / Valuation	Accumulated Depreciation and Impairment	Carrying Amount
	1 July 2025			Current Year								30 June 2026		
2026	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**
Council Operational Assets														
Land	10,101	-	10,101	-	-	(350)	-	-	-	-	(396)	9,355	-	9,355
Buildings	10,247	1,176	9,071	466	-	(5)	-	608	(1,635)	(1)	(412)	10,296	150	10,146
Surplus Properties	303	-	303	-	-	-	-	-	-	-	-	303	-	303
Plant	668	367	315	17	-	(78)	-	48	-	(78)	-	607	337	270
Motor Vehicles	407	181	226	168	-	(23)	-	24	-	(18)	-	552	187	365
Furniture/Fittings	394	290	104	14	-	-	-	19	-	-	-	408	309	99
Office Equipment	316	16	300	126	-	(344)	-	48	-	(245)	-	98	(181)	279
Library Books	891	549	342	41	-	-	-	41	-	-	-	932	590	342
Work In Progress - Buildings	111	-	111	12	-	-	-	-	-	-	-	123	-	123
Work In Progress - Land	2,194	-	2,194	421	-	-	-	-	-	-	-	2,615	-	2,615
Total Operational Assets	**25,632**	**2,579**	**23,067**	**1,266**	**-**	**(800)**	**-**	**788**	**(1,635)**	**(342)**	**(808)**	**25,290**	**1,392**	**23,898**
Council Restricted Assets														
Land	12,940	-	12,940	-	-	-	-	-	-	-	(28)	12,912	-	12,912
Buildings	33,335	1,893	31,442	419	-	-	-	990	(2,620)	-	(2,399)	31,355	263	31,092
Street Beautification	1,727	354	1,373	-	-	-	-	24	-	-	-	1,727	378	1,349
Rubbish Bins	203	-	203	-	-	-	-	-	-	-	-	203	-	203
Work In Progress - Buildings	17	-	17	1	-	-	-	-	-	-	-	18	-	18
Total Restricted Assets	**48,222**	**2,247**	**45,975**	**420**	**-**	**-**	**-**	**1,014**	**(2,620)**	**-**	**(2,427)**	**46,216**	**641**	**45,575**
Council Infrastructure Assets														
Water Supply														
- Reticulation and other assets	25,380	441	24,939	1,508	-	(316)	-	463	-	(11)	-	26,571	894	25,678
- Treatment plants and facilities	16,621	409	16,212	-	-	-	610	370	-	-	-	17,230	779	16,451
Wastewater System														
- Reticulation and other assets	13,064	387	12,676	495	-	(1)	-	317	-	-	-	13,558	704	12,854
- Treatment plants and facilities	4,106	195	3,910	113	-	-	-	141	-	-	-	4,219	336	3,883
Stormwater System	15,805	297	15,508	185	-	-	11	295	-	-	-	16,001	592	15,409
Roading Network	291,207	3,517	287,690	6,513	-	-	-	3,441	-	-	-	297,720	6,958	290,762
Land Under Roads	54,384	-	54,384	-	-	-	-	-	-	-	-	54,384	-	54,384
Bridges	32,146	1,013	31,133	1,776	-	-	-	1,013	-	-	-	33,922	2,026	31,896
Work In Progress - Wastewater Treatment	136	-	136	332	-	-	-	-	-	-	-	468	-	468
Work In Progress - Stormwater	21	-	21	-	-	-	(11)	-	-	-	-	10	-	10
Work In Progress - Water Treatment	722	-	722	-	-	-	(610)	-	-	-	-	112	-	112
Work In Progress - Water Reticulation	506	-	506	3,050	-	-	-	-	-	-	-	3,556	-	3,556
Total Infrastructure Assets	**454,098**	**6,259**	**447,837**	**13,972**	**-**	**(317)**	**-**	**6,040**	**-**	**(11)**	**-**	**467,751**	**12,289**	**455,461**
Total Council	**527,952**	**11,085**	**516,880**	**15,658**	**-**	**(1,117)**	**-**	**7,843**	**(4,255)**	**(353)**	**(3,235)**	**539,256**	**14,321**	**524,934**
Subsidiaries														
Buildings	1,984	174	1,810	-	-	-	-	88	(247)	-	236	2,215	15	2,200
Land	385	-	385	-	-	-	-	-	-	-	-	385	-	385
Furniture & Fittings	126	66	60	-	-	-	-	6	-	-	-	126	72	54
Office Equipment	17	11	6	4	-	-	-	2	-	-	-	21	13	8
Arboretum	100	6	94	-	-	-	-	2	(7)	-	(42)	58	1	57
Total Subsidiaries	**2,612**	**257**	**2,354**	**4**	**-**	**-**	**-**	**98**	**(254)**	**-**	**194**	**2,805**	**101**	**2,705**
Total Group	**530,564**	**11,342**	**519,234**	**15,662**	**-**	**(1,117)**	**-**	**7,941**	**(4,509)**	**(353)**	**(3,041)**	**542,061**	**14,422**	**527,639**

The figures included under assets constructed by council for work in progress is the net of new work in progress additions and those capitalised during the year.

	Cost / Valuation	Accumulated Depreciation and Impairment	Carrying Amount	Assets constructed by Council	Assets transferred to Council	Disposals / Impairment	Transfers	Depreciation	Depreciation Reversed on Revaluation	Depreciation Reversed on Disposal	Revaluation Surplus (incl of depreciation reversed on revaluation)	Cost / Valuation	Accumulated Depreciation and Impairment	Carrying Amount
	1 July 2024			Current Year								30 June 2025		
2025	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**	**$000**
Council Operational Assets														
Land	9,374	-	9,374	727	-	-	-	-	-	-	-	10,101	-	10,101
Buildings	9,928	604	9,324	319	-	-	-	572	-	-	-	10,245	1,176	9,071
Surplus Properties	303	-	303	-	-	-	-	-	-	-	-	303	-	303
Plant	865	465	400	64	-	(261)	-	52	-	(150)	-	668	367	301
Motor Vehicles	404	179	225	42	-	(39)	-	28	-	(26)	-	407	181	226
Furniture/Fittings	536	310	226	9	-	(151)	-	20	-	(40)	-	394	290	104
Office Equipment	230	26	204	159	-	(73)	-	59	-	(69)	-	316	16	300
Library Books	851	509	342	40	-	-	-	40	-	-	-	891	549	342
Work In Progress - Buildings	-	-	-	111	-	-	-	-	-	-	-	111	-	111
Work in progress - plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Work In Progress - Land	2,172	-	2,172	22	-	-	-	-	-	-	-	2,194	-	2,194
Total Operational Assets	**24,663**	**2,093**	**22,570**	**1,493**	**-**	**(524)**	**-**	**771**	**-**	**(285)**	**-**	**25,632**	**2,579**	**23,053**
Council Restricted Assets														
Land	12,940	-	12,940	-	-	-	-	-	-	-	-	12,940	-	12,940
Buildings	33,213	933	32,280	6	-	-	116	960	-	-	-	33,335	1,893	31,442
Street Beautification	1,724	330	1,394	3	-	-	-	24	-	-	-	1,727	354	1,373
Rubbish Bins	203	-	203	-	-	-	-	-	-		-	203	-	203
Work In Progress - Street Beautification	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Work In Progress - Buildings	133	-	133	-	-	-	(116)	-	-	-	-	17	-	17
Total Restricted Assets	**48,213**	**1,263**	**46,950**	**9**	**-**	**-**	**-**	**984**	**-**	**-**	**-**	**48,223**	**2,247**	**45,977**
Council Infrastructure Assets														
Water Supply														
- Reticulation and other assets	25,058	-	25,058	355	-	(32)	-	442	-	(1)	-	25,380	441	24,939
- Treatment plants and facilities	16,420	-	16,420	202	-	-		409	-	-	-	16,621	409	16,212
Wastewater System											-			
- Reticulation and other assets	12,492	-	12,493	576	-	(4)	-	387	-	-	-	13,064	387	12,677
- Treatment plants and facilities	3,796	-	3,796	310	-	-	-	195	-	-	-	4,106	195	3,910
Stormwater System	15,780	-	15,780	25	-	-	-	297	-	-	-	15,805	297	15,508
Roading Network	286,614	-	286,614	4,593	-	-	-	3,517	-	-	-	291,207	3,517	287,690
Land Under Roads	54,384	-	54,384	-	-	-	-	-	-	-	-	54,384	-	54,384
Bridges	31,432	-	31,432	714	-	-	-	1,013	-	-	-	32,146	1,013	31,133
Work in Progress - Roading	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Work In Progress - W/water Reticulation	-	-	-	-			-					-	-	-
Work In Progress - W/water Treatment	92	-	92	44	-	-	-	-	-	-	-	136	-	136
Work In Progress - Stormwater	-	-	-	21	-	-	-	-	-	-	-	21	-	21
Work In Progress - Water Treatment	444	-	444	278	-	-	-	-	-	-	-	722	-	722
Work In Progress - Water Reticulation	152	-	152	354	-	-	-	-	-	-	-	506	-	506
Total Infrastructure Assets	**446,664**	**-**	**446,664**	**7,472**	**-**	**(36)**	**-**	**6,260**	**-**	**(1)**	**-**	**454,097**	**6,259**	**447,837**
Total Council	**519,540**	**3,356**	**516,184**	**8,974**	**-**	**(560)**	**(0)**	**8,016**	**-**	**(286)**	**-**	**527,952**	**11,085**	**516,866**
Subsidiaries														
Buildings	1,984	87	1,897	-	-	-	-	89	-	-	-	1,984	174	1,810
Land	385	-	385	-	-	-		-	-	-	-	385	-	385
Furniture & Fittings	126	59	67	-	-	-	-	7	-	-	-	126	66	60
Office Equipment	17	10	7	-	-	-	-	1	-	-	-	17	11	6
Work in Progress - buildings	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Arboretum	100	3	97	-	-	-	-	3	-	-	-	100	6	94
Total Subsidiaries Assets	**2,612**	**159**	**2,452**	**-**	**-**	**-**	**-**	**100**	**-**	**-**	**-**	**2,612**	**257**	**2,354**
Total Group	**522,152**	**3,515**	**518,636**	**8,974**	**-**	**(560)**	**(0)**	**8,116**	**-**	**(286)**	**-**	**530,564**	**11,342**	**519,220**

The figures included under assets constructed by council for work in progress is the net of new work in progress additions and those capitalised during the year.

Estimate of Replacement Cost

	Council	
	Most recent estimate of replacement cost 2025/26 $000	Date of Estimate
2026		
Water Supply		
- Reticulation and other assets	55,553	30 June 2026
- Treatment plants and facilities	21,266	30 June 2026
Wastewater System	-	
- Reticulation and other assets	46,476	30 June 2026
- Treatment plants and facilities	7,483	30 June 2026
Stormwater System	32,905	30 June 2026
Roads and Footpaths	586,434	30 June 2025
2025		
Water Supply		
- Reticulation and other assets	51,374	30 June 2025
- Treatment plants and facilities	20,971	30 June 2025
Wastewater System		
- Reticulation and other assets	44,170	30 June 2025
- Treatment plants and facilities	7,080	30 June 2025
Stormwater System	31,431	30 June 2025
Roads and Footpaths	555,375	30 June 2025

Depreciation and Amortisation Expense by Group of Activity

	Council		
	Actual 2025/26 $000	Budget 2025/26 $000	Actual 2024/25 $000
Directly attributable depreciation and amortisation by group of activity			
Recreation and Facilities	1,446	1,550	1,413
Community Development	73	75	75
Environmental Services	8	3	7
Roading	4,454	4,536	4,530
Stormwater Drainage	295	297	297
Wastewater (Sewerage)	464	589	589
Solid Waste	42	41	41
Water Supply	843	872	872
Total directly attributable depreciation and amortisation by group of activity	**7,624**	**7,962**	**7,822**
Depreciation and amortisation not directly related to group of activities	289	205	227
Total depreciation and amortisation expense	**7,913**	**8,167**	**8,049**

Note 16 Intangible Assets

Accounting Policy

Acquired software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

The carrying value of an intangible asset with a finite life is amortised on a straight line basis. The amortisation charge is recognised in the Statement of Comprehensive Revenue and Expense. The useful lives of intangible assets have been estimated as follows:

- Software 3-10 years – 10% to 33 1/3%.

