TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

Our reference
F19/13/03-D21/26182

2 October 2025

Notice of Meeting

Notice is hereby given that the Ordinary Meeting of Council will be held in the **Council Chambers, Stratford District Council, 63 Miranda Street, Stratford** on ***Tuesday 7 October 2025*** beginning at **3.30pm.**

Timetable for 7 October 2025 as follows:

3.30pm	Ordinary Meeting of Council

Yours faithfully

Sven Hanne
Chief Executive

63 Miranda Street, PO Box 320, Stratford 4352
Phone. 06 765 6099 | stratford.govt.nz

2025 - Agenda - Ordinary - October - Open

07 October 2025 03:30 PM

Agenda Topic — Page

AGENDA
Ordinary Meeting of Council

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

F22/55/05 – D25/36478

Date: 7 October 2025 at 3.30 PM
Venue: Council Chambers, 63 Miranda Street, Stratford

1. Welcome

1.1 Opening Karakia
D21/40748 Page 7

1.2 Health and Safety Message
D21/26210 Page 8

2. Apologies

3. Announcements

4. Declarations of Members Interest

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

5. Attendance Schedule

Page 9

Attendance schedule for Ordinary and Extraordinary Council meetings.

6. Confirmation of Minutes

6.1 Audit and Risk Committee – 2 September 2025
D25/36480 (Open) D25/32957 (PE) Page 10

Recommendations

1. THAT the unconfirmed minutes of the Audit and Risk Committee meeting, including the public excluded section, held on Tuesday 2 September be received.
2. THAT the recommendations in the minutes of the Audit and Risk Committee, including those in the public excluded section, held on Tuesday 2 September be adopted.
3. THAT the members of the Audit and Risk Committee confirm the minutes of the Audit and Risk Committee meeting, including the public excluded section, held on Tuesday 2 September 2025 are a true and accurate record.

/
Moved/Seconded

6.2 Ordinary Meeting of Council – 9 September 2025
D25/33643 Page 34

Recommendation

THAT the minutes of the Ordinary Meeting of Council held on Tuesday 9 September 2025, be confirmed as a true and accurate record.

/
Moved/Seconded

6.3 Farm Committee – 23 September 2025
D25/36112 Page 38

Recommendations

1. THAT the unconfirmed minutes of the Farm Committee meeting held on Tuesday 23 September be received.

2. THAT the recommendations in the minutes of the Farm Committee held on Tuesday 23 September be adopted.

3. THAT the members of the Farm Committee confirm the minutes of the Farm Committee meeting held on Tuesday 23 September 2025 are a true and accurate record.

/
Moved/Seconded

6.4 Policy and Services Committee – 23 September 2025
D25/36072 Page 42

Recommendations

1. THAT the unconfirmed minutes of the Policy and Services Committee meeting held on Tuesday 23 September be received.

2. THAT the recommendations in the minutes of the Policy and Services Committee held on Tuesday 23 September be adopted.

3. THAT the members of the Policy and Services Committee confirm the minutes of the Policy and Services Committee meeting held on Tuesday 23 September 2025 are a true and accurate record.

/
Moved/Seconded

6.4.1 Updated Street Trees Policy
D25/32073 Page 54

Attached for Council's information.

6.4.2 Updated Wai o Rua – Stratford Aquatic Centre Activity Management Plan
D25/35388 Page 58

Attached for Council's information.

6.5 Extraordinary Meeting of Council – 30 September 2025
D25/37136 (Open) D25/36969 (PE) Page 87

Recommendation

THAT the minutes of the Extraordinary Meeting of Council held on Tuesday 30 September 2025, including the public excluded section, be confirmed as a true and accurate record.

/
Moved/Seconded

7. District Mayor's Report

D25/37301 Page 90

Recommendation

THAT the report be received.

/
Moved/Seconded

8. Information Report – 2024/25 Customer Satisfaction Survey

D25/35458 Page 93

Recommendation

THAT the report be received.

Recommended Reason
This is an information report only. It provides the 2024/25 Customer Satisfaction Survey results and a benchmarking report against other Councils.

/
Moved/Seconded

9. Information Report – Percy Thomson Trust – Annual Report 2024/25

D25/35854 Page 197

Recommendation

THAT the Percy Thomson Trust Annual Report for the year ended 30 June 2025 be received.

Recommended Reason
The Percy Thomson Trust is a Council Controlled Organisation of the Stratford District Council and the audit of their Annual Report for the year ended 30 June 2025 was completed by Audit New Zealand.

/
Moved/Seconded

10. Questions

11. Valedictory Comments

An opportunity for retiring elected members to address the meeting.

12. Closing Karakia

D21/40748 Page 223

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TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

Our reference
F19/13/03-D21/40748

Karakia

Kia uruuru mai	I draw in (to my being)
Ā hauora	The reviving essence
Ā haukaha	The strengthening essence
Ā haumāia	The essence of courage
Ki runga, Ki raro	Above, Below
Ki roto, Ki waho	Within, Around
Rire rire hau Paimārire	Let there be peace.

Stratford District
In the heart of Taranaki

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TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

Our reference
F19/13/03-D22/17082

Health and Safety Message

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

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

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5. Attendance schedule for 2025 Ordinary and Extraordinary Council meetings.

Date	011/02/25	25/02/25	11/03/25	08/04/25	15/04/25	13/05/25	10/06/25	08/07/25	12/08/25	26/08/25	02/09/25	07/10/25
Meeting	O	E	O	O	E	O	O	O	O	E	O	O
Neil Volzke	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Steve Beck	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Grant Boyde	✓	✓	✓	✓	✓	A	✓	✓	✓	✓	✓	
Annette Dudley	✓	✓	✓	✓	✓	S	A	✓	✓	✓	✓	
Jono Erwood	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Ellen Hall	✓	✓	✓	✓	✓	A	✓	✓	✓	✓	✓	
Amanda Harris	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Vaughan Jones	A	✓	✓	✓	✓	✓	A	✓	A	✓	✓	
Min McKay	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
John Sandford	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Clive Tongaawhikau	A	A	✓	A	✓	AB	A	A	A	A	A	
Mathew Watt	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

Key	
O	Ordinary Meeting
E	Extraordinary Meeting
EM	Emergency Meeting
✓	Attended
A	Apology/Leave of Absence
AB	Absent
S	Sick
(AV)	Meeting held, or attended by, by Audio Visual Link

MINUTES
Audit and Risk Committee

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

F22/55/06 – D25/36480

Date: Tuesday 2 September 2025 at 2.00PM
Venue: Council Chambers, 63 Miranda Street, Stratford

Present

Mr P Jones (the Chair), the District Mayor N C Volzke and Councillors G W Boyde, V R Jones and J M S Erwood.

In attendance

Councillors: S J Beck, E E Hall and A M S Dudley

The Chief Executive – Mr S Hanne, the Director – Assets – Mrs V Araba, the Director – Corporate Services – Mrs R Johnson, the Director – Environmental Services – Mr B Sutherland, the Director – Community Services – Ms K Whareaitu, the Committee Advisor and Executive Assistant – Mrs E Bishop, the Property and Project Manager – Mr S Taylor (*part meeting)*, the Health & Safety/Emergency Management Advisor – Mr D Pemberton (*part meeting)*, the Corporate Accountant – Mrs C Craig (*part meeting)*, one member of the public (*part meeting)* and one member of the media (Stratford & South) (*part meeting).*

1. Welcome

The opening karakia was read.

The Chair welcomed the District Mayor, Councillors, staff and the media to the meeting.

The Chair reiterated the health and safety message and emergency procedures.

2. Apologies

An apology was received from the Deputy Mayor M McKay.

Recommendation

THAT the apologies be received.

BOYDE/VOLZKE
Carried
A&R/25/42

3. Announcements

There were no announcements.

4. Declarations of Members Interest

The Chair requested councillors to declare any real or perceived conflicts of interest relating to items on this agenda. There were no conflicts of interest declared.

5. Attendance Schedule

The Attendance schedule for Audit and Risk Committee meetings was attached.

6. Programme of Works

D21/42807 Page 13

Recommendation

THAT the Audit and Risk Committee's rolling programme of works up to September 2025 be received.

ERWOOD/V JONES
Carried
A&R/25/43

7. Confirmation of Minutes

7.1 Audit and Risk Committee – 15 July 2025

D25/28553 (Open) D25/25445 (PE) Page 12

Recommendation

THAT the minutes of the Audit and Risk Committee Meeting, including the public excluded section, held on Tuesday 15 July 2025 be confirmed as a true and accurate record.

P JONES/V JONES
Carried
A&R/25/44

The Committee Advisor and Executive Assistant undertook to make the following amendments:

- Page 12 – Apologies amend to apologies for lateness.
- Page 12 – Remove District Mayor from the welcome.

8. Matters Outstanding

D18/27474 Page 24

Recommendation

THAT the matters outstanding be received.

BOYDE/P JONES
Carried
A&R/25/45

The Director – Corporate Services noted the discussion regarding insurance surplus or deficit could not be held until the renewal process was complete, this would potentially be ready for the December Audit and Risk Committee meeting.

9. Information Report – Health, Safety and Wellbeing

D25/31389 Page 25

Recommendation

THAT the report be received.

ERWOOD/BOYDE
Carried
A&R/25/46

The Health and Safety/Emergency Management Advisor noted the following points:

- Two of the reported incidents happened on council property but had little to do with council itself. One was an altercation between members of the public at Wai o Rua and the other involved a member of the public handing in a USB with a note to the Library that the member of public had found in the public toilets. The note attached was of a religious threatening nature.
- The Worksafe notified event was dealt with within 8 hours of being reported. They requested the site be secured and released it that night.

Questions/Points of Clarification:

- Mr Pemberton clarified that the Worksafe website has criteria and a flowchart that is followed to determine if an event is notifiable. It is also further defined in council's health and safety manual.
- Councillor Boyde questioned what was being done to ensure staff would wear the lone worker devices. Mr Pemberton noted the users of the devices have been engaged from the beginning of this project and have talked about their expectations as a user and managements requirements. They will be engaged to create the policy and procedures as well.
- The Chair noted the amount of near miss reported and asked if there was enough being done to encourage staff to report a near miss? Mr Pemberton noted there is quite a bit of uncertainty amongst staff of what is a near miss and what is an incident and this will be about clarifying the difference through staff training.
- The Chair questioned if the grading of site visits was the right level, noting that other councils have grades such as a minor fail that might be satisfactory or that needs significant improvement. Mr Pemberton noted these had been the starting point and they could be elaborated further.
- It was clarified that the CCO does not sit under our Health and Safety Policy but has its own. They are using some of council's old loner worker devices but this will close out at the end of life of these devices.

10. Information Report – Risk Management

D25/31327 Page 29

Recommendation

THAT the report be received.

ERWOOD/BOYDE
Carried
A&R/25/47

Recommended Reason

To provide an update to the Audit and Risk Committee of any risk events or threats in relation to significant risks on Council's risk register, as part of Council's risk management processes.

Questions/Points of Clarification:

- Councillor Boyde highlighted the amount of work that staff have done with the water services delivery model as required by the DIA for Local Water Done Well (LWDW). He also acknowledged the massive risk around proposed rate capping.
- The District Mayor noted that the DIA have confirmed receipt of the Water Services Delivery Plan. The Chief Executive noted that there is a scheduled DIA visit to Stratford District Council next week and that a key member of the LWDW team will be part of this.
- Councillor Dudley noted the risk involved DX mail not being delivered around Stratford at the moment. Mrs Johnson noted that this issue arose after the report was submitted. DX mail is used for normal council mail services however the rates notices and invoices are printed and delivered by NZ Post. The letters advising ratepayers of the recalculated rates direct debit have taken up to 2 weeks to be delivered resulting in late notice of the changes. Officers will be looking into council's mail services. The District Mayor noted the issue was widespread noting a number of complaints he had received regarding medical appointments being missed because of the mail being late.
- It was clarified that direct debit payments do not incur penalties.
- Councillor Boyde felt there was reputational risk with this and council should be notifying the ratepayers to be upfront even though it is our of council's control. Mrs Johnson noted that it has been a small amount of ratepayers who have gotten in contract with council regarding this, and officers are working with those who need support or time to get the new amount set up. Councillor Dudley noted that at least one person she knew of had not received a water bill so she would encourage them to touch base.
- The Chair noted his concern with the amount of change from Central Government and the speed at which they are expecting councils to respond.

The Health and Safety/Emergency Management Advisor left the meeting at 2.20pm.

11. Information Report – 2024/25 Annual Report Update

D25/31530 Page 76

Recommendation

THAT the report be received.

VOLZKE/P JONES
Carried
A&R/25/48

Recommended Reason
To provide an update to the Committee on the progress of the 2024/25 Annual Report, including draft financial statements.

The Director – Corporate Services noted the following points:

- The timing of this audit and risk committee meeting is earlier than usual so officers have been unable to provide a full draft Annual Report to review. The draft financial performance and statement of position is attached.
- The interim audit has been completed and there were no issues that we have been made aware of. The IT audit is currently underway. Onsite auditors arrive in 3 weeks.
- The main risk relating to this is the election and the requirement to adopt by 31 October. Because of the audit timing there is no way to adopt this before council disbands and if there was a need for a recount at the election there is a possibility we will miss the adoption deadline, however this will be explainable.

Questions/Points of Clarification:

- Councillor Boyde noted the capital expenditure and carry over that has just been approved by the Policy and Services Committee, he noted that he was concerned council was over committing and asked the Chair if he sees similar approaches in other areas. The Chair noted this would be discussed as part of item 12.

- Mrs Johnson noted that the Annual Report process had been impacted by staff illness recently, but that the valuations have been sent and there has been no comments on these.
- The District Mayor noted the surplus was shown as $812,000 compared to a budgeted surplus of $5.5 million. Mrs Johnson clarified that this was due to subsidies such as the roading subsidises from NZTA being declined. Funding is received as revenue but the cost is capital so the expenses do not offset that revenue, this is also the case for the better off funding for the grit tank as this has been delayed so the funding has not been received yet. Additionally the revaluations were a lot higher last year so the depreciation costs are a lot higher. The debt levels are also lower due to the capital works that were not done.
- It was further clarified that the overlap with the depreciation is partly a timing issue and that the funding for the grit tank will come into this financial year so will impact the surplus this year. The Chief Executive also noted that our budget setting timeframes do not align with NZTA therefore our budgets are set before we know if we are successful with our application for subsidises.

12. Information Report – Capital Works Programme – Key Projects Update – 2025/26 Financial Year

D25/31462 Page 104

Recommendations

THAT the report be received.

BOYDE/ERWOOD
Carried
A&R/25/49

Recommended Reason
To provide a summary on the progress of our main capital projects for the 2025/26 financial year and assess Council's ability to complete them on time and within budget.

Questions/Points of Clarification:

- The Chair noted the question raised by Councillor Boyde regarding the potential bow wave in terms of what is spent compared to the total budget and how confident officers were in spending the budget and what changes need to be put in place to ensure we can spend the budget, or is it an unrealistic number to start with. He noted that councils always seem to be over optimistic in terms of their capital expenditure but then other events that were unplanned intervene. There is a challenge that generally until an Annual Plan is adopted asset managers cannot commit to expenditure because it can be removed until it is approved, so this requires more certainty to staff of what projects are in or out, or bringing other projects forward when there is capacity. He noted this was a very fine balancing act. He noted that on average around the country, as a whole, 80% is achieved but it is important to remember this includes some rather large organisations with big teams and a lot of resource.
- The Chief Executive noted the key point was not the dollar figure but the number and complexity of the projects. Often for this council it is whether a property purchase gets over the line, or legislation comes into play. Council is more than the 80% of projects completed by number but when a big project is delayed it impacts the total spend and has a disproportionate effect on delivery stats. It is easier to do a carry over than slow down a project, or bring a project back to council because it is no longer within the budgets. It was important to understand these projects are delivered within the next 12-18 months and being more cautious in the budget setting would translate to less being done. He noted the rates capping proposal would slow down overall delivery considerably.
- Councillor Jones asked if it was possible to have a staged reporting system to show where a project is at and if the stages are being completed, he referred to the waste water treatment plant as an example. The Director – Assets noted this project was at the point in its consenting process that she could not confirm what stage it was at currently because of the requirement to trial a second product.

- Mrs Johnson clarified that these are draft figures and should they change then the committee will be advised.
- The District Mayor noted the 315 new connections for the universal water metering and noted he assumed that these are currently not collecting rates. He asked if the installation of the backflow preventors was in relation to those SUIPs or the whole network? The Property and Project Manager noted the back flow preventers are separate from SUIPs and are for properties that for example have a swimming pool, or a salon and was brought in following new guidelines from Taumata Arowai. Mr Hanne noted that the additional 315 SUIPs are not properties that have never been charged but that water connection charges currently go by property so the initial contract was based on the number of properties. In the rollout of the project officers have calibrated our approach and individual dwellings that fit the definition of SUIP will have their own water meter. He reiterated that it is not that they have not been rated it is just that at the moment there is one pipe connecting to the property and in the future they will have two meters. This will need to be discussed when council discusses the tariffs but installing the water meters separately gives the ability to charge on a fairer basis and a broader range of tariff options.
- It was clarified that the contract for water meter installation was lower than budget so with the 315 additional meters we will still be within budget. Mr Taylor noted there may be unexpected issues getting access to the units. It was clarified that the water meters will be installed within the property.
- The District Mayor asked what the price per install of the water meter connections was compared to New Plymouth. Mr Hanne noted that our cost per connection was substantially lower but that was contributed to by New Plymouth undertaking renewals at the same time of meter installation.
- The Chair noted that the identified risks did not include community interest and asked if this should be considered due to reputational risk. Mr Taylor noted that project criticality and complexity covers a community interest element and felt this was sufficient.

13. Information Report – Environmental Legislation Reform

D25/31515 Page 112

Recommendation

THAT the report be received.

VOLZKE/BOYDE
Carried
A&R/25/50

Recommended Reason
This report is for information purposes but provides an indication of the likely legislative changes.

The Director – Environmental Services noted the following points:

- This report provides high level examples of the environmental legislative reforms.
- There are also remits coming on the Sale and Supply of Alcohol Act.
- The report provides an overview of the likely impact these reforms will have on this council and councils generally but the details are not yet known and the effects are therefore relatively hard to quantify at this stage.

Questions/Points of Clarification:

- Councillor Boyde noted the changes to inspection timelines and asked if this would be another incurred cost and if council was able to pass this full cost on? Mr Sutherland noted that council currently has a 24 hour timeframe so it should not cost more as council is already doing better than the proposed timeframe.
- It was clarified that the proportionate liability proposed actually lessens the portion of liability councils will carry but that this is less positive for building owners or building practitioners. The Chair noted that this will require the building company to acquire insurance. Councillor Beck noted this will require the home owner to foot the bill as the cost will need to be passed on.

- The District Mayor noted that proportionate liability is a good thing as it removes the potential for council to cover the whole cost but he asked how they intend to treat existing buildings or historic issues. Mr Sutherland noted his expectation is that this would be for things built from this point forward but that is still unknown.
- The Chair noted that the plan stop instruction caught everyone by surprise and that MFE have not announced the exemptions for plans yet. Mr Sutherland noted there was still quite a bit of details in the pipeline even though the legislation was passed last month.

Councillors Hall and Dudley moved to the speakers table and Ms Bourke joined them at 3.10pm.

14. Information Report – Percy Thomson Trust – Risk Assessment

D25/31683 Page 117

Recommendations

1. THAT the report be received.

2. THAT a representative from Percy Thomson Trust be given the opportunity to speak to the risk matters identified in this report.

VOLZKE/BOYDE
Carried
A&R/25/51

3. THAT the risk matters raised within this report be updated and reviewed ~~on a~~ within a 6 month timeframe.

ERWOOD/BOYDE
Carried
A&R/25/52

Recommended Reason
The purpose of this report is for elected members to understand any risks arising from council's CCO, the Percy Thomson Trust, especially in light of council's 2023/24 audit report that highlighted an inconsistency in the trust's valuing its investments and during a period when the trust is undergoing notable changes.

The Chief Executive noted the following points:

- This report has arisen from the last Audit and Risk Committee meeting where Audit NZ once again raised concerns regarding the discrepancy between how investments are recognised. Council has a requirement to recognise those investments and the trust has the ability to do it one of two ways and the way they are doing it is compliant but doesn't align with the audit requirements for council.
- There has been a significant amount of change occurring at the trust and the report looks at the overall scenario to identify the risks for council overall.
- The investments over time used to be very successful, but in the more recent times these investments have really struggled. If this trend continues what does this mean for council. As this is a CCO council can stand back but there are obviously public perception, reputation and community wellbeing elements to consider as well as how council would feel if they had to take responsibility for the property.
- A point of order was raised if Councillors Dudley and Hall were required to declare a conflict of interest, Councillor Hall stated they were not required to as they are not members of this committee.

Councillor Hall read her statement. It was requested that the statement be circulated to Elected Members.

- ***Appendix 1** is the statement that was delivered to the Committee Advisor for circulation at the meeting.*
- ***Appendix 2** is the statement which Councillor Hall forwarded in response to the initial one being circulated on 3 September noting the incorrect copy had been given for circulation.*

Questions/Points of Clarification:

- Councillor Boyde noted in the statement that the wording implied that the Mayor and Chief Executive did not follow procedure regarding bringing services in-house at the trust? Councillor Hall noted that they were made aware that the arrangement was not working in April and the trust was considering its work around administration, however the decision was not made until well after the Statement of Intent. The Chief Executive clarified that the trust had made a decision at a trust meeting prior to speaking to council on the Statement of Intent.
- Councillor Boyde sought clarification that the Percy Thomson Trust (PTT) wants to exit out of being a CCO? Councillor Hall clarified that the trust felt council should look at options around doing so. In 2024 council and the PTT explored ways to resolve a lot of the issues at the time, the option failed as the CCO could not be absorbed into council due to it being a charitable trust. The trust does not want to reduce transparency but they want to do their jobs and do not see how council benefits from keeping this as a CCO. It doesn't help the trust continue with what it is trying to deliver to the community. She noted the hindrance of legislative requirements such as LGOIMA and the LGA do not support it running as a charitable trust.
- The Chair noted an exemption from audit would be required to go to the office of the auditor general. Councillor Hall noted that Chris Webby has made it clear it was an option.
- Councillor Boyde noted that it needs to be approved by council for an audit not to be done for three years. Councillor Hall noted that an exemption from audit for three years would allow the trust to move on unhindered around the divestment of investments. Council could still provide a letter of expectations, still request a statement of intent and request oversight of the books.
- Councillor Boyde noted the deed it says the auditor general will audit for true and fair value, so by doing this we would not meet our obligations? Mr Hanne noted a legal opinion on this would be required.
- Councillor Boyde noted there was a huge relationship issue between council and the trust. They are currently at loggerheads and the day to day operations have been taken out of council by the trust. He noted he would feel very uneasy allowing the audit to be stopped. This report does not read very well but we must let them move on within their capacity currently to turn things around.
- The District Mayor noted it had been a very comprehensive response and asked that this be circulated to elected members. He noted the purpose of this report was a risk assessment for the risks associated for the trust operating as it is. He acknowledged that the trust was disputing some of those but as elected members need to consider the comments made today and balance them against this report to give them an idea of if they think this is fair and what changes may be needed. If council is of the mind that something needs to be done then they can request that this be reflected in the statement of intent. He noted that neither parties should loose sight of the fact we collectively want this to succeed.
- Ms Bourke noted that the trust was not disputing anything in the report and agree they are facing challenges. She stated that the administrative services decision had been made prior to the meeting where the statement of intent was discussed but as per standing orders, those minutes were unconfirmed and the decision was therefore not confirmed. The Mayor and Chief Executive were well and truly aware of the concerns the trust had and that was well documented in the notes from the meeting held with them in April this year.
- The Chair reiterated that even if exemption is granted under Schedule 7 of the LGA it may not exempt the Auditor General being the auditor. Council needs to be certain of the facts.
- Councillor Boyde questioned if by agreeing to recommendation 3 the risks will be updated and reviewed 6 monthly, if anything else arises will it come to us?
- The District Mayor noted he did not think council should be looking at section 7 or changing auditors or granting exemptions without first analysing what has just been said. Potentially we are looking for a solution before we know what the actual problem is. The essence of this whole situation is the financial position the trust finds itself in with it quietly deteriorating and if it continues to do so it will get to a point of being insolvent. It may serve the trust well to do this but it doesn't serve the council well so we need to ensure it is meeting requirements.
- Councillor Erwood agreed that all the information raised needs to be taken into account.
- The District Mayor acknowledged the remedial action the trustees are putting into place but it will require more time for it to take effect.
- The resolution was amended to *within* 6 months.
- Ms Bourke presented the printed statement for circulation to the Committee Advisor and Executive Assistant.

Councillors Dudley and Hall returned to their council seats at 3.45pm.

15. Correspondence

There was no correspondence.

16. General Business

There was no general business.

17. Questions

There were no questions.

18. Resolution to Exclude the Public

Recommendation

THAT the public be excluded from the following parts of the proceedings of this meeting, namely:

Agenda Item No: 19

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution to each matter	Grounds under section 48(1) for the passing of this resolution
Conclusion of suspected fraud investigation	The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons.	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist, under section 6 and section 7 of the Act - specifically Section 7(2)(a) Local Government Official Information and Meetings Act 1987

BOYDE/V JONES
Carried
A&R/25/53

The Corporate Accountant, the Property and Projects Manager, the Communications Manager and members of the media and public left the meeting at 3.46pm.

19. Public Excluded Item

D25/31528 Page 124

20. Questions

- Councillor Jones noted the discussion regarding the former post office had previously been discussed in public excluded. It was clarified that this was due to commercial sensitivity as it involved financial negotiations for purchase. Mr Hanne noted that Chorus had removed themselves from the agreement and the negotiations were now at an end. The District Mayor encouraged anyone who is not happy about the state of the building to contact Chorus directly. It was agreed that this question and answer could be removed from being public excluded.

Recommendation

THAT the open meeting resume.

BOYDE/ERWOOD
Carried
A&R/25/55

21. Closing karakia

D21/40748 Page 126

The closing Karakia was read.

<u>Attachments:</u>

Appendix 1	Response from Percy Thomson Trust provided to be circulated at meeting D25/34020
Appendix 2	Response from Percy Thomson Trust, provided as correct statement following the initial document being circulated. D25/34021

The Meeting closed at 4.01pm.

P Jones
Chairman

Confirmed this 7th day of October 2025.

N C Volzke
District Mayor

Appendix 1

Provided at the meeting for circulation

Introductory statements

As this report has been requested by the Chair, who is independent to Council, it is appropriate that I provide some preliminary comments by way of context.

I have been the chair of Percy Thomson Trust for less than a year. Prior to that I was a Trustee, having been appointed in June 2023. I began raising concerns about the financial performance of the organisation early on in my tenure. Councillor Boyde would attest that he has been raising the same concerns for a lot longer than that. In fact, this report acknowledges in section 4.6 that the Trust's overall financial position has deteriorated significantly over the past decade.

When I was appointed chair in October last year, my intent along with that of the two new trustees who were appointed at the same time was to lead the Trust back to a steady state.

The current governance group of Percy Thomson Trust has only two members of the pre-AGM Trust of October 2024 left on it. Those two members were recently reappointed by the Council, who sought no advice from me as the Trust Chair before doing so.

Our new members bring significant governance experience and expertise, and most Trustees have been working hard to address the position the Trust is in. Please note that the challenges the Trust faces are not solely around investments. They include issues around asset management, diversification of revenue, service delivery, operations, policies, health and safety, and risk management.

The section on Policy Implications within this report raises some questions around the original funding commitment made by Council which was to link the contribution to inflation and was set at .5 of 1% of rates collected. My Trustees and I would like to know how, why and when the Council changed this rule.

In the meantime, the expectations raised by the mayor within the only letter of expectations the Council has delivered which we received in December last year, are shared by current Trustees.

We are already committed to the recommendation in this report that these risk matters be updated and reviewed on a six-monthly basis. We had in fact already offered to do that on a quarterly basis.

Statement of Intent

Regarding the section in this report on the **Discrepancy between Statement of Intent and Operational Decision-Making** – I would suggest that reference to the Statement of Intent in this report is verging on mischievous. It fails to acknowledge, for instance, that the deadline for submission and adoption of the Statement of Intent by Council fell well before the Trust's decision to take its administrative services back in-house was formally made. Further it fails to acknowledge that the Mayor and Chief Executive had been made aware as early as April this year that the level of administrative support required by the Trust during this period of extreme upheaval could not fit in with the workload and priorities of council staff.

They were also well aware that the financial services provided by Council were insufficient for the Trust to responsibly address the fiduciary needs of the organisation. Trustees became increasingly uneasy about making do with bi-monthly reporting, a lack of detailed information, and retrospective approval of payables.

Having said that - members should be reminded that there is no requirement for the Trust to consult with the Council, the role of the Council in all of this is to appoint Trustees who have the nous to respond to the requirements outlined in the Statement of Expectations. As has already been noted we received our first one of those last December; and are working hard to respond to it.

CCO Status

Finally - many of the challenges this report highlights can be sheeted back to the Trust's status as a Council Controlled Organisation.

The legislative requirements around transparency are onerous, unwieldy and expensive and add no value to either the performance of the Trust or its intent to be transparent. Likewise with the auditing requirements, which are exorbitantly expensive for a Charitable Trust. Further, as has previously been well documented the Trust's ability to access external funding is also compromised through its CCO status.

Most disturbingly however, we are a tier three organisation as a Charitable Trust, and the Council is a tier two organisation therefore our accounts must be consolidated within the confines of those standards. We have recently learned from Chris Webby – Audit Director with Audit New Zealand; that there is a facility under section 7 of the Local Government Act whereby the Council could grant a three-year exemption period and once exempt the CCO is not required to comply with the LGA during that time. The council can still issue a shareholder expectation letter to the Trust outlining the reporting requirements it wishes to maintain.

This is not an option that either the Council or the Trust have hitherto been advised about yet it is one that would provide the breathing space (and freeing up of money previously squandered in audit fees) to allow for a more orderly rebalance of the investment portfolio – which forms the basis of this discussion.

Now with regard to the question you have asked...

Speaking points if required

Valuation of Investments

By way of context...

We acknowledge there were decisions made historically regarding the valuation of the Investments. Those are decisions we have been working to find a way to repair. This financial year, we have reviewed and updated the Investment Policy Statement, and we have focused on building a divestment plan that will see the Trust move away from its current syndicated investments into a professionally managed diversified investment portfolio.

There are two Divestment Plan options – the decision of which way to go will be determined based on whether Council will allow the Trust an exemption from audit for the current financial year and beyond.

If we are to divest all property holdings within the current financial year we will lose a significant proportion of the original value of those holdings, however we are challenged by the significant cost associated with the current audit requirements.

If Council were to agree that these audits are surplus to requirements and financial oversight could be achieved in another way, then the Trust could stage its exits from these portfolios over a longer period to maintain the value of the original sum and maximise the returns.

Our Trust considers the second option to be more prudent – with a reduced audit costs and increased gains from investment.

We are deeply committed to finding efficiencies in the operating expenses. We are looking across all areas – from utilities to audit. Our anticipated audit costs for the year ending June 2025 are $28,000. The Auditor, Chris Webby, voluntarily suggested that the Trust could apply for an exemption from audit. When I asked for clarification around accountability and oversight, he assured me that this could easily be achieved through regular reporting and the opening of Trust books at any stage for the Council to see. Now that we have control and oversight of our finances, we are more than happy for this to occur.

This does beg another question, however. Originally the Trust had no oversight of its investments. These were originally overseen by then Council Chief Executive Michael Freeman. Understanding when, how and why this responsibility was relinquished might go some way towards a better understanding of how and why the auditing of the CCO has become so problematic.

Strategic Alignment

By way of context...

Section 6.2 notes that the only risk (apart from reputational impact) is that emergency funding may be required to retain the activity or buy out property to retain levels of service. A further risk might be that the Trust and its staff find the constrictions of the current environment too onerous to be bothered with and choose to walk away.

Let it be noted that from October, it was acknowledged that to improve the Trust's situation, several things needed to be done quickly. Through conversations with both the Chief Executive and the Mayor at that time, I understood there to be a shared acceptance that the level of service required for the Trust would need to be more than normal. That turns out not to have been the case. The Trust has never been subjected to such levels of ongoing and at times unreasonable levels of scrutiny. There has been no acknowledgement of the significant work that has taken place since October and no appreciation that most of this has been done on a voluntary basis.

Policy Implications

By way of context...

We would invite the Council to consider the original rationale behind the annual funding of the Percy Thomson Trust, and to interrogate its own records to find when and if that changed. Further; we would welcome a robust and equitable comparison between the current $50k per year contribution for PTT alongside other significant community facilities such as the pool, the library, the parks and the War Memorial Hall.

Risk Analysis

By way of context...

Risk 59 reflects that the actions, performance and risk exposure of PTT are likely to impact council's reputation and may have direct or indirect financial implications. We would suggest that horse has already bolted. The Council's lack of attention over a ten-year period (as noted in in 4.6 and elsewhere does not place them in a particularly fiscally responsible light.

Further, it seems as if Council has not been consistent in its oversight – one might have expected that relinquishing the oversight of the investments from the Council CE to being managed by the Trust would have carried with it some ongoing supervision and guidance. A balanced portfolio does not morph into only property holdings overnight...

Meanwhile, the appointment process for new Trustees has become a moving feast of inconsistency – and it does not appear that the council has put any real thought into the specific skills they would require prospective Trustees to have.

Clause 2.7 in the Trust Deed states: In appointing Trustees, the Council shall ensure that the Trustees as a body have an appropriate range and balance of skill and experience, having regard to the policy adopted under Section 57 of the Local Government Act.

Section 57 of the Local Government Act 2002 requires that Local Authorities must have a policy for identifying and considering required skills for directors, the appointment process itself, and director remuneration.

CCO Status

By way of context...

In 2024 Council and Percy Thomson Trust explored ways to change how it operated – specifically for the organisation to be absorbed into council. This option failed because PTT is also a charitable organisation. However, what was true then hasn't changed. Our CCO status heeds our success. Meeting LGOIMA and other compliance legislation limits our ability to work quickly, to make decisions, to operate. We are not a company; we are a charity providing a gallery and arboretum and yet we have huge audit fees and compliance hoops to jump through. Further, our ability to diversify our revenue is limited, due to our CCO status.

Let me be clear, we do not want to reduce transparency, that's not what this is about. It is about making it easier for the volunteers who govern and the staff who work to do their jobs. Further, we don't see how Council benefits by retaining the Trust as a CCO. Percy Thomson Trust owns its facilities outright and has the title of the land it sits on. It is more of a liability to council being forced to work within the aforementioned CCO constraints.

Further, there do not appear to be many reciprocal benefits. During our conversation with Chris Webby (Audit Director) he also recommended that the Council include the PTT buildings in their next valuation. We are aware this has taken place however we were not invited to be part of that process. It would seem that a consequence of the Trust's decision to take responsibility for its own administrative operations which only took effect as at 1 July this year has been a complete withdrawal of any collegiality between the two entities.