Council and Group

2026	Cost / Valuation	Accumulated Amortisation and Impairment	Carrying Amount	Additions	Disposals	Transfers	Current Year Impairment Charges	Depreciation Reversed on Disposal	Current Year Amortisation	Cost / Valuation	Accumulated Amortisation and Impairment	Carrying Amount
	1/07/2025			Current Year						30 June 2026		
	$000	$000	$000	$000	$000		$000	$000	$000	$000	$000	$000
Computer Software	1,011	560	450	236	(53)	-	-	(27)	70	1,194	603	590
Total	**1,011**	**560**	**450**	**236**	**(53)**	**-**	**-**	**(27)**	**70**	**1,194**	**603**	**590**

2025		Accumulated Amortisation and Impairment	Carrying Amount	Additions	Disposals	Transfers	Current Year Impairment Charges	Depreciation Reversed on Disposal	Current Year Amortisation	Cost / Valuation	Accumulated Amortisation and Impairment	Carrying Amount
	1/07/2024			Current Year						30 June 2025		
	$000	$000	$000	$000	$000		$000	$000	$000	$000	$000	$000
Computer Software	929	527	401	82	-	-	-	-	33	1,011	560	450
Total	**929**	**527**	**401**	**82**	**-**	**-**	**-**	**-**	**33**	**1,011**	**560**	**450**

All intangible assets refering to above are computer software.
There are no restrictions over intangible assets. No intangible assets have been pledged as security for liabilities.

Note 17 Payables and Deferred Revenue

Accounting Policy

Short-term creditors and other payables are recorded at the amount payable.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Current Portion				
Payables and deferred revenue under exchange transactions:				
Trade Payables and Accrued Expenses	3,105	2,813	3,165	2,840
Deposits and Bonds	34	72	34	72
Revenue Received in Advance	605	377	609	378
Total	3,744	3,262	3,808	3,290
Payables and deferred revenue under non-exchange transactions:				
Other Taxes Payable (GST)	-	504	-	504
Rates in Advance	518	457	518	457
Total	518	961	518	961
Total Current Portion	**4,262**	**4,223**	**4,326**	**4,251**

Note 18 Provisions

Accounting Policy

Council recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Current Portion				
Landfill Aftercare Provision	-	-	-	-
Total Current Portion	**-**	**-**	**-**	**-**
Non-current Portion				
Landfill Aftercare Provision	-	-	-	-
Total Non-Current Portion	**-**	**-**	**-**	**-**
Total Provisions	**-**	**-**	**-**	**-**

Movements for the Landfill Aftercare provision are as follows:

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Opening Balance	-	7	-	7
Additional Provision Made	-	-	-	-
Amounts used	-	(7)	-	(7)
Closing Balance 30 June	**-**	**-**	**-**	**-**

Rural Landfills

In February 1998 Stratford District Council renewed its aftercare consents for the Pukengahu and Huiroa landfills which were closed in 1990 and 1991 respectively.

New consents have been granted by Taranaki Regional Council for the management of Council's closed landfills. These consents are valid until 2034 and set monitoring parameters with requirements for remedial action depending on the outcomes of the monitoring.

Stratford Landfill

In March 1999 Stratford District Council renewed its consent for the Swansea Road landfill. While the consent required the site to be closed by June 2005 it was actually closed on 18 March 2002.

Council no longer has an ongoing liability to ensure the site continues to be managed in a manner that least affects the environment and the work is expected to include the following major components:

- Environmental Monitoring (surface and groundwater)
- Surface groundwater controls (drainage maintenance)
- Earthworks (in the initial years the land is expected to sink due to the refuse decomposition and filling will be required to avoid ponding).

This liability ceased in the 2025 year.

As this provision is now at a zero balance, any future costs will be treated as a normal operating expense.

Note 19 Employee Entitlements

Accounting Policy

Short-term employee entitlements

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at balance date, and sick leave.

A liability and an expense are recognised for bonuses where the Council or group has a contractual obligation or where there is a past practice that has created a constructive obligation.

Long-term employee entitlements

Employee benefits that are due to be settled beyond 12 months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

Presentation of employee entitlements

Annual leave is classified as a current liability. Retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Provision is made in respect of Council and Group's liability for annual leave, and retirement gratuities. Annual leave has been calculated on an actual entitlement basis at current rates of pay while the other provisions have been calculated on an actuarial basis.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Current Portion				
Annual Leave	400	356	417	358
Total Current Portion	**400**	**356**	**417**	**358**
Non-Current Portion				
Retirement Gratuities	-	-	-	-
Total Non-Current Portion	**-**	**-**	**-**	**-**
Total Employee Entitlements	**400**	**356**	**417**	**358**

Note 20 Borrowings

Accounting Policy

Borrowings are initially recognised at their fair value plus transaction costs. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Council or group has an unconditional right to defer settlement of the liability for at least 12 months after balance date.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Current Portion				
Committed cash advance facility	-	-	-	-
Secured Loans	10,000	9,700	10,000	9,700
Total Current Portion	**10,000**	**9,700**	**10,000**	**9,700**
Non-Current Portion				
Secured Loans	31,600	29,000	31,600	29,000
Total Non-Current Portion	**31,600**	**29,000**	**31,600**	**29,000**
Total Borrowings	**41,600**	**38,700**	**41,600**	**38,700**

Security
The Council has entered into a Debenture Trust Deed with Trustees Executors Limited.

Under the debenture trust deed the Council has granted security over its rates and rates revenue. Trustees Executors Limited hold this security for the benefit of any holders of Stock (as that term is defined in the Council's debenture trust deed).

The Council has granted security stock (with a floating nominal amount) to each of TSB Bank Ltd and New Zealand Local Government Funding Agency (to secure all of Council's borrowings with those entities).

Committed cash advance facility

Stratford District Council has a CCAF (Committed Cash Advance Facility) of $1.0m that has not been included in the financial statements, as it has not been drawn down.

Maturity Analysis and Effective Interest Rates

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Less than one year	10,000	9,700	10,000	9,700
Later than one year but not more than five years	25,100	23,500	25,100	23,500
Later than five years	6,500	5,500	6,500	5,500
Total Borrowings	**41,600**	**38,700**	**41,600**	**38,700**

The weighted average effective interest rate for 2025/26 is 4.02% (2024/25 - 3.55%).

Internal Borrowing

During the 2012/13 year Council made an internal loan to the Water Supply activity, towards the capital costs of the new Stratford Water Treatment Plant. The loan was for $2,000,000. Interest has been calculated on the balance outstanding as at 1 July 2025 of $1,030,795 at the weighted average interest rate as at 31 December 2025 of 4.02%. The Water Supply activity has been charged the cost of $41,437. The sum of $80,000 was repaid at the end of the year. The balance as at 30 June 2026 is $950,795.

	Maturity date	Interest rate 2025/26	Interest rate 2024/25	Actual 2025/26 $000	Actual 2024/25 $000
Current					
LGFA Bond issue					0
LGFA Bond issue					0
LGFA Bond issue	December 2025	1.04%	1.04%	0	3,700
LGFA Bond issue	April 2026	1.67%	1.67%	0	1,000
LGFA Bond issue	April 2026	2.02%	2.02%	0	1,000
LGFA Bond issue	April 2026	3.75%	3.75%	0	4,000
LGFA Bond issue	April 2027	1.38%	1.38%	1,000	0
LGFA Bond issue	April 2027	3.65%	3.65%	1,500	0
LGFA Bond issue	April 2027	4.51%	4.51%	2,000	0
LGFA Bond issue	April 2027	4.17%	4.17%	2,000	0
LGFA Bond issue	June 2027	3.51%	0.00%	3,500	0
Total Current borowings				10,000	9,700
Non-current					
LGFA Bond issue	April 2027	1.38%	1.38%	0	1,000
LGFA Bond issue	April 2027	3.65%	3.65%	0	1,500
LGFA Bond issue	April 2027	4.51%	4.51%	0	2,000
LGFA Bond issue	Ápril 2027	4.17%	4.17%	0	2,000
LGFA Bond issue	May 2028	2.12%	2.12%	1,000	1,000
LGFA Bond issue	May 2028	4.26%	4.26%	2,000	2,000
LGFA Bond issue	May 2028	5.50%	5.50%	1,000	1,000
LGFA Bond issue	May 2028	4.01%	4.01%	1,600	0
LGFA Bond issue	May 2028	4.23%	4.23%	1,000	1,000
LGFA Bond issue	May 2028	5.32%	5.32%	2,000	2,000
LGFA Bond issue	May 2028	5.41%	5.41%	1,000	1,000
LGFA Bond issue	April 2029	4.45%	4.45%	2,000	2,000
LGFA Bond issue	April 2029	5.66%	5.66%	1,000	1,000
LGFA Bond issue	April 2029	4.14%	4.14%	1,500	0
LGFA Bond issue	April 2029	5.49%	5.49%	1,000	1,000
LGFA Bond issue	May 2030	5.56%	5.56%	2,000	2,000
LGFA Bond issue	May 2030	5.67%	5.67%	3,000	3,000
LGFA Bond issue	May 2030	4.25%	0.00%	3,000	0
LGFA Bond issue	May 2031	4.30%	4.30%	2,000	2,000
LGFA Bond issue	May 2032	4.70%	0.00%	3,000	0
LGFA Bond issue	December 2032	1.87%	1.87%	3,500	3,500
Total non-current borrowings				31,600	29,000
Total Borrowings				41,600	38,700

Note 21 Equity

Accounting Policy

Equity is the community's interest in the Council and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components.

- accumulated funds;
- restricted reserves;
- property revaluation reserve; and
- fair value through other comprehensive revenue and expense reserve.

Restricted reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by the Council.

Restricted reserves include those subject to specific conditions accepted as binding by the Council and which may not be revised by the Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

Also included in restricted reserves are reserves restricted by Council decision. The Council may alter them without reference to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Council.

Property revaluation reserve

This reserve relates to the revaluation of property, plant, and equipment to fair value.

Fair value through other Comprehensive Revenue and Expense reserve

This reserve comprises the cumulative net change in the fair value of assets classified as fair value through other comprehensive revenue and expense.