Lack of Separation between Governance and Operations

By way of context...

We agree that some Trustees have taken on more than simply a governance role during the period of extreme upheaval between October 24 and now. Much of the "operational" work that Trustees have undertaken has been to plug the gaps that Council staff were unable to assist with given their BAU priorities.

We also note that precedence for a blurring of the lines between governance and operations already exists. What "checks and balances" were in place during the period that the Council Corporate Accountant was also a Trustee – incidentally the same period that the Trust was descending into financial jeopardy? Further, why, during the recent (and hitherto unprecedented) interview process for prospective new trustees, should council staff rather than the councillors (who would do the approving) do the interviewing?

Statement of Intent and Operational Decision-making

By way of context...

From October, it was acknowledged that to improve the Trust's situation, several things needed to be done quickly. Through conversations with both the Chief Executive and the Mayor at that time, I understood there to be a shared acceptance that the level of service required for the Trust would need to be more than normal.

When things started to progress, it quickly became clear that the level of administrative support required by the Trust during this period of change could not fit in with the workload and priorities of council staff.

The need to review the way administrative services were provided for the Trust was an important aspect of enabling the Trust to resolve the many issues it faces. If the Trust had not done this, there would be an increased risk of Trustees stepping into the operational space to bridge the gap between what council staff were able to provide, and what the trust needed.

The financial services provided by Council became insufficient for the Trust to address the fiduciary needs of the organisation. This included bi-monthly reporting, limited reports, a lack of detailed information, and retrospective approval of payables. The Trust felt very much in the dark due to the financial information it was being provided and the timing of it.

At the time of presenting the Statement of Intent the Trust made it very clear that the administrative services of the organisation were under review. We did not expect we would need to get resulting operational decisions approved by Council, especially with our intent being the same – to provide a gallery, arboretum and herbarium, and meet the organisation's KPI's, within the financial performance we anticipated. We have been considered in the decisions we have made to ensure this.

For clarification, trustees' involvement in the operations has been in the transition period of moving administrative services away from Council. We have also sat in the gallery to allow the Gallery Director some uninterrupted work time. This is a very temporary measure. Trustees have no intention of getting involved with the operations or making decisions at that level.

Compliance

By way of context...

We acknowledge one instance where an upcoming meeting was not advertised in the local newspaper. This has been resolved, and bookings have been made with the Stratford and South Press for all meetings to be advertised until the end of 2025.

Risk Focus

By way of context...

This section of the report is entirely accurate. It fails to acknowledge, however, that the Council has been well aware of the issues over the past decade yet only managed to deliver its first ever Statement of Expectation last year. An annual Statement of Expectation is a standard procedure for a Council Controlled Organisation.

Emerging Risks/Future Focus

By way of context...

I take offence personally and on behalf of my Trustees that this section has even been included in this report. We are well aware of and already focused on the areas it highlights. We do not take kindly to being told how to suck eggs.

Our suggestion would be that you include here a balanced evaluation of the benefits and costs of relieving the Percy Thomson Trust of its CCO status.

Summary

The current Trustees have the strategic foresight to understand that for the organisation to be successful, changes need to be made. This is the nature of organisations. You review how things are working; you adapt and pivot. We look forward to sharing in more detail the improvements that have been made across the organisation, when we report on the Statement of Intent in October.

The Trust is trying very hard to turn things around. We have been operating in this space for less than a year. We would expect that council would support the Trust as it works to do this and give the Trust time to show this work in action. It makes it difficult for the organisation to focus on the work we are doing, if we are questioned about our decision-making through this process. If there is no confidence in the direction the Trust is taking, then this needs to be stated so Trustees can consider their position in this space.

September 2025
Appendix 2
Provided as the correct record following the first statement being circulated

Statement in Response to Audit and Risk Information Report

As this report has been requested by the Chair, who is independent to Council, it is appropriate that I provide some preliminary comments by way of context.

I have been the chair of Percy Thomson Trust for less than a year. Prior to that I was a Trustee, having been appointed in June 2023. I began raising concerns about the financial performance of the organisation early on in my tenure. Councillor Boyde would attest that he has been raising the same concerns for a lot longer than that. In fact, this report acknowledges in section 4.6 that the Trust's overall financial position has deteriorated significantly over the past decade.

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September 2025

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September 2025

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September 2025

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For clarification, trustees' involvement in the operations has been in the transition period of moving administrative services away from Council. We have also sat in the gallery to allow the Gallery Director some uninterrupted work time. This is a very temporary measure. Trustees have no intention of getting involved with the operations or making decisions at that level.

Compliance

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Risk Focus

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MINUTES
Ordinary

F22/55/05 – D25/33643

Date: 19 September 2025 at 3.30 PM
Venue: Council Chambers, 63 Miranda Street, Stratford

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

In attendance
The Chief Executive – Mr S Hanne, the Director – Assets – Mrs V Araba (*part meeting)*, the Director – Corporate Services – Mrs R Johnson, the Director – Environmental Services – Mr B Sutherland, the Director – Community Services – Ms K Whareaitu, the Committee Advisor and Executive Assistant – Mrs E Bishop, the Communications Manager – Ms G Gibson, the Corporate Accountant – Mrs C Craig (*part meeting)*, two members of the public, and one member of the Media (Stratford and South)

1. Welcome

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

The opening karakia was read.

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

2. Apologies

An approved leave of absence noted for C M Tongaawhikau.

Recommendation

THAT the apologies be received.

VOLZKE/HARRIS
Carried
CL/25/85

3. Announcements

There were no announcements.

4. Declarations of Members Interest

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

5. Attendance Schedule

The attendance schedule for Ordinary and Extraordinary Council meetings was attached.

6. Confirmation of Minutes

6.1 Ordinary Meeting of Council – 12 August
D25/31778 (Open) D25/30130(PE) Page 9

Recommendation

THAT the minutes of the Ordinary Meeting of Council, including the public excluded section, held on Tuesday 12 August 2025, be confirmed as a true and accurate record.

SANDFORD/BECK
Carried
CL/25/86

6.2 Extraordinary Meeting of Council – 26 August 2025
D25/32073 Page 19

Recommendation

THAT the minutes of the Extraordinary Meeting of Council held on Tuesday 26 August 2025, be confirmed as a true and accurate record.

ERWOOD/VOLZKE
Carried
CL/25/87

Councillor Hall left the meeting at 3.34pm.

6.3 Policy and Services Committee – 26 August 2025 (Hearing)
D25/32082 Page 23

Recommendations

1. THAT the unconfirmed minutes of the Policy and Services Committee meeting, to hear and consider submissions to the Victoria Park Reserve Management Plan, held on Tuesday 26 August be received.
2. THAT the recommendations in the minutes of the Policy and Services Committee meeting, to hear and consider submissions to the Victoria Park Reserve Management Plan, held on Tuesday 26 August be adopted.

DUDLEY/BOYDE
Carried
CL/25/88

6.4 Policy and Services Committee – 26 August 2025
D25/32090 Page 29

Recommendations

1. THAT the unconfirmed minutes of the Policy and Services Committee meeting held on Tuesday 26 August be received.

2. THAT the recommendations in the minutes of the Policy and Services Committee meeting held on Tuesday 26 August be adopted.

HARRIS/JONES
Carried
CL/25/89

7. District Mayor's Report

The report will be tabled.

Recommendations

1. THAT the report be received.

2. THAT an extraordinary meeting of council be scheduled for 3.00pm, Tuesday 30 September 2025, to complete the mid-term Chief Executive appraisal.

BOYDE/SANDFORD
Carried
CL/25/90

8. Decision Report – Delegation of Authority in the Interregnum Period

D25/32914 Page 40

Recommendations

1. THAT the report be received.

VOLZKE/SANDFORD
Carried
CL/25/91

2. THAT the Chief Executive be delegated authority to make decisions in respect of urgent matters, in consultation with the Mayor elect, from the day following the Electoral Officer's declaration, until the new Council is sworn in.

3. THAT any decisions made under this short-term delegation be reported to the first ordinary meeting of the new Council.

BECK/WATT
Carried
CL/25/92

Recommended Reason
Delegation of authority is required to formalise the decision-making arrangements for the period between the triennial election and the date that the Mayor and Councillors take the oath of office for the 2025-2028 term.

Councillor Hall rejoined the meeting at 3.38pm.

Questions/Points of Clarification:

- It was clarified that should the Chief Executive be absent this authority would fall to the Acting Chief Executive as part of the normal delegation process.

The Director – Assets joined the meeting at 3.39pm.

9. Questions

- Councillor Hall noted a matter had been brought to her attention by the Chief Executive and it was approved for her to address this. Councillor Hall noted that following the Audit and Risk Committee an incorrect copy of notes was provided and then circulated to elected members, she noted that within a hour she had sent the correct notes to be recirculated. She apologised for the distress that she has caused and to the staff member.

The Corporate Accountant left the meeting at 3.42pm.

- Councillor Erwood asked what the response would be to TTR following their presentation at the workshop. The District Mayor requested the Chief Executive present a report summarising the two presentations and with no recommendation but two options for either council to form a view or not to form a view.
- Councillor Hall noted that TTR had spoken for almost an hour and a half, but the Project Our Moana group had a quick 30 minutes at a public forum. She asked if it was appropriate for Project our Moana to respond to ensure councillors have all the information to make a decision. She clarified that she had concerns that there was misinformation today based on the precedent on information provided to other councils and felt allowing the other group to peak would provide a balanced view. The District Mayor noted that TTR had been invited to present to council following the public forum presentation by Project our Moana and ensuring council would be able to respond to their concern with the additional information. Project our Moana could request a public forum spot or a deputation to a decision report. He did not want to provide the opportunity for the two groups to go tit for tat. A decision report without a recommendation will be presented by the Chief Executive. TTR will be thanked for their presentation.

10. Closing Karakia

D21/40748 Page 44

The closing karakia was read.

The meeting closed at 3.48pm.

N C Volzke
Chairman

Confirmed this 7th day of October 2025

N C Volzke
District Mayor

MINUTES
Farm Committee

F22/55/05– D25/36112

Date: Tuesday 23 September 2025 at 12noon
Venue: Council Chambers, 63 Miranda Street, Stratford

Present
Councillor G W Boyde (the Chairman), the District Mayor N C Volzke, Councillors S J Beck and V R Jones.

In attendance

Deputy Mayor M McKay, Councillors A M C Dudley, A K Harris, and E E Hall.

The Chief Executive – Mr S Hanne, the Director – Environmental Services – Mr B Sutherland, the Director – Assets – Mrs R Johnson, the HR & Governance Administrator – Mrs C Reynolds, the Property and Projects Manager – Mr S Taylor, the Property Officer – Ms R Reader, Mr P Radich (Fonterra) – *part meeting*, one member of the media (Stratford Press) and one member of the public.

1. Welcome

The Chairman welcomed the Mayor, Deputy Mayor, Chief Executive, Councillors, staff and members of the public and media.

1.1 Opening Karakia

The opening karakia was read.

1.2 Health and Safety Message

The Chairman reiterated the health and safety message and emergency procedures.

2. Apologies

There were no apologies.

3. Announcements

There were no announcements.

4. Declarations of Members Interest

The Chairman requested Councillors to declare any real or perceived conflicts of interest relating to items on this agenda. There were no conflicts of interest declared.

5. Attendance Schedule

The attendance schedule for Farm Committee meetings was attached.

6. Confirmation of Minutes

6.1 Farm Committee Meeting – 27 May 2025
D25/18159 Page 9

Recommendation

THAT the minutes of the Farm Committee Meeting held on 27 May 2025 be confirmed as a true and accurate record.

BOYDE/BECK
Carried
F&A/25/18

7. Matters Outstanding

D20/11504 Page 15

Recommendation

THAT the matters outstanding be received.

JONES/BOYDE
Carried
F&A/25/19

Points noted in discussion:

- The Chair confirmed with the Deputy Mayor what she was seeking from the item on matters outstanding. The Deputy Mayor noted that farm income has often been the saving grace during the Long Term Plan and Annual Plan processes. However, she expressed concern that using this income to mitigate rates comes at the cost of not repaying debt, and decision making was reactive rather than proactive. She emphasised the need for a strategy to manage any future surpluses. The Mayor agreed, adding that any surplus should be deposited into the farm reserve, which should have clear parameters. He suggested the reserve include a defined framework outlining how much will be used for rate mitigation, how much for debt repayment, and how much should be retained in the reserve before any further action is considered.
- The Chief Executive advised it was planned to bring a strategy back to Elected Members in the next term, and feedback today will be worked into that.

8. Programme of Works

D20/28552 Page 14

Recommendation

THAT the Programme of Works be received.

BECK/VOLZKE
Carried
F&A/25/20

Questions/Points of Clarification:

- The Chief Executive advised a new Programme of Works will be built in the new triennium.

9. Triannual Report – Risk Review

D25/34645 Page 16

Recommendations

1. THAT the report be received.

BOYDE/JONES
Carried
F&A/25/21

2. THAT the Farm Risk Register be approved and adopted.

Recommended Reason
This report is for information purposes on new milk price fixing tools offered by Fonterra.

BECK/VOLZKE
Carried
F&A/25/22

10. Triannual Report – Farm Business and Financial Report

D25/33729 Page 22

Recommendations

THAT the report be received.

Recommended Reason
This report is for information purposes on new milk price fixing tools offered by Fonterra.

BOYDE/JONES
Carried
F&A/25/23

The Property Officer noted the following points:

- The drop in production compared to last seasons, was due to a power cut which led to only milking once a day. A generator connection is now ready for use when there is no power.

The Chairman noted the following points:

- There have only been 2 lame cows so far this season, which is a huge improvement on last season. This largely comes down to the condition of the race.

Questions/Points of Clarification:

- The District Mayor questioned why only 40,000 kg/ms is fixed? Mr Radich advised you are able to fix half of your production up to 80,000 kg/ms, he advised there will be further offers later in the year which may be better. He advised there should be a strategy on fixing milk prices, rather than being reactive at the time.
- Councillor Beck noted he would like to see a complete end of year financials brought to the committee. The Director – Corporate Services advised the report comes in February. Councillor Beck questioned if it can sit in this report so it can be compared, it was confirmed this can be put into place.

Mr Radich noted the following points:

- All Dairy farms are required to have a farm environmental plan, having no recommendations in this plan is great, he does not believe he has seen this before. The farm is performing very well, particularly in terms of milk quality, sitting at below a 150,000 somatic cell count, which lead to more production.

- Fonterra is currently looking to sell its consumer business for $4.2 billion, and reinvesting this money into other high performing areas of the business. The sale requires a farmers vote. There will be a meeting on 2 October at the Stratford Golf Club to explain this further with the opportunity to ask any questions.

Mr Radich left the meeting at 12.52pm

11. Triannual Report – Health and Safety Update

D25/33903 Page 96

Recommendations

THAT the report be received.

BOYDE/BECK
Carried
F&A/25/24

Recommended Reason
To update the Committee on Health and Safety matters from June 2025 to August 2025

The Property Officer noted the following points:

- When livestock were found on the aerodrome the sharemilkers handled this straight away.

Questions/Points of Clarification:

- Councillor Jones questioned if this was the second incident of a helicopter flying over the shed. It was confirmed it was, and the rescue helicopter was now aware of this and that they should not be flying that low over the shed.

12. Questions

- The Chairman thanked Councillor Jones for his time on the committee, for his keen eye over the finances and for him challenging things along the way. He also thanked the Deputy Mayor for her input into the farm committee.
- The Chairman noted the Committee had completed a 360 degree review previously, and questioned if the committee was still fit for purpose. He noted it was created at a time when a new farm was purchased and there was a lot of work to do, however now the farm is operating nicely and believes a better place for the information to come was the Policy and Services Committee. Councillor Jones noted if this was the case, he would like to see a decent, separate quarterly report brought to the Policy and Services Committee with robust discussion.

13. Closing Karakia

The closing Karakia was read.

The Meeting Closed at 12.58 pm.

G W Boyde
Chairman

Confirmed this 7th day of October 2025.

N C Volzke
District Mayor

MINUTES
Policy and Services Committee

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

F22/55/05 – D25/36072

Date: Tuesday 23 September 2025 at 3.00pm
Venue: Council Chambers, 63 Miranda Street, Stratford

Present

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

In attendance

The Chief Executive – Mr S Hanne, the Director – Environmental Services – Mr B Sutherland, the Director – Corporate Services – Mrs R Johnson, the Director – Community Services – Ms K Whareaitu, the Committee Advisor and Executive Assistant – Mrs E Bishop, the Communications Manager – Ms G Gibson, the Communications Advisor – Mrs S Clarkson (*part meeting),* the Roading Manager – Mr S Bowden, the Community and Economic Development Manager – Mrs S Afzal (*part meeting),* the Corporate Accountant – Mrs C Craig (*part meeting),* the Parks and Reserves Officer – Mrs M McBain (*part meeting),* the Policy Analyst – Mrs R Dearden *(part meeting),* the Property Officer – Mrs R Reader (*part meeting),* the Property and Projects Manager – Mr S Taylor (*part meeting),* the Services Manager – Mr J Cooper (*part meeting),* the IT Support Officer – Mr R Goddard (*part meeting),* the Aquatic Services Team Leader – Mr D Lee (*part meeting),* the Customer Service/Programme Coordinator – Mrs T Goddard (*part meeting),* Venture Taranaki – Mrs J Patteerson (*part meting),* four members of the public and one member of the media (Stratford and South).

1. Welcome

The opening karakia was read.

The Deputy Mayor welcomed the Chief Executive, Councillors and staff.

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

2. Apologies

An approved leave of absence was noted for Councillor C M Tongaawhikau

Recommendation

THAT the apology be received.

WATT/DUDLEY
Carried
P&S/25/138

3. Announcements

The District Mayor reminded councillors of the Extraordinary Meeting scheduled for 30 September 2025 to complete the performance appraisal process for the Chief Executive. He noted this meeting will be public excluded.

4. Declarations of members interest

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

5. Attendance Schedule

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

6. Confirmation of Minutes

6.1 Policy and Services Committee – 26 August 2025 (Hearing)

D25/32082 Page 14

Recommendation

THAT the minutes of the Policy and Services Committee Meeting held on Tuesday 26 August 2025,to hear and consider submissions to the draft Victoria Park Reserve Management Plan (Croquet Club Proposal and Action Plan) be confirmed as a true and accurate record.

ERWOOD/HALL
Carried
P&S/25/139

6.2 Policy and Services Committee – 26 August 2025

D25/32090 Page 20

Recommendation

THAT the minutes of the Policy and Services Committee Meeting held on Tuesday 26 August 2025 be confirmed as a true and accurate record.

HARRIS/BOYDE
Carried
P&S/25/140

7. Matters Outstanding

D16/47 Page 31

Recommendation

THAT the Matters Outstanding be received.

SANDFORD/McKAY
Carried
P&S/25/141

8. Information Report – Economic Development Quarterly Report – EOFY 2024/25

D25/27985 Page 32

Recommendation

THAT the report be received.

ERWOOD/WATT
Carried
P&S/25/142

Mrs Patterson, Venture Taranaki, presented to the committee. Points noted during the presentation:

- This report has been released in a more timely manner having gotten permission from New Plymouth District Council to present the Q4 data.
- Updated statistics from Infometrics were presented. Taranaki is feeling the recession more than other regions but there is business confidence with businesses looking to innovate and feeling more positive around the regional economy than they were last year.
- Branching out – the Astragalus trial planting is now complete and growing is underway.
- Applications for the hemp construction course are open now. This is for those in the building and construction sector who want to learn more about this. There are 30 already registered and ongoing interest.
- Coming towards the end of phase 2 of Branching Out with crops out of the ground and in the market. Now it is about the validation of those markets.
- We are still in the scoping stage of the Taranaki Applied Innovation Centre.
- The team are doing a lot of work in the background on new industries and new opportunities.
- The Start Up clinics in Stratford were slow but we are now seeing increased interest and there have been a few extra mentor matches in Stratford.
- The PowerUp business ready programme is now underway and is a 8 week business incubator programme. Three applications for this were received from within the Stratford area and two were approved to go through.
- Scale up grants are open at the moment with over 30 applications received already. These will be assessed in October with the successful recipients announced in November. These are mini grants of up to $5,000 to help solve problems that businesses have. Venture Taranaki are actively seeking corporate sponsorship for this to enable more grants to be awarded.
- A Venture Taranaki Advisor was in Sydney and Melbourne to meet with visitor trade agents and met with 300 of them. Part of this was driven by the new partnership for the Central North Island to partner and bring together journeys for tourists. There is a seven day famil coming up in November with two nights in Taranaki. There is also the Taranaki Tourism Summit on 2 December.
- Work is continuing on the regional promotion activity for domestic tourism and is currently promoting affordable summer activities. The market is steady for domestic tourism but the visitor spend is down.

Questions/Points of Clarification:

- Councillor Boyde noted his appreciation for the reports coming to council in a timely manner. He noted with pressures on councils regarding funding he often asks what is measurable with what Venture Taranaki is doing for this area. He asked if Mrs Patterson felt that Stratford is extracting the best value out of Venture Taranaki? Mrs Patterson noted it is difficult to quantify district by district as most of the work is done on a regional basis, she noted tourism as an example as they are looking for regions to visit. When regional events are brought to Taranaki then it is expected to see economic benefits for each of the districts and that is very indicative of how they work. As a regional economic development agency they are looking to build the region and promote the region and that strategy starts at the top through the Taranaki Mayoral Forum and cascades down through to Venture Taranaki. Data on business support can be broken down into the district level but it is not an indication of the full value from being part of a regional agency.
- Councillor Boyde questioned the relationship with the Stratford Business Association. Mrs Patterson noted that joint events had been held in the past and that they were open to working along side those advisors.
- It was confirmed that the Taranaki Regional Council do provide funding to Venture Taranaki but it is on a project by project basis such as supporting parts of the branching out programme.
- Councillor Dudley questioned the economic impact of WOMAD being cancelled? Mrs Patterson noted that Venture Taranaki were looking to fill those gaps with other events and there have been some exciting announcements from the government in terms of building regional tourism strategies which may see more events. She noted it was not yet possible to estimate how much spend would be lost from WOMAD being cancelled.
- It was clarified that the start up clinics are free for anyone who want to access them and around 30-40% of businesses who access these are active in trading or preparing to be up and running within 12 months. The business incubator programme is limited but those who are not successful are given suggestions of other programmes that could support them.

- The District Mayor noted that within Appendix 2 there were several different occasions where the Manganui Gorge bridge, State Highway 43 and Forgotten World Adventures are mentioned in the promotional activities. He noted that he had attended the unveiling of the artwork along State Highway 43 last week which signalled the end of the project for which the original business case had talked about enabling and attracting visitors to Taranaki from the centre of the North Island. He asked if there were plans for promoting this and to convey to vehicle rental companies that the route is now sealed. Mrs Patterson noted that this part of the collaboration with the other central North Island regions and it is expected to see a busier summer season with tourists coming through that way. The strategy is about ensuring promotion isn't just from a Taranaki perspective but that it is part of the journey. Having the second best day walk in New Zealand, from Lonely Planet, will hopefully raise awareness on the Taranaki Crossing as well.

The Community and Economic Development Manager, the Communications Advisor and Mrs Patterson left the meeting at 3.31pm.

9. Decision Report – Policy Review – Trade Waste Policy

D25/34944 Page 73

Recommendations

1. THAT the report be received.

BECK/BOYDE
Carried
P&S/25/143

2. THAT the Trade Waste Policy be adopted unchanged.

BOYDE/DUDLEY
Carried
P&S/25/144

Recommended Reason
This is part of council's rolling review of policies. Policies require review from time to time to ensure they still reflect current legislation and best practice, as well as elected members' views and meet the business needs of the organisation.

10. Decision Report – Policy Review – Street Trees Policy Review

D25/33271 Page 83

Recommendations

1. THAT the report be received.

HALL/HARRIS
Carried
P&S/25/145

2. THAT the Street Trees Policy 2025 (Option 2) be adopted.

ERWOOD/VOLZKE
Carried
P&S/25/146

Recommended Reason
The revised policy includes structural and formatting improvements to enhance clarity and usability, along with new and updated sections that better define scope, principles, and operational guidance. These changes enable Council to more effectively manage street tree maintenance and removal respond to property impact, and enforce compliance.

The Policy Analyst noted the following points:

- This policy has had a number of structural and formatting improvements to ensure the scope of the policy are clearer and council can more effectively manage street tree maintenance and removal and be able to enforce the policy.

Questions/Points of Clarification:

- The District Mayor noted the rules regarding the planting of trees as noted in 5.2 of the policy would be irrelevant if the tree was only 2-3 meters high. He felt it could be too prescriptive to allow for consideration of other trees in different situations. The Parks and Reserves Officer noted it was important to be careful and consider the surrounds when planting new trees. The District Mayor requested clarification on height being considered for future plantings be included and the updated policy be attached to the minutes at the Ordinary Meeting of Council.

The IT Support Officer left the meeting at 3.36pm.

11. Decision Report – Community Feedback Request - Parking Changes at Various Locations

D25/35502 Page 97

Recommendations

1. THAT the report be received.

DUDLEY/McKAY
Carried
P&S/25/147

2. THAT the Council approve the following changes to the Parking Control Bylaw Schedule, for public release, inviting community feedback:
   - Revoke the existing *'No Parking'* bay marked **BRO57:**
   - Create a new '*P5 Loading Zone'* at **BRO57**.
   - Create 2x '*No Parking'* lines on both sides of the corner of Montague Street to be named **MON02** and **MON03.**
   - Revoke the 2x (of 8x) *Angled Parking* spaces marked **REG28**.
   - Create 1x '*Accessible Park'* to be named **REG28A**.

VOLZKE/BOYDE
Carried
P&S/25/148

Recommended Reason
The recommended parking changes is to better support the business operations at Little Steps and Brian Darth Funeral Services and provide better amenity for the residents of Montague Grove.

The Roading Manager noted the following points:

- This report is to capture a few changes since the bylaw was adopted.
- The requests are a 5 minute loading zone outside Little Steps, a accessible parking space outside the Mary Alice Chapel on Regan Street and a no parking area on Montague Grove.

Questions/Points of Clarification:

- It was clarified that these changes will be absorbed through the roading budget and that they are not big changes.
- Councillor Harris asked for clarification if the parking zones outside Little Steps will be sufficient for a bus? Mr Bowden clarified that it would be and that it was converting two angle parks that were currently no parking areas to a loading zone.

The Policy Analyst and Parks and Reserves Officer left the meeting at 3.42pm.

- It was clarified that this report was not reviewing the bylaw. Councillor Hall noted that being able to make these small changes were a result of how the bylaw had been structured. Mr Bowden confirmed that council is able to make small changes to the schedule of the bylaw with a council resolution and seeking feedback without consulting on the full bylaw.
- It was clarified there would be minimal cost in seeking this feedback, officers would be consulting with those directly affected and with notices on social media, antenno and in the newspaper.

- It was clarified that there is currently a review being undertaken on the accessibility parking but considering this request as part of that would have delayed installation by around 6 months.
- Councillor Harris noted Little Steps had requested a 10 minute loading zone and questioned if 5 minutes would be sufficient? Mr Bowden noted the 5 minutes would be consistent with the other loading zones in the district.

12. Decision Report – Approval to Bring Forward Budget for the Desludging Project

D25/32155 Page 135

Recommendations

1. THAT the report be received.

DUDLEY/HARRIS
Carried
P&S/25/149

2. THAT the Committee approve bringing forward the Wastewater Desludging project budget, originally scheduled for Year 4 in the Long Term Plan, to Year 2 (2025/26)

BECK/BOYDE
Carried
P&S/25/150

Recommended Reason
During the 2024/2025 financial year, Council was issued Abatement Notice EAC 26097 by Taranaki Regional Council to undertake works to the wastewater oxidation pond to ensure compliance with Resource Consent 0196-5. In order to achieve compliance and ensure the functionality of the wastewater treatment system, the accumulated biosolids will need to be removed from Pond 1.

Questions/Points of Clarification:

- Councillor Beck noted that he thought it had done well to get to 20 years. He asked if the $3.2 million was sitting in the reserve now. The Services Manager clarified it would be from the reserve.
- Councillor Beck noted he would like to see this spend stay in Stratford through local contractors and would urge management to be proactive in using local rate paying contractors to do the project.
- Councillor Harris asked if the abatement notice can be attributed to the biosolid and if the cleaning of the ponds will improve the functionality of the ponds? Mr Cooper noted that it will improve compliance with regulations and confirmed that pond 2 is shallower.
- The District Mayor asked what impact bringing this forward would have on cashflow. The Director – Corporate Services noted that the reserves are very low but that there are $6 million of investments so it will affect the level of those rather than being funded by debt. The impact on cashflow will be from the reduction in interest rates from the investments, but that this was forecasted in the Long Term Plan it is just occurring earlier. The nature of the reserves means they do go up and down to equalise the impact of rates and that there is still sufficient cash reserves to manage this cost. Councillor Jones questioned what impact this will have on the rates as we will need to replenish the reserves? Mrs Johnson clarified that this was not unplanned work and the cashflows have been forecasted for the next ten years and included this.
- The District Mayor asked what impact this could have the Local Water Done Well delivery plans? Mrs Johnson clarified that this had been factored into those plans so there will be minimal impact.

The Aquatic Services Team Leader and Customer Service/Programme Coordinator joined the meeting at 3.56pm.

- Councillor Erwood noted that by doing it sooner it is cheaper now than it would be in two years time. That may offset the lost interest.
- Councillor Hall noted this was something that needed to be done but that the information on how this adjustment would impact individual years of rates should have been available.
- It was clarified that the sludge was not going to be shipped to Bonnyglen due to the significant costs ($7.5 million in transportation and $2.5million in gate fees).

One member of the public left the meeting at 4.02pm.

13. Decision Report – Proposed Road Closure for the 2025 Christmas Parade

D25/32686 Page 141

Recommendations

1. THAT the report be received.

McKAY/HALL
Carried
P&S/25/151

2. THAT pursuant to Section 342(1) (b) in accordance with Schedule 10 clause 11(e) of the Local Government Act 1974, approval is hereby given that the Stratford District Council closes the following roads on Friday 28th November 2025, between the hours of 4.30pm and 7.30pm for the purpose of the 2025 annual Christmas Parade.

    - Miranda Street between Regan Street and Fenton Street
    - Fenton Street between Portia Street and Juliet Street
    - Broadway (State Highway 3) between Seyton Street and Page Street

3. THAT Council approves the use of Seyton Street, Juliet Street, Celia Street, Orlando Street and Hills Road as the alternative route for SH3 traffic for both northbound and southbound traffic, whilst the Christmas Parade is in progress.

DUDLEY/BECK
Carried
P&S/25/152

Recommended Reason
In order for the Stratford Business Association to hold its annual Christmas Parade, it is necessary to close the roads listed above. The proposed road closures require formal endorsement by a Council resolution.

Questions/Points of Clarification:
- It was clarified that the street closures are only from 4.30pm.
- Councillor Boyde noted that the earlier date was to tie in with the A&P Royal Show.

14. Decision Report – Proposed Road Closures for the Targa Rally 2025

D25/34688 Page 149

Recommendations

1. THAT the report be received.

ERWOOD/McKAY
Carried
P&S/25/153

2. THAT Council approve, pursuant to Section 342(1) (b) in accordance with Schedule 10 Clause 11 (e) of the Local Government Act 1974, the notice given by the Stratford District Council for the following road closures for the purpose of the New Zealand Targa Rally 2025:

Date: Friday 17 October 2025
Time: Between the hours of 8.00 am and 12.30 pm
Roads:
- Makara Road – from the SDC/NPDC boundary
- Croydon Road – from Makara Road to Stanley Road
- Stanley Road – from Croydon Road to Beaconsfield Road.

Side road intersections:
- Croydon Road – West of Makara Road
- Stanley Road – East of Croydon Road
- Cross Road – West of Stanley Road

WATT/SANDFORD
Carried
P&S/25/154

Recommended Reason
In order for the Targa Rally to hold this 30th Anniversary event, it is proposed to close the roads listed above. These proposed road closures will require formal endorsement by a Council resolution.

15. Decision Report – Proposed Road Closure for Mangaotuku Road Car Club Event – October 2025

D25/34765 Page 158

Recommendations

1. THAT the report be received.

HARRIS/DUDLEY
Carried
P&S/25/155

2. THAT Council approve, pursuant to Section 342(1) (b) in accordance with Schedule 10 Clause 11 (e) of the Local Government Act 1974, the notice given by the Stratford District Council for the following road closures for the purpose of the Mangaotuku Road Tarmac Hillclimb car event:

Date: Saturday 4 October 2025
Time: Between the hours of 7.30 am and 5.30 pm
Roads:
- **Mangaotuku Road** – from the intersection with SH43 to 303 Mangaotuku Road (RP 3.140)

VOLZKE/BOYDE
Carried
P&S/25/156

Recommended Reason
In order for the South Taranaki Car Club to host a hillclimb motorsport event, it is proposed to close the road listed above. This proposed road closure will require formal endorsement by a Council resolution.

16. Decision Report – Proposed Amendments to the Riskpool Trust Deed

D25/34618 Page 169

Recommendations

1. THAT the report be received.

HALL/HARRIS
Carried
P&S/25/157

2. THAT Council approves consenting to the amendments to the Riskpool Trust Deed, as set out in the attached letter dated 21 August 2025.

3. THAT Council authorises the Chief Executive to sign and return the attached consent form on behalf of Council.

VOLZKE/BOYDE
Carried
P&S/25/158

Recommended Reason
That the Council supports the operation of Riskpool, through approving recommended changes to the Trust Deed, to support its effective governance.

The Director – Corporate Services noted that this is following a request from Riskpool to make some amendments to the trust deed following a legal review and are of an administrative nature only.

Questions/Points of Clarification:

- Councillor Boyde asked when it was anticipated that this would finish up as it sits as a risk on our balance sheet. Mrs Johnson noted it is going longer than anyone expected it to and that we have no influence on this, however there are no new claims coming in.
- Councillor Boyde asked how councils budget for these? Mrs Johnson noted that they cant as there are no indications of what may come in. It is a minimal impact on rates but it is still an impact.
- Councillor Beck noted a typo in the document under 6.16.3 with the y missing off years.
- The District Mayor noted the other councils were in the same situation. He supported the motion.

17. Decision Report – Wai o Rua – Stratford Aquatic Centre Activity Management Plan

D25/35572 Page 201

Recommendations

1. THAT the report be received.

HARRIS/DUDLEY
Carried
P&S/25/159

2. THAT the Wai o Rua – Stratford Aquatic Centre Activity Management Plan be approved (with or without changes).

BOYDE/HALL
1 against
Carried
P&S/25/160

Recommended Reason
Approving the Plan completes the request from the Section 17A review, acknowledges the journey of the facility to date, and gives direction to officers, enabling benefits for the aquatic services activity.