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Accumulated Funds - 1 July	200,259	199,963	201,264	201,204
Transfers to:				
Restricted Reserves	(118)	(258)	(118)	(258)
Council Created Reserves	(10,109)	(9,245)	(10,109)	(9,245)
Transfers from:				
Council Created Reserves	10,302	8,984	10,302	8,984
Restricted Reserves	304	105	304	105
Revaluation reserve disposal of building	-	-	-	-
Profit / (Loss) for the year	3,438	709	3,205	488
Balance at 30 June	**204,075**	**200,259**	**204,849**	**201,279**
Restricted Reserves - 1 July	1,246	1,093	1,246	1,093
Transfers to:				
Accumulated Funds	(304)	(105)	(304)	(105)
Transfers from:				
Accumulated Funds	118	258	118	258
Balance at 30 June	**1,060**	**1,246**	**1,060**	**1,246**
Fair Value through other comprehensive revenue and expense - 1 July	(247)	(532)	(247)	(532)
Loss / gain on sale of financial assets at fair value through other comprehensive income	-	-	-	-
Revaluation Gains/(Losses) on Investments Carried at Fair Value	247	285	247	285
Balance at 30 June	**-**	**(247)**	**-**	**(247)**
Council Created Reserves - 1 July	7,961	7,700	7,961	7,700
Transfer to Income Statement on disposal of Property, Plant and Equipment	-	-	-	-
Transfers to:				
Accumulated Funds	(10,302)	(8,984)	(10,302)	(8,984)
Transfers from:				
Accumulated Funds	10,109	9,245	10,109	9,245
Balance at 30 June	**7,768**	**7,961**	**7,768**	**7,961**
Asset Revaluation Reserves - 1 July	285,611	285,611	287,520	287,520
Revaluation Gains/(Losses)	1,020	-	1,468	-
Balance at 30 June	**286,630**	**285,611**	**288,988**	**287,520**
Total Other Reserves - 30 June	**295,458**	**294,570**	**297,815**	**296,478**
Asset Revaluation Reserves consist of:				
Operational Assets				
Land	6,721	7,118	6,721	7,378
Buildings	8,146	6,923	10,504	8,572
Restricted Assets				
Wastewater System	12,216	12,216	12,216	12,216
Water System	25,982	25,982	25,982	25,982
Stormwater System	14,069	14,069	14,069	14,069
Roading Network	209,606	209,606	209,606	209,606
Land	7,352	7,379	7,352	7,379
Buildings	2,538	2,318	2,538	2,318
Total	**286,630**	**285,611**	**288,988**	**287,520**

Note 21 Equity continued

Purpose of Each Reserve Fund

Council's reserve funds are classified in to three categories:

- Council Created Reserves
- Restricted Reserves
- Targeted Rate Reserves

The purposes of the reserves are as follows:

Council Created Reserves

General Renewals Reserve

This reserve has been created for the accumulation of depreciation on buildings, plant, vehicles, office equipment and furniture and fittings. The funds are set aside to provide for the ongoing replacement of operational assets in these categories, and also to maintain and enhance existing Council assets. Funds are also provided for new projects where necessary.

Roading Renewals Reserve

This reserve has been created for the accumulation of depreciation on roads, bridges and street services assets. The funds are set aside to provide for the ongoing replacement of operational assets in these categories, and also to maintain and enhance existing Council assets. Funds are also provided for new projects where necessary.

Contingency Reserve

This reserve has been created to assist in the event of an emergency. Purposes for which funds are currently set aside are such things as natural disasters e.g. floods, earthquakes, volcanic eruptions etc.

Asset Sales Proceeds Reserve

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

Staff Gratuities Reserve

These funds are for the payment of gratuities, redundancies, and farewells/recognition of long service of staff or elected members, however there are no other specific restrictions on this reserve.

Mayor's Relief Fund Reserve

This fund has been in existence since at least 1934 and was originally set up to provide funds for the 'relief of distress' in the Stratford District. In recent years the reserve has been funded by donations and distributions of these monies has been at the Mayor's discretion.

Turf Replacement Reserve

This reserve was created to accumulate funds annually to contribute towards the replacement of the hockey turf, when required.

Farm Reserve

This reserve was created to record the annual farm surplus as approved by Elected Members that are available for future rates mitigation.

Farm Capital Reserve

This reserve was crated to record the capital payout by Fonterra in 2026 due to the sale of some of its assets. Funds can be utilised in terms of the “Council farm – Financial Allocations and Reserves” Policy.

Insurance Surplus Reserve

This reserve was created to record the surplus of the budget over insurance premium paid during the year. These surpluses are available to be called on at a later date as required.

Restricted Reserves

Elsie Fraser Bequest Reserve

These funds came from a bequest from Elsie Fraser in 1985 for the provision of a 'home for the less affluent old people within the Stratford community'. All surpluses from operations of these units are credited to the reserve.

RMA/Financial Contributions Reserve

Financial contributions are required by the Stratford District Plan. Council has received these funds from the subdivision of land and various land use activities. The reserve is used to fund growth related capital works and services.

Targeted Rate Reserves

Water Supply, Solid Waste and Wastewater Reserves

These reserves represent the balance of funds collected from various targeted rates which have not yet been spent. The funds can only be used for the purpose for which they were originally levied. The reserves include depreciation on infrastructural assets, costs of any capital/renewal expenditure and any surplus/deficit from operations for the year.

Reserve Fund Movements

2026	Activities to which the reserve relates	Balance 1 July 2025 $000	Transfers into fund $000	Transfers out of fund $000	Balance 30 June 2026 $000
Restricted Reserves					
Elsie Fraser Bequest Reserve	Pensioner Housing	67	50	(207)	(90)
Financial Contributions Reserve	All activities	1,177	68	(97)	1,148
Total		**1,244**	**118**	**(304)**	**1,058**

2026	Activities to which the reserve relates	Balance 1 July 2025 $000	Transfers into fund $000	Transfers out of fund $000	Balance 30 June 2026 $000
Council Created /Targeted Rate Reserves					
General Renewal Reserve	All activities	6,609	1,969	(1,958)	6,620
Contingency Reserve	All activities	505	18	(18)	505
Asset Sale Proceeds Reserve	All activities	42	287	-	329
Staff Gratuities Reserve	All activities	143	5	(6)	142
Mayor's Relief Fund Reserve	Community	4	-	-	4
Turf Replacement Reserve	Community	76	13	-	89
Farm Surplus	All activities	210	18	-	228
Farm Capital Reserve	All activities	-	317	-	317
Insurance Surplus Reserve	All activities	-	60	-	60
Stormwater Reserve	Stormwater	1,056	332	(122)	1,267
Roading Renewals Reserve	Roading	(19)	5,503	(5,734)	(250)
Water Supply Reserve	Water Supply	(901)	843	(1,496)	(1,554)
Solid Waste Reserve	Waste Management	(101)	42	(291)	(350)
Wastewater Reserve	Wastewater	342	702	(677)	367
Total		**7,966**	**10,109**	**(10,302)**	**7,772**

2025	Activities to which the reserve relates	Balance 1 July 2024 $000	Transfers into fund $000	Transfers out of fund $000	Balance 30 June 2025 $000
Restricted Reserves					
Elsie Fraser Bequest Reserve	Pensioner Housing	42	52	(28)	67
Financial Contributions Reserve	All activities	1,049	205	(77)	1,177
Total		**1,091**	**257**	**(105)**	**1,244**

2025	Activities to which the reserve relates	Balance 1 July 2024 $000	Transfers into fund $000	Transfers out of fund $000	Balance 30 June 2025 $000
Council Created and Targeted Rate Reserves					
General Renewal Reserve	All activities	6,394	2,006	(1,792)	6,609
Contingency Reserve	All activities	505	19	(19)	505
Asset Sale Proceeds Reserve	All activities	729	39	(727)	42
Staff Gratuities Reserve	All activities	140	5	(2)	143
Mayor's Relief Fund Reserve	Community	4	-	-	4
Turf Replacement Reserve	Community	64	12	-	76
Farm Surplus	All activities	62	218	(70)	210
Stormwater Reserve	Stormwater	928	332	(204)	1,056
Roading Renewals Reserve	Roading	(877)	5,090	(4,232)	(19)
Water Supply Reserve	Water Supply	(816)	872	(957)	(901)
Waste Management Reserve	Waste Management	45	43	(189)	(101)
Wastewater Reserve	Wastewater	527	608	(794)	342
Total		**7,705**	**9,245**	**(8,984)**	**7,966**

Note 22 Commitments

	Council		Group	
	Actual 2025/26 $000	Actual 2024/25 $000	Actual 2025/26 $000	Actual 2024/25 $000
Operating Leases as a Lessor				
Not later than one year	3	3	25	35
Later than one year and not later than five years	12	12	43	15
Later than five years	54	57	54	57
Total	**69**	**72**	**122**	**107**
Capital Commitments				
Roading network (see note below)	5,940	2,965	5,940	2,965
Stormwater	-	36	-	36
Wastewater	1,132	-	1,132	-
Water Supply	1,170	359	1,170	359
Buildings	-	38	116	38
Total	**8,242**	**3,398**	**8,358**	**3,398**

Note:

* *Council has a contract signed with Fulton Hogan Limited, committed to roading infrastructure until 30 June 2028.*
* *A variation agreement was signed on 11/07/24, and the type of contract is amended from Measure and Value to Cost Reimbursement (cost plus method).*
* *The contract value is in accordance with the reimbursement of actual costs incurred by the contractor and there is no minimum spending required.*
* *Roading capital expenditure contract commitments are based on specific infrastructure work for the coming year.*

Non-financial Commitments

* Council is committed to a 50/50 sharemilking agreement with the current sharemilker to 31 May 2029.
* Council is committed to various leases of rental properties for terms ranging up to 33 years with perpetual rights of renewal in two cases.
* Council is committed to a number of leases on reserves to various sports and other community bodies for varying terms.
* Council is committed to ground leases for the aerodrome club buildings, and private hangars for terms of up to 20 years.
* Quotable Value NZ Ltd will provide valuation services to Council for the period to 30 June 2029.
* AA Drivers Licensing have given Council an agency relationship to 30 June 2027.
* The Information Centre has various commission agreements with tourism providers.

Note 23 Contingencies

Contingent Assets

The Council operates a scheme whereby sports clubs are able to construct facilities (e.g. club rooms) on reserve land. The clubs control the use of these facilities and the Council will gain control of the asset only if the club vacates the facility. Until this event occurs, the assets are not recognised as assets in the statement of financial position. As at 30 June 2026 there are 6 properties, with 7 facilities, having an approximate value of $1,530,900 (2025 - 6 properties with 7 facilities - $1,530,900). The estimate has been based on rating valuations for the district that were performed effective June 2023. The next rating valuation review is not released until December 2026.

Contingent Liabilities

Local Government Funding Agency (LGFA)

The Council is a guarantor of the New Zealand Local Government Funding Agency (NZLGFA). The NZ LGFA was incorporated in December 2011 with the purpose of providing debt funding to local authorities in New Zealand. NZLGFA has a local currency rating from both Standard and Poor's and Fitch of AA+ and a foreign currency rating from both of AA+.

As at 30 June 2026, NZLGFA had 77 council members and eight council controlled organisation members. Of the 77 council members, 30 are shareholders, and Council is one of the 74 who are guarantors. In addition, there are also 12 Council Controlled members. Together with the other guarantors, the Council is a guarantor of all of the LGFA's borrowings. At 30 June 2026, NZ LGFA had borrowings totalling $26.55 billion (2025: $25.53 billion).

Financial reporting standards require the Council to recognise the guarantee liability at fair value. However, the Council has been unable to determine a sufficiently reliable fair value for the guarantee, and therefore has not recognised a liability. The Council considers the risk of NZLGFA defaulting on repayment of interest or capital to be very low on the basis that:

- It is not aware of any local authority debt default events in New Zealand; and
- Local government legislation would enable local authorities to levy a rate to raise sufficient funds to meet any debt obligations if further funds were required.

Resource Management Act

There are no contingenices in relation to the Resource Management Act.

Note 24 Related Party Transactions

Related party disclosures have not been made for transactions with related parties that are:

- Within a normal supplier or client/recipient relationship; and
- On terms and conditions no more or less favourable that those that is reasonable to expect the council and group would have adopted in dealing with the party at arm's length in the same circumstances.
- Further, no disclosure has been made for transactions with entities within the council group (such as funding and financing flows), where the transactions are consistent with the normal operating relationships between the entities and are on normal terms and conditions for such group transactions.

Council is the ultimate parent of the group and controls one entity, being Percy Thomson Trust and has no significant influence over any other entities.