The Director – Community Services noted the following points:

- This document is the pool business plan but now known as an Activity Management Plan.
- It has been created as a result of the Section 17a reviews and includes the history and context of the facility, some analysis and key focuses for influence and identifying opportunities where revenue can be maximised.
- The team are committing to a 6 month and 12 month update to allow for an opportunity to look at and analyse the 2024/25 financial year. The plan may need to be reviewed and amended over time.
- It was acknowledged that some of the potential savings are currently being implemented and others need to be considered in due course such as the fees and charges.

Questions/Points of Clarification:

- The District Mayor noted he was overall pretty happy with the report. He was pleased to see key areas for savings as these will reflect as a direct savings for ratepayers. He felt the plan was incomplete without the profit from the retail sales as it only mentions the gross income. He would like to see this included in the next update of the report.
- Councillor Harris asked if they were confident with drafting the asset management plan separately that there would not be discrepancies? Ms Whareaitu noted the plans will need to talk to each other as one will identify maintenance and the other is financial.
- Councillor Watt noted that the Makino Pool was similar sized and that our staffing costs were 50% higher than theirs. He asked if any investigation had been done to see how they were operating their pool more efficiently in that area? Ms Whareaitu noted that this hadn’t been done yet. Councillor Boyde noted that the Makino Pool was a lot bigger as it had outdoor pools as well.
- Councillor Boyde suggested that with barista made coffee as an option it be considered to lease an area to locals to be able to run it which would free up staff time as well, or that a bean machine would be sufficient. He was concerned about having to train people to make coffee rather than focusing on our costs. Ms Whareaitu noted there were a number of options for the delivery of coffee and officers would be exploring all of them.
- Councillor Jones felt the whole retail section was confusing as it talks about revenue and then profit and it needed more drilling down.
- Councillor Beck agreed officers should be asking Makino for advice and why they have their staffing costs so low. Ms Whareaitu noted that reviewing the staffing structure is a part of this process.
- Councillor Jones noted there had been information emailed out regarding AI lifeguarding with cameras which could reduce staffing requirements.
- Councillor Erwood requested that exploring alternative energy providers and exploring solar energy options for the future be changed to high priority.
- Councillor Boyde requested that monthly updates be provided in the monthly report so councillors can see what is being worked on and it remains front of mind.

Points noted in discussion:

- Councillor Watt noted that staffing costs are the biggest outlier and felt it was the most obvious thing to be investigated after having the energy audited. He noted he would not support the motion. Ms Whareaitu clarified that officers are currently working through a staffing review. Councillor Watt noted that this table has been provided previously so he would have thought it would have been investigated further. The Chief Executive clarified that investigations are occurring on the staffing.
- The District Mayor noted that the layout of Makino Pool is quite different to what is here which would have an inherent effect on staffing levels. He noted it was important to remember that our staffing costs include the swim school staff which is offset by the fees for those lessons. Makino may not have swim school staff but then they wouldn’t have the revenue from it either. He agreed councillors needed to see what is different to be able to make a comparison.
- The Deputy Mayor noted this was a starting point and the plan would be a continued review programme.
- Councillor Boyde noted it was important to recognise how well the facility was doing, it is performing really well and bringing the swim school in house has paid dividends.

The Aquatic Services Team Leader and Customer Service/Programme Coordinator left the meeting at 4.31pm.

18. Monthly Reports

18.1 Assets Report
D25/33160 Page 235

Recommendation

THAT the report be received.

HARRIS/DUDLEY
Carried
P&S/25/161

Questions/Points of Clarification:

- The Roading Manager clarified that the price to dissemble and reassemble Buchannan's Bridge would be $690k and that the bridge services one household. Previous maintenance was about $60k - $70k to replace rotten boards around 7 years ago. The only parts not being replaced for this maintenance is the wire ropes and two steel towers.
- It was noted the property owner does not want to purchase the bridge from council and that the bridge is in very poor condition. It was clarified that there will be a 63% FAR rate for the repairs.
- Councillor Jones asked what the legal requirement was if the bridge was downgraded to smaller tonnage. Mr Bowden noted that council doesn't increase the capacity and would be replacing it with the current level of service. The capacity could be downgraded but this would need to be done in conjunction with the owner.
- Councillor Dudley noted that there had been lots of feedback about needing clips for rubbish bins following windy days. Mr Cooper would procure a box to have these available for purchase.

The Services Manager and the Property Officer left the meeting at 4.41pm.

18.2 Community Services Report
D25/33189 Page 259

Recommendation

THAT the report be received.

BOYDE/HARRIS
Carried
P&S/25/162

The Director – Community Services noted that the youth council submission had not been included but would be circulated via email.

Questions/Points of Clarification:

- Councillor Boyde congratulated the team for making changes at the pool that saw 136 students through the facility who had been next door for a hockey tournament

18.3 Corporate Services Report
D25/33685 Page 267

Recommendation

THAT the report be received.

DUDLEY/BOYDE
Carried
P&S/25/163

Questions/Points of Clarification:

- It was clarified the high outstanding debtors for water was due to one really significant debtor, officers are working through the process with them for this.
- It was clarified that payment for the rates arrears for the property in receivership may be a longer timeframe as it is an exceptional circumstance, however rates need to be settled before a property is sold.
- The District Mayor noted the dog registration notices had gotten caught up in the mail issues and asked what steps are being taken to ensure residents are getting their invoices in a timely manner? Mrs Johnson noted that they are aware of people who had not received their invoices and there is a plan in the report that shows next steps for consideration, however there are issues arising with Civica around emailing invoices out so a focus is being put on that. This is in the planning stages for now. If someone did receive their invoice after the penalty date then the penalty will be remitted.

The Property and Projects Manager left the meeting at 4.47pm.

18.4 Environmental Services Report

D25/31610 Page 284

Recommendation

THAT the report be received.

HALL/BOYDE
Carried
P&S/25/164

The Director – Environmental Services noted there were changes to the sale and supply of alcohol and food legislation coming.

Questions/Points of Clarification:

- Councillor Dudley requested some communication work be done to remind people to pick up their dog poo.

19. Questions

20. Closing Karakia

D21/40748 Page 292

The closing karakia was read.

The meeting closed at 4.50pm.

M McKay
Chairman

Confirmed this 7th day of October 2025.

N C Volzke
District Mayor

POLICY

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

Policy:	Street Trees
Department:	Assets – Parks and Reserves
Approved by:	Policy and Services Committee
Effective date:	[Click here and type text]
Next review date:	2027/28
Document Number:	D25/29797

1. Purpose

1.1. This policy sets out the principles and guidelines for the planting and maintenance of street trees within the Stratford and Midhirst urban areas.

2. Scope

2.1. Street trees are those located in legal road reserve, which is owned by Council, in the Stratford and Midhirst urban areas.

3. Principles

3.1. Council supports the planting of street trees to enhance the visual appeal of the streetscape, contribute to community well-being, and provide environmental benefits such as improved air quality and stormwater management.

3.2. Effective management is required to optimise the benefits of street trees while addressing and mitigating any adverse effects.

3.3. Street trees will be selected, planted and maintained:

a) to improve the visual appeal, character, and liveability of Stratford's urban environment;
b) to ensure they do not pose a hazard to public safety or cause damage to infrastructure, utilities, or private property;
c) to minimise leaf fall or other nuisance to adjoining private properties; and
d) with a long-term view, considering their growth, maintenance needs, and eventual replacement.

3.4. **Appendix 1** provides a list of Stratford District Council Street Trees Approved Species (for use in any street tree planting programme.

4. Planting of Street Trees

4.1. Council retains the sole right to carry out street tree planting, unless prior council authorisation has been obtained. Adjoining private property owners shall not carry out any planting within the road reserve.

4.2. When a resource consent creating a new road, Council may require the developer to plant trees within that road reserve.

4.3. When planting new or replacement street trees within road reserve, consideration should be given to the planting location, the type of tree, the height of the tree and the width of the tree to ensure that at maturity:

a) their branches do not encroach into overhead utility services or impede access to such services for maintenance purposes.
b) their roots do not cause damage to footpaths, kerb and channel or underground utility services.
c) the safety or convenience of pedestrians is not compromised.
d) visibility of vehicle drivers at intersections or vehicle crossings is not impaired;
e) the dripline does not overhang the edge of the travel lane or affect vehicle movements (particularly rubbish collection or other service trucks).
f) future road improvements are not compromised.
g) the dripline does not overhang the shop front and/or building veranda.

4.4. Prior to the planting of any street tree:

a) Where applicable, consent must be obtained from the Roading Asset Manager, Services Asset Manager, and Property and Projects Manager.
b) Adjacent property owners will be notified of the proposed planting sites.

5. Location of Street Trees

5.1. Street trees shall be located such that when mature, the dripline will be clear of any shopfront, veranda or property.

5.2 New and replacement trees shall not be planted closer than:

a) 1 m from the nearest underground services
b) 6 m from the nearest light standard streetlight pole
c) 3 m from the nearest private entrance crossing
d) 15 m from the nearest street intersection
e) 1.5 m minimum from the edge of travel lane **(Figures 1 and 2)**

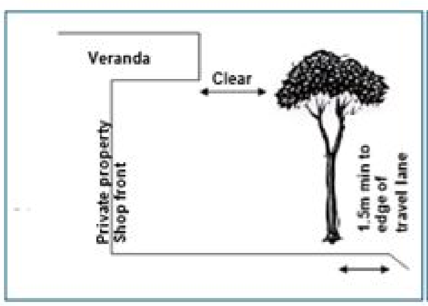


Figure 1: Trees vs Shopfront & Veranda

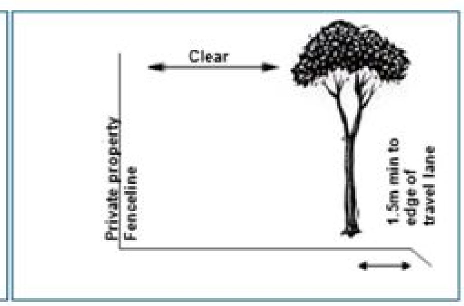


Figure 2: Trees vs Fenceline

6 Maintenance of Council-owned street trees

6.1 Street trees owned by Council shall be maintained to ensure their continued health and pruning undertaken to remove:

a) dead or broken branches.
b) basal growth.
c) branches obstructing vehicle movement.
d) branches obstructing pedestrians.

6.2 Pruning of street trees affecting adjacent buildings, veranda and shopfront may be undertaken by Council contractors or qualified arborists engaged by Council to achieve minimum clearance as shown in **Figure 1** and specified in **Section 5.1.**

6.3 Maintenance work, or removal of notable trees listed in the District Plan will require a Resource Consent except for emergency works.

7 Removal of trees

7.1 Individual trees may only be removed if Council consent has been granted, and an arborist has confirmed the following:

a) they are unhealthy, or
b) they pose a hazard to public safety, or
c) they are in a location that their branches are continually encroaching into overhead power or telecommunication lines, or
d) their roots are damaging footpaths, kerb and channel or underground services, or
e) they cannot be successfully pruned so as to mitigate any vehicle or pedestrian obstruction, or
f) the dripline is consistently causing damage or drainage issues to the adjacent building, or
g) for re-generation purposes, where trees are approaching their end of life, or
h) to prevent the spread of disease already present in other trees, in the immediate vicinity.

7.2 Removal may also occur to enable significant development as deemed by Council.

7.3 Council will advise adjoining residents where a notable tree is to be removed.

Appendix 1

Stratford District Council Street Trees - List of Approved Species

For a consistent pattern of planting, the following species of street trees below are regarded as suitable for the Stratford District environment and will be considered:

Small:

Native:
1. *Pseudopanax lessonii* – Houpara coastal five finger, evergreen (3 meters).
2. *Pseudopanax ferox* – Horoeka, toothed lancewood, evergreen (3 meters).
3. *Lophomyrtus bullata* – Ramarama, evergreen (4 meters).
4. *Myrsine australis* – Mapou, red matipo, evergreen (4 meters).
5. *Toronia toru* – Toru, evergreen (4 meters).

Exotic
1. *Pyrus calleryana "aristocrat*" –Ornamental pear, deciduous (5 meters).
2. *Camellia japonica* - camellia, evergreen (3.5 meters).
3. *Camellia sasanqua* – camellia, evergreen (3 meters).
4. *Olea europaea* – olive, evergreen (4 meters).
5. *Prunus campanulata* – Taiwan cherry, deciduous (4 meters).

Medium:

Native:
1. *Sophora microphylla* – Kowhai, evergreen (5 meters).
2. *Sophora tetraptera* – large leaved Kowhai, evergreen (5 meters).
3. *Metrosideros excelsa "Maori princess"* - Pohutukawa, evergreen (7 meters).
4. *Hoheria populnea* – Houhere, lacebark, evergreen (5 meters).
5. *Pittosporum colensoi* – Rautawhiri, evergreen (5 meters).

Exotic
1. *Acer Palmatum* – Japanese maple, deciduous (5 meters).
2. *Michelia doltsopa* - sweet michelia, evergreen (6 meters).
3. *Betula pendula* – silver birch, deciduous (8 meters).
4. *Magnolia grandiflora* - southern magnolia, evergreen (7 meters).
5. *Magnolia* hybrids, deciduous (5-7meters).

Large:

Native
1. *Knightia excelsa* – Rewarewa, New Zealand honeysuckle, evergreen (10 meters).
2. *Vitex lucens* – Puriri, evergreen (10 meters).
3. *Podocarpus totara "aurea* – Golden Totara, evergreen (10 meters).
4. *Libocedrus plumosa* – Kawaka, evergreen (10 meters).
5. *Alectryon excelsus* – Titoki, evergreen (10 meters).

Exotic:
1. *Fagus sylvatica* – beech, deciduous (10 meters).
2. *Ginkgo biloba* – Maidenhair tree, deciduous (10 meters).
3. *Quercus rubra* – northern red oak, deciduous (10 meters).
4. *Acer platanoides*, Norway maple, deciduous (10 meters).
5. *Platanus acerifolia* – London plane, deciduous (15 meters).

Disclaimer: Stratford District Council considers this a guideline to be used when considering planting new street trees. Stratford District Council reserves the right to add or change the above list from time to time as it sees fit.

Wai o Rua – Stratford Aquatic Centre Activity Management Plan

SEPTEMBER 2025

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

Contents

Introduction

Executive Summary

Opening in October 2022, the Wai o Rua - Stratford Aquatic Centre makes a valuable contribution to the overall health and wellbeing of Stratford District residents and visitors, diversifying the district's recreational activity offering and enhancing the attractiveness of the district.

While the facility has seen great user numbers the reality of the cost of operating a facility of its size is being felt.

The purpose of this plan is to document how the activity operates, and address Council's Section 17A Activity Review requests by:

- Providing a review and update on the facility's performance to date
- Present opportunities to maximise revenue and minimise expenses moving forward.

Vision Statement

The vision for the Wai o Rua Stratford Aquatic Centre is to be a vibrant aquatics facility that balances leisure, education, wellness and competitiveness, promoting safety, wellbeing and fun for all.

Strategic Alignment

The Vision Statement aligns with Stratford District Council's overall vision of:

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

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

The aquatic services activity aligns with Council's Community Outcomes of:

Welcoming and Connected.

This plan aligns with the following national and regional documents:

- National Aquatic Facilities Strategy (2024)
- A Place for Everyone – Collaborating for Active Spaces and Places Taranaki (2023)
- Taranaki Aquatic Facility Network Plan (2025)

Levels of Service

The agreed Levels of Service through Council's Long Term Plan are:

Level of Service	Performance Measure
To provide an aquatic facility that is welcoming, attractive and a safe place to swim.	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.
	PoolSafe Accreditation is met
	Number of facility users per annum.

Risk Management

The Wai o Rua - Stratford Aquatic Centre risks cover multiple categories including:

- Compliance and Legislation
- Data and Information
- Financial
- Health and Safety Wellbeing
- Operational

Currently there are 26 risks identified on Council's Risk Register for the aquatic services activity. Five of these are in the top 10 of Council risks.

Key Legislation

Key legislation related to the management of Wai o Rua Stratford Aquatic Centre include:

- Children's Act 2014
- Local Government Act 2022
- Health and Safety at Work Act 2015
- Public Health Bill 2007
- Reserves Act 1977

Industry standards and guidelines affecting this activity:

- Pool Water Quality NZS 5826:2010
- Health and Safety at Work (Hazardous Substances) Regulations 2017
- Vulnerable Children's Act 2014
- Pool Safe Scheme Recreation Aotearoa/ACC
- Recreation Aotearoa Swimming Pool Guidelines 2016

The Story So Far

History and Structure

The Wai o Rua Stratford Aquatic Centre opened in October 2022, nearly 100 years after the community's last pool was completed. The $22 million facility was designed by HDT Ltd and constructed by Apollo Projects, using the design build method.

The facility includes a 25m, 8 lane Main Pool, a 25m Programme Pool heated to 34 degrees for hydrotherapy benefits, a Learn to Swim Pool, and dedicated Toddler Pool and Splash Pad with fun water features. There are fully accessible changing rooms and poolside seating for 180.

The build was funded through $8 million from the Government's Provincial Growth Fund, and $12 million funded through loans and other external funding grants from the Taranaki Electricity Trust, the New Zealand Lotteries Grant Board and the Toi Foundation.

The name Wai o Rua was gifted from local iwi, Ngāti Ruanui, Ngāruahine, and Ngāti Maru. It refers to two local tupuna Rua Taranaki and Ruapūtahanga.

The Natare pool system was used. Water heating is via heat pumps. The facility is using the Jonas Leisure Envibe operating system for customer management.

PoolSafe accreditation has been achieved and maintained since opening.

The facility is home to the Stratford Flyers Swimming Club who currently has a long term lease agreement with the Council for their club rooms based in the larger meeting room.

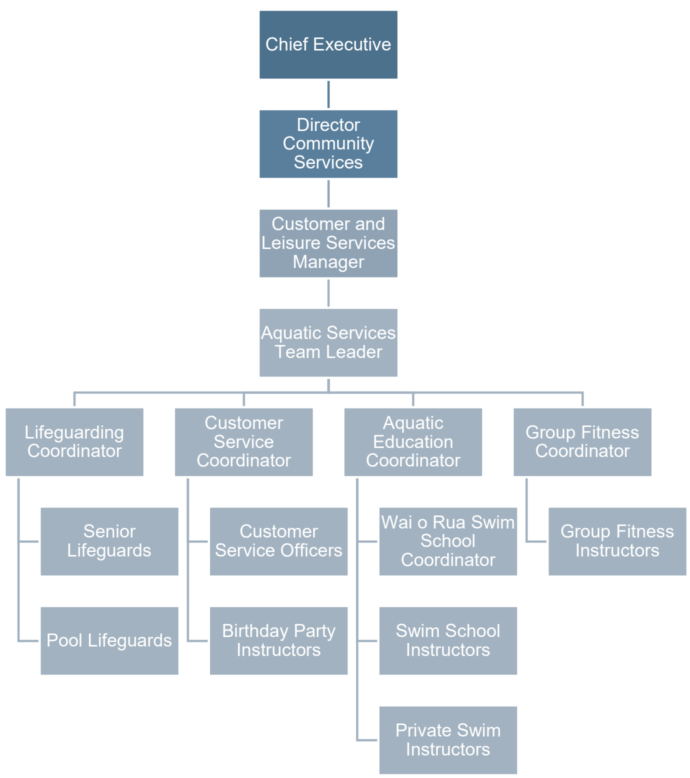
The facility is currently open a total of 79.5 hours per week (excluding public holidays), with operating hours being:

- Monday – Friday 6am – 6.30pm
- Saturday 7am – 5pm
- Sunday and Public Holidays 10am – 5pm

The facility is operated by the Stratford District Council and sits in the Community Services department. Current staff roles include:

- Team Leader Aquatics Services (1)
- Customer Service Coordinator (1)
- Group Fitness Coordinator (1)
- Aquatic Education Coordinator (1)
- Lifeguarding Coordinator (1)
- Wai o Rua Swim School Coordinator (1)
- Lifeguards (Multiple)
- Swim School Instructors (Multiple)
- Group Fitness Instructors (Multiple)
- Birthday Party Instructors (Multiple)

In a number of cases these are hybrid roles, with individual staff members holding a combination of roles (lifeguards and instructors), operating on an as-required roster basis.



Facility Features

The facility offers the following features:

- 25m Main Pool: 8 lanes with a depth of 1.8m – 1.4m and heated to 27 degrees with ramp entry access
- Programme Pool: 25 x 10m with a depth of 1.4m – 0.8m and heated to 34 degrees with ramp and hoist entry access and an inbuilt seat with water jets to mimic a spa
- Learn to Swim Pool: 10 x 10m with a depth of 1.4m – 0.9m and heated to 32 degrees
- Toddler Pool: 4.3 x 4.3m at a depth of 0.3m and heated to 32 degrees
- Splash Pad at zero depth with a slide and water features
- Inbuilt seating for 180 people
- Changing facilities include one large male changing room, and one large female changing room, each with 4 toilet cubicles and 4 shower cubicles, three unisex bathrooms, with large change area, shower, toilet and baby change table, two family changing rooms, and one fully accessible bathroom with large changing area, shower, toilet, bed and hoist.
- Two meeting rooms
- Retail area

Programmes

Group Fitness Classes

The facility offers a range of aquatic-based and land-based fitness classes, these include:

Aquatic Based Classes	Land Based Classes
65+ Aqua Aerobics Aqua Aerobics Aqua Circuit Aqua Express Aqua Pump Aquanatal (on request) Deep Water Aqua Aerobics Spin Bikes	Pilates Strength and Balance Box Fit

Programmes

Programmes offered in the facility are based on water safety and learning to swim.

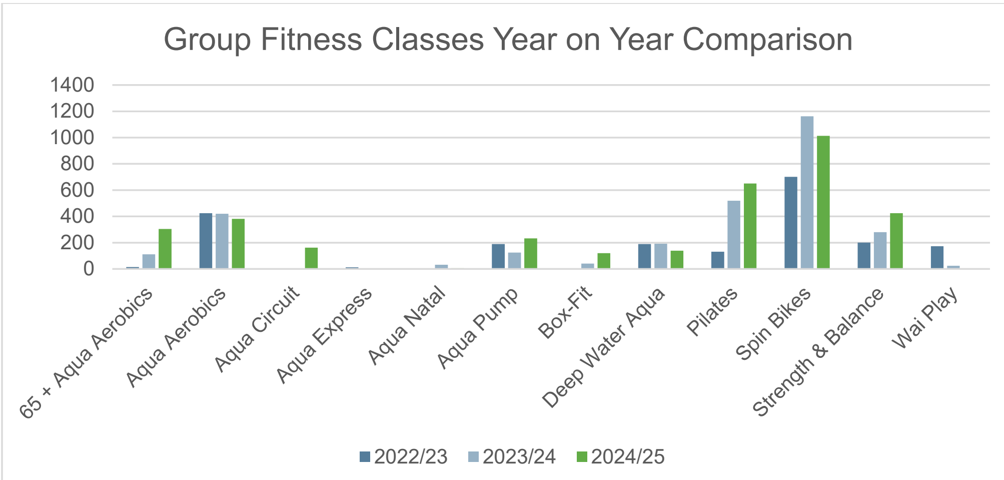
Water Safety Programmes	Learn to Swim Programmes
• Basic Water Safety • Coastguard Safe Boating • River Safety • Snorkelling	• Private Lessons 1:1 and 2:1 • Wai o Rua Swim School • Wai Play

School holiday activities are run each holiday period, offering a variety of fun, water-based activities for school aged children. These programmes include elements of water safety and learning to swim.

Products and Services Overview

Group Fitness Classes Overview

Group Fitness Classes add value to the overall facility, diversifying the programme offering and adding revenue. The classes offered contribute to users' overall health and wellbeing. The main focus is aquatic based classes, with the addition of land based classes where there is demand and where the facility has the appropriately trained staff. Fitness trends come and go and with that so does attendance in classes. Since opening, pilates has been the most popular land based class and the Aqua Aerobics and Spin Bike classes have been the most popular aquatic based classes.



Programmes Overview

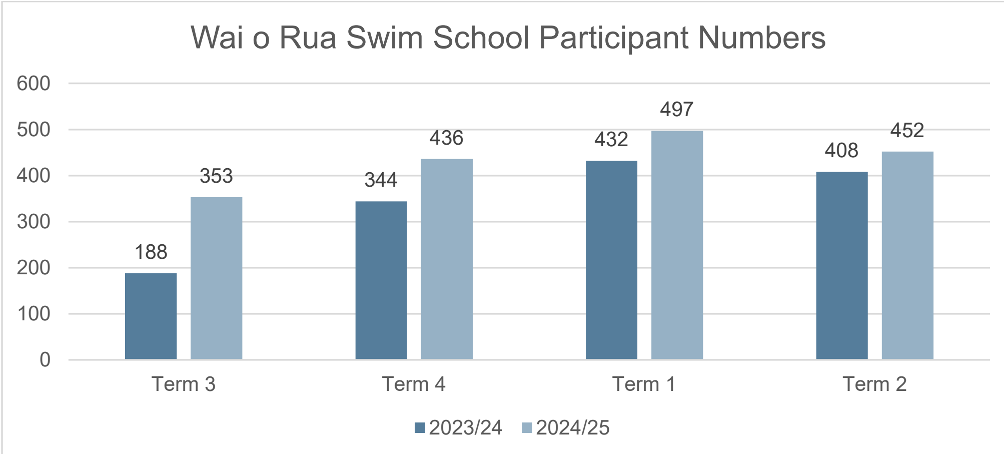
Water Safety Programme

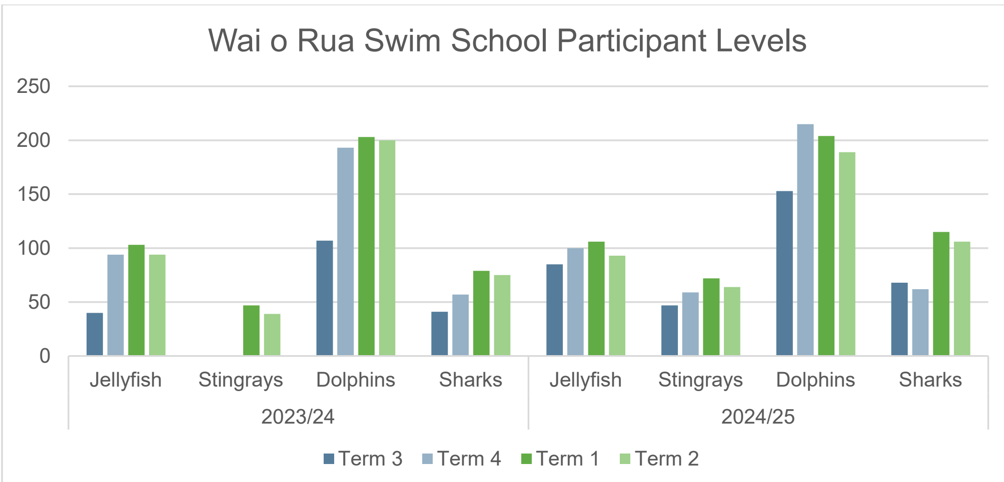
Toi Foundation Water Safety for Schools Programme

	Funded by Toi Foundation	Stratford District Schools	Outside District Schools	Number of Student Lessons
2023/24	$155,000	9 of 11	7	13,349
2024/25	$105,000	9 of 11	1	10,934
2025/26	$105,000			

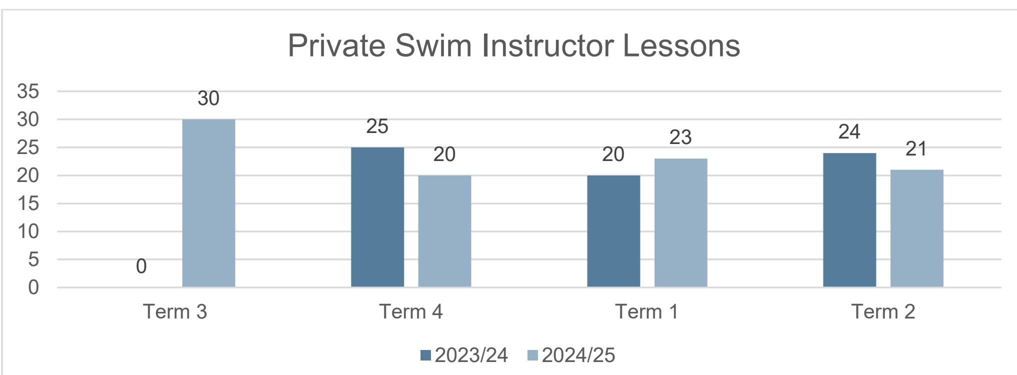
Wai o Rua Swim School

With the initial provider stopping their learn to swim services in the facility Council took the opportunity to establish its own programme in July 2023. Named the Wai o Rua Learn to Swim programme it has seen good term on term growth in its first year and is consistently running at or near capacity.





Private Swim Lessons



While there are options of one on one or one instructor to two students, and half an hour or one hour lengths all lessons to date have been one on one and half an hour.

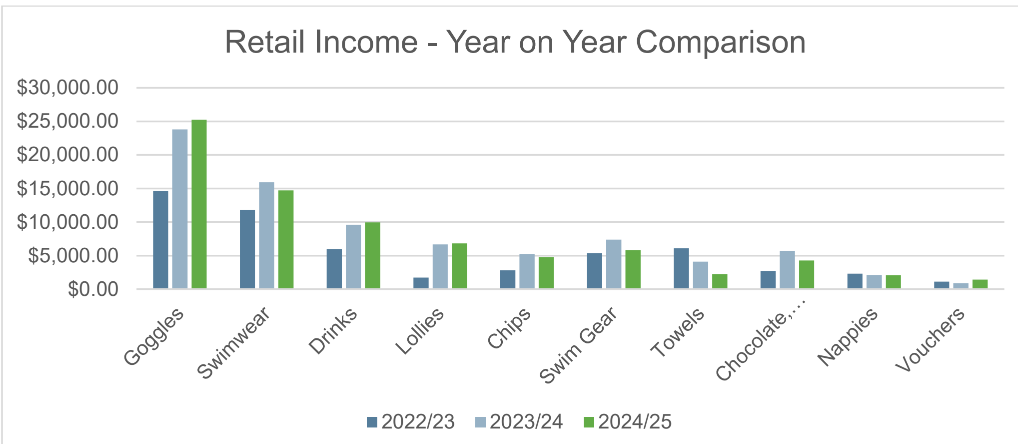
Services

Other services that are offered in the facility are:

- Birthday Parties
- Inflatables
- Full facility private hire
- Lane Hire
- Lane Swimming
- Meeting room hire
- Retail including aquatic goods and snacks

Retail Overview

The graph below shows retail sales since opening. The facility has had an average annual retail income of $82,084. In the 3 years since opening, the facility has sold $63,646 in goggles and $42,473 in swimwear. Collectively food and drink has seen $66,378 in sales, with other swim gear items, including towels and nappies totalling $34,547, and $3,466 in vouchers.



Managing our Asset

While is it a new facility, managing the condition and performance of the facility effectively needs to be done to maintain the facility. An Asset Management Plan for the facility is currently being drafted.

Financial Overview

The financial information below shows that the enhanced level of service provided by the new facility has come at a significantly increased financial cost to ratepayers and the community. A new swimming pool, with significant debt funding, is not cheap to operate and maintain.

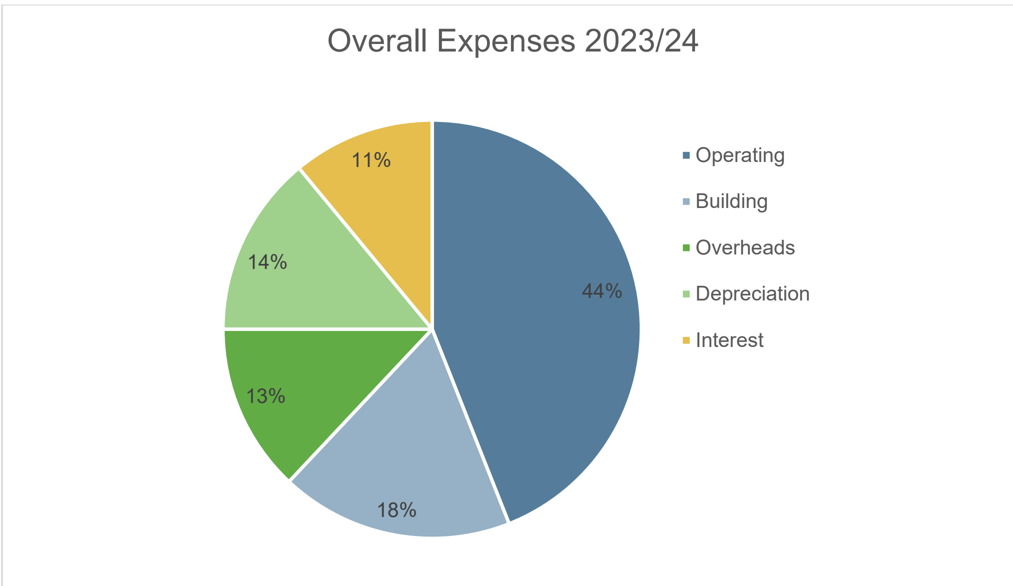
When compared with other council owned pools, operating revenue per customer is on par, whereas operating cost and staffing cost per customer are higher but less than 10% than the nearest facility.

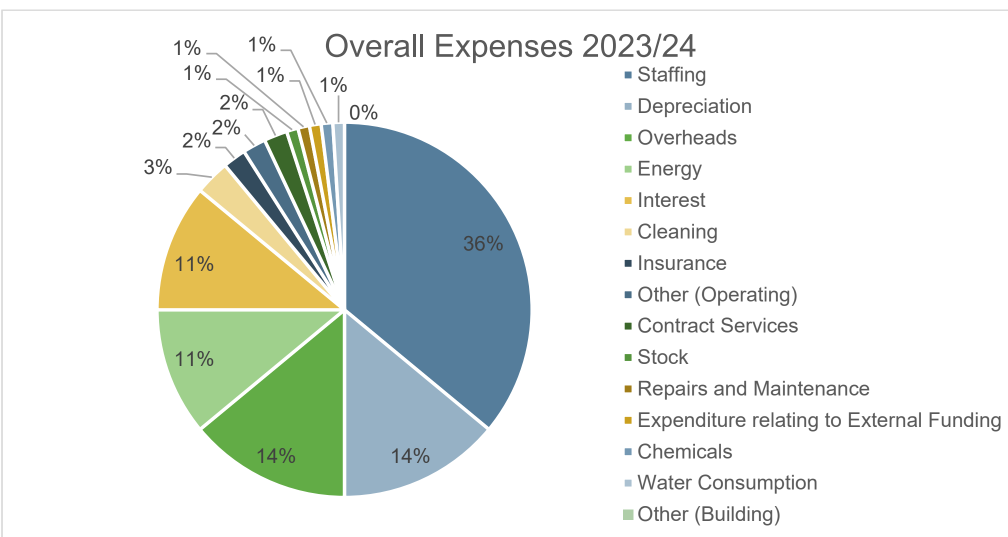
Expenditure

Total costs for the aquatic services activity have increased substantially since the new facility was opened in October 2022, partway through the 2022/23 financial year. Budgeted operating costs for 2024/25 are expected to be 148% of the 2021/22 actual operating costs under the old facility, with the biggest increase in staffing and energy costs.

Budgeted fixed costs are a further 212% higher than under the old facility – due to significantly higher interest and depreciation, and a higher percentage of council allocated overheads than in previous years due to an increase in overall council resources consumed.

The below graphs provide an overview of expenditure for the 2023/24 financial year.



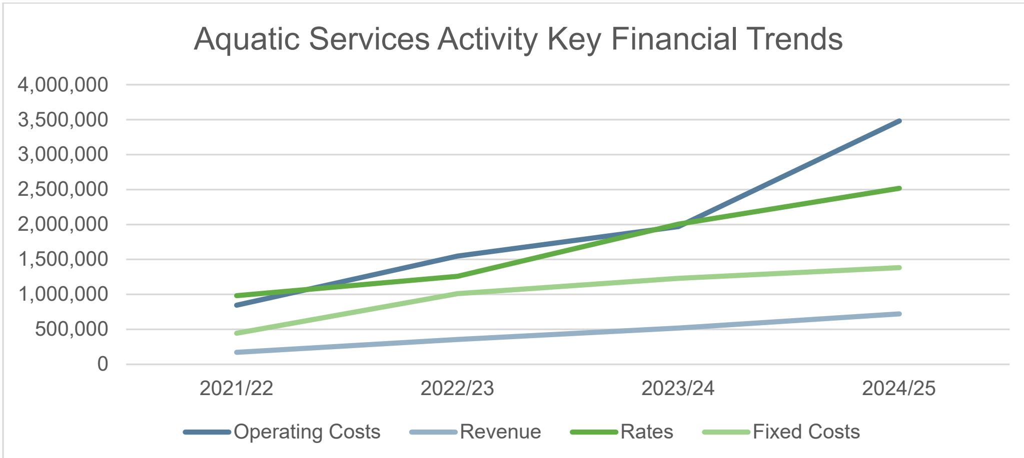


Similarly, revenue from fees and charges is budgeted to increase by 324% over the same period. However, as the budgeted revenue increase is coming off a much smaller base, this is not sufficient to cover the increased funding requirement for the activity. The Adult and Child entry fee in 2021/22 was $4.70 and $3.70, compared to the Adult and Child entry fee in 2024/25 of $6.00 (28% increase) and $5.00 (35% increase). Note - the annual customer target (non-financial performance measure) has remained the same at >55,000.

The increase in costs has subsequently lead to an increase in rates funding required of 157% over the same 3 year period, and unfunded losses if revenue predictions are not met, or expenditure is more than budget – which is unlikely to be financially sustainable for a district that is not expected to grow more than 0.4% each year over the next ten years.

	2021/22	2022/23	2023/24	2024/25
	TSB Pool	**TSB Pool and Wai o Rua (from October)**	**Wai o Rua Full Year**	**Wai o Rua Full Year**
	Actual	**Actual**	**Actual**	**Budgeted**
Revenue	$170,000	$355,000	$518,000	$720,000
Operating Costs	$845,000	$1,548,000	$1,971,000	$2,099,000
Fixed Costs: Interest, Depreciation, Allocated Overheads	$443,000	$1,010,000	$1,229,000	$1,383,000
Total Costs	$1,289,000	$2,558,000	$3,200,000	$3,482,000
Net Costs (Total Cost less Revenue)	**$1,119,000**	**$2,203,000**	**$2,682,000**	**$2,762,000**
Funded by:				
Rates	$981,000	$1,258,000	$2,006,000	$2,517,000
Reserves	$213,000	$421,000	$454,000	$217,000
Other Funding	$8,000	-	$173,000	$27,000
Unfunded/Loss	-$83,000	$524,000	$49,000	$1,000
Funding Sources	General Rate 85%	General Rate 78%	General Rate 80%	General Rate 83%
	User Charges 15%	User Charges 22%	User Charges 20%	User Charges 17%

The below graph highlights the rapid increase in Operating Costs in proportion to all other financial indicators, as a result of the new facility.

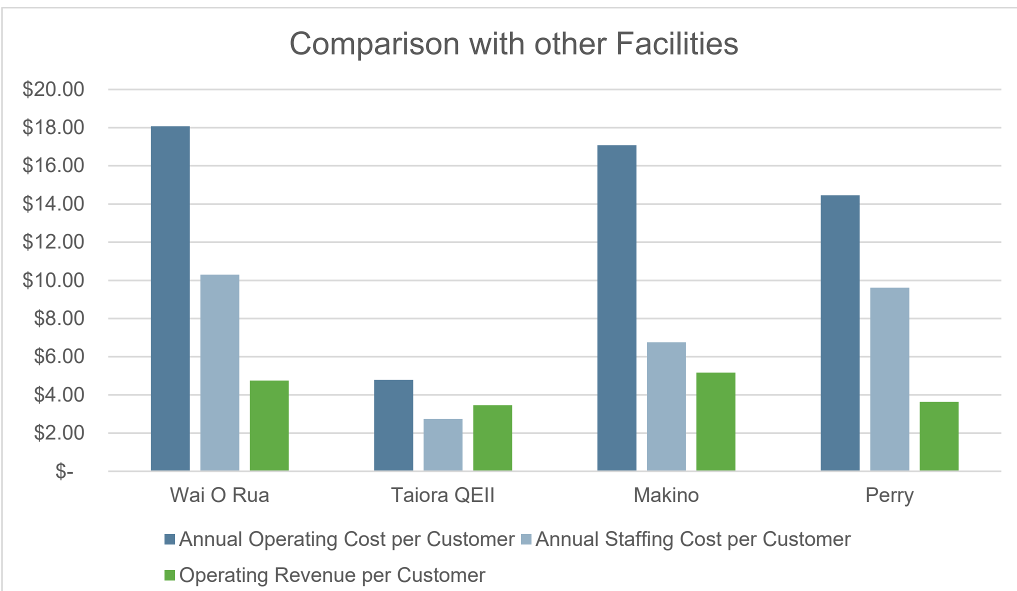


The below table shows a comparison of data collected from other councils in relation to Wai o Rua – Stratford Aquatic Centre for the 2023/24 year.

The table below shows:

- Stratford District has a lower rates contribution compared with other councils, however this includes some reserve funding (timing) and unfunded losses. Council has softened the impact on ratepayers by using other funding mechanisms – note this has consequences further down the track.
- Daily revenue is much lower, as is daily operating cost – likely to be reflective of the lower customer numbers.
- Operating revenue is slightly higher per customer but not the highest, noting an increase in fees any further would likely result in a higher operating cost per customer.
- Wai o Rua – Stratford Aquatic Centre has the highest Annual Operating cost per customer at $18 per customer, and highest staffing cost per customer at $10 per customer.

	Wai o Rua – Stratford District Council	Taiora QEII – Christchurch City Council	Makino – Manawatu District Council	Perry Aquatic – Waipa District Council
Built/Renovated	2022	2018	2016	2021
Annual Customers	109,047	1,135,822	115,617	162,331
Operating Revenue	$518,000	$3,930,432	$597,365	$590,904
Operating Expenses	$1,971,000	$5,434,676	$1,974,475	$2,347,848
Fixed Costs	$1,229,000	$2,292,584	$972,895	$1,703,488
Net Cost	$2,682,000	$3,796,828	$2,350,005	$3,460,432
Rates Contribution	$2,006,000	$3,532,467	$2,161,587	$2,754,188
Other Funding (include all sources)	$627,000	$264,361	$188,418	$706,244
Rates Contribution % of Net Cost	75%	93%	92%	80%
Daily Revenue	$1,419	$10,768	$1,637	$1,619
Operating Revenue per Customer	$4.75	$3.46	$5.17	$3.64
Daily Operating Cost	$5,400	$14,890	$5,410	$6,432
Annual Operating Cost per Customer	$18.07	$4.78	$17.08	$14.16
Staffing Cost	$1,122,967	$3,111,232	$781,900	$1,560,894
Annual Staffing Cost per Customer	$10.30	$2.74	$6.76	$9.62



Conclusion

The Wai o Rua - Stratford Aquatic Centre was, at the time, the single largest investment made by the Stratford District Council. Elected members made the decision to go big, and take advantage of the government funding available. The facility has serviced a significantly higher number of residents and visitors to Stratford since it opened and is expected to have a useful life of 50 years.

As mentioned earlier, reducing staff cost, or increasing the number of paying customers within current capacity without affecting cost, is likely to be a key way of reducing the net financial cost of the facility, on ratepayers, while ensuring that reserves are not depleted, and that funds are set aside to replace parts of the asset as and when they need replacing.

Funding of Operational Expenditure

It is expected that council is financially prudent by operating a balanced budget - in that expenditure should not be more than revenue. Although legislation does not require this to be set at an activity level, it is prudent to budget for each activity accordingly unless there is considered reason to not do so.

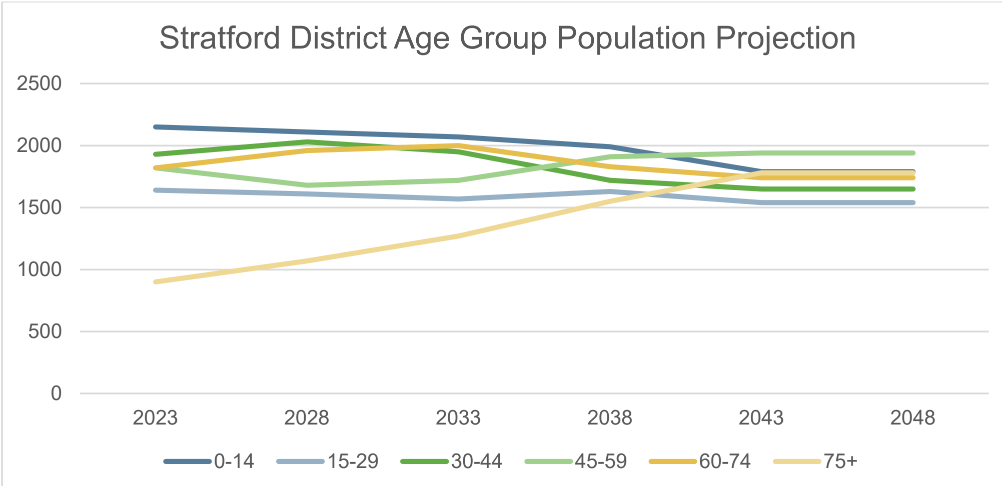
Trends

Stratford District Demographic Overview

Demographic Highlight	Impact on Aquatic Activities
The Stratford District population is expected to remain stable, with small growth projected in the northern parts of Stratford (Pembroke and Stratford North). It was 10,250 in 2023 and expected to grow to 10,450 by 2048.	This means there will be stable numbers of people in the district to participate in aquatic activities.
A small amount of population growth is expected in the SA2 areas of Pembroke and Stratford North.	Relative stability in demand for access to aquatic activities across the district.
The population is ageing, with 75+ age group is expected to increase by 98% (880 people). A moderate increase of 7% (120 people) is also expected in the 45-59 year age group	More demand for warm and accessible aquatic facilities. There may also be more aquatic use with an individual and informal recreation focus.
The overall proportion of the population will be relatively even by 2043 with each 15 year age group having between 15% and 19% of the population.	Ongoing need for aquatic facilities and experiences that meet the needs of all ages.
The Stratford population is predominately European and is expected to remain so. Increases are expected in Maori increasing from 15% to 22%, and Asian increasing from 3% to 5%.	The participation preferences of various ethnic groups can vary. Ethnic identity may impact what recreational activities people choose to participate in for example the kind of aquatic experience undertaken.
The Stratford District has medium to high levels of deprivation with very high levels of deprivation in the east of the district.	Potential barriers to accessing and affording aquatic opportunities for much of the population. Need to consider the provision of localised, affordable aquatic facilities particularly in the east.

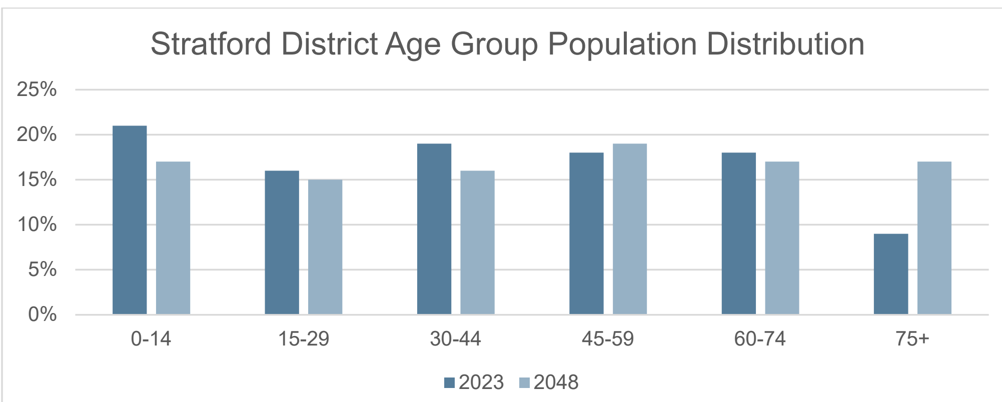
2023 District Population = 10,250 *2038 District Population = 10,600*

Age Groups



Age Group Population Distribution

As the population of the Stratford District ages the proportion of the population in each age group is expected to become more similar. By 2048 it is expected that each 15 year age group will have between 15% and 19% of the population.



Ethnic Profile

The population of Stratford District is predominately European. The district is expected to become more ethnically diverse over time. The population of those identifying as Maori is expected to increase from 15% to 22% and the population of those identifying as Asian is expected to increase from 3% to 5%. The Pasifika population is expected to remain at around 3%.

Ethnicity	2023
European	90.20%
Maori	15.60%
Pasifika	1.70%
Asian	3.40%
Other	3.20%

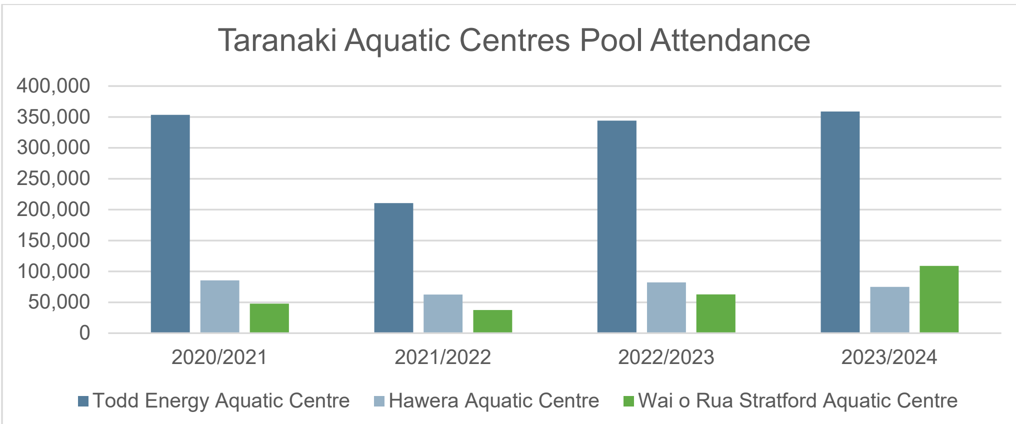
(RSLC, 2025)

Taranaki Aquatic Centres Overview

Taranaki Aquatic Centres Attendance Data 2020/21 – 2023/24

	2020/21	2021/22	2022/23	2023/24
Todd Energy Aquatic Centre	353,293	210,459	343,955	358,822
Hawera Aquatic Centre	85,392	62,534	82,356	75,006
Wai o Rua Stratford -Aquatic Centre	47,779	37,598	62,704	109,047

It was noted the 2021/22 drop reflected the impact of Covid-19 and the 2022/23 Wai o Rua -Stratford Aquatic Centre figure reflects 9 months of the facility being open from October 2022.



Swims per Head of Population

This shows the number of swims (pool attendance) per head of population in each district for each of the main aquatic facilities. Stratford is more than double the total of both New Plymouth and South Taranaki districts. This likely reflects the amount of people outside of the Stratford District that are using the facility.

	New Plymouth	South Taranaki	Stratford
Population 2023	88,300	29,600	10,250
No. of Swims 2023/24	358,822	75,006	109,047
No. of Swims/Population 2023/24	4.1	2.5	10.6

(RSLC, 2025)

SWOT Analysis

Strengths	Weaknesses
• Well trained team of lifeguards and swim school instructors • The newest and most modern aquatic facility in the region • Central location both in town and regionally • Governance oversight • Welcoming staff • Learn to Swim Programme • Programme Pool • Toi Foundation funding of the Water Safety Programme for schools in the district • PoolSafe accreditation achieved and maintained • From the old facility user numbers have doubled • Great accessible facility for elderly and disabled users • Water treatment team overseeing plant room • Pathways from Learn to Swim through to competitive swimming with the Club • Lower fees when compared to neighbours and other facilities of a similar size or age.	• Incomplete process documentation to ensure consistency and continuity of service • New IT systems not maximised i.e. unable to pay for lessons online • Group Fitness classes total occupancy levels low • Governance constraints in comparison to private business • Community perception of fees being too expensive • Operational costs particularly staffing, energy, and insurance • Perception of staffing levels being too high • Pool hall gets too hot • Aggressive or confrontational users • Staffing hierarchy particularly on weekends • Community perception of the cost of the facility • Fees for competitive swim events have been a barrier • Lack of strategic vision i.e. what we want it to be and therefore this is how we will operate, this is how it will be maintained • Underestimated the amount of additional resourcing that would need to be used
Opportunities	**Threats**
• Coffee for customers • Build on and refine Group Fitness Classes • Build on and refine Aquatic Education Programmes • Maximise useable spaces i.e. meeting rooms • Wellbeing experts using the space to meet with and instruct users on water based movement • Career pathway options • Revenue streams i.e. external funders including corporate sponsorship • Additional items i.e. spa, sauna, hydroslide, outdoor splashpad • Develop an outdoor space for BBQ, waterplay area as there is no indoor/outdoor flow from pool hall • Targeted and increased marketing • Refine opening hours • Appealing to Freedom Campers	• Community perception of the cost of the facility • Energy and insurance costs out of our control • Training and retaining qualified staff • Having enough staff trained appropriately to operate services and programmes • Number of code browns impacting on general user satisfaction • Maintenance and replacement of exercise equipment • Maintenance and replacement of building • Neighbouring facilities being upgraded • Loosing external funding, particularly Toi Foundation

Market and Value Proposition

Target Market Identification

Users of the facility are likely to come for one of the following reasons:

- Leisure and Recreation
- Education
- Wellness
- Competition

The reasons for using the facility generally align with specific demographics, with products, programmes and services offered to meet their needs.

Reason For Use	Age	Where Are They From?			Programmes, Products or Services
		District	**Region**	**Out of Region**	
Leisure and Recreation	All Ages	✓	✓	✓	Services
Education	Primarily Pre-School and Primary School Age	✓	✓		Programmes
Wellness	Primarily Adults	✓	✓		Group Fitness
Competition	Primarily Primary School and High School Age	✓	✓		Services

Groups such as schools, clubs, community organisations, and corporates would normally be Leisure and Recreation users, purchasing services from the facility.

Unique Value Proposition

Location
Located in the sports hub on Portia Street, Stratford and in the heart of Taranaki it is well positioned for locals and those within the region to access with ease.

Programme Pool
One of the distinct features of the facility is its Programme Pool. Heated to 34 degrees and with ramp and hoist access, it offers the opportunity for hydrotherapy, which has significant rehabilitation and fitness benefits for all ages.

Age of the Facility
Built in 2021 and opened in October 2022 it is the most modern aquatic facility in the region.

Opportunities for Influence

At the heart of enabling the facility to be as financially sustainable as possible this plan needs to focus on "Maximising Revenue Opportunities and Minimising Operational Expenses", to reduce the impact on the ratepayer.

Below identifies the areas that can be influenced and some options or ways forward for each of the areas.

Overview

	Actuals 2023/24 as a Percentage	Actuals 2023/24	Influence
Revenue			
Toi Foundation	23%	$ 154,235.00	
Casual Entry	20%	$ 134,635.06	Y
Swim Schools	20%	$ 132,282.15	Y
Concession Passes	15%	$ 102,695.77	Y
Retail	10%	$ 67,006.92	Y
Programmes	7%	$ 46,226.89	Y
Private Hire	3%	$ 22,216.66	Y
Group Bookings	2%	$ 11,784.84	
Other (including other grants)	0%	$ 1,374.93	Y
		$ 672,458.22	
Expenses			
Staffing	36%	$ 1,142,661.86	Y
Depreciation	14%	$ 449,768.96	Y
Overheads	14%	$ 434,534.72	
Energy	11%	$ 349,933.34	Y
Interest	11%	$ 344,000.00	
Cleaning	3%	$ 91,864.20	Y
Insurance	2%	$ 77,181.16	Y
Other (Operating)	2%	$ 71,145.22	
Contract Services	2%	$ 47,566.65	
Stock	1%	$ 44,587.38	
Repairs and Maintenance	1%	$ 42,826.22	
Expenditure relating to External Funding	1%	$ 38,346.50	
Chemicals	1%	$ 33,745.60	
Water Consumption	1%	$ 30,321.33	
Other (Building)	0%	$ 352.17	
		$ 3,198,835.31	

The following looks to further explore the areas where there may be opportunities to influence the facility's expenses.

The main opportunities to increase income are:

- Fees and Charges: Entry (Casual and Concession), Private Hire
- Retail
- Programmes
- Other: Sponsorship and Opening Hours

The main opportunities to reduce expenses are:

- Staffing: Public Holidays, Realignment of roles, maximising lesson capacity
- Depreciation
- Energy
- Cleaning
- Insurance

Revenue

Fees and Charges

Finding the balance of maximising the fees users are willing to pay with minimum impact on the overall user numbers will be an ongoing challenge. This is something Council has considered carefully every year. Council's Revenue and Financing Policy sets out funding source targets. The current targets are:

- General Rate 75 – 90%
- User Charges 10 – 25%.

Based on the Fees and Charges at neighbouring facilities, and being the most modern facility in the region, there is scope to increase the fees charged for entry, including introducing a spectator fee.

It is recommended the facility's Fees and Charges are reviewed annually by December to respond to any changes noted throughout the year and to feed into the Annual Plan or Long Term Plan discussions.

The targets set in the Revenue and Financing Policy could be reviewed more frequently if targets were not met or were being exceeded.

Retail

Having a retail offering that supports the facilities activities and meets the needs of users is important for the overall user experience.

In almost 3 years since opening, the facility has sold over $63,000 in goggles and $42,000 in swimwear. Collectively food and drink has seen over $66,000 in sales, over $37,000 in swim gear such as caps, fins, equipment, towels, and nappies, and $3,400 in vouchers.

There are a few options to explore that may enable growth in retail revenue.

The ability to buy barista made coffee at the facility is the most requested item by users. Initial budget projections suggest that if 10% of users bought coffee, it could generate nearly $30,000 in annual profit by utilising existing staff. Several setup options are available, leasing or purchasing machines, utilizing existing spaces, or installing a coffee caravan or a dedicated counter. Some external grant funding has been secured to help establish a coffee making space. Offering barista-made coffee would significantly enhance the user experience while also generating revenue.

Widening the current food offering with healthier options has been requested and can easily be added where there is proven demand. The facility may benefit from food and drink offerings being offered through a vending machine which reduces staff time and offers robust stock management.

Marketing and promotional opportunities should be explored.

Programmes

Programmes are part of the value add offered at the facility, diversifying what is offered and adding to revenue. In 2023/24 programmes contributed to almost 50% of the facility's income. The main programmes delivered are:

- Toi Foundation Water Safety Programme
- Wai o Rua Swim School
- Private Swim Instruction
- Group Fitness Instruction

Ensuring an adequate number of qualified instructors is essential for programme delivery and will be an ongoing challenge. Like lifeguarding, offering sufficient hours to make roles attractive is key to staff retention.

The programmes have seen consistent growth and demand. The number of students per class needs to be maximised. Current facility hours may be limiting suitability and demand, which should be evaluated regularly.

Toi Foundation has supported the school water safety programme since 2023. The affordability of this programme may become an issue should this support end. Likewise the affordability of all programmes should be carefully considered.

Ensuring sufficient equipment to meet demand while having the ability to respond to trends will be an ongoing challenge, alongside storing the equipment and the need to maintain and replace it in a timely manner.

There is an opportunity to hire the space to external providers such as physical therapy professionals to deliver their services from the facility for individualised programmes and rehabilitation.

There is also an opportunity to work with and/or hire the space to event professionals such as wipeout.co.nz. The benefits would bring a new experience to the community, to market the facility to those that have not been before and to create additional revenue.

Sponsorship

Naming sponsorship rights to date have been for the functional parts of the facility such as pool spaces, and programmes, with the facility having received sponsorship for both.

The Taranaki Electricity Trust has naming rights over the Main Pool for a period of 5 years. This was for its contribution of almost $1million towards the facility.

The Toi Foundation has sponsored the schools Water Safety Programme for the past 2 years (2023/24 $155,000, 2024/25 $105,000, 2025/26 $105,000). This programme gives the opportunity for every child in the district to have lessons each year.

Apollo Projects has had a grant to promote water safety lessons to children and young people in the district, with priority given to those in the Stratford District and low decile schools. This has been $5,000 each year for 2022/23 and 2023/24, and $3,000 for 2024/25.

There is an opportunity to continue to seek corporate sponsorship for programmes, and spaces within the facility, and while naming rights of the building may not have been a preference in the past, this stance should be regularly reviewed. Sponsorship opportunities will be driven by the economic climate and the alignment of an organisations or businesses values with the facility.

Sponsorship may enable numerous benefits including reducing overall operational expenses, the additional use of the facility, and/or developing water confidence in the district's young people, and will require marketing collateral and contractual support.

Expenses

Opening Hours

Public Holiday Hours

There is an opportunity to save on staffing expenses by closing on some, or all public holidays. Staffing costs for opening on a public holiday are approx. $2,250. Daily operating expenses for the facility are approx. $8,864.

While there have been some exceptions, since opening in 2022 mostly the facility has been guided by the Shop Trading Act which has seen the facility closed on Good Friday, ANZAC Day until 1pm, and Christmas Day. In 2023 the facility was opened 10 out of the 12 public holidays. The total income for those public holidays was $9,567, with staffing costs being $22,500.

Variables that can influence users visiting the facility can be:

- where in the week the public holiday falls
- weather on the day
- overall economy, meaning how much disposable income is available

While it can be viewed by some staff as an opportunity to earn additional wages, on occasion it has been a challenge to staff the roster for some public holidays.

Should Council choose to close on all public holidays there is a potential annual saving of $12,500. This should be balanced with access of the facility to the community.

Initiatives that could increase revenue on public holidays could be considered including marketing campaigns or private sponsorship.

Normal Hours

The facility is currently open a total of 79.5 hours per week, with operating hours being:

- Monday – Friday 6am – 6.30pm
- Saturday 7am – 5pm
- Sunday and Public Holidays 10am – 5pm

General user feedback is that the current operating hours are about right however users would like the facility to stay open later during the week especially in the summer. While increasing operating hours creates the opportunity for additional income, it also creates additional expense.

To reduce operating expenses the number of hours or days the facility is open could be reduced. This would be out of alignment given the facility's regional significance and not recommended. Below are the opening hours of the main regional aquatic centres.

	Wai o Rua Stratford Aquatic Centre	Todd Energy Aquatic Centre	Hawera Aquatic Centre
Monday – Friday	6am – 6.30pm	5.30am-7.30pm	6am – 7pm
Saturday	7am – 5pm	7am – 7pm	9am – 6pm
Sunday	10am – 5pm	7am – 7pm	9am – 6pm

Opening hours should be reviewed periodically with considerations given to user demand and the facility's regional significance.

Staffing

There are four main areas of staffing. These are lifeguards, customer service, and instructors (swim and group fitness), with a layer of management. Staffing was 36% of the overall expenses for 2023/24. The comparison data in the Financial Overview shows that staffing for the facility in 2023/24 was $10.31 per customer compared to Perry Aquatic at $9.62 and Makino at $6.76. This shows that there may be scope to find efficiencies within the staffing budget.

While there may be a perception there are too many staff overall, staffing numbers generally reflect and support the mitigation of risk enabling staff to respond to an event, cleaning, or use of pool toys such as inflatables.

Maintaining a good number of staff in the staffing pool, especially lifeguards is essential for running the facility to ensure safety of all staff and users. Balancing the number of hours available and having the number of staff needed for covering the roster and supporting staff retention will be an ongoing challenge.

There is a challenge finding suitable people to become lifeguards, alongside the associated financial costs. To qualify as a lifeguard a person must be 16 years old, pass a swim test, and hold a first aid certificate. They then undertake training and assessments followed by on the job validation, including 20 hours poolside supervision. Once qualified there is also an ongoing training programme to ensure competency and fitness.

There may be a saving of up to $50,000 in reviewing the staffing structure.

The staffing structure and rostered hours should be reviewed regularly ensuring appropriate staff to user ratios that support a safe facility.

Depreciation

Depreciation is used to collect the amount of money it would cost to replace the facility over the lifespan of the current building, chattels, plant and equipment. The facility was valued by Telfer Young at $21million at 30 June 2023, with a lifespan of 50 years.

Depreciation represented 14% of the overall expenses in 2023/24. Below shows the depreciation funded from 2022/23. The facility depreciation has been funded to 55% for 3 years.

Year	Total Depreciation $ (Actuals)	Depreciation Funded Percentage	Depreciation Funded $ (From Rates)	Budgeted Depreciation Not Funded	Loan Repayment
2022/23	$477,000	100%	$477,000	$0	
2023/24	$450,000	55%	$247,000	$203,000	$411,000
2024/25	$482,000	55%	$265,000	$217,000	$396,013
2025/26	$451,000	55%	$248,000	$203,000	$382,308

The funding of depreciation has been used as a tool to balance rates increases. Council may benefit in reviewing its policy of funding depreciation. There is a potential saving should Council choose to fund less depreciation.

Given that the facility has a wide range of short-lived components (mechanical and water-treatment), there will be an ongoing draw on depreciation reserves to fund replacements. Not funding depreciation sufficiently would lead to these renewals having to be rates or loan funded.

Energy

Energy costs were 11% of the overall annual operating expenses for 2023/24. Anecdotally this percentage roughly aligns with other aquatic facilities. Finding a provider to take on the facility proved challenging, with only one supplier being able to meet the facility's requirements because of the amount of power needed.

There are a small number of opportunities to reduce energy costs, these are:

- Explore alternate providers. Council is part of the All of Government contract for energy use and currently there is only one supplier that is able to meet the facility's requirements. However this should be regularly reviewed.
- Reducing the water temperature of the programme pool as an option, however doing so would take away from the full health and wellbeing benefits users receive.
- Exploring a move to solar energy is a long-term option, requiring additional capital investment.

Council has worked in partnership with Sport NZ on a post commissioning energy audit of the facility which aimed to analyse data of energy consumption to date, compare operations, and recommend energy saving measures. This report will be reviewed and worked through over the coming months. Initial indications suggest an annual saving of $60,000.

Cleaning

The cleaning of the facility is crucial to ensuring the health and safety of users, helping to preserve equipment and the overall appearance of the facility. To date the facility cleaning has been part of Council's overall cleaning contract provided by an external operator. The cost of the service was $91,865 in 2023/24, and $91,863 in 2024/25. From September 2025 the day to day cleaning will be completed by facility staff. Against the 2023/24 and 2024/25 years this would be a saving of $75,000.

Insurance

Insurance makes up 2% of the overall operating expenses. Since opening, the facility has seen significant year on year increases in insurance costs, a trend that is not unique to the facility, but a national issue across all insurance types. While reducing the cover amount, increasing the excess, or choosing indemnity or demolition cover only are options that may have an immediate financial benefit, these all have a level of risk that could leave Council exposed, should an unexpected event happen.

Year	Cost	Year on Year Percentage Increase	Excess
2022/23	$49,772.19		$5,000
2023/24	$77,181.16	55%	$5,000
2024/25	$101,085	31%	$5,000

While there are varying levels of risk, should Council choose not to purchase insurance there is a potential saving of up to $101,085 based on 2024/25 financial year's actuals. This should be reviewed regularly.

Operational Management of the Facility

Nationally there are a number of private operators that run aquatic facilities for Councils for a set fee. While this is an option, Council's previous facility the TSB Pool Complex was contracted out for a period of time and proved to have limited success, therefore this option has not been further investigated at this stage. This option should be reviewed periodically.

Identified Opportunities for Increasing Revenue and Minimising Expenses

This table shows the potential increase in revenue or reduction in expenses and a potential saving of up to 1.5% in total rates. It is noted that some budget changes have been made for the 2024/25 year and a comparison will be made at the next report.

	Actuals 2023/24 as a Percentage	Actuals 2023/24	Influence	+/-	Notes
Revenue					
Toi Foundation	23%	$ 154,235.00			
Casual Entry	20%	$ 134,635.06	Y	+$6,000	4,310 Spectators (2024/25) x $1.60 (STDC fee) = $6896
Swim Schools	20%	$ 132,282.15	Y		
Concession Passes	15%	$ 102,695.77	Y		
Retail	10%	$ 67,006.92	Y	+$15,000	5% of users coming in purchasing a coffee
Programmes	7%	$ 46,226.89	Y		
Private Hire	3%	$ 22,216.66	Y		
Group Bookings	2%	$ 11,784.84			
Other (including other grants)	0%	$ 1,374.93	Y	+$10,000	Sponsorship potential
		$ 672,458.22		**+$31,000**	**4.6%**
Expenses					
Staffing	36%	$ 1,142,661.86	Y	-$50,000	Consolidation in structure
Depreciation	14%	$ 449,768.96	Y		Opportunity identified however assumed status quo and no change
Overheads	14%	$ 434,534.72	N		
Energy	11%	$ 349,933.34	Y	-$60,000	Energy Audit suggests a saving of up to $60k
Interest	11%	$ 344,000.00	N		
Cleaning	3%	$ 91,864.20	Y	-$75,000	
Insurance	2%	$ 77,181.16	Y		Opportunity identified however assumed status quo and no change
Other (Operating)	2%	$ 71,145.22	N		
Contract Services	2%	$ 47,566.65	N		
Stock	1%	$ 44,587.38	N		
Repairs and Maintenance	1%	$ 42,826.22	N		
Expenditure relating to External Funding	1%	$ 38,346.50	N		
Chemicals	1%	$ 33,745.60	N		
Water Consumption	1%	$ 30,321.33	N		
Other (Building)	0%	$ 352.17	N		
		$ 3,198,835.31		**-$185,000**	**5.8%**

Where to From Here

Focus Area Principles

The table below shows key focus areas of the facility for maximising revenue and minimising expenses, with a set of guiding principles for each. These principles support the direction of the facility guiding behaviour, decisions, goals and actions.