Related party transactions required to be disclosed		
	Actual 2025/26 $000	**Actual 2024/25 $000**
Percy Thomson Trust		
Grant to the Trust from Council	50	50
Fees paid by the Trust to Council for administration services	-	21

Key Management Personnel Compensation	**Actual 2025/26**	**Actual 2024/25**
Councillors		
Full time equivalent members	12	12
Remuneration		
Mayor - N Volzke	$117,972	$108,933
Councillors:		
J Sandford (to 17 October 2025)	$7,839	$25,512
J Erwood	$28,131	$25,512
G Boyde	$29,239	$29,113
A Harris	$33,198	$26,472
M McKay (to 17 October 2025)	$10,796	$35,115
V Jones (to 17 October 2025)	$7,840	$25,512
S Beck	$26,540	$25,512
A Dudley	$26,540	$25,512
E Hall	$26,540	$25,512
C Tongawhikau (to 10 June 2025)	$0	$24,178
M Watt	$26,540	$25,512
J Best (from 18 October 2025)	$18,700	$0
D Chadwick (from 18 October 2025)	$18,700	$0
K Sextus (from 18 October 2025)	$18,700	$0
J Bertie (from 18 October 2025)	$18,700	$0
TOTAL ELECTED MEMBERS REMUNERATION	**$415,979**	**$402,395**
Due to the difficulty in determining the full-time equivalent for Councillors, the full-time equivalent figure is taken as the number of Councillors.		
Senior Management Team, including the Chief Executive		
Full time equivalent members	5	5
TOTAL REMUNERATION	**$1,128,771**	**$1,010,237**
Total full time equivalent personnel	**17**	**17**
Total key management personnel remuneration	**$1,544,750**	**$1,412,632**

Note 25 Remuneration

Chief Executive	Actual 2025/26	Actual 2024/25
The Chief Executive of Stratford District Council was appointed under section 42 of the Local Government Act 2002 as from 5 January 2017, then re-appointed for a further five year term from 3 May 2022, and received the following remuneration for the year ended 30 June 2026:		
Salary	$290,000	$250,000
Superannuation Subsidy (Kiwisaver)	$10,000	$7,500
Remediation payment	$22,725	$0
As at 30 June 2026 the annual remuneration package that was being received by the Chief Executive was calculated at $290,000. This remuneration excludes Kiwisaver contributions.		
Total Chief Executive Remuneration	$322,725	$257,500

Council employee remuneration by band	30 June 2026	30 June 2025
Total annual remuneration by band		
Less than $60,000	46	43
$60,000 - $79,999	13	22
$80,000 - $99,999	17	13
$100,000 - $119,999	8	10
$120,000 - $139,999	6	0
$120,000 - $159,999	0	6
$140,000 - $219,999	9	0
$180,000 - $259,999	0	5
$220,000 - $319,999	1	0
Total employees	100	99

Council Employee Numbers	30 June 2026	30 June 2025
Number of employees (at 30 June)	**Actual**	**Actual**
Full-time employees	43	40
Part-time employees (including casual employees)	57	59
Total employees	100	99

NB - A full-time equivalent is determined on the basis of a 40 hour working week.

Full-time equivalent employees		
Full-time employees	43	40
Part-time employees (in full-time equivalents)	29	29
Total full-time equivalent employees	72	69

Note 26 Severance Payments

For the year ended 30 June 2026 the Council made no severance payments to employees (2024/25 - one payment, total $21,000 made).

Note 27 Events After the Balance Date

Except for the matters disclosed in Note 34, there have been no events after the balance date requiring disclosure in the current year's financial statements.

Note 28 Financial Instruments

	Council		Group	
	Actual 2025/26	Actual 2024/25	Actual 2025/26	Actual 2024/25
FINANCIAL ASSETS	**$000**	**$000**	**$000**	**$000**
Amortised Cost				
Cash and cash equivalents - Cash	2,709	2,984	2,741	3,188
Short Term Deposits	5,000	6,000	5,000	6,000
Receivables	3,144	2,683	3,151	2,688
Community Loan	7,016	7,016	7,016	7,016
LGFA Borrower Notes	1,432	1,136	1,432	1,136
Total	**19,301**	**19,819**	**19,340**	**20,028**
Fair value through surplus and deficit				
Other financial assets:				
Bonds and Other Investments	-	-	468	397
Total	**-**	**-**	**468**	**397**
Fair value through other comprehensive revenue and expenses				
Other financial assets:				
Listed shares	766	836	766	836
Total	**766**	**836**	**766**	**836**
FINANCIAL LIABILITIES				
Financial liabilities at amortised cost				
Payables and deferred revenue	3,744	3,262	3,808	3,290
Borrowings:				
Secured loans	41,600	38,700	41,600	38,700
Total	**45,344**	**41,962**	**45,408**	**41,990**

Note 29 Explanation of Significant Variances Between Actual and Budget

Explanations for major variations from Council's estimated figures in the 2025/26 Annual Plan are as follows:

Statement of Comprehensive Revenue and Expense

- Subsidies and grants funding is higher than budget as NZTA financial assistance was received for additional roading expenditure approved by NZTA.

Statement of Financial Position

- Property, Plant and Equipment is considerably under budget due to the revaluation of land and buildings being lower than expected, and the revaluations on Roading and Three Waters not being required due to minimal market movement in fair value.
- Total borrowings are less than budget due to the deferral of some capital projects to 2026/27 that were to be loan funded.

Note 30 District Licensing Committee Disclosure

	2025/26	2024/25
Income from Fees:		
Licence Applications	38,956	37,109
Liquor Licencing Authority Levies	-6,009	-4,793
Total Income	**32,946**	**32,317**
Expenditure:		
Licencing Inspectors	85,207	72,532
District Licensing Committee Fees	0	580
Liquor Licencing Authority Levies	-	0
Other operating Costs Relating to Enforcement	1,500	933
Total Expenditure	**86,707**	**74,044**

This information is provided in accordance with Regulation 19 of the Sale and Supply of Alcohol (Fees) Regulations 2013. This regulation requires Territorial Authorities to prepare a report detailing income from fees, and licencing costs under the Act. This information must be publicly available.

Note 31 Joint Committee – Central Landfill

During the 2017/18 year the Council agreed with South Taranaki District Council (STDC) and New Plymouth District Council (NPDC) tasked with developing a new landfill and operating it following the closure of the Colson Road Landfill. Each Council's share of capital contributions, distribution of any operating surplus or apportionment of any operating deficit has been agreed as follows: NPDC 66.4%, STDC 27.1% and SDC 6.5%. As at 30 June 2026, no additional capital contributions were made (2024/25: Nil).

In November 2018, the Joint Committee made the decision to suspend further development of the Central Landfill. Waste is now being disposed of at Bonny Glen, in the Rangitikei District, under a 35 year contract with Midwest Disposals Ltd who operate the landfill. As there was no alternative use for the proposed central landfill in Taranaki, all capital costs incurred have been written off to surplus or deficit. As at 30 June 2026 there are no funds retained by the Central Landfill Joint Committee for Stratford District Council's share of future operational costs (2024/25: Nil).

Note 32 Riskpool Update

Stratford District Council previously obtained public liability and professional indemnity insurance cover as a member of the New Zealand Mutual Liability Riskpool scheme until 30 June 2017. Riskpool operated as a mutual fund where each member made an annual contribution to obtain cover, however should claims exceed contributions then calls can be made on the members of that fund year, for the shortfall amount. The Scheme is in wind-down. Stratford District Council has an on-going obligation to contribute to the scheme should a funding call be made in respect of historical claims (to the extent those claims are not covered by reinsurance or where reinsurance recovery is delayed), and to fund the on-going operations of the scheme.

On-going litigation involving other council members of Riskpool has introduced a high level of uncertainty about both the level of Stratford District Council's potential financial exposure and its timing. At this stage, Riskpool cannot quantify the total potential liability associated with these matters.

Note 33 Three Waters Service Delivery Reforms

Local Water Done Well (LWDW) is the Government's water services reform programme to address New Zealand's long-standing water infrastructure challenges, while retaining local decision-making about how drinking water, wastewater and stormwater services are delivered.The Local Government (Water Services Preliminary Arrangements) Act 2024 came into force in September 2024 and required councils to prepare and submit a Water Services Delivery Plan to the Secretary for Local Government by 3 September 2025, unless an extension was granted. The Plan must demonstrate how Council will deliver water services that meet regulatory requirements, support growth and are financially sustainable.

Stratford District Council assessed the requirements of LWDW and considered options for the future delivery of its three waters services. Council confirmed its preferred approach to retain these services in-house through a dedicated Stratford Waters Internal Business Unit.This approach reflects the strong community preference for local ownership, local accountability and a delivery model that keeps Stratford's voice and identity at the centre of future decision-making.

During the year, Council's Water Services Delivery Plan was accepted, enabling Council to move into staged implementation of the preferred model. Implementation work includes preparing for new governance, financial ring-fencing, planning and reporting requirements, while continuing to ensure Stratford's drinking water, wastewater and stormwater services remain safe, reliable, financially sustainable and able to meet legislative, environmental and water quality requirements.

The establishment of the in-house business unit, together with the broader reform requirements, has increased Council's resourcing needs. Additional staffing capacity is required to support implementation, strengthened compliance obligations and the significantly increased planning and reporting requirements under the new water services system.

Note 34 Simplifying Local Government Reform

In November 2025, the Government announced its Simplifying Local Government reform programme, aimed at simplifying local government structures and improving the efficiency, accountability, and delivery of local government services. Following consultation, the Government introduced a voluntary Head Start pathway in May 2026, enabling councils to progress local government reorganisation and develop locally led proposals for new unitary authorities.

On 26 May 2026, Stratford District Council voluntarily agreed to participate in the Head Start pathway. Following engagement with the community, iwi and other stakeholders, Council confirmed its preferred option was to amalgamate with South Taranaki District Council to form a unitary authority for central and south Taranaki. The two councils subsequently submitted a joint outline proposal to the Government on 7 August 2026. The proposal would combine Stratford and South Taranaki District Councils into one unitary authority responsible for both district council and relevant regional council functions, with some region-wide functions potentially managed through shared governance arrangements.

On 24 September 2026, the Government advised that Cabinet consideration of Head Start proposals would be deferred until after the 2026 general election. As a result, the outcome and timing of the reforms remain uncertain. Cabinet is expected to consider the proposals in early 2027 and, if endorsed, proposals would then proceed to detailed development and final consideration later in 2027, with any Head Start changes intended to be in place ahead of the 2028 local government elections.
Given the uncertainty regarding both the outcome and timing of the reforms, these financial statements have been prepared on a going concern basis and reflect the Council's existing structure and operations.

Note 35 Rounding Errors

Some rounding errors may occur in the financial statements due to dollar amounts to the nearest $1,000.



Funding Impact Statement

Funding Impact Statements

Funding Impact Statement for the year ended 30 June 2026 (Whole of Council)

	Annual Plan 2024/25 ($000)	Actual 2024/25 ($000)	Annual Plan 2025/26 ($000)	Actual 2025/26 ($000)
Sources of operating funding				
General rates, uniform annual general charges, rates penalties	9,927	9,957	10,714	10,769
Targeted rates	8,725	8,685	9,226	9,294
Subsidies and grants for operating purposes	2,322	2,642	2,404	3,897
Fees and Charges	3,663	3,014	3,745	3,122
Interest and dividends from investments	442	603	410	420
Local authorities fuel tax, fines, infringement fees, and other receipts	55	72	55	76
Total operating funding (A)	**25,134**	**24,973**	**26,554**	**27,578**
Applications of operating funding				
Payment to staff and suppliers	18,958	18,381	20,070	20,309
Finance costs	1,453	1,481	1,588	1,536
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**20,411**	**19,862**	**21,658**	**21,845**
Surplus (deficit) of operating funding (A-B)	**4,723**	**5,111**	**4,896**	**5,733**
Sources of capital funding				
Subsidies and grants for capital expenditure	7,599	3,695	4,303	6,067
Development and financial contributions	-	166	-	26
Increase (decrease) in debt	5,513	2,000	3,342	2,900
Gross proceeds from sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**13,112**	**5,860**	**7,645**	**8,993**
Applications of capital funding				
Capital expenditure to:				
- To meet additional demand	2,600	21	2,655	422
- To improve the level of service	6,378	2,730	2,821	3,249
- To replace existing assets	9,538	6,264	8,685	12,183
Increase (decrease) in reserves	(681)	1,956	(1,620)	(1,127)
Increase (decrease) in investments	-	-	-	-
Total applications of capital funding (D)	**17,835**	**10,971**	**12,540**	**14,727**
Surplus (deficit) of capital funding (C-D)	**(4,722)**	**(5,111)**	**(4,895)**	**(5,733)**
Funding balance ((A-B) + (C-D))	**0**	**0**	**0**	**0**

The funding impact statement is required under the Local Government Act 2002 Schedule and conforms to the Local Government (Financial Report) Regulations 2014.