	Programmes	Retail
Revenue	• Programmes are designed to make a profit, ensuring sustainability. • Aquatic based classes are prioritised over land-based classes. • Class sizes are optimised to ensure the effective delivery of high quality programmes. • Water space is prioritised for programmes. • Rosters are structured to provide consistent, maximised hours to support staff retention. • Clear and effective messaging consistently aligns with the facility's values and goals.	• Mark up on all retail items is a minimum of 75% with the exception of food and drinks. • Food and drinks are sold at a recommended retail price and aim for a 100% mark up where possible. • Clear and effective messaging consistently aligns with the facility's values and goals.
	Sponsorship	**Hours and Fees and Charges**
	• External funding is sought to support positive outcomes for the facility. • Clear and effective messaging consistently aligns with the facility's values and goals.	• Daily operational costs are monitored, and community access is maximised. • Fees and Charges are maximised balancing potential negative impacts on user numbers.
Expenses	**Staffing**	**Energy**
	• Staffing levels meet minimum requirements at all times, with additional resourcing rostered where needed to ensure the safety of all staff and users. • Rosters are structured to provide consistent, maximised hours to support staff retention.	• Sustainable and cost-effective energy solutions are pursued to support environmental responsibility and operational efficiency.
	Depreciation and Insurance	**Contract Services**
	• Risk is proactively managed by assessing Council's tolerance and approach to insuring its assets to ensure adequate protection and financial sustainability.	• Contracted services are reviewed to ensure value for money and operational effectiveness.

Action Plan

The table below sets out the actions and priority timeframes which look at specific outcomes or targets for officers to meet and drive progress.

Priority Level: Low (18 months +); Medium (6 – 18 months); High (within 6 months)

	Action	Priority	Status/Comment
Programmes	Regularly review class occupancy levels, and where they do not break even implement next steps such as targeted marketing or restructuring the class to ensure sustainability.	Medium	
	Marketing and communications plans are established.	Medium	
	User and non-user surveys are undertaken to assess demand for class type, times, days, length of class, price point.	Medium	
	Maintain an annual training and recruitment programmes to recruit new swim and group fitness instructors.	Medium	
	Review the current roster.	Medium	
	Explore opportunities for professionals to use the facility.	Medium	
	Explore partnerships with event professionals to enhance value add offerings.	Medium	
Retail	Ensure all applicable retail items maintain at least a 75% markup to protect profit margins.	Medium	
	Maximize profitability of food and beverage sales by aligning pricing with the recommended retail price and achieving a 100% markup where possible.	Medium	
	Marketing and communications plans are established to support the retail function.	High	
	Food and drink options are explored.	Medium	
	Coffee delivery options explored.	Medium	
	User surveys are conducted to assess demand for retail items and optimal price points.	Medium	
Sponsorship	Seek external funding to enhance services, programs, or infrastructure that contribute to positive outcomes for the facility.	High	This is underway.
	Opportunities for sponsorship and/or grants from external providers are identified.	Medium	
	Seek external funding to enhance services, programs, or infrastructure that contribute to positive outcomes for the facility.	High	This is underway.
	Marketing collateral is developed to support sponsorship opportunities.	High	

Hours and Fees and Charges	Opening hours are reviewed periodically.	Low	
	Opening hours for public holidays are reviewed.	Low	
	Initiatives to maximise revenue on Public Holidays are explored and implemented where practical.	Medium	
	Review the Fees and Charges by December annually.	High	
Staffing	Maintain an annual training programme to recruit new lifeguards.	High	
	Review the annual training and recruitment programme for lifeguards.	High	
	Review the current roster.	High	
	Review staffing structure.	High	This is underway.
Energy	Await the post commissioning energy audit and review recommendations.	High	The final report for the post commissioning energy audit has been received. Officers are actively working through the recommendations with service providers.
	Explore alternate energy providers.	High	
	Explore solar energy options in the future.	High	This will be added to the Asset Management Plan for the facility, to be finalised in 2026.
Depreciation and Insurance	Review Council's policy on the funding of depreciation.	Medium	
	Review Council's risk appetite for insuring the facility and public liability.	Medium	To be discussed with the wider Council insurance.
Contract Services	Explore cleaning service options for reducing this expense.	High	The current contract ends in September 2025 and lifeguards will undertake majority of the cleaning duties.

Reporting and Review

Updates on actions will be included in monthly reports where appropriate. A six month, and 12 month review will be completed, followed by a review every 3 years.

MINUTES
Extraordinary

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

F22/55/06 – D25/37136

Date: Tuesday 30 September 2025 at 3.00pm
Venue: Council Chambers, 63 Miranda Street, Stratford

Present

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

In attendance

The Committee Advisor and Executive Assistant – Mrs E Bishop

Via audio/visual link: *the People and Culture Manager – Ms E Thomas (LGNZ)*

1. Welcome

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

The opening karakia was read.

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

2. Apologies

An approved leave of absence for Councillor C M Tongaawhikau was noted.

Recommendation

THAT the apology be received.

HARRIS/BOYDE
Carried
CL/25/93

3. Announcements

There were no announcements.

4. Declarations of members interest

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

5. Attendance Schedule

The Attendance schedule for Ordinary and Extraordinary Council meetings was attached.

6. Resolution to Exclude the Public

Recommendation

THAT the public be excluded from the following parts of the proceedings of this meeting, namely:

Agenda Item No: 7

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	**Reason for passing this resolution to each matter**	**Grounds under section 48(1) for the passing of this resolution**
Performance Appraisal	The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons.	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist, under section 6 and section 7 of the Act - specifically Section 7(2)(a) Local Government Official Information and Meetings Act 1987

VOLZKE/WATT
Carried
CL/25/94

7. Public Excluded Item

Recommendation

THAT the open meeting resume.

VOLZKE/BOYDE
Carried
CL/25/97

8. Closing Karakia

D21/40748 Page 19

The closing karakia was read.

The meeting closed at 4.06pm

N C Volzke
Chairman

Confirmed this 7th day of October 2025.

N C Volzke
District Mayor

MONTHLY REPORT
District Mayor

F22/55/04-D25/37301

To: Council
From: District Mayor
Date: 7 October 2025
Subject: District Mayor Monthly Report – September 2025

Recommendation

THAT the report be received.

/
Moved/Seconded

1. End of Triennium

This is my final report for the 2022-25 triennium. When reflecting back over the last three years, I think it has been a very busy term dominated by changes coming out of Wellington and the Local Water Done Well reforms. I thank all elected members for their input during the term, it certainly hasn't been an easy period. I also thank staff who have assisted elected members throughout, especially our four directors and the Chief Executive whose guidance has been invaluable. Lastly, a special thanks to Erin and Carissa who do the hard yards preparing agenda's, organising reports, organising speakers and submitters etc, and most importantly, writing accurate minutes of meetings and doing so in a timely way.

2. Housing Forum Toi Foundation

Last month the Toi Foundation hosted a forum to announce a new funding stream for housing in Taranaki. Toi has committed to an ongoing annual contribution to a fund that will be available to assist people to get into first home ownership. This fund will be able to work along side banks and other funders. Details on how to access the scheme are yet to be announced but it sounds very exciting and the potential it offers is game changing. Attracting some of this funding to Stratford will bring significant benefits for this community.

3. Citizenship Ceremony

Last week I hosted the final Citizenship Ceremony for this triennium. Twelve individuals took the oath or affirmation of allegiance to His Majesty King Charles 3rd. The new Kiwi's were from: Columbia, USA, India, UK, Germany and South Africa. A truly international mix.

4. Blue Light Graduation Function

In September, the Blue Light organisation held its graduation function that celebrated the success of the young drivers who have completed their driver training course. Not having a driver's license is the number one barrier for young people who are seeking work or need to travel to attend training courses or the like. The Blue Light driver training programme is available at no charge to the applicant, so it is very accessible. The training is provided by volunteer instructors who give up their personal time to support and assist these young people. All in all, a very worthwhile training programme.

5. Taranaki Civil Defence Emergency Management Joint Committee meeting

The Taranaki Civil Defence Emergency Management Joint Committee met on 11 September 2025. Minutes of the meeting can be found on the Taranaki Regional Council website. The meeting was held to formally adopt the 2025 – 2035 Strategic Plan.

6. Taranaki Solid Waste Committee

The Taranaki Solid Waste Committee met on 10 September 2025. Minutes of the meeting can be found on the Taranaki Regional Council website. This was the final meeting of this committee, as it will officially be disbanded at the end of this triennium. A new committee has been established that incorporates the functions of four other committee's from the Territorial Authorities, effectively creating a "one stop shop" for solid waste governance across the region. This will be a much more effective and efficient model than we have present. The Stratford District Council will have a representative position on the new committee.

7. International Day of the Older Person

A large number of our senior citizens and some visitors from around the region enjoyed a special event held in the War Memorial Centre. They are a great bunch of people who really enjoy each others company when they come together like this. Live music, bingo, lunch and a mix and mingle session made the day fun and enjoyable. Once again the community services team did a great organising job.

8. Correspondence

- Stratford Volunteer Fire Brigade Call Outs – September 2025

9. Some Events Attended

- Attended – Blue Light Graduation Function
- Attended – meeting of the Youth Council
- Attended - Civil Defence Emergency Management Joint Committee meeting
- Attended – Taranaki Solid Waste Committee meeting
- Attended – Stratford Urban Ward Candidates meeting
- Attended - Mayoral Forum Final meeting
- Attended – NZTA/Waka Kotahi SH43 Artwork unveiling
- Attended – Mayoral Candidates evening
- Attended – Stratford Maori Ward candidates evening
- Attended – Hear the people sing concert
- Attended - Hosted Citizenship Ceremony
- Attended – Anglican Church Maori Wards evening
- Attended – meeting of the Stratford Health Trust AGM (x1)
- Attended – the Housing Forum at Toi Foundation
- Attended – International Day of the Older Persons celebration.
- Attended – Venture Taranaki Annual General Meeting
- Attended – Farewell function for Police Regional Commander Belinda Dewar
- Met - with representatives of the Motorsport Park
- Met – with Minister for Rural Communities Mark Patterson
- Met – with Minister for Local Government & Energy Simon Watts
- Met – with Venture Taranaki, prep for Ministerial visit
- Met – with the regional Commander NZ Police
- Radio Interview – Access radio podcast on Maori Wards
- Newspaper - Stratford Press Interviews (multiple)
- Newspaper - Daily News / Stuff (multiple)
- Attended - Regional Mayors and Chairs weekly meeting (x2)
- Attended - Council Pre-Agenda meetings (x5)
- Attended – Council Workshop (x1)
- Attended – Public Forum (x1)
- Attended - Council Meetings (x5)

N C Volzke JP
District Mayor **Date**: 1 October 2025

Stratford Volunteer Fire Brigade Callouts September 2025

The Stratford Fire Brigade responded to 15 calls in September 2025

06-09-25	Motor vehicle accident car vs. car SH 3 / Monmouth Road
10-09-25	Tanker required, work shop on fire Eltham Road Te Kiri assist Opunake, Kaponga, Rahotu and New Plymouth fire brigades
14-09-25	Assist ambulance with medical call Romeo Street, stood down before arrival
14-09-25	Roof lifting Dejavu Broadway
15-09-25	Motor vehicle accident car vs. car Mountain Road Midhirst assisted by the Inglewood and Toko fire brigades
17-09-25	Maryann Residential Care Home and Hospital Brecon Road investigate Sluice machine in laundry smoking, assisted by the Toko fire brigade
18-09-25	Landing Zone required for Taranaki Rescue Helicopter at Avon School stood down due to helicopter not being able to respond
20-09-25	Alarm activation Stratford War Memorial Centre Miranda Street
23-09-25	Alarm activation Stratford War Memorial Centre Miranda Street
25-09-25	Alarm activation Findlay's Flowers Broadway
27-09-25	Motor vehicle accident car vs. car Brecon Road
27-09-25	Cow stuck in creek down a bank Quarry Road Te Wera assist Toko fire brigade
28-09-25	Alarm activation Stratford Furniture Manufacturing Celia Street
29-08-25	Power lines down across road Opunake Road near Poto Road assisted by the Kaponga fire brigade
30-09-25	Fire in toilets Victoria Park Orlando Street

INFORMATION REPORT

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

F22/55/04 – D25/35458

To:	Council
From:	Communications Manager
Date:	7 October 2025
Subject:	2024/25 Customer Satisfaction Survey

Recommendation

THAT the report be received.

Recommended Reason
This is an information report only. It provides the 2024/25 Customer Satisfaction Survey results and a benchmarking report against other Councils.

_______/_______
Moved/Seconded

1. Purpose of Report

1.1 This report provides the results from the 2024/25 Customer Satisfaction Survey which was carried out by external research agency, Key Research.

2. Executive Summary

2.1 In Council's 2024-34 Long Term Plan, Council formed a set of performance measures to show how well it performs against set targets. Some of these performance measures require Council to conduct an annual survey to gauge ratepayers and residents satisfaction on a number of issues.

2.2 Key Research's survey report is attached to this information report and provides information on the research method, key findings and a more in-depth look at each section of the survey.

2.3 The findings are shared with Council officers and Directors responsible for each area to help identify improvement opportunities going forward.

3. Local Government Act 2002

<table>
<tr><td colspan="4">Under section 10 of the Local Government Act 2002, the Council's purpose is to "enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future"</td></tr>
<tr><td colspan="2">Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:</td><td colspan="2">Yes. This report helps to evaluate performance measures as set out in the 2024-34 Long Term Plan for the 2024/25 financial year, and provides input into where future resources should be applied, improving the overall wellbeing of the district.</td></tr>
<tr><th>Social</th><th>Economic</th><th>Environmental</th><th>Cultural</th></tr>
<tr><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr>
</table>

4. Background

4.1 The questionnaire was designed by Key Research in consultation with Stratford District Council and is based off previous customer satisfaction surveys. It is structured to provide a comprehensive set of measures relating to council activities, services and infrastructure, and to provide a wider perspective of performance. This includes assessment of reputation and knowledge of Council's activities.

4.2 A mixed method approach to data collection was utilised, consisting of an email invitation, in addition to a public link posted on Council's website. The email invite was sent to a random residents registered to the Council's communication database (rates by email and YourSay.Stratford.govt.nz). Reminder emails were sent periodically to non-respondents in order to maximise the sample received and allow ample opportunity to respond.

4.3 A total of 1,549 invitations were sent to residents. 405 responses were collected over four periods; from 20 August to 11 September 2024, 7 November to 4 December 2024, 13 February to 21 March 2025, and 9 May to 12 June 2025 with a response rate of 26%.

4.4 Post data collection, the sample has been weighted so it is exactly representative of key population demographics based on the 2023 Census.

4.5 This is the fourth year council has conducted the survey with Key Research that allows results to be compared against those from previous years.

5. Strategic Alignment

6.1 **Direction**
This report provides elected members with public opinion of Council services which may be used to guide their future direction and decision making.

6.2 **Annual Plan and Long Term Plan**
This report helps determine service provision standards, as required in the LTP and supports planning and investment for the future.

6.3 **Sustainability Consideration**
This is the first year Council has used an email only invite method to reduce paper waste. Throughout the survey period residents are encouraged to sign up to receive Council communications by email.

6.4 **District Plan**
Not applicable.

6.5 **Legal Implications**
Not applicable.

6.6 **Policy Implications**
Not applicable.

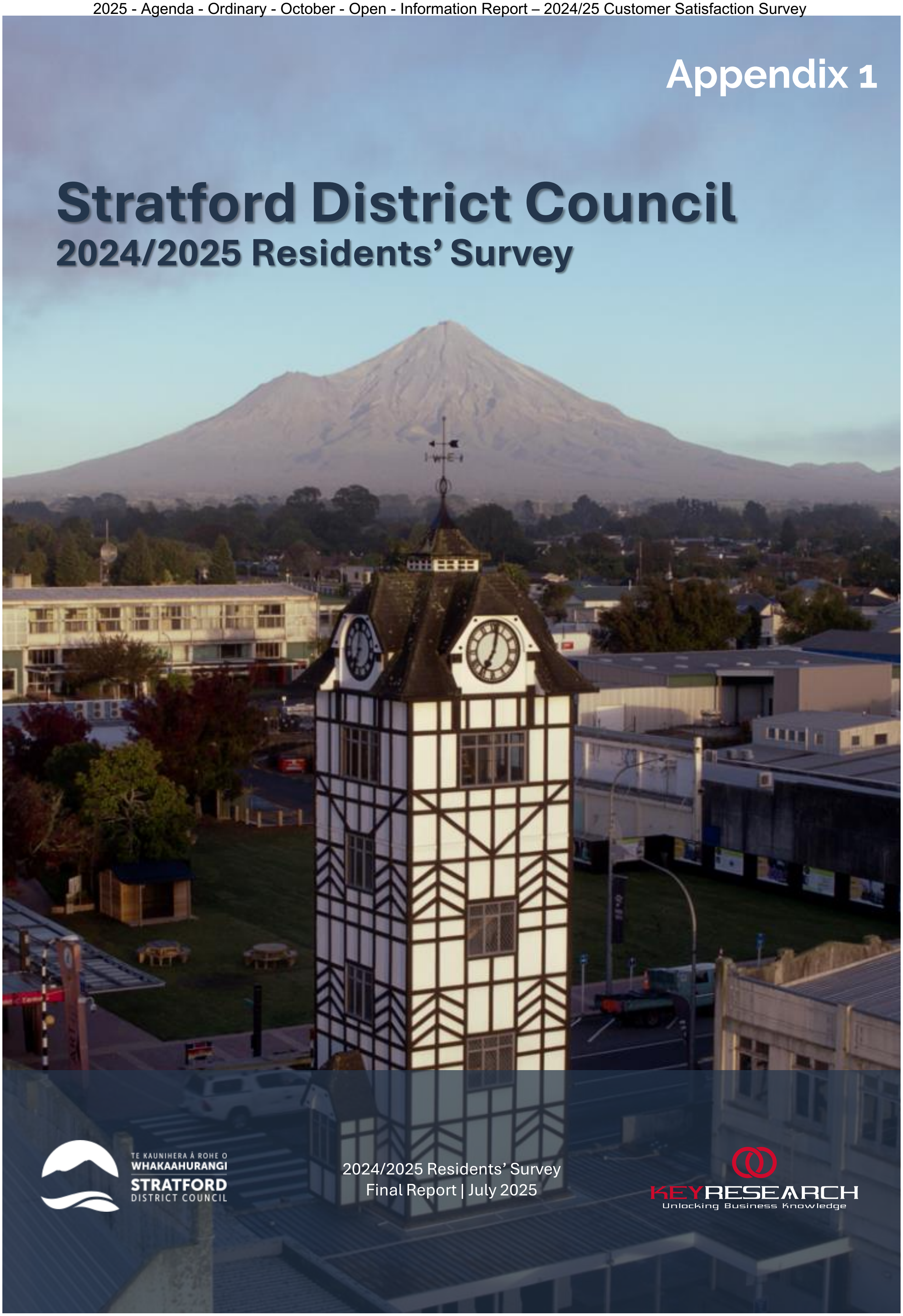
<u>Attachments</u>

Appendix 1 2024/25 Residents' Survey Final Report
Appendix 2 2024/25 Council Benchmarking Report

Gemma Gibson
Communications Manager

Kate Whareaitu
Director - Community Services

[Endorsed by]
Sven Hanne
Chief Executive **Date:** 1 October 2025



Appendix 1

Stratford District Council

2024/2025 Residents' Survey

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

2024/2025 Residents' Survey
Final Report | July 2025

KEYRESEARCH
Unlocking Business Knowledge

Table of Contents

Background, Objectives, and Methodology

Background

Stratford District Council has an ongoing need to measure how satisfied residents are with the resources, services and facilities provided by Council, and to identify improvement opportunities that will be valued by the community.

Research Objectives

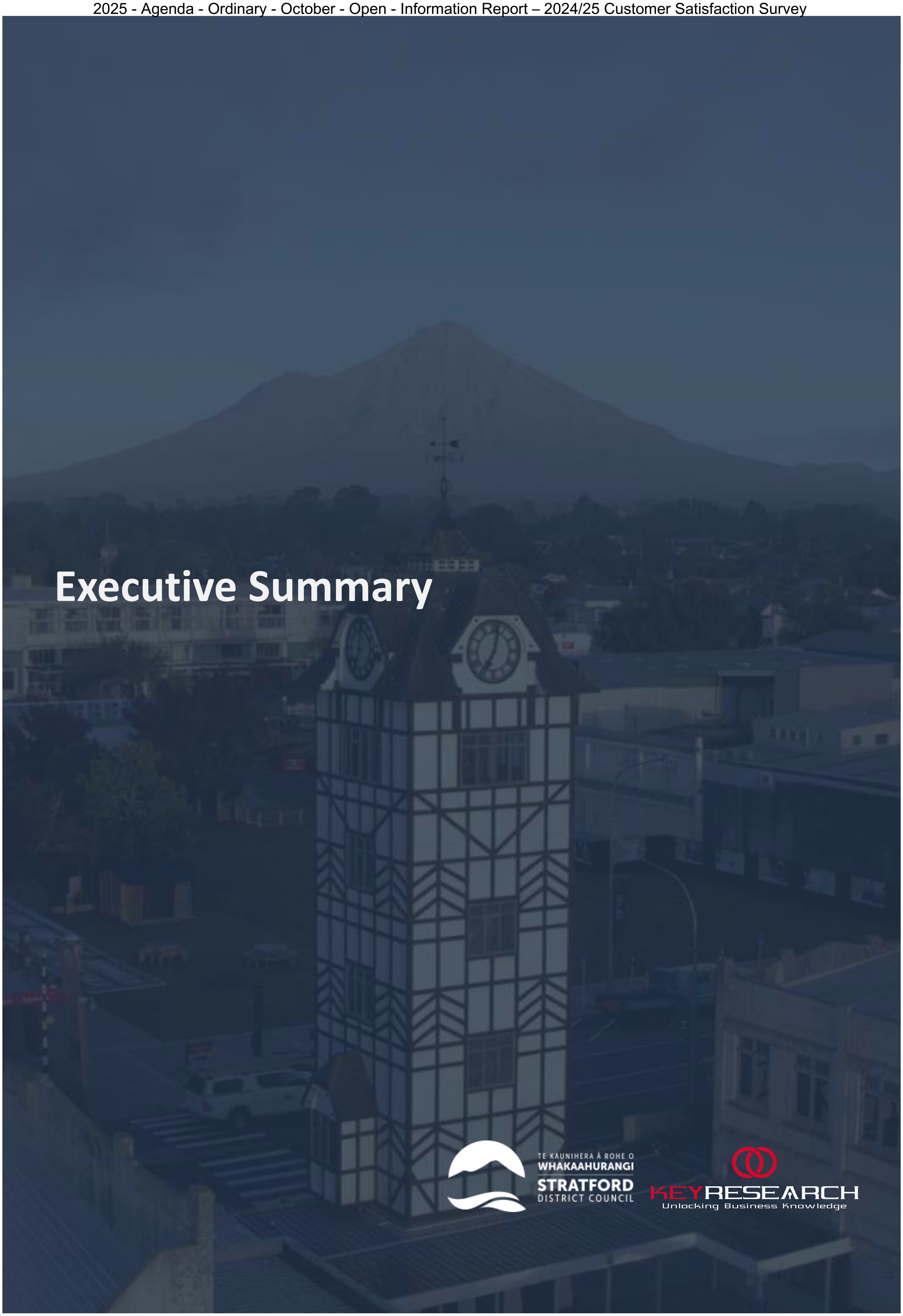
- To provide a robust measure of satisfaction with Stratford District Council's performance in relation to service delivery.
- To establish perceptions of various services, infrastructure and facilities provided by Council.
- To provide insights into how Council can best invest its resources to improve residents' satisfaction with its overall performance.
- To provide benchmarking of performance for Stratford District Council compared to other similar authorities.

Method

- A mixed method approach to data collection was utilised, consisting of an email invitation, in addition to a public link posted in Council's website. The email invite was sent to a random residents registered to the Council's communication database. Reminder emails were sent periodically to non-respondents in order to maximise the sample received and allow ample opportunity to respond.
- A total of 1,549 invitations were sent to residents registered to Council's communication database. 405 responses were collected over four periods; from 20 August to 11 September 2024, 7 November to 4 December 2024, 13 February to 21 March 2025, and 9 May to 12 June 2025 with a response rate of 26%.
- The questionnaire was designed in consultation with Stratford District Council and is structured to provide a comprehensive set of measures relating to core activities, services and infrastructure, and to provide a wider perspective of performance. This includes assessment of reputation and knowledge of Council's activities.
- Post data collection, the sample has been weighted so it is exactly representative of key population demographics based on the 2023 Census.
- At an aggregate level the survey has an expected 95% confidence interval (margin of error) of +/-4.86%.
- The margins of error associated with subgroups will be larger than this as the results become less precise as the sample size shrinks. Thus, results associated with particularly small sample sizes should be read with caution.

Notes

- The 2024/25 survey was conducted via email invites to residents in the Council's communication database and public link posting. Surveys in 2023/24 and earlier were conducted via mailout to randomly selected residents from the Electoral Roll. Caution is advised when comparing results year-on-year due to this change in methodology which may have contributed to a more pessimistic sentiment.
- Due to rounding, percentages may add to just over or under (+/- 1%) totals.
- All satisfaction scores exclude 'Don't know' responses.



Executive Summary

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

KEYRESEARCH
Unlocking Business Knowledge

Key Findings

- Satisfaction with Stratford District Council's ***Overall performance*** has declined significantly year-on-year (47% in 2024/25 compared to 59% in 2023/24). This decline is driven by decreases across key areas, including ***Image and reputation*** (50% from 56%) and ***Value for money*** (36% from 43%).

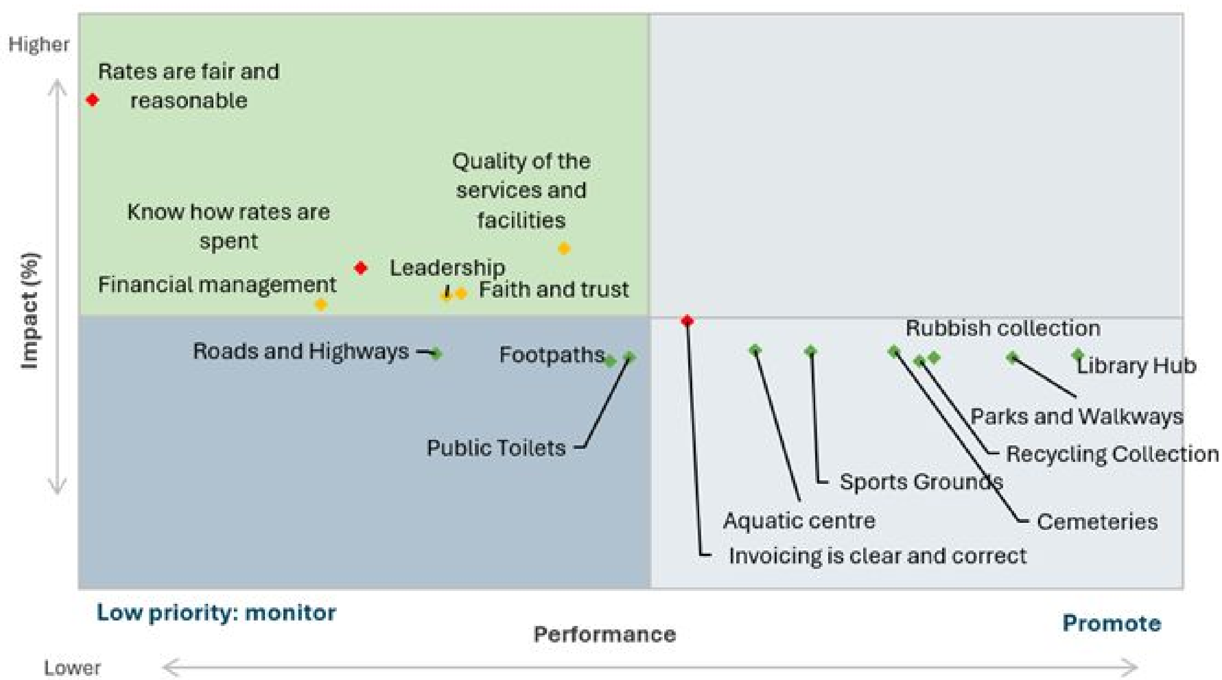
- Among all Council services, ***Roads*** (50%) and ***Footpaths*** (62%) have shown a significant improvement since 2024, increasing from 37% and 55%, respectively.

- Residents' perception of their ***Wellbeing*** remains high, with 78% rating it as 'good' to 'excellent'.

- Many residents who provided a general comment with regard to Stratford District Council performance expressed concerns about rates, specifically that ***Rates are too high*** (20%) and that the Council is ***Wasting taxpayers' money or needs better financial management*** (14%).

- Most aspects related to ***Image and reputation*** have reported a significant decline year-on-year, making most of its related measures key areas for improvement:
    - *Leadership*
    - *Faith and trust*
    - *Financial management in Council*
    - *Quality of the services and facilities*

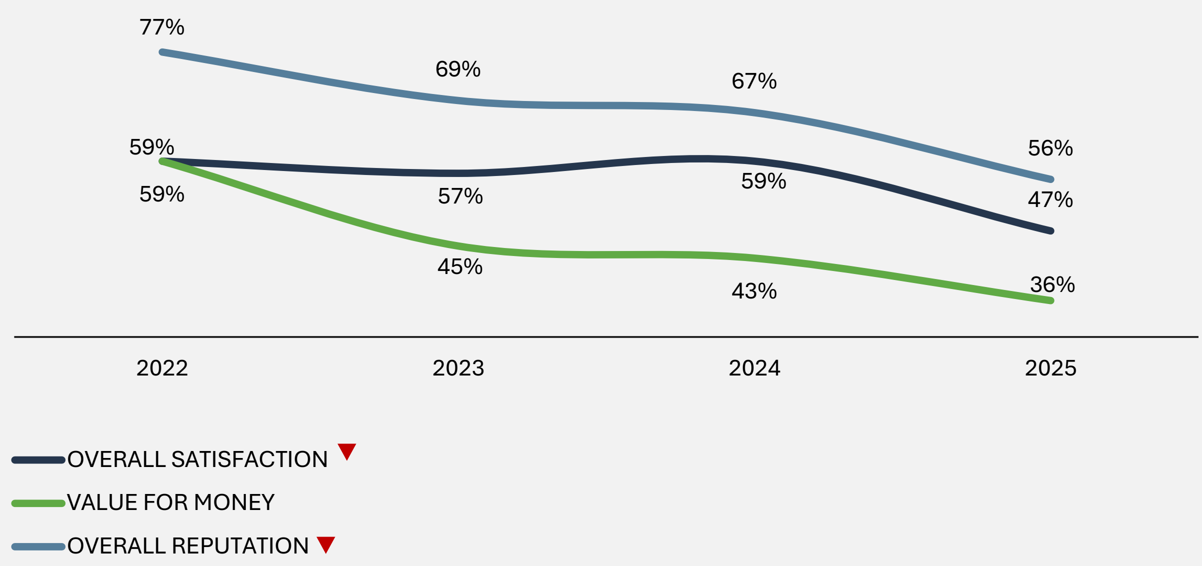
- *Rates are fair and reasonable* and *Know how rates are spent* have also been identified as priorities for improvement, reflecting ongoing concerns about rates and financial management.



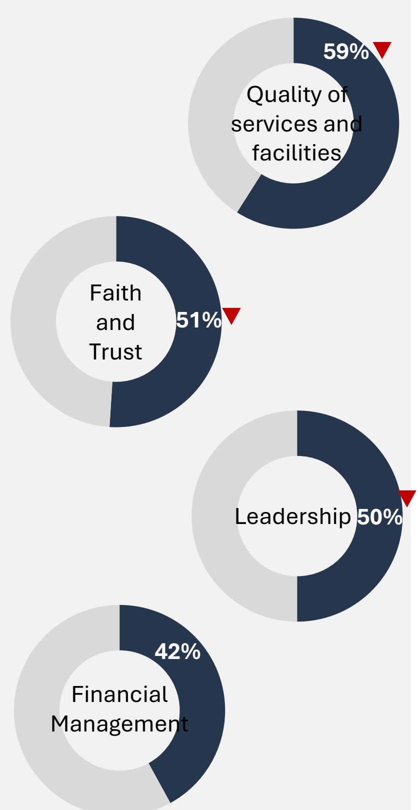
- Despite the decline, the Council's reputation benchmark remains within the 'Acceptable' range at +69, a decrease from +81 in 2024.

Summary of Key Performance Indicator

OVERALL MEASURES

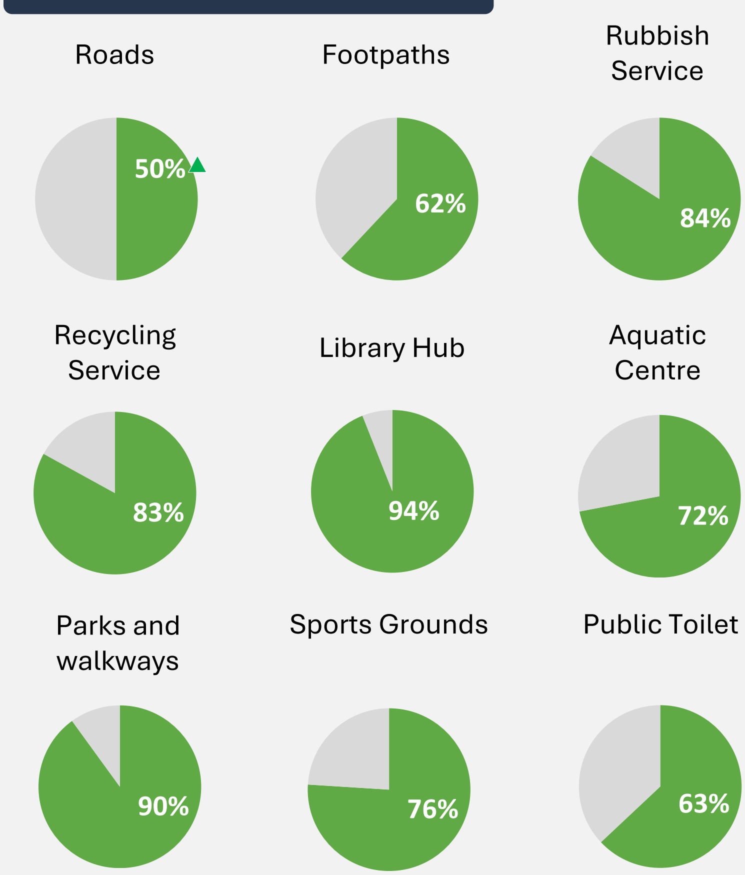


REPUTATION



Good (% 7-10)

SERVICES AND FACILITIES



Satisfied (% 7-10)

Trends in satisfaction (% 7-10)

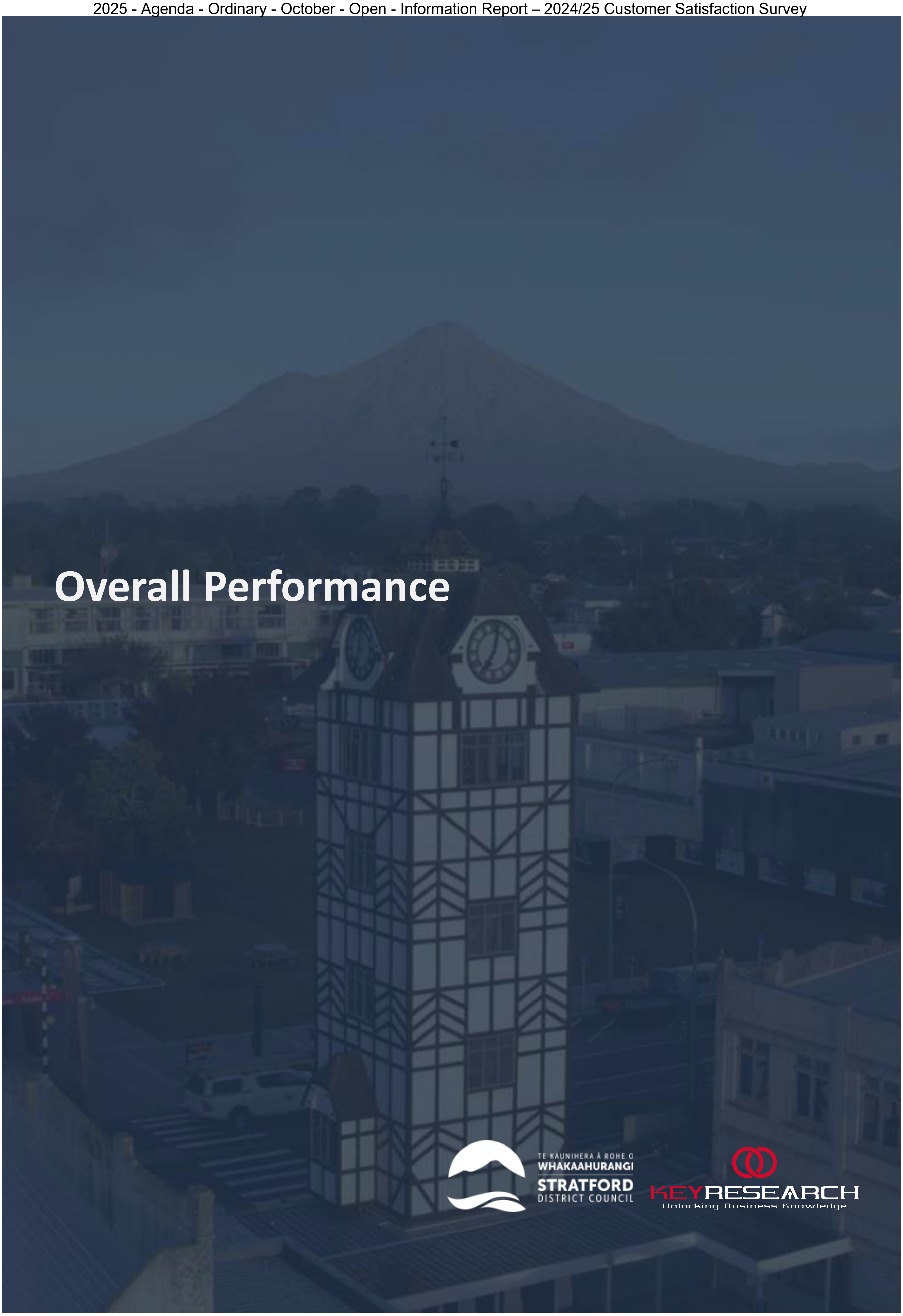
	Percentage of respondents satisfied, or very satisfied				
	Change	**2025**	**2024**	**2023**	**2022**
Overall satisfaction with roads (residential and rural) - overall	13%	50%	37%	30%	39%
Overall satisfaction with the level of service provided in the District's cemeteries	8%	82%	74%	68%	70%
Overall satisfaction with the Stratford district council footpaths	7%	62%	55%	57%	61%
Overall satisfaction with the council's rubbish collection service	2%	84%	82%	83%	83%
Overall satisfaction with the District's sports grounds	-	76%	76%	85%	83%
Overall satisfaction with the District's parks and walkways	-	90%	90%	90%	92%
Overall satisfaction with the council's recycling collection service	-1%	83%	84%	87%	84%
Overall wellbeing	-2%	78%	80%	81%	81%
Overall satisfaction with the performance of Council staff in handling your request or enquiry	-3%	79%	82%	83%	85%
Overall satisfaction with the level of service at the aquatic centre	-3%	72%	75%	84%	0%
Overall value for money	-7%	36%	43%	45%	59%
Overall satisfaction with the District's public toilets	-8%	63%	71%	67%	68%
Overall reputation	-11%	56%	67%	69%	77%
Overall satisfaction with the Stratford District Council	-12%	47%	59%	57%	69%
You're confident that the district is going in the right direction	-13%	49%	62%	64%	71%

Trends in satisfaction (% 7-10)

	Percentage of respondents satisfied, or very satisfied				
	Change	2025	2024	2023	2022
Morgan's Grave public toilets	36%	66%	30%	63%	14%
Whangamomona public toilets	7%	58%	51%	61%	55%
Service provided in the District's sports grounds - Swansea Road	6%	75%	69%	78%	84%
Service provided in the District's sports grounds - Victoria Park	5%	82%	77%	82%	84%
I know how my rates are spent	4%	45%	41%	44%	61%
Satisfied with the quality of public events and programmes	-	72%	-	-	-
Te Ara O Maru	-	37%	-	-	-
Centennial Restroom toilets	-	90%	90%	93%	95%
Service provided in the District's parks and walkways - Eastern Loop walkway	-1%	81%	82%	83%	87%
Service provided in the District's sports grounds - Page Street	-1%	66%	67%	75%	85%
Service provided in the District's parks and walkways - Victoria Park	-1%	88%	89%	88%	91%
Service provided in the District's parks and walkways - Western Loop walkway	-1%	86%	87%	87%	90%
Stratford offers a healthy lifestyle	-1%	73%	74%	75%	81%
satisfaction with how council keeps you informed	-1%	61%	62%	61%	63%
The information provided was accurate	-1%	84%	85%	85%	91%
Stratford is a safe place to live	-2%	71%	73%	71%	77%
Front desk staff were helpful and friendly	-3%	88%	91%	91%	95%
Overall quality of services at the Library hub	-3%	94%	97%	95%	97%
Stratford is an attractive place to live	-4%	66%	70%	67%	77%
Service provided in the District's parks and walkways - Carrington walkway	-4%	85%	89%	86%	88%

Trends in satisfaction (% 7-10)

	Percentage of respondents satisfied, or very satisfied				
	Change	2025	2024	2023	2022
Interaction with you	-4%	59%	63%	74%	91%
Staff had good understanding of what you wanted	-4%	86%	90%	87%	90%
Service provided in the District's parks and walkways - Three Bridges Trail	-5%	89%	94%	93%	91%
Service provided in the District's parks and walkways - King Edward Park	-5%	87%	92%	88%	90%
Service provided in the District's parks and walkways - Windsor Park	-6%	77%	83%	82%	86%
Financial management	-6%	42%	48%	52%	68%
Invoicing is clear and correct	-8%	67%	75%	75%	82%
Service provided in the District's parks and walkways - Playgrounds in Victoria or King Edward Park	-9%	81%	90%	90%	92%
Trust	-9%	51%	60%	62%	66%
Stratford Bike Park toilets	-9%	69%	78%	71%	77%
Town Centre toilets on Broadway	-10%	54%	64%	62%	82%
Percy Thomson Complex public toilets	-10%	86%	96%	95%	96%
Quality of the services and facilities	-10%	59%	69%	67%	76%
Annual property rates are fair and reasonable	-10%	26%	36%	33%	46%
TET Stadium public toilets	-10%	46%	56%	50%	54%
Decisions made by the council represent the best interests of the District	-10%	46%	56%	56%	65%
Council's role in supporting community development in the Stratford District	-11%	55%	66%	68%	74%
Leadership	-13%	50%	63%	63%	71%
Exeloo toilets in Victoria Park	-17%	42%	59%	43%	61%
Kopuatama Cemetery public toilets	-32%	56%	88%	65%	86%
Service provided in the District's parks and walkways - Adrian Street Reserve	-41%	44%	85%	82%	93%



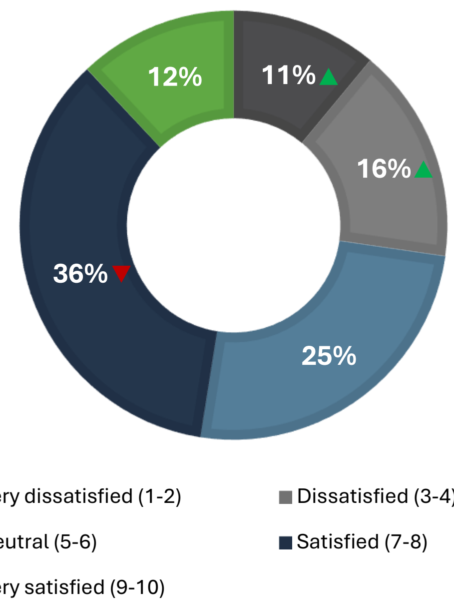
Overall Performance

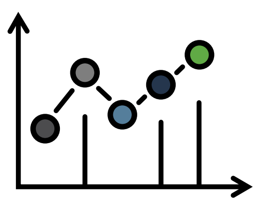
TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

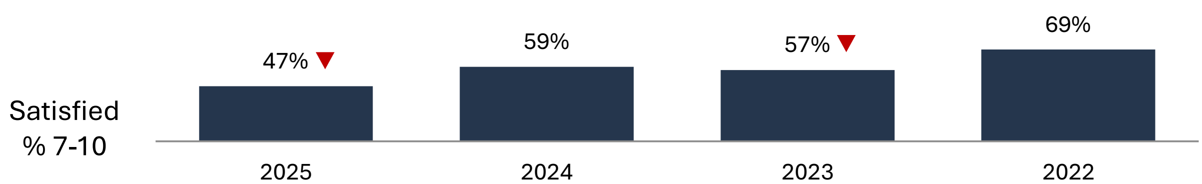
KEYRESEARCH Unlocking Business Knowledge

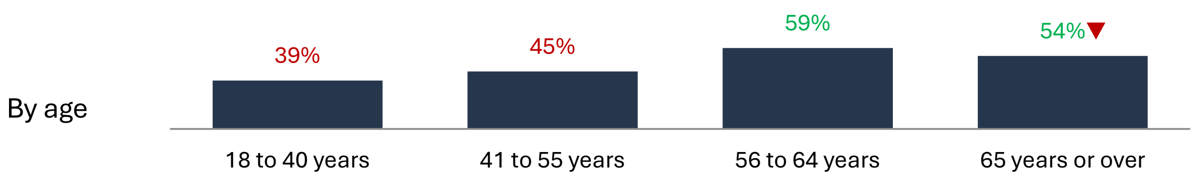
Overall Satisfaction with Stratford District Council

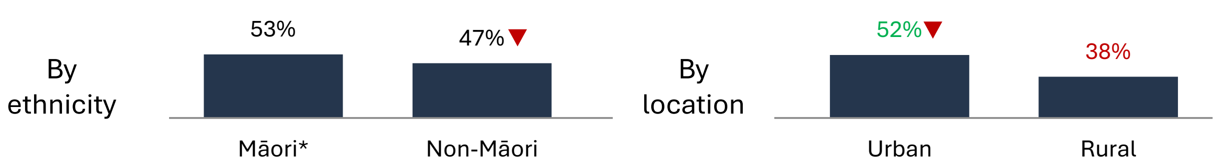
- ***Overall satisfaction with Council*** has significantly declined, decreasing by 11% points year on year, from 59% in 2024 to 47% in 2025.
- A decline in satisfaction has been reported across all demographic groups, with significantly lower results among those aged 65 years or over (54% from 72%), non-Māori (47% from 57%), and those in urban areas (52% from 64%), compared to 2024.









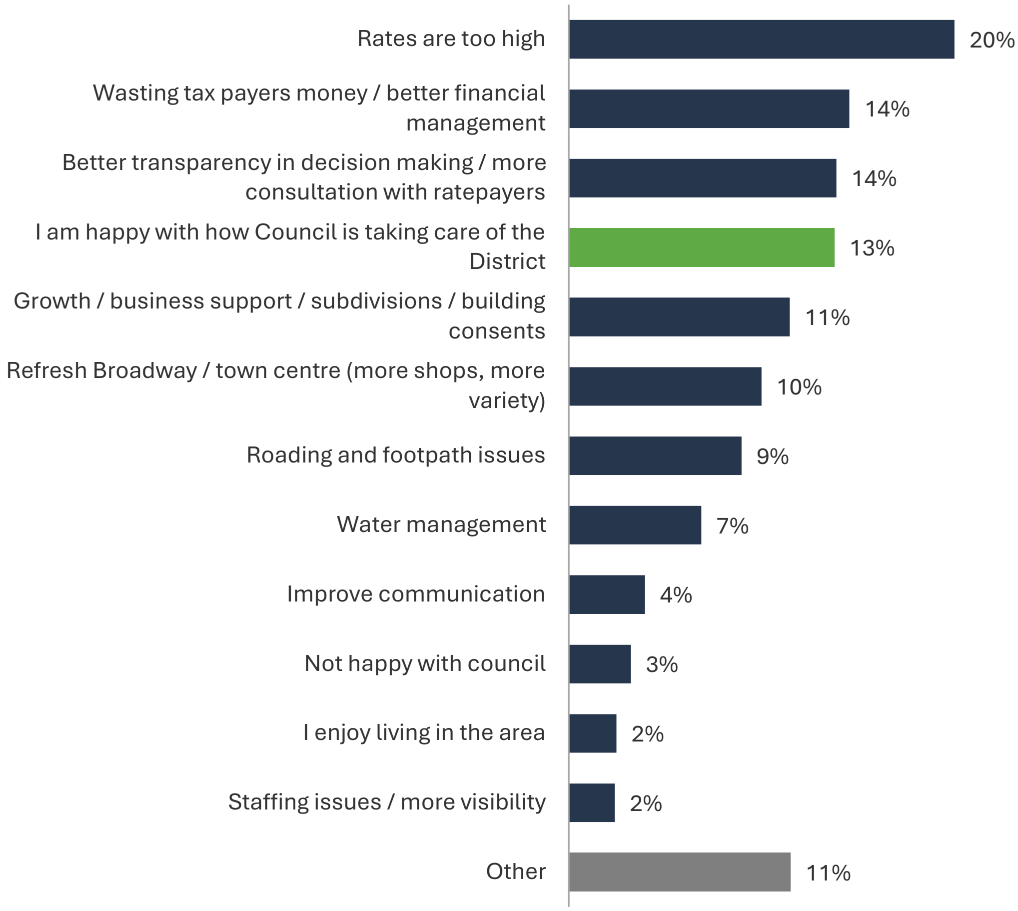


Notes:

1. OV1. When you think about Council overall, their image and reputation, the services and facilities they provide and the rates and fees that you pay, overall, how satisfied are you with Stratford District Council? n=355
2. *Caution: Small sample size (n<30). Results are indicative only.:

Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*

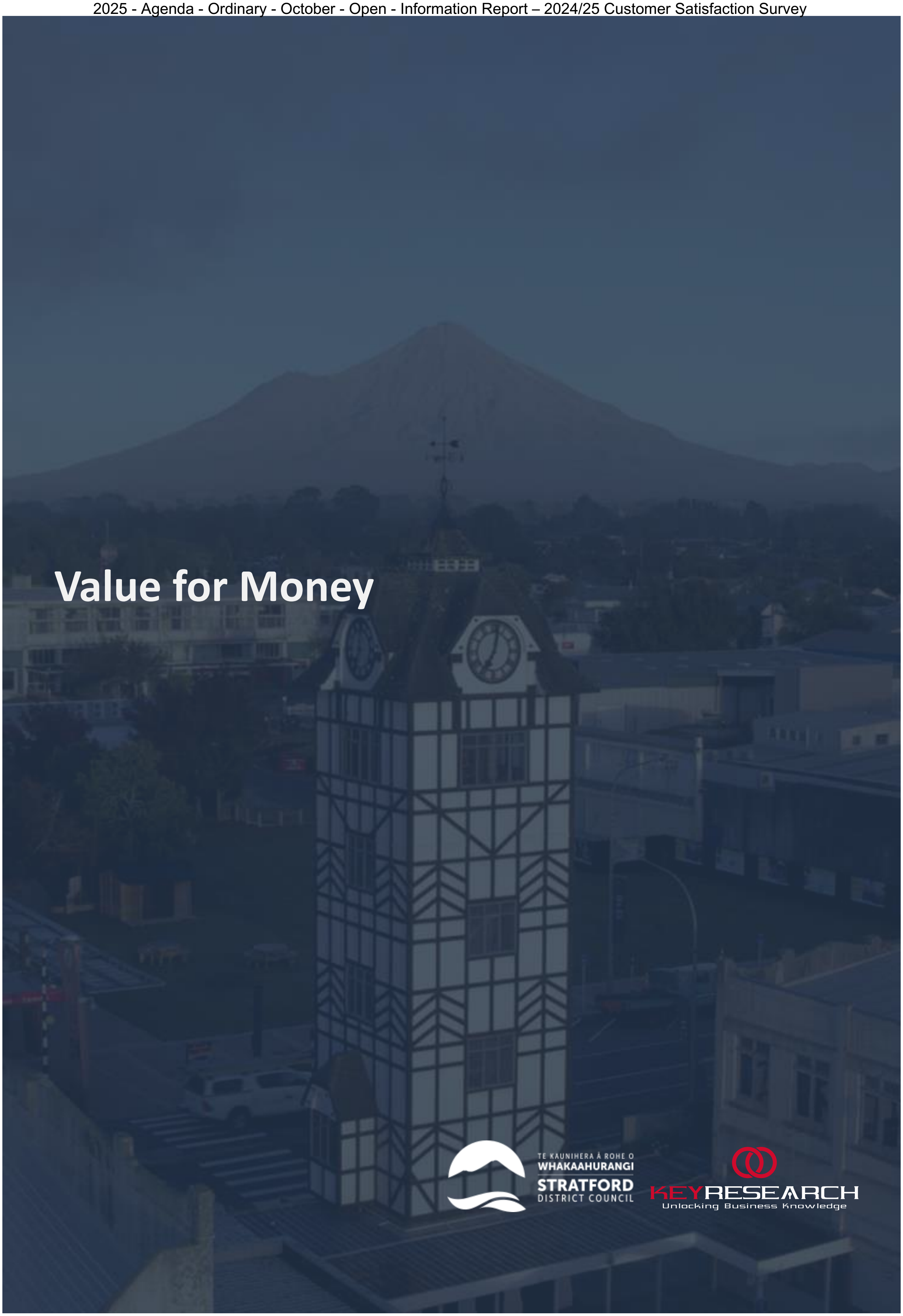
General Comments



- *As a whole, I feel the Council and the decisions that are made cover the majority in the area well. You will never please everyone no matter the situation.*
- *I've always had a good run with the Stratford Council staff I have dealt with over the years. They are a great team.*
- *Apart from mismanagement of barking dogs, the Stratford Council are among the best around. Hats off to you guys.*
- *It might be going in the right direction, but it is slow going.*
- *I think there is some improvement to be made but they are on the right track.*
- *Generally, I think the Council staff and Councillors do well in current tough environment.*
- *I think it is done reasonably well in Stratford.*

- *The rates rise is a bad sign.*
- *Our rates are horrendous considering we don't get anything. We supply our own water, sewage, and rubbish collection. Stop putting rates up.*
- *Please stop creating debt for non-essential services.*
- *That they are meant to public servants, and it's not their money they are wasting on bad quality products and repairs over and over again.*
- *Keep to their core functions. No more spending on free movies. Be more transparent in spending.*
- *Fix up the Building Consent time.*
- *I hope that they get the next subdivision done soon.*
- *We need to bring more people, and shops, into Stratford. There's not enough just lots of eating places, Pak N Save, and the Warehouse.*

Notes:
1. OV4. Are there any other comments you would like to make about Stratford District Council? n=85



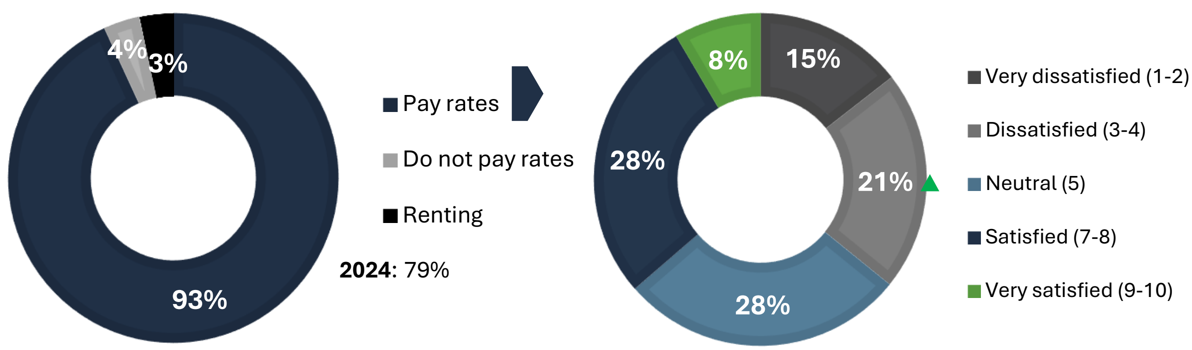
Value for Money

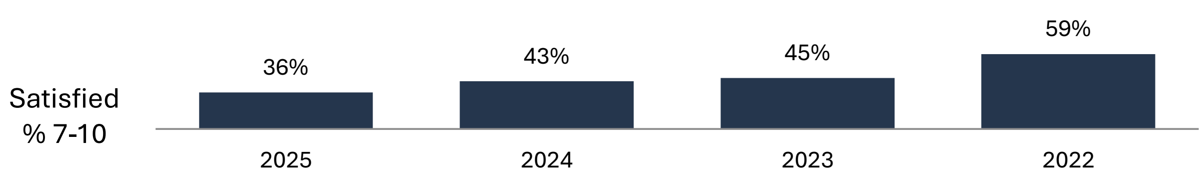
TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

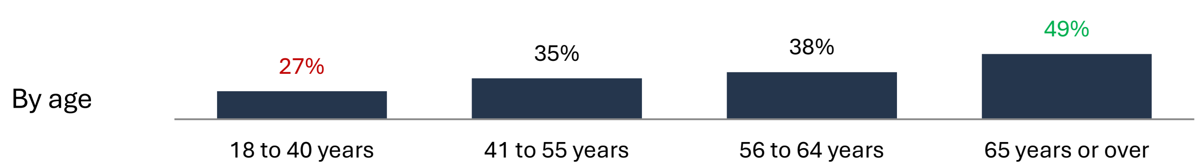
KEYRESEARCH
Unlocking Business Knowledge

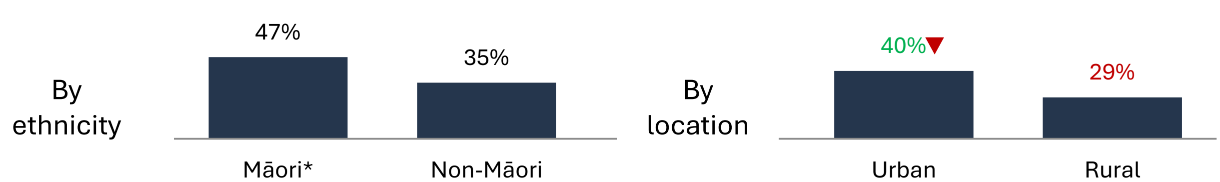
Value for Money

- Among ratepayers, 36% are satisfied with how their rates are spent on Council services and facilities, and the overall ***Value for money*** received.
- Satisfaction among respondents aged 18 to 34 is the lowest across all age groups, at just 27%.
- The proportion of respondents who are 'dissatisfied' has significantly increased since 2024 (21% from 10%). Among those who provided a general comment, the most common concerns related to value for money were ***Rates are too high*** (20%), and ***Wasting tax payers money or better financial management*** (14%). See page 12.





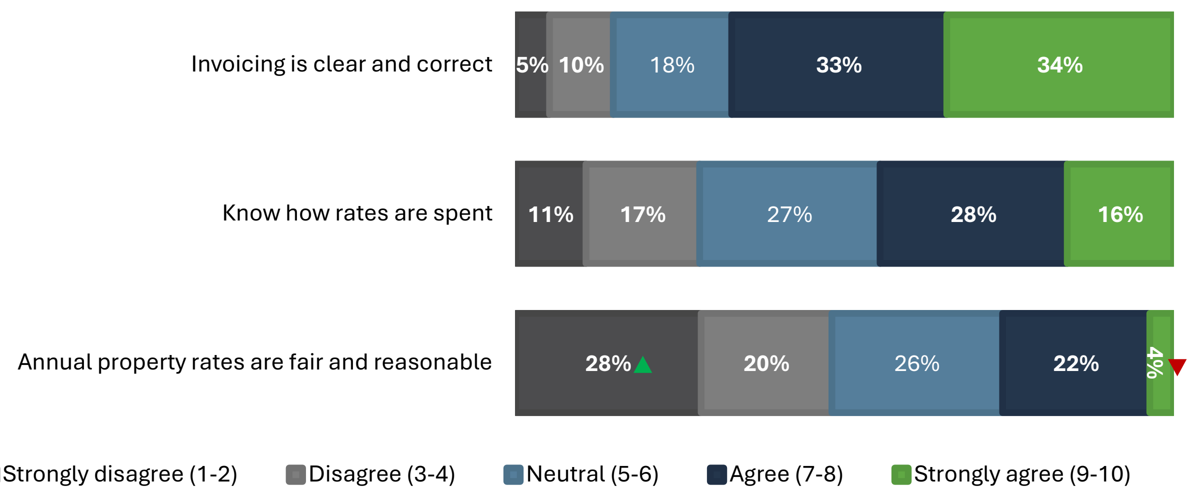




Notes:
1. VM1. Do you pay rates on a property in the Strafford District? n=373
2. VM3. Thinking about everything Stratford District Council has done over the past twelve months and what you have experienced of its services and facilities, how satisfied are you with how rates are spent on services and facilities provided by Council, and the value for money you get for your rates? n=327
3. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*

Other Measures Related to Value for Money



Scores with % 7 - 10	2025	2024	2023	2022
Invoicing is clear and correct	67%▼	75%	75%	82%
Know how rates are spent	45%	41%	44%	61%
Annual property rates are fair and reasonable	26%▼	36%	33%	46%

Scores with % 7 - 10 (by age groups)	18 to 40 years	41 to 55 years	56 to 64 years	65 years or over
Invoicing is clear and correct	61%	63%	67%▼	79%
Know how rates are spent	35%	46%	47%	55%
Annual property rates are fair and reasonable	25%	21%	28%	31%▼

Scores with % 7 - 10 (by location and ethnicity)	Māori*	Non-Māori	Urban	Rural
Invoicing is clear and correct	53%	69%	70%▼	61%
Know how rates are spent	42%	45%	52%	29%
Annual property rates are fair and reasonable	30%	26%▼	30%▼	17%

Notes:

1. VM2. How strongly do you agree or disagree with the following statements?
    a. Annual property rates are fair and reasonable n=341
    b. Invoicing is clear and correct n=344
    c. I know how my rates are spent n=333
2. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

Between demographics
Significantly higher
Significantly lower

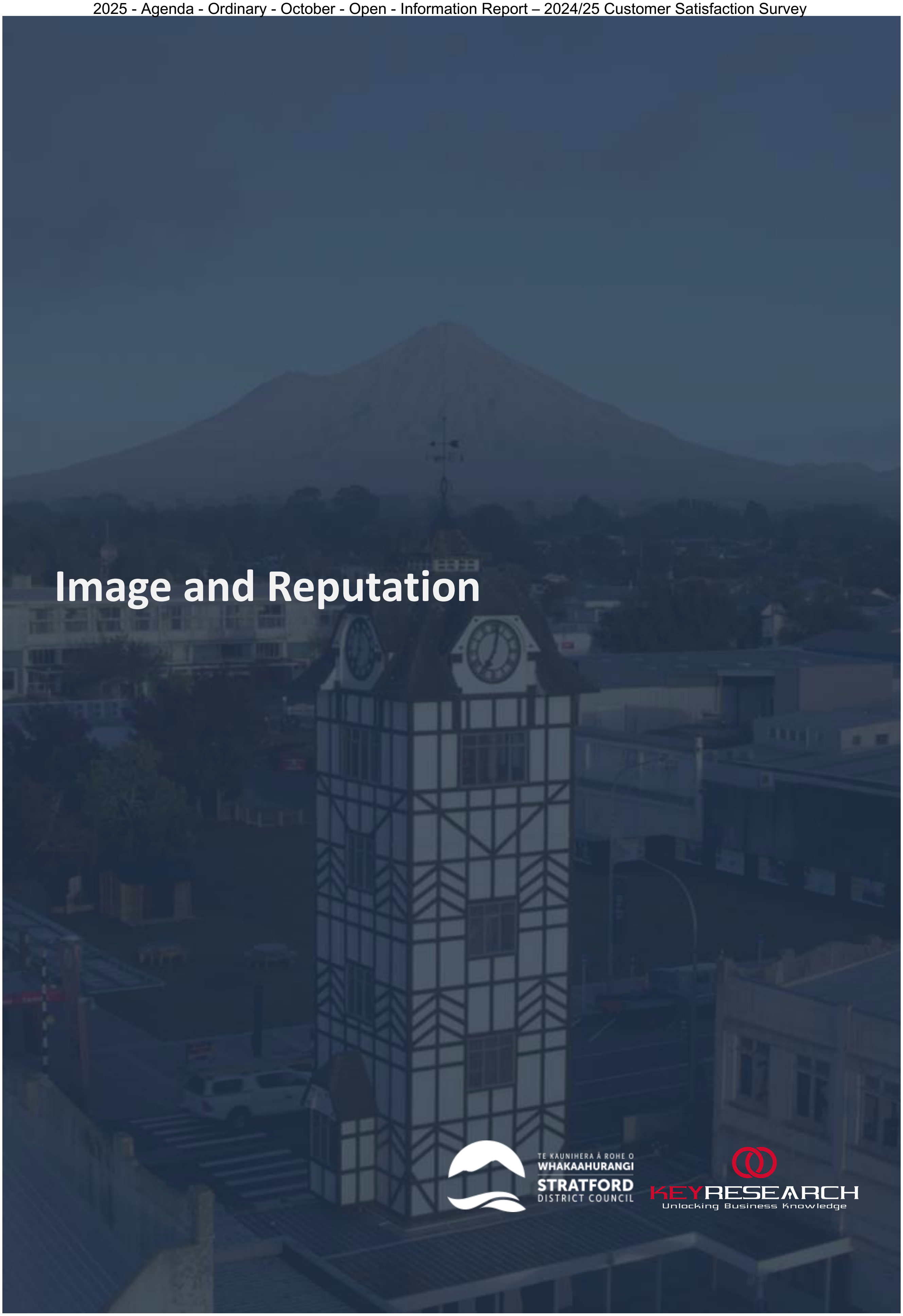
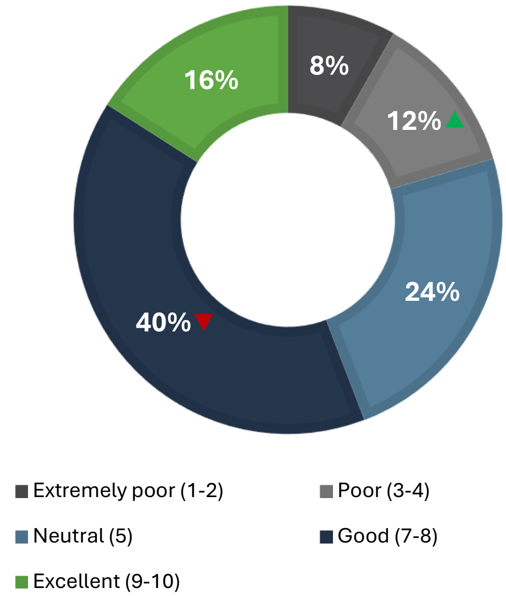
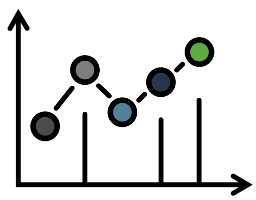


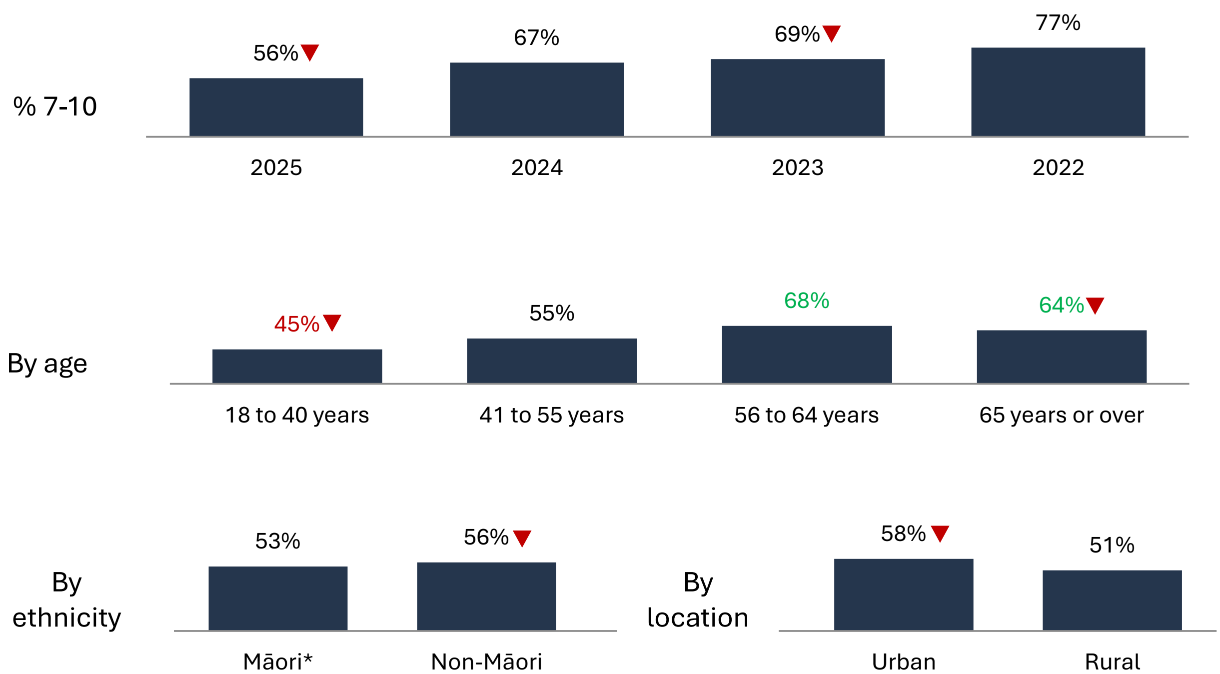
Image and Reputation

Image and Reputation

- Residents' perception of the Council's ***Image and reputation*** has significantly declined, from 67% in 2024 to 56% in 2025.
- Among all related measures, ***Financial management*** (42%) received the lowest score.
- Despite the significant decline from 69%, ***Quality of services and facilities*** was rated the highest at 59%.