Generally accepted accounting practice does not apply to the preparation of the funding impact statement as stated in Section 111 (2) of the Local Government Act.

Reconciliation between the surplus in the Prospective Income Statement and Surplus(Deficit) of operating funding in the Funding Impact Statement

	Annual Plan 2024/25 ($000)	Actual 2024/25 ($000)	Annual Plan 2025/26 ($000)	Actual 2025/26 ($000)
Surplus (Deficit) of operating funding from Funding Impact Statement	$4,723	$5,111	4,896	5,733
Plus - Subsidies and grants for capital expenditure	$7,599	$3,695	4,303	6,067
Plus - Financial Contributions	$0	$166	-	26
Plus - Other Revenue	$0	$74	-	73
Less - Losses on disposals and other expenses	$0	($287)	-	(548)
Less - Depreciation	($6,624)	($8,049)	(8,167)	(7,913)
Net Surplus before taxation in Comprehensive Revenue and Expense Statement	**$5,698**	**$709**	**1,030**	**3,438**

Funding Impact Statement for the year ended 30 June 2026 Recreation and Facilities)

	Long Term Plan 2024/25 ($000)	Actual 2024/25 ($000)	Long Term Plan 2025/26 ($000)	Actual 2025/26 ($000)
Sources of operating funding				
General rates, uniform annual general charges, rates penalties	5,470	5,458	5,542	5,859
Targeted rates	19	19	19	21
Subsidies and grants for operating purposes	-	122	-	76
Fees and Charges	1,162	982	1,191	962
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	65	97	66	34
Total operating funding (A)	**6,716**	**6,678**	**6,818**	**6,952**
Applications of operating funding				
Payment to staff and suppliers	4,567	4,181	4,241	4,123
Finance costs	511	424	478	469
Internal charges & overheads applied	1,198	1,228	1,235	1,519
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**6,275**	**5,833**	**5,955**	**6,111**
Surplus (deficit) of operating funding (A-B)	**441**	**845**	**864**	**841**
Sources of capital funding				
Subsidies and grants for capital expenditure	257	58	582	121
Development and financial contributions	-	-	-	-
Increase (decrease) in debt	(478)	(293)	(473)	(228)
Gross proceeds from sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**(221)**	**(236)**	**109**	**(107)**
Applications of capital funding				
Capital expenditure to:				
- To meet additional demand	-	-	-	-
- To improve the level of service	729	922	1,108	355
- To replace existing assets	355	203	311	445
Increase (decrease) in reserves	(863)	(515)	(447)	(66)
Increase (decrease) in investments	-	-	-	-
Total applications of capital funding (D)	**221**	**609**	**972**	**734**
Surplus (deficit) of capital funding (C-D)	**(441)**	**(846)**	**(864)**	**(841)**
Funding balance ((A-B) + (C-D))	**0**	**0**	**0**	**0**

Funding Impact Statement for the year ended 30 June 2026 (Roading)

	Long Term Plan 2024/25 ($000)	Actual 2024/25 ($000)	Long Term Plan 2025/26 ($000)	Actual 2025/26 ($000)
Sources of operating funding				
General rates, uniform annual general charges, rates penalties *	(32)	(32)	(37)	(6)
Targeted rates	4,229	4,227	4,912	4,162
Subsidies and grants for operating purposes	2,258	1,968	2,366	3,524
Fees and Charges	500	402	508	411
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	20	101	20	85
Total operating funding (A)	**6,974**	**6,665**	**7,770**	**8,176**
Applications of operating funding				
Payment to staff and suppliers - see note below	4,123	3,633	4,302	4,582
Finance costs	92	23	127	49
Internal charges & overheads applied	364	360	325	428
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**4,578**	**4,017**	**4,754**	**5,059**
Surplus (deficit) of operating funding (A-B)	**2,396**	**2,648**	**3,015**	**3,116**
Sources of capital funding				
Subsidies and grants for capital expenditure	5,169	3,281	5,339	4,304
Development and financial contributions	-	-	-	-
Increase (decrease) in debt	1,076	323	1,037	791
Gross proceeds from sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**6,245**	**3,604**	**6,376**	**5,095**
Applications of capital funding				
Capital expenditure to:				
- To meet additional demand	-	-	-	-
- To improve the level of service	3,150	749	3,162	1,248
- To replace existing assets	5,055	4,558	5,312	7,041
Increase (decrease) in reserves	436	945	917	(77)
Increase (decrease) in investments	-	-	-	-
Total applications of capital funding (D)	**8,641**	**6,252**	**9,391**	**8,212**
Surplus (deficit) of capital funding (C-D)	**(2,396)**	**(2,649)**	**(3,015)**	**(3,116)**
Funding balance ((A-B) + (C-D))	**0**	**0**	**0**	**0**

Funding Impact Statement for the year ended 30 June 2026 (Water Supply)

	Long Term Plan 2024/25 ($000)	Actual 2024/25 ($000)	Long Term Plan 2025/26 ($000)	Actual 2025/26 ($000)
Sources of operating funding				
General rates, uniform annual general charges, rates penalties	-	-	-	-
Targeted rates	2,336	2,276	2,416	2,667
Subsidies and grants for operating purposes	-	-	-	-
Fees and Charges	15	-	15	-
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	19	29	20	9
Total operating funding (A)	**2,370**	**2,305**	**2,451**	**2,676**
Applications of operating funding				
Payment to staff and suppliers	846	989	864	1,033
Finance costs	373	350	373	419
Internal charges & overheads applied	354	350	341	410
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**1,573**	**1,690**	**1,579**	**1,862**
Surplus (deficit) of operating funding (A-B)	**797**	**615**	**873**	**814**
Sources of capital funding				
Subsidies and grants for capital expenditure	2,000	284	-	1,717
Development and financial contributions	-	-	-	-
Increase (decrease) in debt	1,414	112	(183)	992
Gross proceeds from sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**3,414**	**396**	**(183)**	**2,709**
Applications of capital funding				
Capital expenditure to:				
- To meet additional demand	-		-	
- To improve the level of service	1,814	542	246	1,448
- To replace existing assets	2,840	558	2,229	3,187
Increase (decrease) in reserves	(443)	(89)	(1,785)	(1,112)
Increase (decrease) in investments	-	-	-	-
Total applications of capital funding (D)	**4,210**	**1,011**	**690**	**3,523**
Surplus (deficit) of capital funding (C-D)	**(797)**	**(615)**	**(873)**	**(814)**
Funding balance ((A-B) + (C-D))	**0**	**0**	**0**	**0**

Funding Impact Statement for the year ended 30 June 2026 (Waste Water)

	Long Term Plan 2024/25 ($000)	Actual 2024/25 ($000)	Long Term Plan 2025/26 ($000)	Actual 2025/26 ($000)
Sources of operating funding				
General rates, uniform annual general charges, rates penalties	-	-	-	-
Targeted rates	979	985	1,019	1,215
Subsidies and grants for operating purposes	-	-	-	-
Fees and Charges	40	32	41	40
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	6	8	6	2
Total operating funding (A)	**1,025**	**1,024**	**1,067**	**1,256**
Applications of operating funding				
Payment to staff and suppliers	435	384	446	356
Finance costs	56	83	63	97
Internal charges & overheads applied	102	100	99	114
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**592**	**567**	**608**	**567**
Surplus (deficit) of operating funding (A-B)	**432**	**457**	**458**	**689**
Sources of capital funding				
Subsidies and grants for capital expenditure	50	48	-	194
Development and financial contributions	-	-	-	-
Increase (decrease) in debt	96	154	447	(12)
Gross proceeds from sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**146**	**202**	**447**	**182**
Applications of capital funding				
Capital expenditure to:				
- To meet additional demand	-	-	-	-
- To improve the level of service	150	247	513	84
- To replace existing assets	735	617	343	871
Increase (decrease) in reserves	(307)	(205)	49	(83)
Increase (decrease) in investments	-	-	-	-
Total applications of capital funding (D)	**578**	**659**	**905**	**871**
Surplus (deficit) of capital funding (C-D)	**(432)**	**(458)**	**(458)**	**(689)**
Funding balance ((A-B) + (C-D))	**0**	**0**	**0**	**0**

Funding Impact Statement for the year ended 30 June 2026 (Storm Water)

	Long Term Plan 2024/25 ($000)	Actual 2024/25 ($000)	Long Term Plan 2025/26 ($000)	Actual 2025/26 ($000)
Sources of operating funding				
General rates, uniform annual general charges, rates penalties	468	468	492	487
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-
Fees and Charges	-	-	-	-
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	3	5	3	1
Total operating funding (A)	**471**	**473**	**495**	**489**
Applications of operating funding				
Payment to staff and suppliers	79	87	81	100
Finance costs	54	36	55	40
Internal charges & overheads applied	61	60	59	68
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**194**	**183**	**196**	**208**
Surplus (deficit) of operating funding (A-B)	**277**	**290**	**300**	**281**
Sources of capital funding				
Subsidies and grants for capital expenditure	113	21	-	92
Development and financial contributions	-	-	-	-
Increase (decrease) in debt	284	(22)	(57)	(28)
Gross proceeds from sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**397**	**-**	**(57)**	**63**
Applications of capital funding				
Capital expenditure to:				
- To meet additional demand	-	-	-	-
- To improve the level of service	450	40	-	102
- To replace existing assets	200	162	103	83
Increase (decrease) in reserves	24	88	140	160
Increase (decrease) in investments	-	-	-	-
Total applications of capital funding (D)	**674**	**290**	**242**	**344**
Surplus (deficit) of capital funding (C-D)	**(277)**	**(290)**	**(300)**	**(281)**
Funding balance ((A-B) + (C-D))	**0**	**0**	**0**	**0**

Funding Impact Statement for the year ended 30 June 2026 (Solid Waste)

	Long Term Plan 2024/25 ($000)	Actual 2024/25 ($000)	Long Term Plan 2025/26 ($000)	Actual 2025/26 ($000)
Sources of operating funding				
General rates, uniform annual general charges, rates penalties	29	29	30	31
Targeted rates	1,162	1,177	1,223	1,228
Subsidies and grants for operating purposes	-	-	-	-
Fees and Charges	225	155	223	142
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	20	30	20	9
Total operating funding (A)	**1,435**	**1,391**	**1,496**	**1,410**
Applications of operating funding				
Payment to staff and suppliers	1,001	1,111	1,038	1,139
Finance costs	36	29	33	32
Internal charges & overheads applied	369	366	380	398
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**1,406**	**1,506**	**1,452**	**1,569**
Surplus (deficit) of operating funding (A-B)	**29**	**(115)**	**44**	**(159)**
Sources of capital funding				
Subsidies and grants for capital expenditure	10	5	10	-
Development and financial contributions	-	-	-	-
Increase (decrease) in debt	(26)	(23)	(24)	(32)
Gross proceeds from sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**(16)**	**(18)**	**(14)**	**(32)**
Applications of capital funding				
Capital expenditure to:				
- To meet additional demand	-	-	-	-
- To improve the level of service	20	15	20	-
- To replace existing assets	40	-	10	59
Increase (decrease) in reserves	(46)	(148)	(1)	(250)
Increase (decrease) in investments	-	-	-	-
Total applications of capital funding (D)	**14**	**(133)**	**30**	**(191)**
Surplus (deficit) of capital funding (C-D)	**(30)**	**115**	**(44)**	**159**
Funding balance ((A-B) + (C-D))	**0**	**0**	**0**	**0**