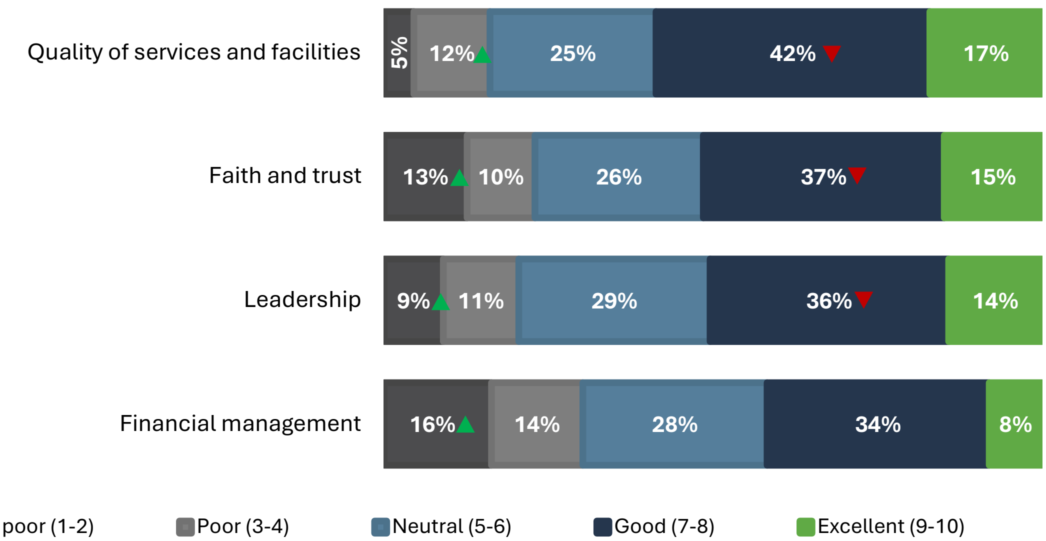


Notes:

1. REP5. Everything considered, leadership, trust, financial management and quality of services provided, how would you rate the Stratford District Council for its overall reputation? n=353
2. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year	Between demographics
▲ Significantly higher	Significantly higher
▼ Significantly lower	Significantly lower

Other Measures Related to Image and Reputation



Scores with % 7 - 10	2025	2024	2023	2022
Quality of services and facilities	59%▼	69%	67%▼	76%
Faith and trust	51%▼	60%	62%	66%
Leadership	50%▼	63%	63%▼	71%
Financial management	42%	48%	52%▼	68%

Scores with % 7 - 10 (by age groups)	18 to 40 years	41 to 55 years	56 to 64 years	65 years or over
Quality of services and facilities	49%	59%	71%	64%▼
Faith and trust	42%	52%	58%	60%▼
Leadership	38%▼	53%	53%	65%▼
Financial management	34%	40%	52%	47%▼

Scores with % 7 - 10 (by location and ethnicity)	Māori*	Non-Māori	Urban	Rural
Quality of services and facilities	62%	58%▼	61%▼	54%
Faith and trust	51%	52%	55%	45%
Leadership	42%▼	52%▼	54%▼	44%
Financial management	47%	41%	43%	39%

Notes:

1. REP1. …how would you rate the Council for its leadership? n=335
2. REP2. …overall, how would you rate the Council in terms of the faith and trust you have in them? n=346
3. REP3. …how would you rate the Council overall for its financial management? n=315
4. REP4. …how would you rate the Council for the quality of the services and facilities they provide the Stratford District? n=359
5. *Caution: Small sample size (n<30). Results are indicative only.

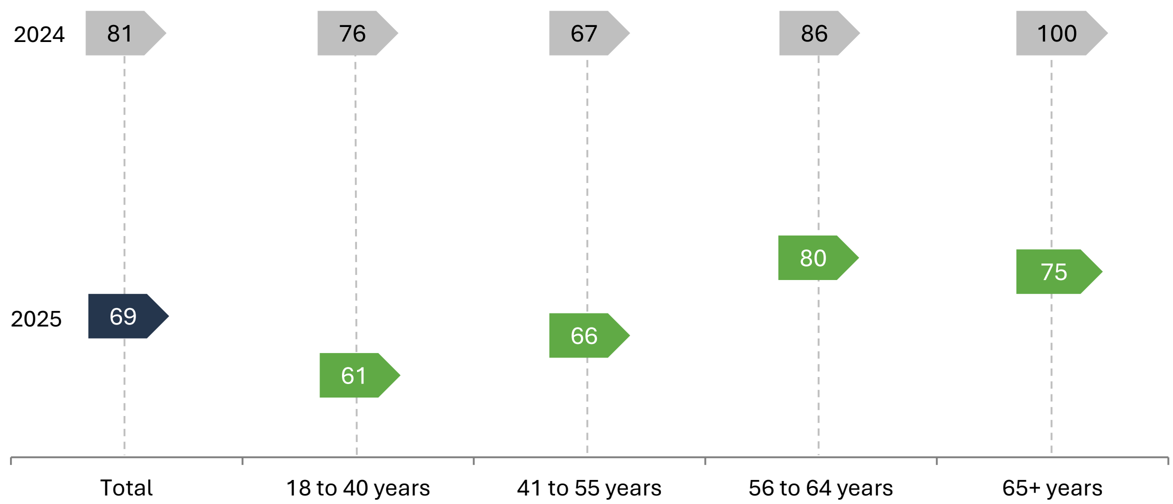
Year-on-year

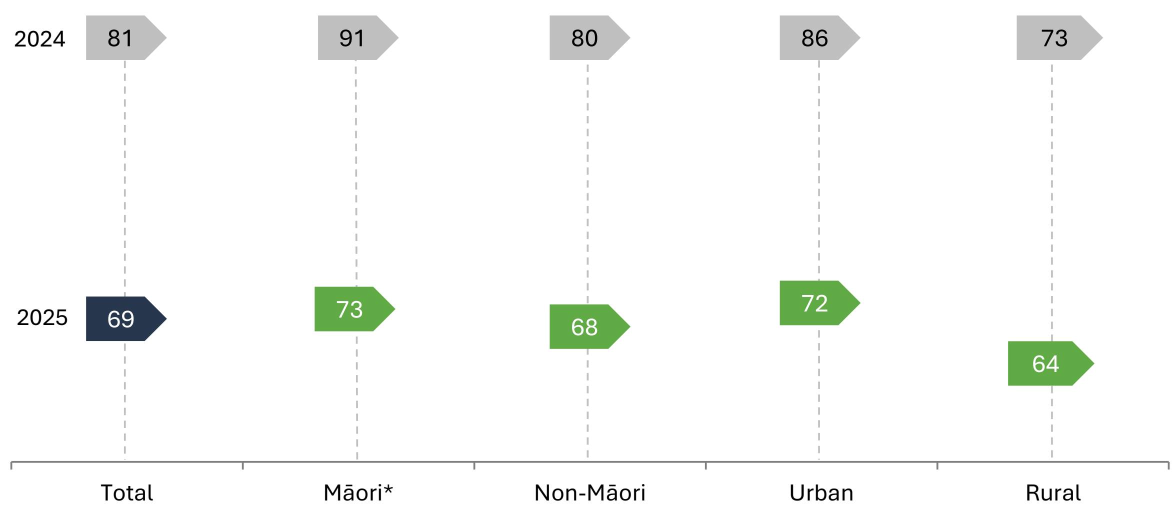
▲ *Significantly higher*
▼ *Significantly lower*

Between demographics

Significantly higher
Significantly lower

Reputation Benchmark





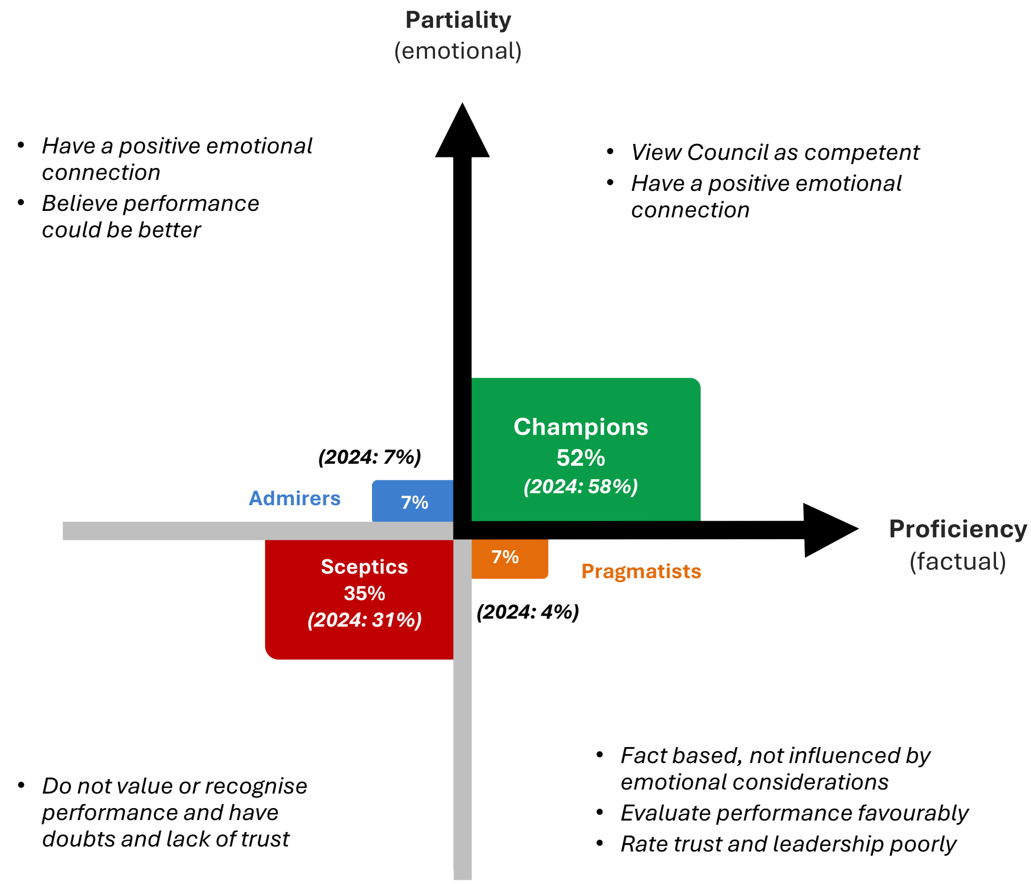
- Despite the decline, Council's reputation benchmark remains at an 'Acceptable' range of +69.
- Residents aged 56 to 64 recorded the highest reputation score at +80, placing them in the 'Excellent' range.

NOTES:
1. REP5. Everything considered, leadership, trust, financial management and quality of services provided, how would you rate the Stratford District Council for its overall reputation? n=353
2. Excludes don't know response
3. The benchmark is calculated by rescaling the overall reputation measure to a new scale between -50 and +150 to improve granularity for the purpose of benchmarking.
4. *Caution: Small sample size (n<30). Results are indicative only.

Key:

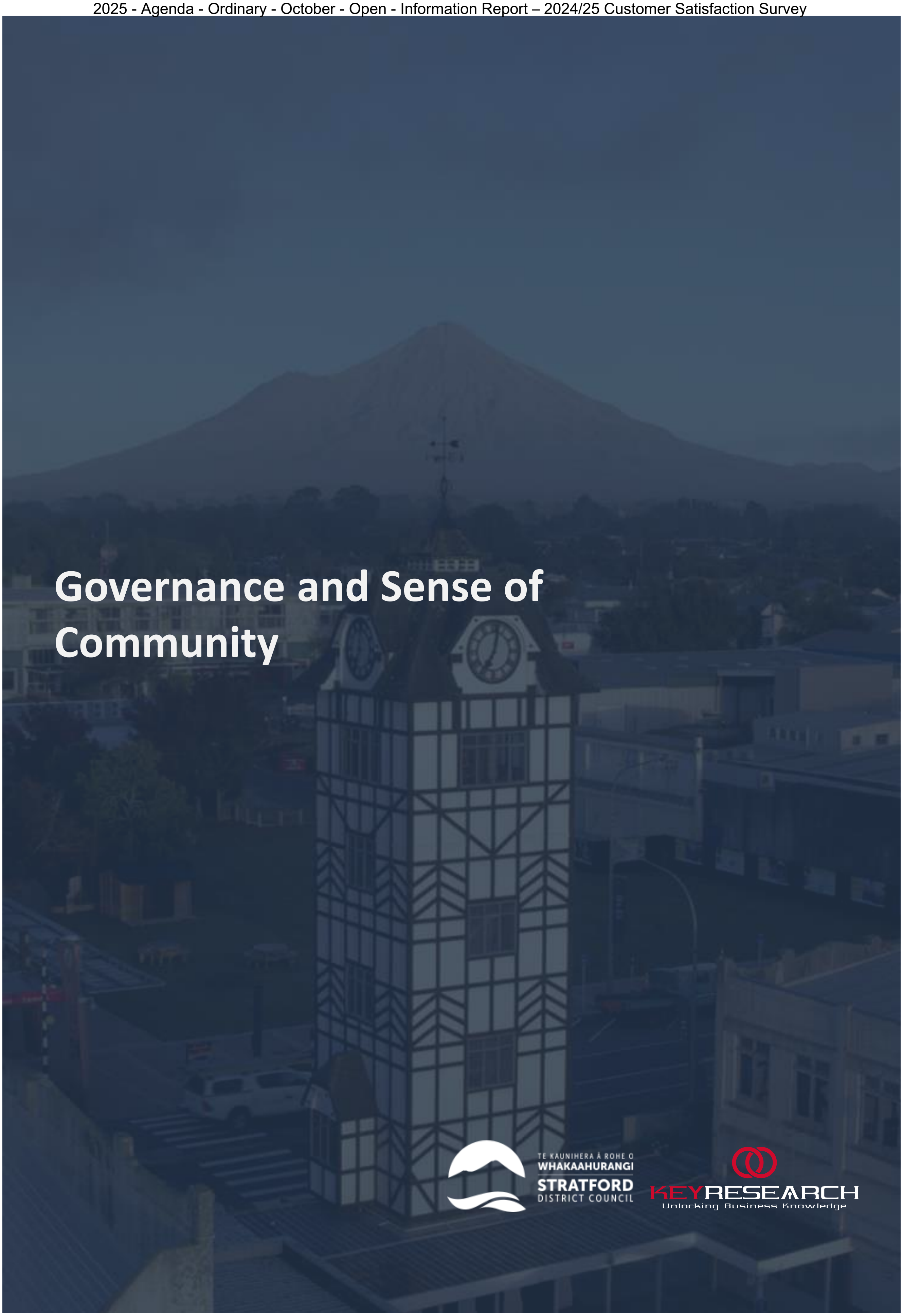
>80	Excellent reputation
60-79	Acceptable reputation
<60	Poor reputation
150	Maximum score

Reputation Profile



- *'Champions'* make up the largest group, with over half (52%) of respondents. Residents aged 56 to 64 years (67%) and 65 years or over (61%) are more likely to be '*Champions*', while those aged 18 to 40 are more likely to be '*Sceptics'* (45%) compared to other demographic groups.
- The second largest group of residents are classified as '*Sceptics*' (35%). This is the group that are the least supportive of the Council. They do not perceive Council as being trustworthy, and disagree with the leadership and financial decisions.
- '*Pragmatists*' (7%) are the group that mostly approves of the Council's decision-making, however, they lack trust and often are not satisfied with leadership performance.
- 7% of the District's residents are classified as '*Admirers*'. This group might not support all of Council's decisions, but overall, they trust that Council is acting in the best interests of the District.

NOTES:
1. Segments have been determined using the results from a set of five overall level questions
2. REP1. …how would you rate the Council for its leadership? n=335
3. REP2. …overall, how would you rate the Council in terms of the faith and trust you have in them? n=346
4. REP3. …how would you rate the Council overall for its financial management? n=315
5. REP4. …how would you rate the Council for the quality of the services and facilities they provide the Stratford District? n=359
6. REP5. Everything considered, leadership, trust, financial management and quality of services provided, how would you rate the Stratford District Council for its overall reputation? n=353
7. Excludes don't know response

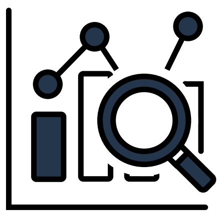


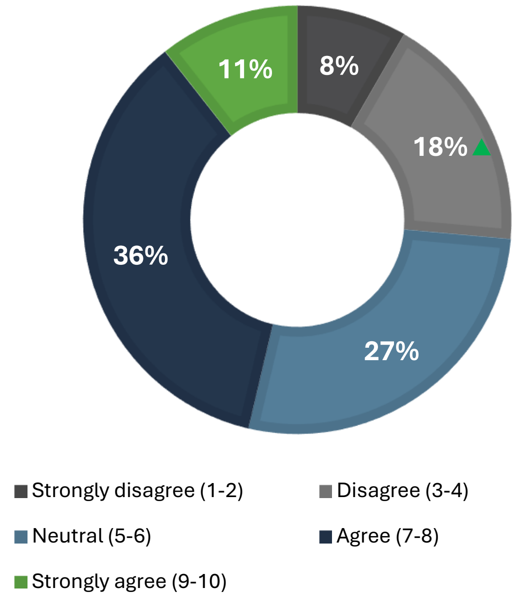
Governance and Sense of Community

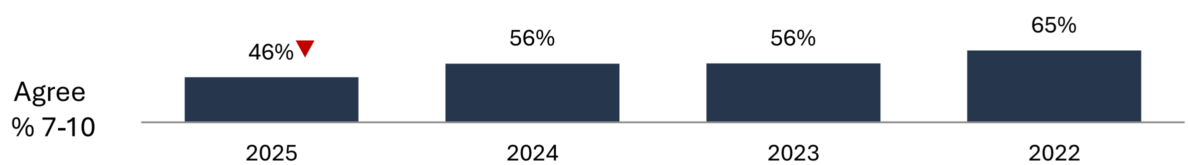
Perceptions of Council Decision-Making

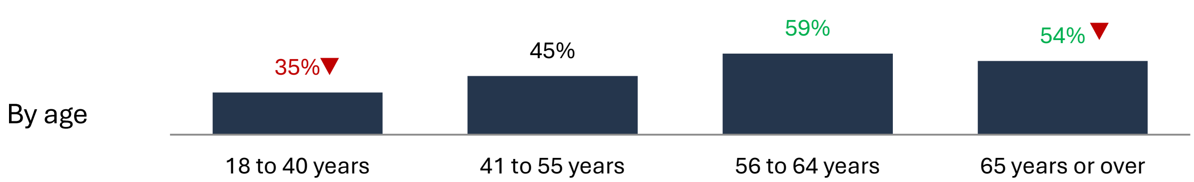
- Residents' perception that ***Council decisions represent the best interests of the District*** has significantly declined, from 56% in 2024 to 46% in 2025.

- Respondents aged 18–40 years are the age group least likely to agree with this statement (35%), in contrast, agreement is reported at 59% for those aged 56-64 years.









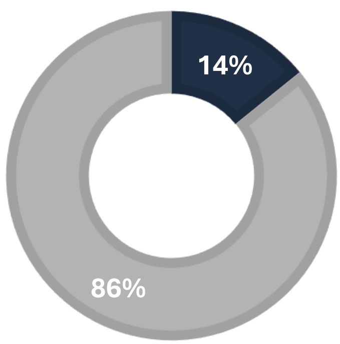
Notes:

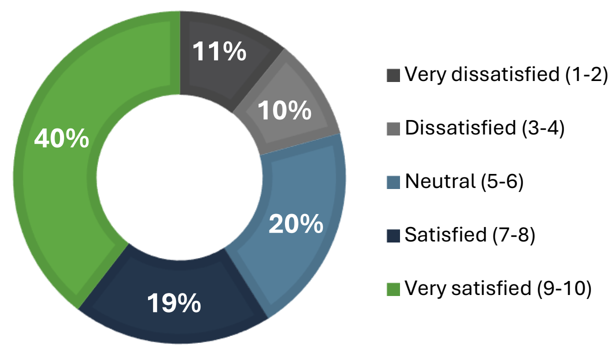
1. GOV1. Using the same scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how strongly do you agree that the decisions made by the Council represent the best interests of the District? n=345
2. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*

Contact with the Mayor or the Councillors

- Over one in ten (14%) residents have contacted the Mayor or Councillors in the past year.
- Among them, nearly six in ten (59%) were satisfied with the interaction.





	2025	2024	2023	2022
Contacted the Mayor or Councillors in the past year	14%	11%	10%	11%
Satisfaction with the interaction (% 7 – 10)	59%	63%	74%	91%

Notes:
1. GOV2. Have you contacted the Mayor or the Councillors in the past year? n=384 Yes n=55
2. GOV3. How did you find their interaction with you? n=55

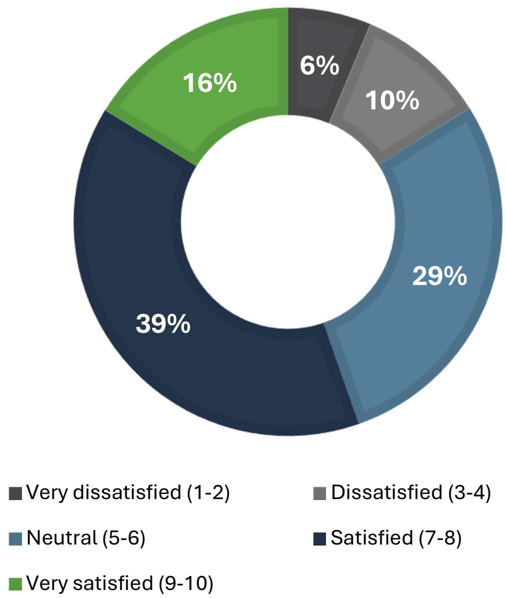
Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

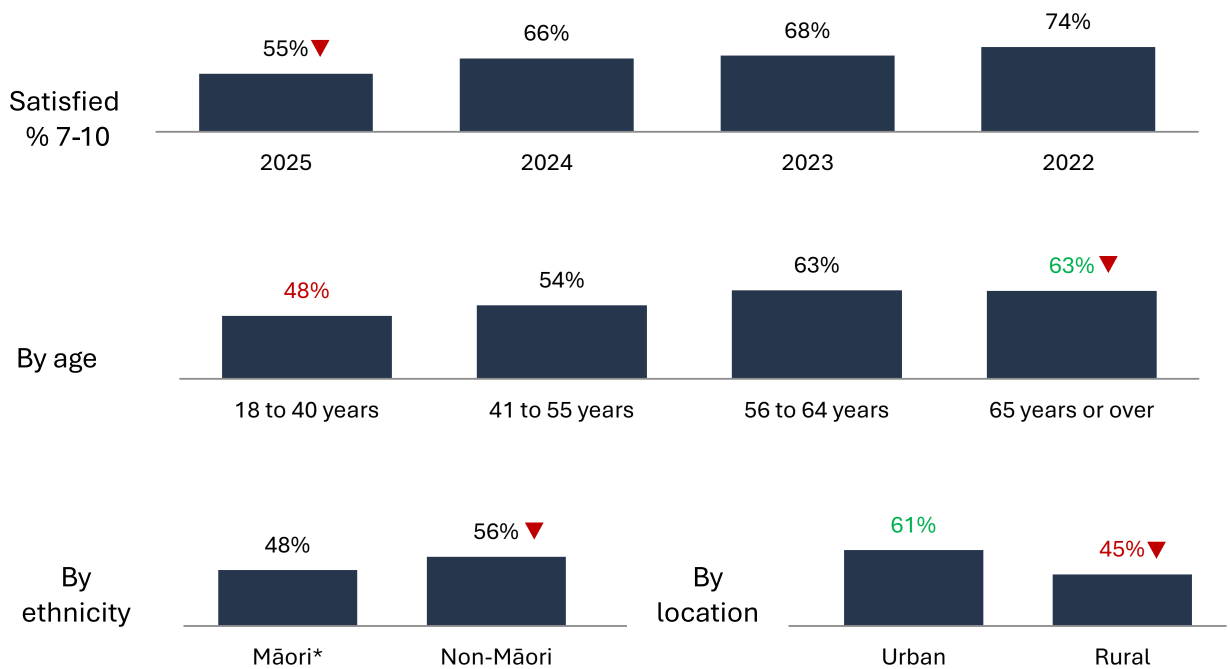
Between demographics
Significantly higher
Significantly lower

Council's Role in Supporting Community Development

- Residents' perception of the ***Council's role in supporting community development in the District*** has significantly declined from 66% in 2024 to 55% in 2025.

- There is an opportunity to enhance community development by adding more activities or initiatives, as 37% of those who provided a comment in regard to Stratford's Sense of Community and Council's Role in Community Development said the ***Council needs to do more, be more involved with the community, or listen to what people want***. *See page 64*.





Notes:

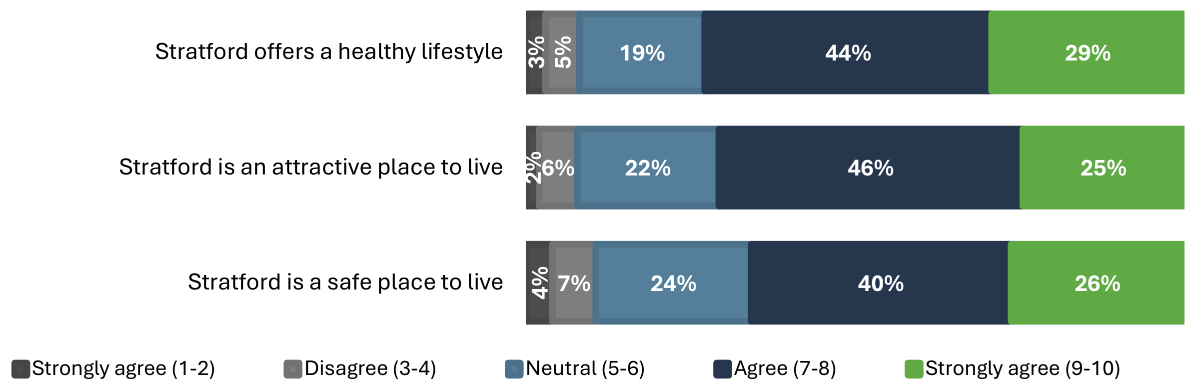
1. CS1. Using a scale of 1 to 10 where 1 is 'very dissatisfied' and 10 is 'very satisfied', how satisfied are you with the Council's role in supporting community development in the Stratford District? n=333
2. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year	Between demographics
▲ Significantly higher	Significantly higher
▼ Significantly lower	Significantly lower

Sense of Community

- 73% of residents agree that ***Stratford offers a healthy lifestyle***, with this perception highest among those aged 65 and over (82%). Meanwhile, 71% of residents believe that ***Stratford is an attractive place to live***. However, there has been a significant decline in agreement among residents aged 65 years and over, declining from 87% in 2024 to 72% in 2025.

- 66% of respondents agree that ***Stratford is a safe place to live.***



Scores with % 7 - 10	2025	2024	2023	2022
Stratford offers a healthy lifestyle	73%	74%	75%▼	81%
Stratford is an attractive place to live	66%	70%	67%▼	77%
Stratford is a safe place to live	71%	73%	71%▼	77%

Scores with % 7 - 10 (by age groups)	18 to 40 years	41 to 55 years	56 to 64 years	65 years or over
Stratford offers a healthy lifestyle	65%	70%	80%	82%
Stratford is an attractive place to live	60%	67%	68%	72%▼
Stratford is a safe place to live	62%	68%	81%	80%

Scores with % 7 - 10 (by location and ethnicity)	Māori*	Non-Māori	Urban	Rural
Stratford offers a healthy lifestyle	69%	73%	74%	70%
Stratford is an attractive place to live	76%	64%	66%▼	65%
Stratford is a safe place to live	82%	69%	72%	68%

Notes:

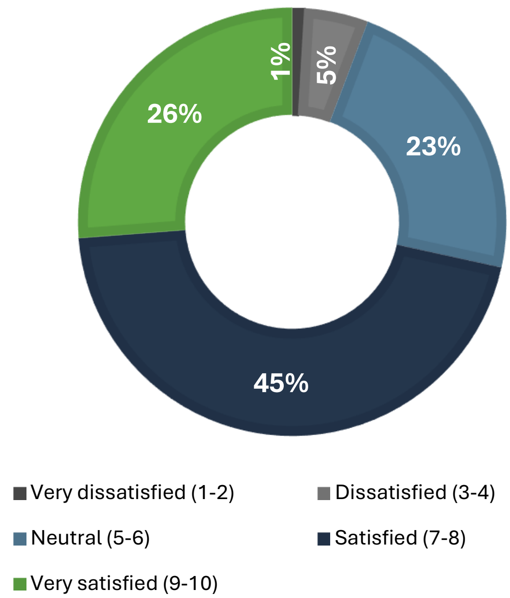
1. SC1. Using a scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how strongly do you agree or disagree with the following statements?
   a. Stratford is an attractive place to live n=387
   b. Stratford is a safe place to live n=378
   c. Stratford offers a healthy lifestyle n=377
2. *Caution: Small sample size (n<30). Results are indicative only.

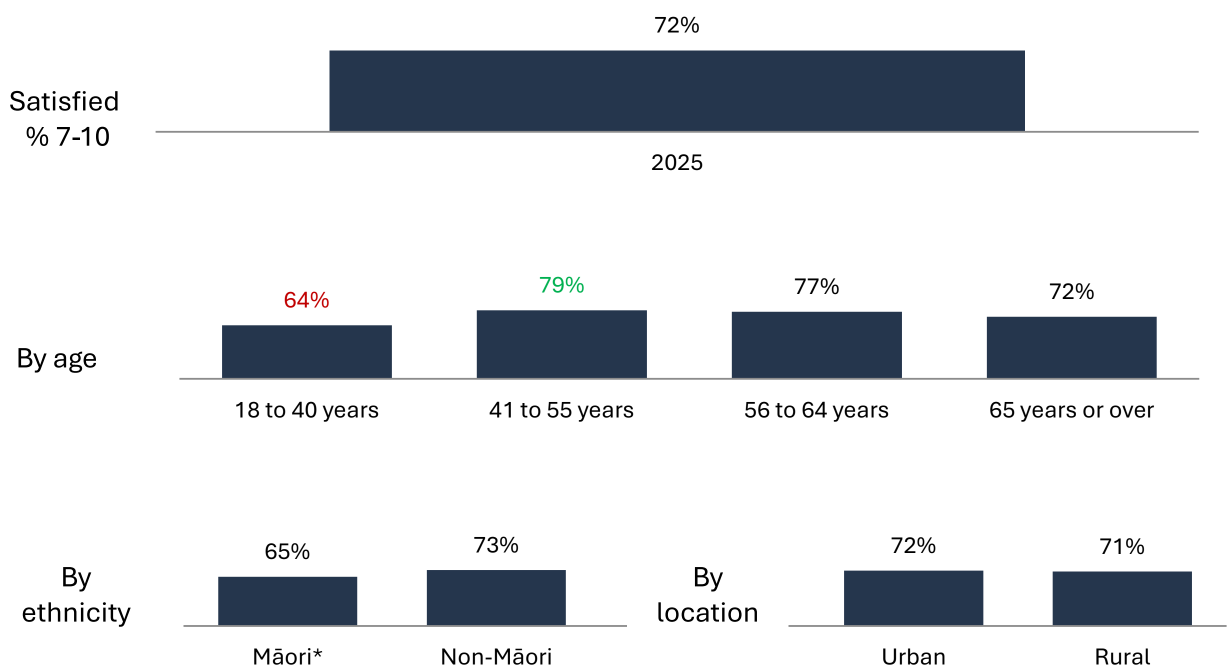
Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

Between demographics
Significantly higher
Significantly lower

Satisfaction with Public Events and Programmes**

- Residents are highly satisfied with the ***Quality of public events and programmes*** throughout the year in the Stratford District, with 72% satisfied.
- Satisfaction is relatively consistent across all demographic groups, with no significant differences reported.





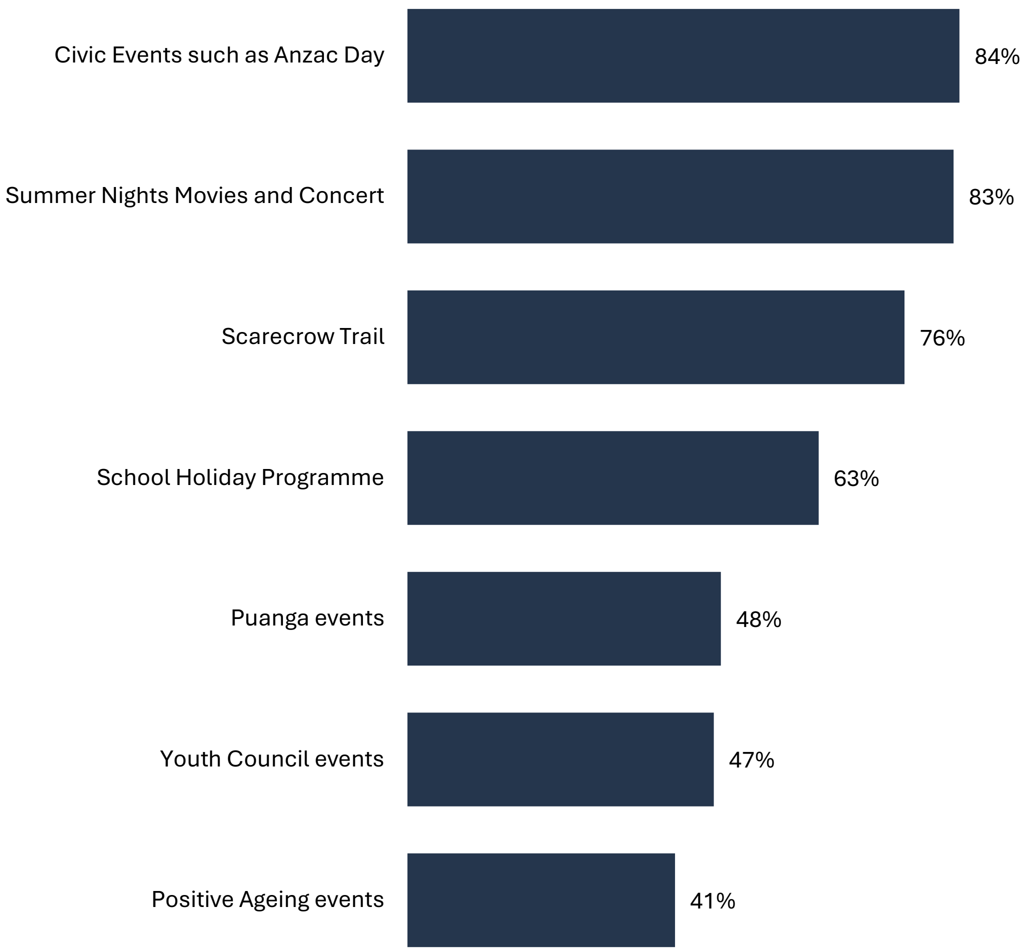
Notes:

1. CS3. Using a scale of 1 to 10 where 1 is 'very dissatisfied' and 10 is 'very satisfied', how satisfied are you with the quality of public events and programmes throughout the year in the Stratford District? n=341
2. **New question added for 2024/25 survey. No historical data available.
3. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year	Between demographics
▲ Significantly higher	Significantly higher
▼ Significantly lower	Significantly lower

Awareness of Council Events*

- Among all public events offered by the Council, residents are most aware of ***Civic Events such as Anzac Day*** (84%), followed closely by ***Summer Nights Movies and Concerts*** (83%).