Funding Impact Statement for the year ended 30 June 2026 (Democracy)

	Long Term Plan 2024/25 ($000)	Actual 2024/25 ($000)	Long Term Plan 2025/26 ($000)	Actual 2025/26 ($000)
Sources of operating funding				
General rates, uniform annual general charges, rates penalties	1,415	1,416	1,475	1,460
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	-	20	-	18
Fees and Charges	85	203	85	234
Internal charges and overheads recovered	1,938	2,031	1,912	2,285
Local authorities fuel tax, fines, infringement fees, and other receipts	52	77	53	24
Total operating funding (A)	**3,490**	**3,745**	**3,524**	**4,020**
Applications of operating funding				
Payment to staff and suppliers	2,535	2,662	2,523	2,943
Finance costs	-	-	-	-
Internal charges & overheads applied	954	985	1,001	1,115
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**3,490**	**3,647**	**3,524**	**4,058**
Surplus (deficit) of operating funding (A-B)	**0**	**99**	**0**	**(38)**
Sources of capital funding				
Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase (decrease) in debt	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**-**	**-**	**-**	**-**
Applications of capital funding				
Capital expenditure to:				
- To meet additional demand	-	-	-	-
- To improve the level of service	-	173	-	-
- To replace existing assets	367	111	367	449
Increase (decrease) in reserves	(367)	(185)	(367)	(488)
Increase (decrease) in investments	-	-	-	-
Total applications of capital funding (D)	**-**	**98**	**-**	**(38)**
Surplus (deficit) of capital funding (C-D)	**0**	**(98)**	**-**	**38**
Funding balance ((A-B) + (C-D))	**0**	**0**	**0**	**0**

Funding Impact Statement for the year ended 30 June 2026 (Community Development)

	Long Term Plan 2024/25 ($000)	Actual 2024/25 ($000)	Long Term Plan 2025/26 ($000)	Actual 2025/26 ($000)
Sources of operating funding				
General rates, uniform annual general charges, rates penalties	822	821	855	822
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	64	356	64	280
Fees and Charges	698	889	712	845
Internal charges and overheads recovered	-		-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	22	29	23	9
Total operating funding (A)	**1,605**	**2,095**	**1,655**	**1,956**
Applications of operating funding				
Payment to staff and suppliers	1,064	1,311	1,024	1,156
Finance costs	225	65	326	173
Internal charges & overheads applied	404	401	433	493
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**1,694**	**1,777**	**1,783**	**1,822**
Surplus (deficit) of operating funding (A-B)	**(89)**	**317**	**(128)**	**133**
Sources of capital funding				
Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase (decrease) in debt	2,624	19	2,644	361
Gross proceeds from sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**2,624**	**19**	**2,644**	**361**
Applications of capital funding				
Capital expenditure to:				
- To meet additional demand	2,600	21	2,655	422
- To improve the level of service	-	43	77	12
- To replace existing assets	70	67	77	49
Increase (decrease) in reserves	(135)	204	(293)	12
Increase (decrease) in investments	-	-	-	-
Total applications of capital funding (D)	**2,535**	**335**	**2,515**	**495**
Surplus (deficit) of capital funding (C-D)	**89**	**(316)**	**129**	**(133)**
Funding balance ((A-B) + (C-D))	**0**	**0**	**0**	**0**

Funding Impact Statement for the year ended 30 June 2026 (Environmental Services)

	Long Term Plan 2024/25 ($000)	Actual 2024/25 ($000)	Long Term Plan 2025/26 ($000)	Actual 2025/26 ($000)
Sources of operating funding				
General rates, uniform annual general charges, rates penalties	1,753	1,753	1,998	2,075
Targeted rates	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-
Fees and Charges	938	898	958	1,003
Internal charges and overheads recovered	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	62	93	63	30
Total operating funding (A)	**2,754**	**2,743**	**3,020**	**3,108**
Applications of operating funding				
Payment to staff and suppliers	1,601	1,714	1,807	2,064
Finance costs	2	2	2	2
Internal charges & overheads applied	1,143	1,236	1,203	1,353
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**2,746**	**2,953**	**3,012**	**3,420**
Surplus (deficit) of operating funding (A-B)	**7**	**(210)**	**7**	**(312)**
Sources of capital funding				
Subsidies and grants for capital expenditure	-	-	-	-
Development and financial contributions	-	-	-	-
Increase (decrease) in debt	(2)	(2)	(2)	(2)
Gross proceeds from sale of assets	-	-	-	-
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**(2)**	**(2)**	**(2)**	**(2)**
Applications of capital funding				
Capital expenditure to:				
- To meet additional demand	-	-	-	-
- To improve the level of service	-	-	-	-
- To replace existing assets	-	-	-	-
Increase (decrease) in reserves	5	(212)	5	(314)
Increase (decrease) in investments	-	-	-	-
Total applications of capital funding (D)	**5**	**(212)**	**5**	**(314)**
Surplus (deficit) of capital funding (C-D)	**(7)**	**210**	**(7)**	**312**
Funding balance ((A-B) + (C-D))	**0**	**0**	**0**	**0**

Annual Report Disclosure Statement

Annual report disclosure statement for year ending 30 June 2026.

What is the purpose of this statement?

The purpose of this statement is to disclose the council's financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The council is required to include this statement in its annual report in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

Rates affordability benchmark

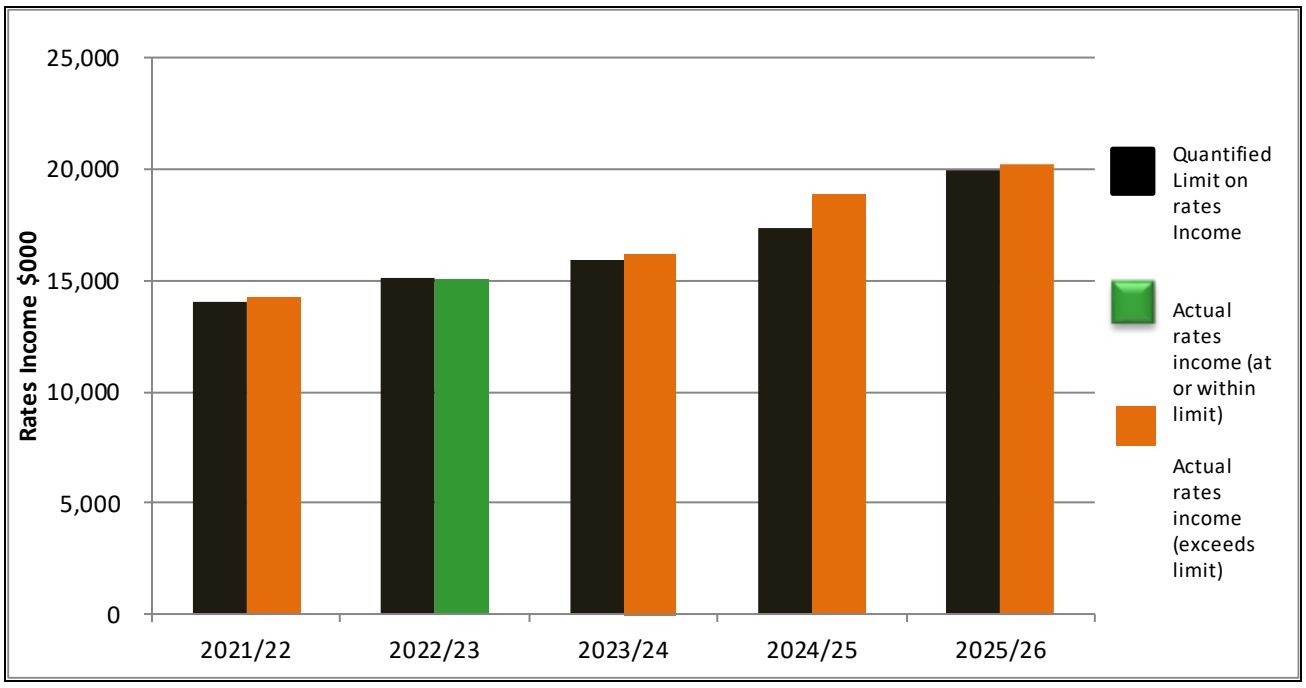
The council meets the rates affordability benchmark if –

- its actual rates income equals or is less than each quantified limit on rates; and
- its actual rates increases equal or are less than each quantified limit on rates increases.

Rates (income) affordability

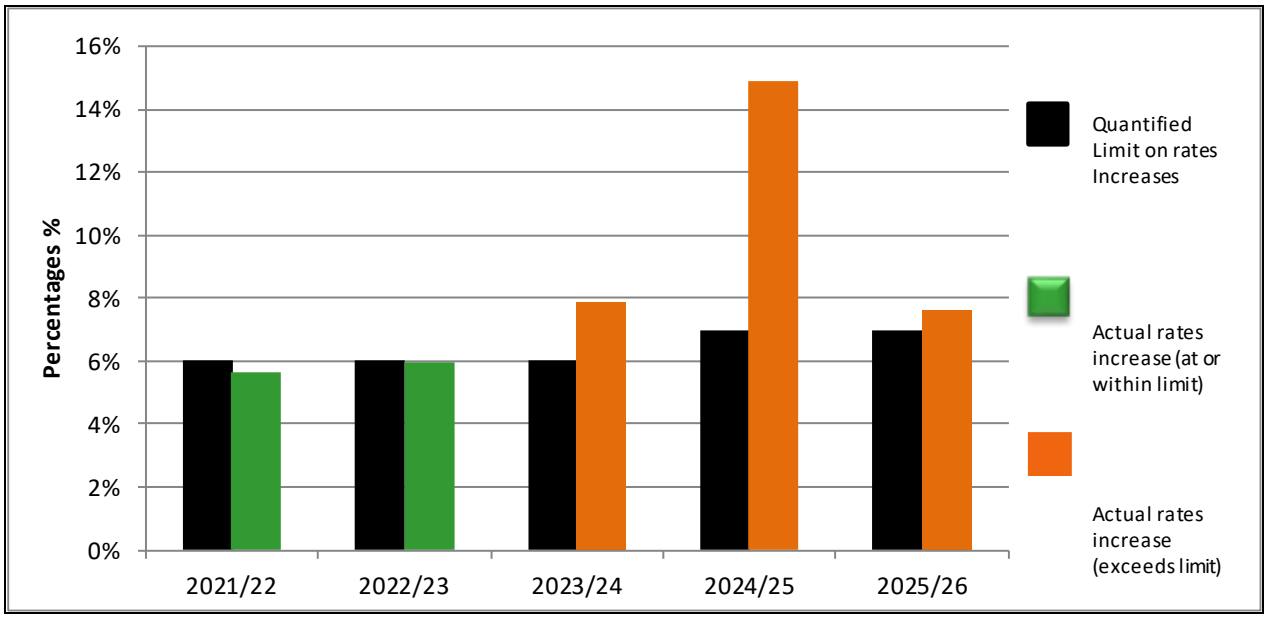
The following graph compares the Council's actual total rates income with the quantified limit on rates income as per the 2025/26 Annual Plan, which is the previous years rates plus 7.00%.

The breach in 2023/24, 2024/25 and 2025/26 was a result of higher than anticipated costs, which were a nationwide problem associated with the increased cost of living.



Rates (increases) affordability

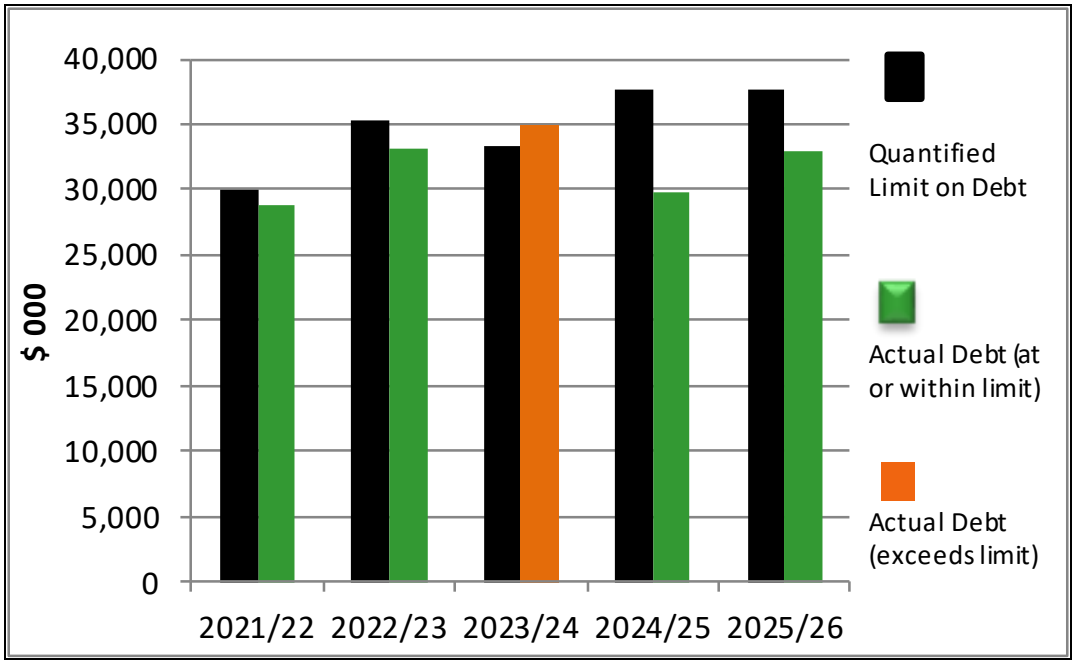
The following graph compares the year-on-year actual, and the Annual Plan (7%), as a percentage increase in the Council's total rates income. The percentage increase limit is calculated using the increase in income from the previous year. The previous limit of 6.00% was exceeded in 2023/24 by an actual rates increase of 7.84%, and in 2024/25 with an increase of 15.37%, due to the high costs to procure goods and services. In 2025/26 the increase was 7.62%.



Debt affordability benchmark

The following graph compares the Council's actual borrowing with a quantified limit on borrowing stated in the financial strategy included in the Council's Annual Plan. The quantified limit is total borrowings minus cash holdings. The Council meets the debt affordability benchmark if its actual borrowing is within each quantified limit on borrowing. The quantified limit is total borrowings less cash holdings. Stratford District Council have changed the 2025 definition of cash holdings to include the short term deposits/investments. This applied from 2024/25 going forward.

From 2024/25, cash holdings has been defined including short term investment.

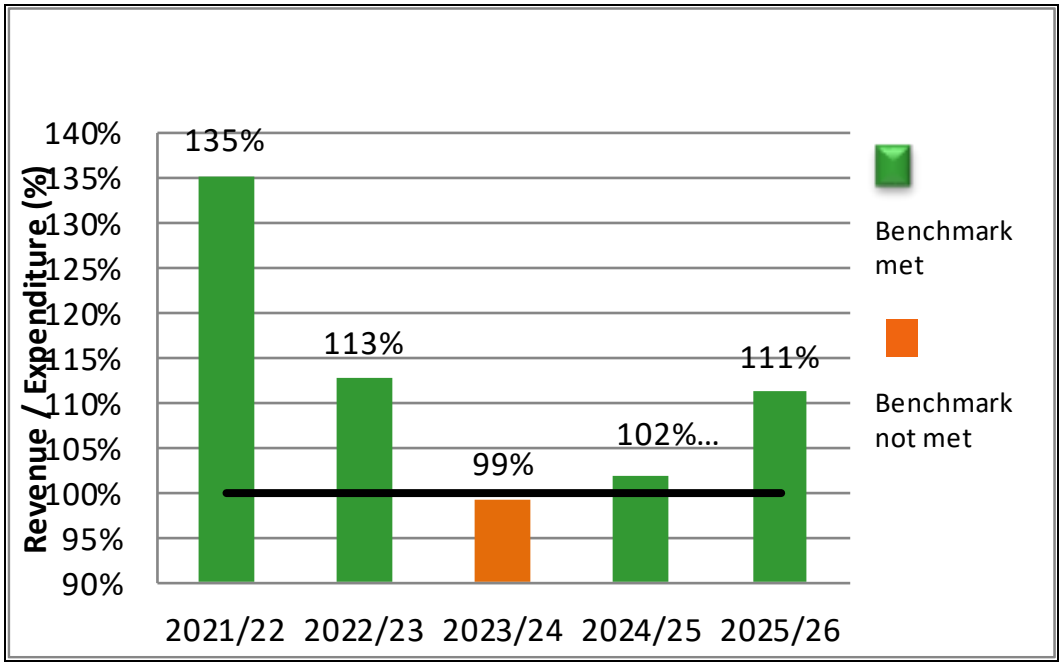


Balanced budget benchmark

The following graph displays the council's revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment).

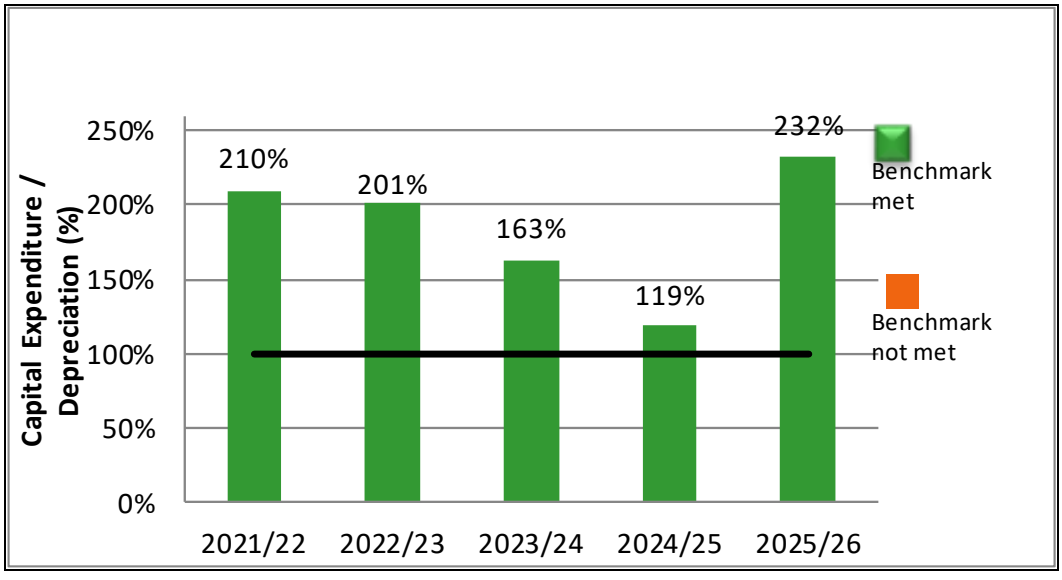
The Council meets this benchmark if its revenue equals or is greater than its operating expenses.

In 2023/24 the benchmark was not met, due to the funding for the Transport Choices project being withdrawn by the government.



Essential services benchmark

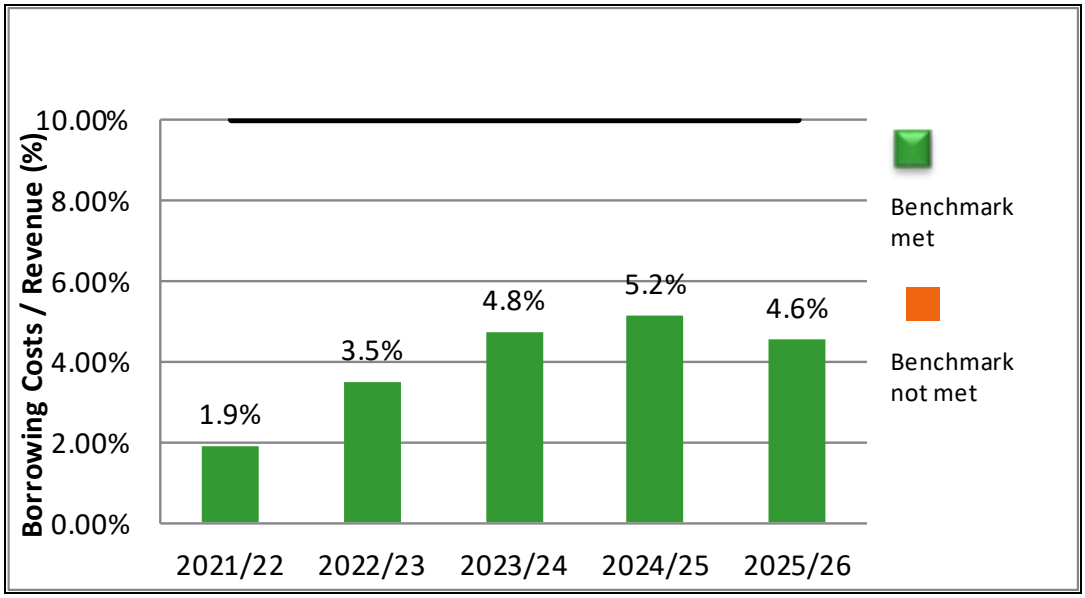
The following graph displays the council's capital expenditure on network services as a proportion of depreciation on network services. The council meets this benchmark if its capital expenditure on network services equals or is greater than depreciation on network services.



Debt servicing benchmark

The following graph displays the council's borrowing costs as a proportion of revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment).

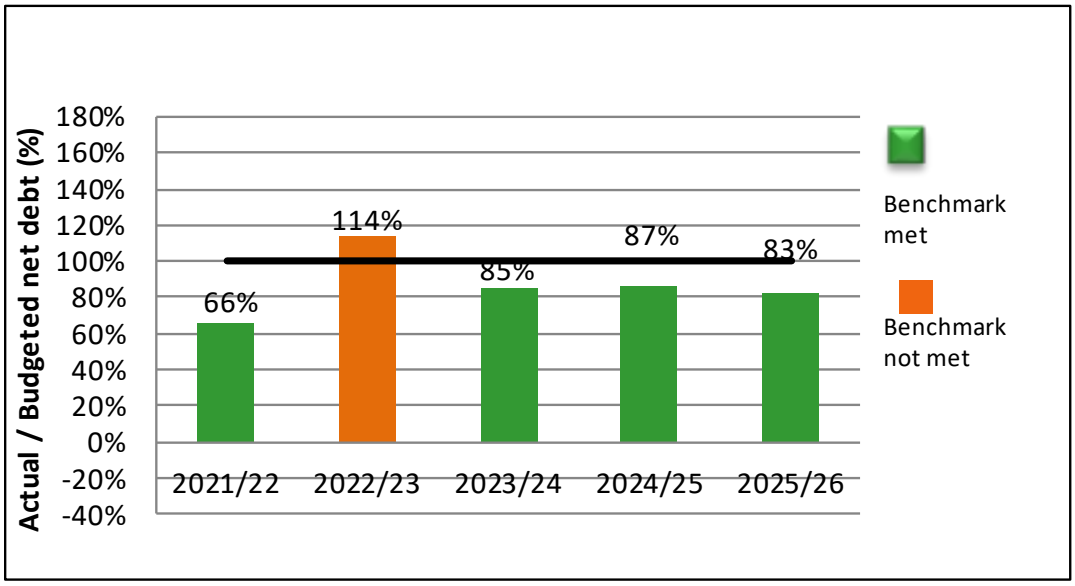
Because Statistics New Zealand projects the council's population will grow more slowly than the national population growth rate, it meets the debt servicing benchmark if it's borrowing costs equal or is less than 10% of its revenue.



Debt control benchmark

The following graph displays the council's actual net debt as a proportion of planned net debt. In this statement, net debt means financial liabilities less financial assets (excluding trade and other receivables). The council meets the debt control benchmark if its actual net debt equals or is less than its planned net debt.

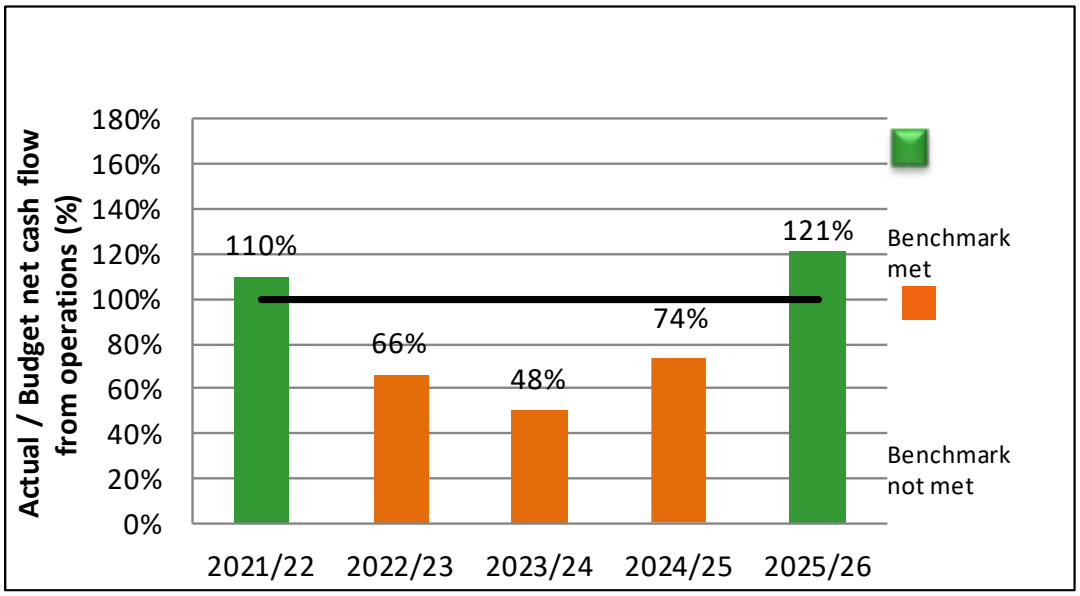
For 2022/23, the year end balance of term deposits affecting net debt was temporarily at $5m instead of $6m due to timing of contractor payments.



Operations control benchmark

This graph displays the council's actual net cash flow from operations as a proportion of its planned net cash flow from operations as per the Statement of Cash Flows. The council meets the operations control benchmark if its actual net cash flow from operations **equals or is greater** than its planned net cash flow from operations.

From 2022/23 to 2024/25, Council did not achieve the benchmark as revenue was less than anticipated, however in 2025/26 this has been achieved.



The Audit Office
Te Mana Arotake

Independent Auditor's Report

To the readers of the annual report of Stratford District Council for the year ended 30 June 2026

The Auditor-General is the auditor of Stratford District Council (the Council) and its subsidiary (the Group). The Auditor-General has appointed me, Chris Webby, using the staff and resources of The Audit Office, to carry out the audit on his behalf.

We have audited the information in the annual report of the Council and the Group that we are required to audit in accordance with the Local Government Act 2002 (the Act). We refer to this information as "the audited information" in our report.

We are also required to report on:

- whether the Council has complied with the requirements of Schedule 10 of the Act (Schedule 10) that apply to the annual report; and
- the completeness and accuracy of the Council's disclosures about its performance against benchmarks that are required by the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations).

We refer to this information as "the disclosure requirements" in our report.

Opinion on the audited information

Unmodified opinion on the audited information, excluding the statement of service provision

In our opinion:

- the financial statements on pages 86 to 130 present fairly, in all material respects, the Council and Group's financial position as at 30 June 2026, and the results of the operations and cash flows for the year ended on that date, in accordance with Public Benefit Entity Standards Reduced Disclosure Regime;
- the funding impact statement for the year ended 30 June 2026 on page 132, has been prepared, in all material respects, in accordance with clause 30 of Schedule 10;

- the funding impact statements for each group of activities for the year ended 30 June 2026 on pages 133 to 141 have been prepared, in all material respects, in accordance with clause 26 of Schedule 10; and

- the statements comparing actual capital expenditure to budgeted capital expenditure for each group of activities for the year ended 30 June 2026 on pages 133 to 141, have been prepared, in all material respects, in accordance with clause 24 of Schedule 10.

Qualified opinion on the statement of service provision

In our opinion, except for the possible effects of the matter described in the *Basis for our opinion on the audited information and the disclosure requirements* section of our report, the statement of service provision for the year ended 30 June 2026 on pages 18 to 80:

- is appropriate and meaningful and prepared in accordance with the Council's measurement bases or evaluation methods and Public Benefit Entity Standards Reduced Disclosure Regime; and

- presents fairly, in all material respects, the Council's actual levels of service for each group of activities, including the levels of service achieved compared with the intended levels of service, whether any intended changes to levels of service were achieved, and the reasons for any significant variation between the levels of service achieved and the intended levels of service.

Report on the disclosure requirements

We report that:

- the Council has complied with the information disclosure requirements of Part 3 of Schedule 10 for the year ended 30 June 2026; and

- the Council's disclosures about its performance against benchmarks required by Part 2 of the Regulations for the year ended 30 June 2026 are complete and accurate.

Basis for our opinion on the audited information and the disclosure requirements

Statement of service provision: Our work was limited with respect to the average quality of ride on the sealed local road network, measured by smooth travel exposure

The Council is required to report against the performance measures set out in the Non-Financial Performance Measure Rules 2024 (the Rules) made by the Secretary for Local Government. This includes the mandatory performance measure relating to 'The average quality of ride on the sealed local road network, measured by smooth travel exposure' disclosed on page 61 of the annual report.

This performance measure is important as it is indicative of the quality of service provided to the community.

Reported performance of this performance measure is based on surveys of road roughness and traffic volumes. The traffic volumes are based on actual counts of certain roads and the use of these counts to estimate traffic volumes on the rest of the sealed local road network.

We were unable to obtain assurance over the reliability of estimated traffic volumes used in the calculation of this performance measure. This was because the actual traffic counts used as an input to estimated traffic volumes are not sufficiently up to date, with only a small portion of the road network having counts in the last two years. In addition, Council identified certain anomalies in its estimations of traffic volumes which are yet to be resolved.

Therefore, the Council does not have sufficiently reliable data to calculate the average quality of ride on the sealed local road network measured by smooth travel exposure. The actual quality of ride on the sealed local road network may differ materially from the result reported.

As a result of these issues, our work was limited and there were no practicable audit procedures we could apply to obtain assurance over the reported result for the performance measure. Our opinion on this performance measure was also qualified in the 2025 performance year for the same reason.

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit of Service Performance Information* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor for the audited information and the disclosure requirements* section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the audited information and our report on the disclosure requirements.

Emphasis of Matter: Simplifying Local Government reform

The government has announced it wants to simplify local government, including reducing the number of local authorities by amalgamations within regions. As described in note 34, Stratford District Council and South Taranaki District Council have submitted a joint Head Start proposal to form a central and south Taranaki unitary council, which would replace the two district councils and assume relevant regional council responsibilities. If approved, this may be implemented before the 2028 local elections. The eventual outcome for the council is dependent on future cabinet decisions and enactment of enabling legislation. Because of the significant uncertainty about the outcome and timing of any future reorganisation, the financial statements have continued to be prepared on a going concern basis. Our opinion is not further modified in respect of this matter.

Responsibilities of the Council for the audited information and the disclosure requirements

The Council is responsible for preparing the audited information and the disclosure requirements in accordance with the Act. The Council's responsibilities include the preparation and fair presentation

of the financial statements and service performance information in accordance with Public Benefit Entity Standards Reduced Disclosure Regime.

This includes:

- the selection of elements/aspects of service performance, performance measures and/or descriptions, and measurement bases or evaluation methods to enable the presentation of service performance information that is appropriate and meaningful; and

- the preparation of a statement of service provision, in accordance with the Council's measurement bases or evaluation methods, that provides an appropriate and meaningful basis to enable readers to assess what has been achieved for the year.

The Council is responsible for such internal control as it determines is necessary to enable it to prepare the audited information and the disclosure requirements that are free from misstatement, whether due to fraud or error.

In preparing the audited information and the disclosure requirements the Council is responsible for assessing the Council and the Group's ability to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to amalgamate or cease all of the functions of the Council and the Group or there is no realistic alternative but to do so.

The Council's responsibilities arise under the Act and the Regulations.

Responsibilities of the auditor

Responsibilities for the audited information

Our objectives are to obtain reasonable assurance about whether the audited information, as a whole, is free from material misstatement, whether due to fraud or error, and to issue a report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of this audited information.

For the budget information reported in the audited information, our procedures were limited to checking that the budget information agreed to the Council's Annual plan or Long-term plan as applicable.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the audited information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council and Group's internal control.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.

- We evaluate whether the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods present an appropriate and meaningful assessment of the Council's service performance.

- We evaluate whether the service performance information is prepared in accordance with the Council's measurement bases or evaluation methods, and presents fairly, in all material respects, in accordance with Public Benefit Entity Standards Reduced Disclosure Regime, the actual service performance achieved compared with the intended levels of service.

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Council and/or the Group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council and/or the Group to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the audited information, including the disclosures, and whether the audited information represents, where applicable, the underlying transactions and events in a manner that achieves fair presentation.

- We plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the Group audited information. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Responsibilities for the disclosure requirements

Our objective is to provide reasonable assurance about whether the Council has complied with the disclosure requirements. To assess whether the Council has met the disclosure requirements we undertake work to confirm that:

- the Council has made all of the disclosures required by Part 3 of Schedule 10 to the Act and Part 2 of the Regulations; and
- the disclosures required by Part 2 of the Regulations accurately reflect information drawn from the audited information and, where applicable, the Council's long-term plan and annual plans.

Our responsibilities for the audited information and for the disclosure requirements arise from the Act and the Public Audit Act 2001.

Other information

The Council is responsible for the other information included in the annual report. The other information comprises all the information included in the annual report other than the audited information and the disclosure requirements, and our auditor's report thereon.

Our opinion on the audited information and our report on the disclosure requirements do not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the audited information and our report on the disclosure requirements, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the audited information and the disclosure requirements, or our knowledge obtained during our work, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Council and the Group in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* as applicable for audits of public interest entities issued by the New Zealand Auditing and Assurance Standards Board.

In addition to the audit, we have carried out a limited assurance engagement in relation to the Council's debenture trust deed, which is compatible with the independence requirements. Other than the audit, our report on the disclosure requirements, and this engagement, we have no relationship with, or interests in, the Council or the Group.



Chris Webby
The Audit Office
On behalf of the Auditor-General
Palmerston North, New Zealand
27 October 2026



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