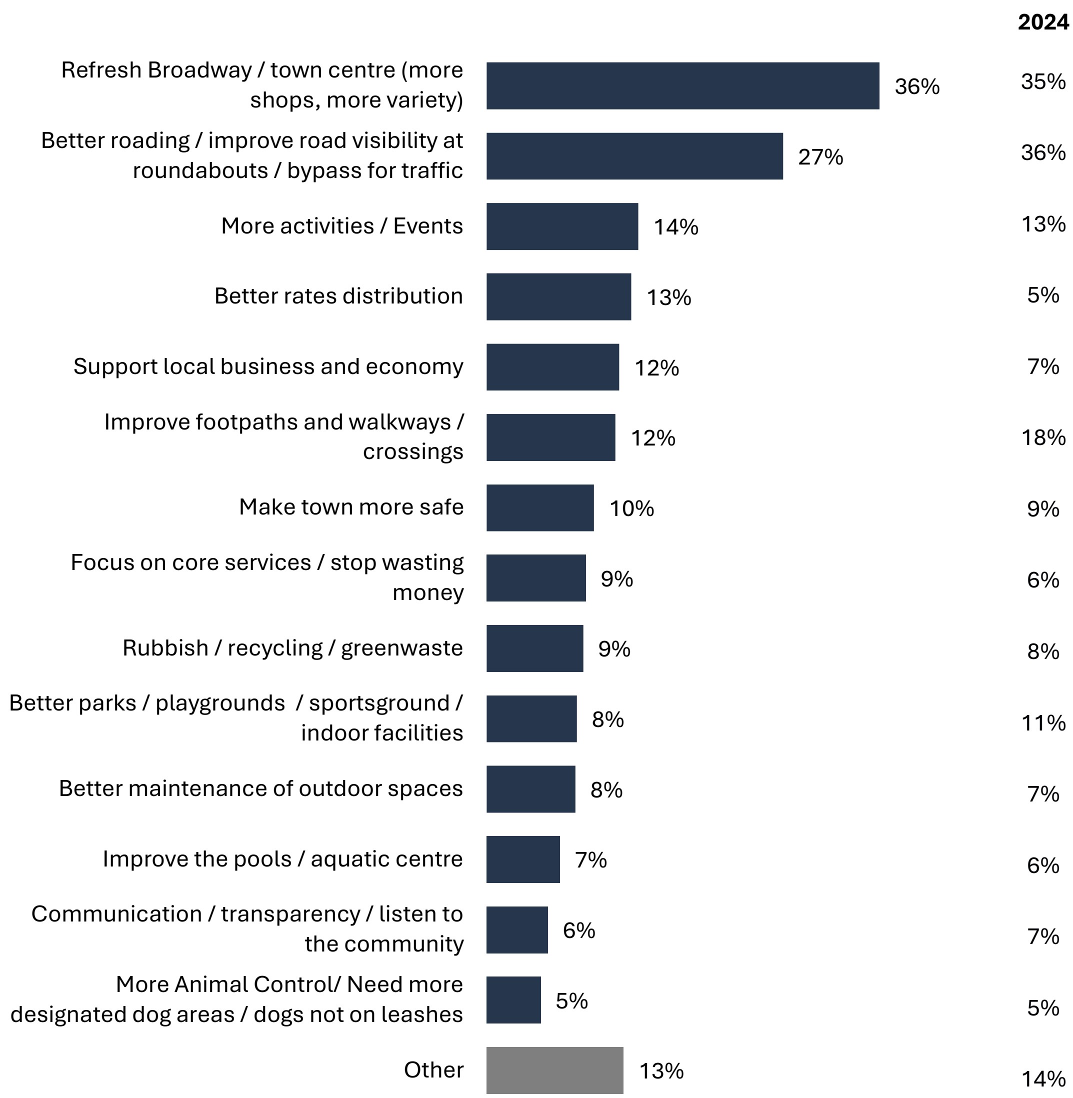


Notes:

1. CS2. Are you aware of the following public events offered by Stratford District Council? n=402
2. *New question added for 2024/25 survey. No historical data available.

Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*

Suggested Areas for Improvement

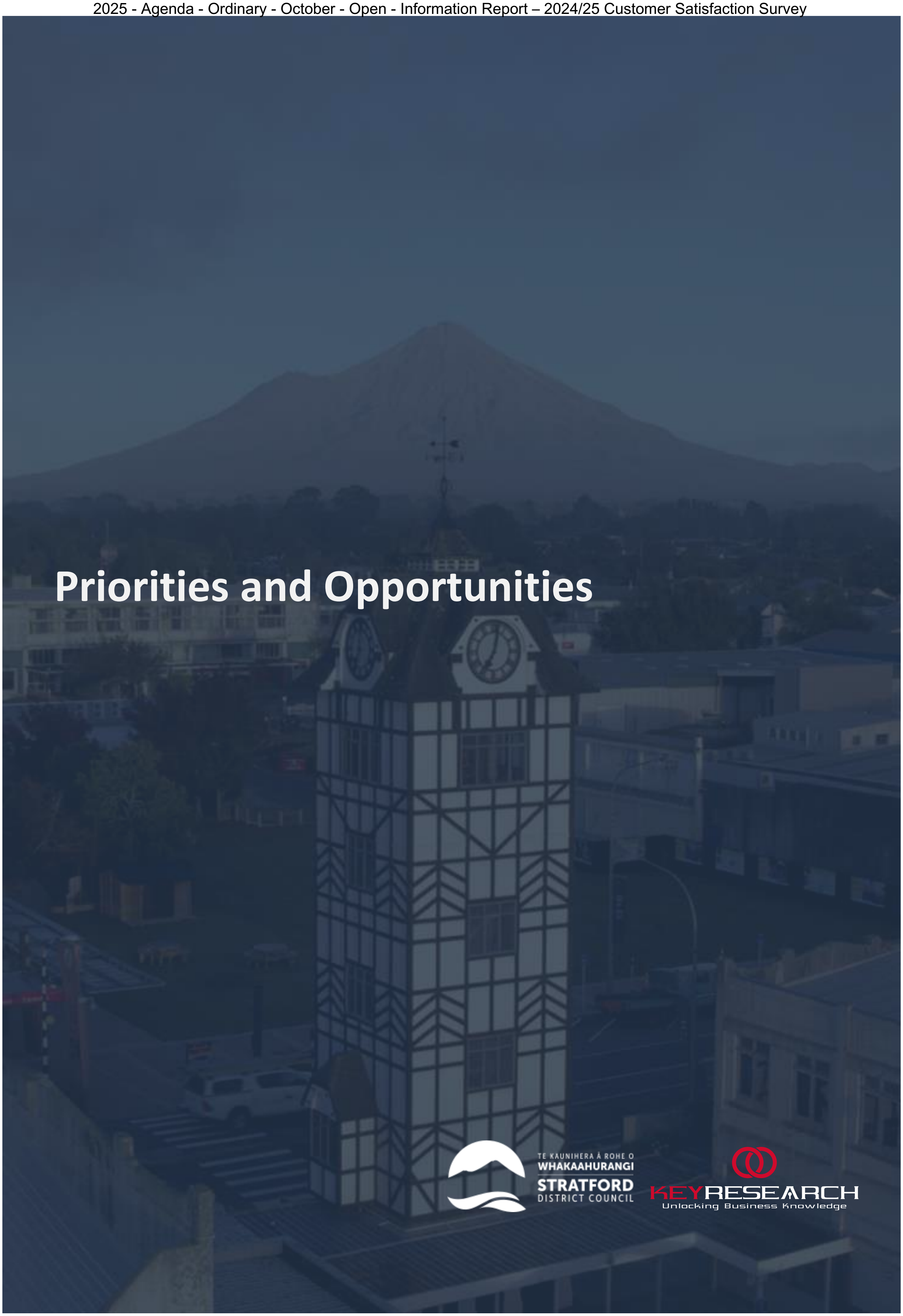


Notes:
1. SC2. What are three areas for improvement you would suggest for the Stratford District? n=365
2. Comments <5% are not shown.

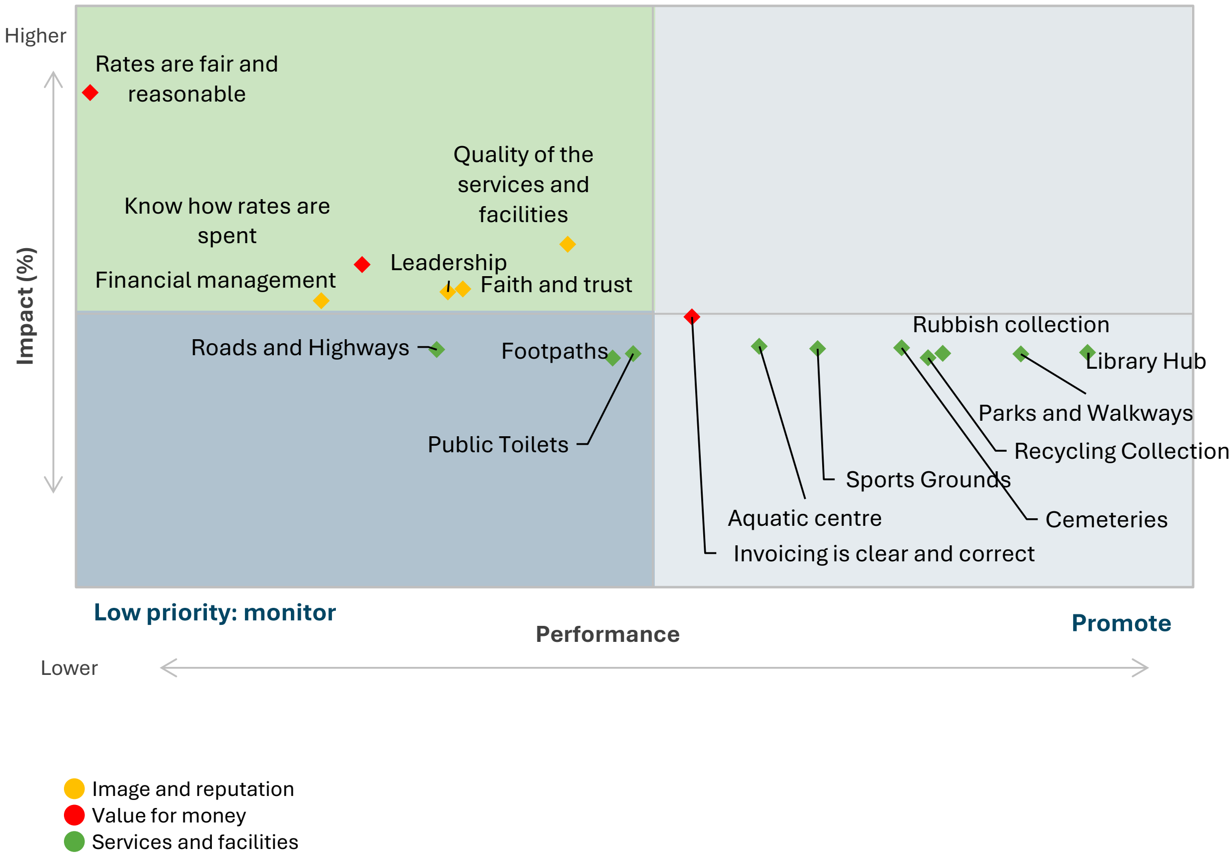
Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

Between demographics
Significantly higher
Significantly lower

Priorities and Opportunities



Opportunities and Priorities - Overall measures

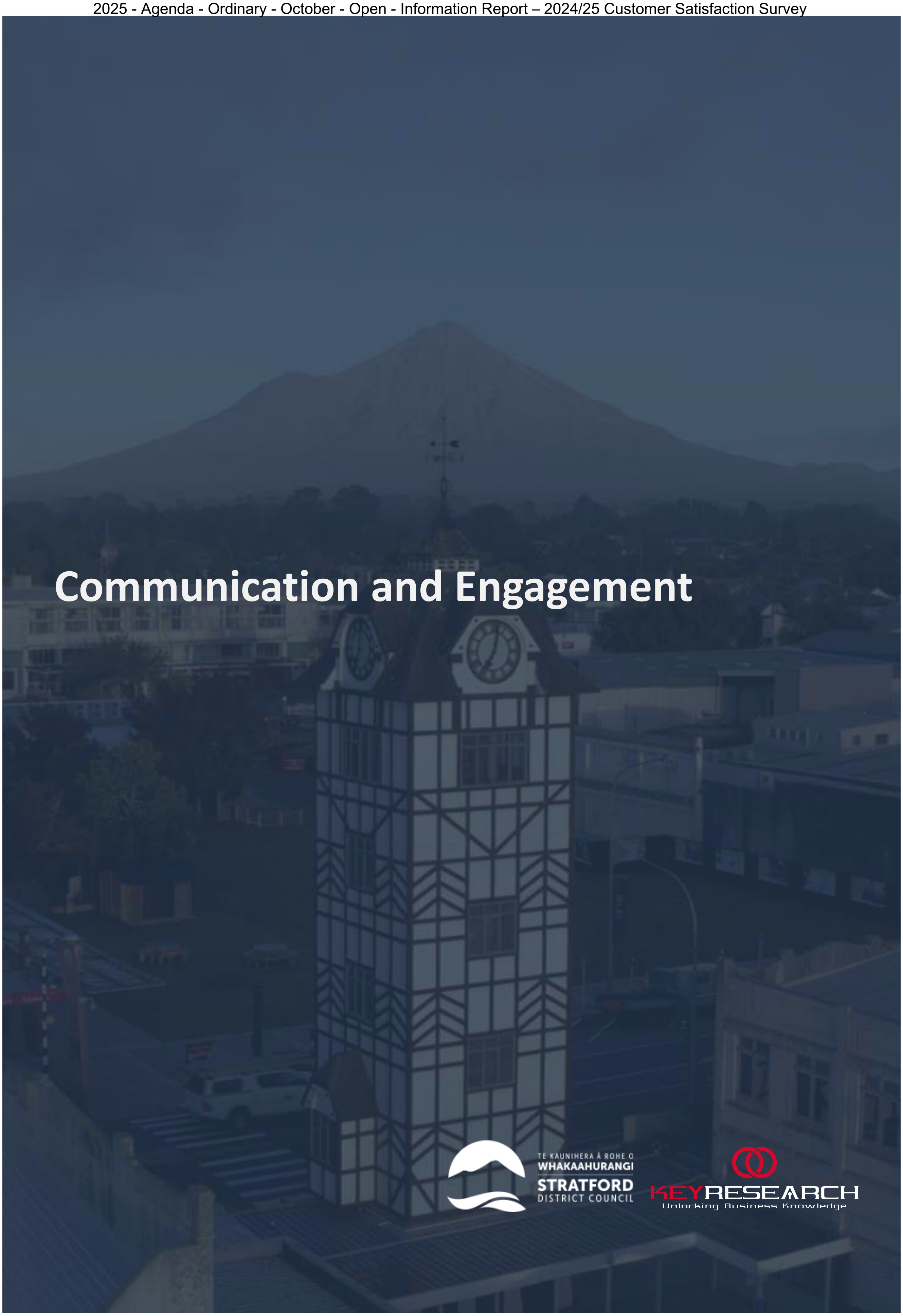


With Image and reputation being the strongest driver of overall satisfaction, and satisfaction across measures under this aspect having declined, the key areas for improvement are largely reputation-related. These include:

- *Leadership*
- *Faith and trust in Council*
- *Financial management*
- *Quality of the services and facilities*

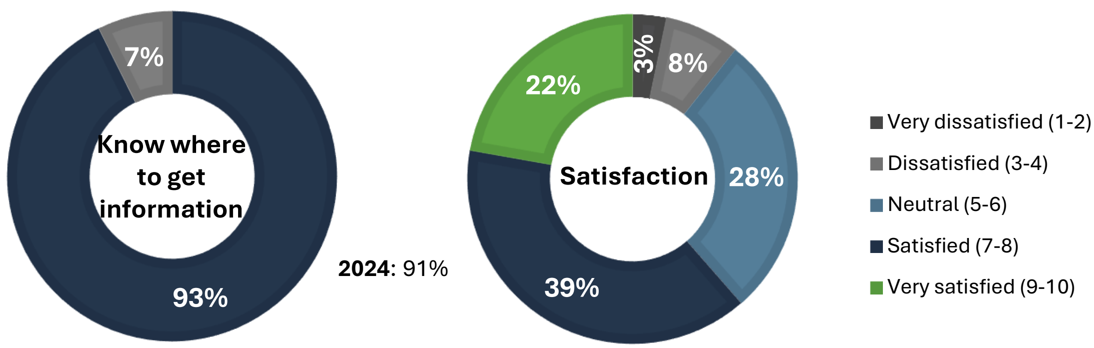
Rates are fair and reasonable and *Know how rates are spent* has also been identified as a priority for improvement, reflecting ongoing concerns with rates and financial management.

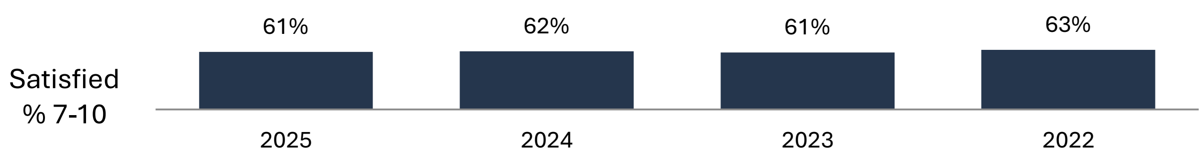
Communication and Engagement

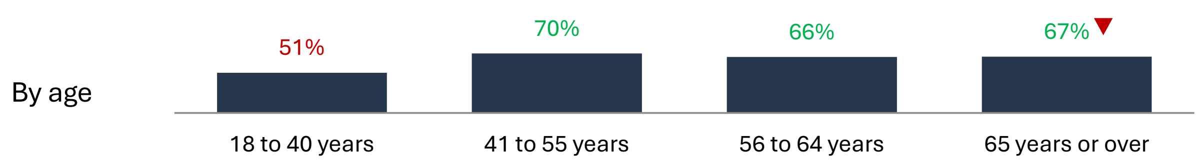


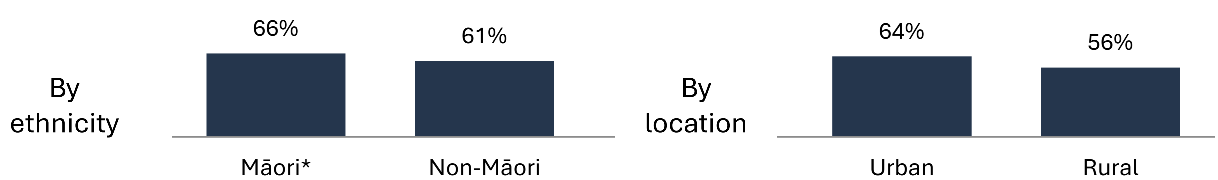
Public Information

- Almost all residents (93%) ***Know where to get Council information.***
- However, a smaller proportion are satisfied with ***How the Council keeps them informed***. Residents aged 18 to 40 years (51%) are significantly less likely to express satisfaction compared to other age groups.
- Respondents preference for using the ***Antenno app*** (30%) and the ***Council's Facebook*** page (19%) to keep up to date with Council activities has significantly increased since 2024.









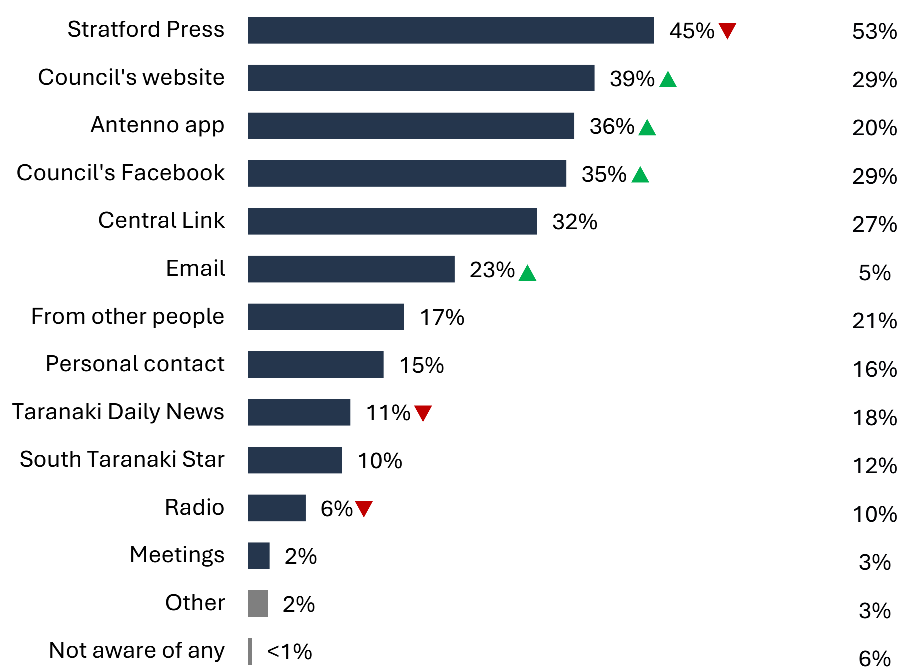
Notes:
1. COM1. Do you know where to get Stratford District Council information if you want it? n=386
2. COM5. Using a scale of 1 to 10 where 1 is 'very dissatisfied' and 10 is 'very satisfied', how satisfied are you with how Council keeps you informed? n=374
3. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

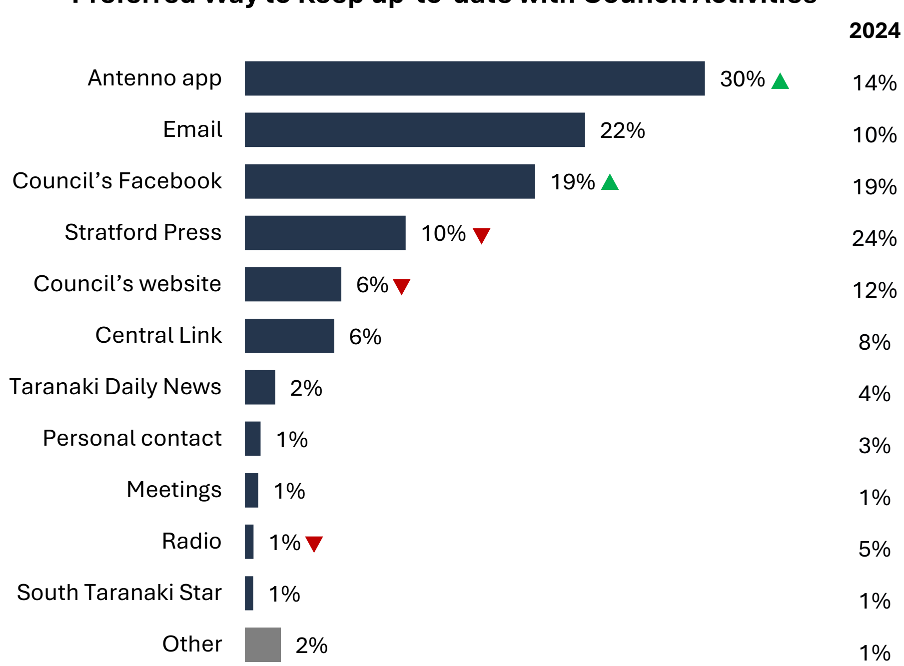
Between demographics
Significantly higher
Significantly lower

Communications

Main way of staying informed



Preferred Way to Keep up-to-date with Council Activities



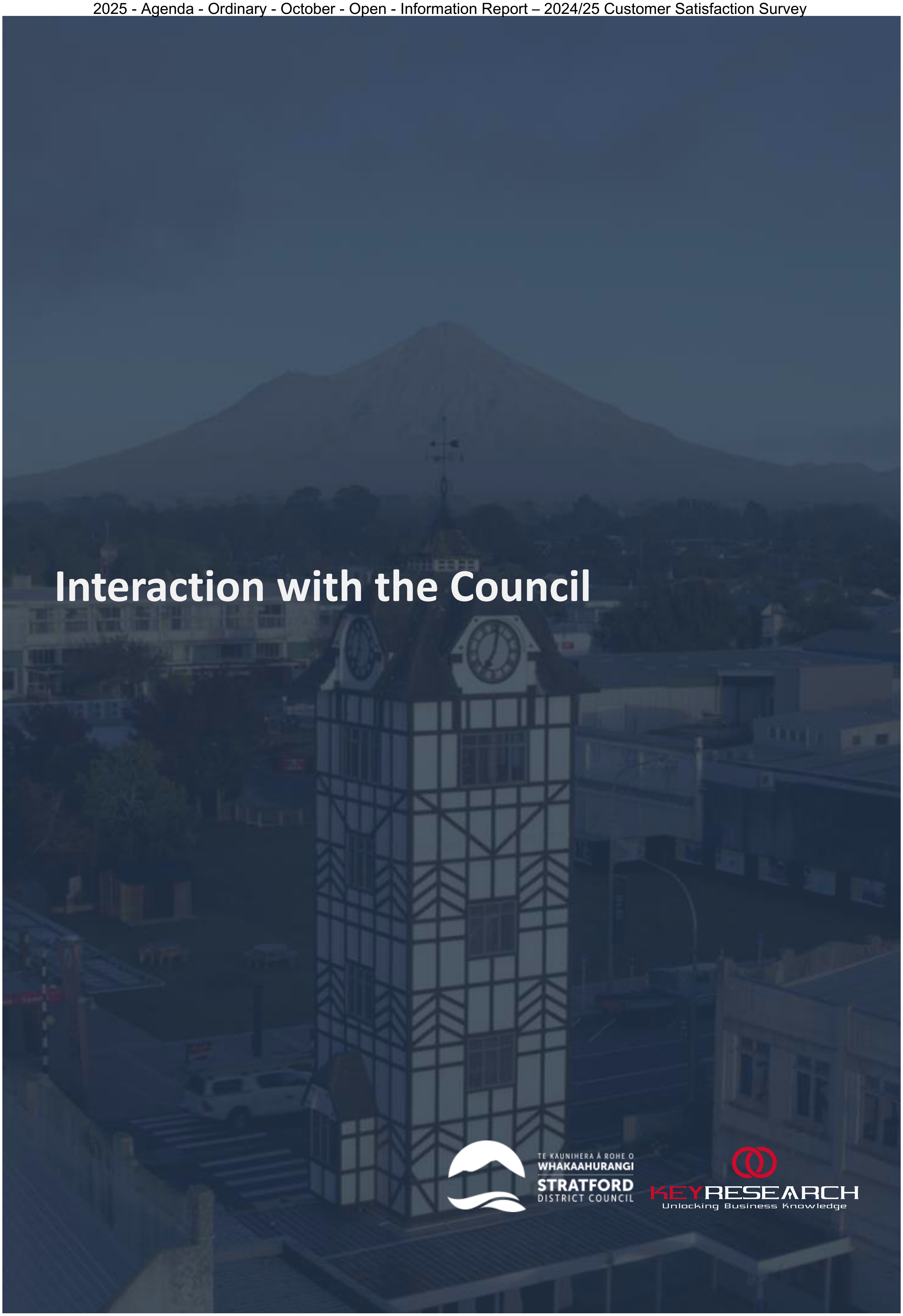
Year-on-year

▲ *Significantly higher*
▼ *Significantly lower*

Notes:

1. COM2. Where do you mainly see, read, or hear information about the Council? n=386
2. COM3. What would be your preferred way to keep up to date with what Stratford District Council is doing? n=385

Interaction with the Council

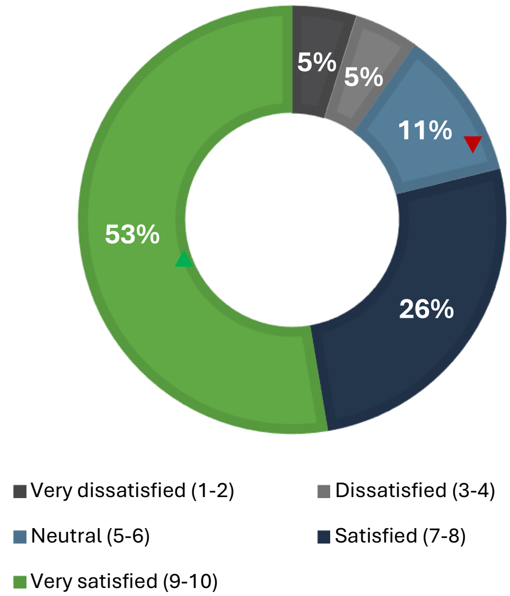


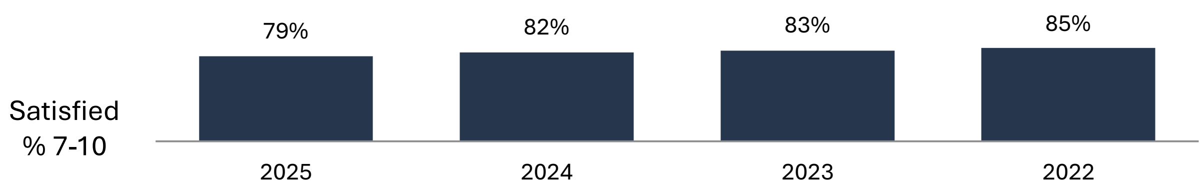
Overall Handling of the Enquiry

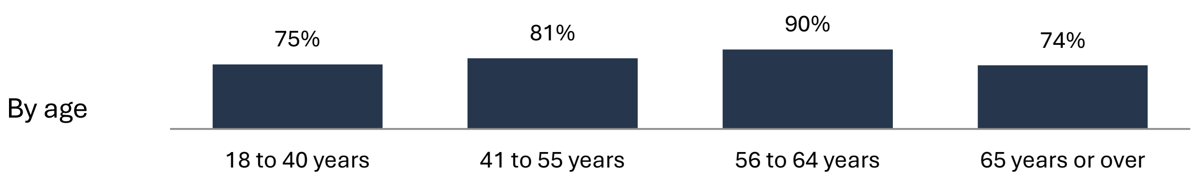
- Among the 58% of residents who contacted the Council over the last year, nearly eight in ten residents (79%) are satisfied with ***How Council staff handled their request or enquiry***, consistent with the 82% recorded in 2024.

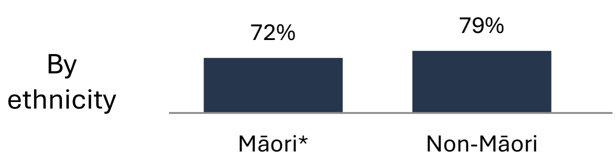
- The most prevalent methods of contact are through ***Visits to the Service Centre or in person*** (43%), closely followed by ***Phone*** contact (40%). Although remaining a small proportion, ***Email*** contact has significantly increased from 5% in 2024 to 18% in 2025.

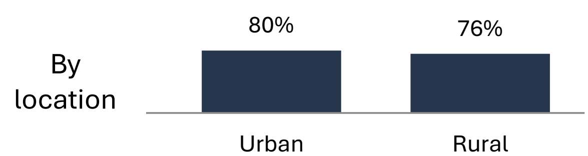
- Customers are highly satisfied with the Council staff performance, with 88% saying ***Front desk staff were helpful and friendly***, 86% agreeing ***Staff had a good understanding of what customer wanted***, and 84% stating ***The information provided was accurate.***









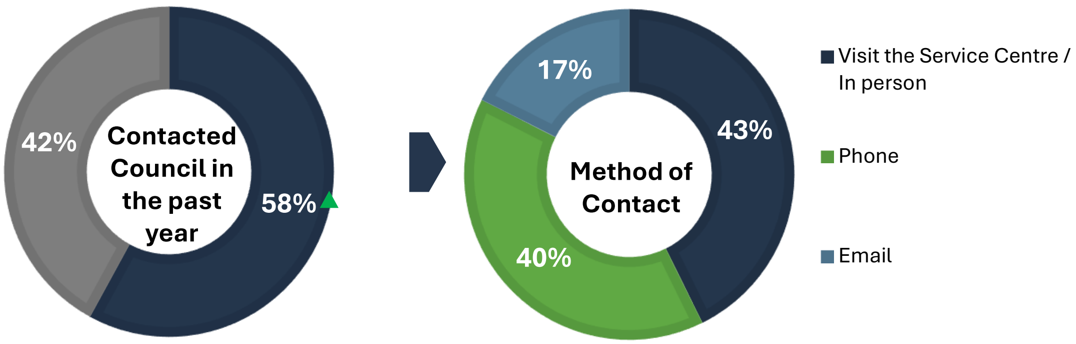


Notes:

1. CSERV4. On a scale of 1 to 10 where 1 is very dissatisfied and 10 is very satisfied, how satisfied are you with the overall performance of Council staff in handling your request or enquiry? n=232
2. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*

Contact with Council



	2025	2024	2023	2022
Contacted the Council	58% ▲	41%	41%	40%
Visit the Service Centre / In person	43%	49%	43%	43%
Phone	40%	43%	46%	49%
Email	18% ▲	5%	9%	8%

	18 to 40 years	41 to 55 years	56 to 64 years	65 years or over
Contacted the Council	50% ▲	61% ▲	60%	65%
Visit the Service Centre / In person	21%	46%	47%	63%
Phone	61%	38%	21%	28%
Email	18% ▲	16%	32% ▲	10%

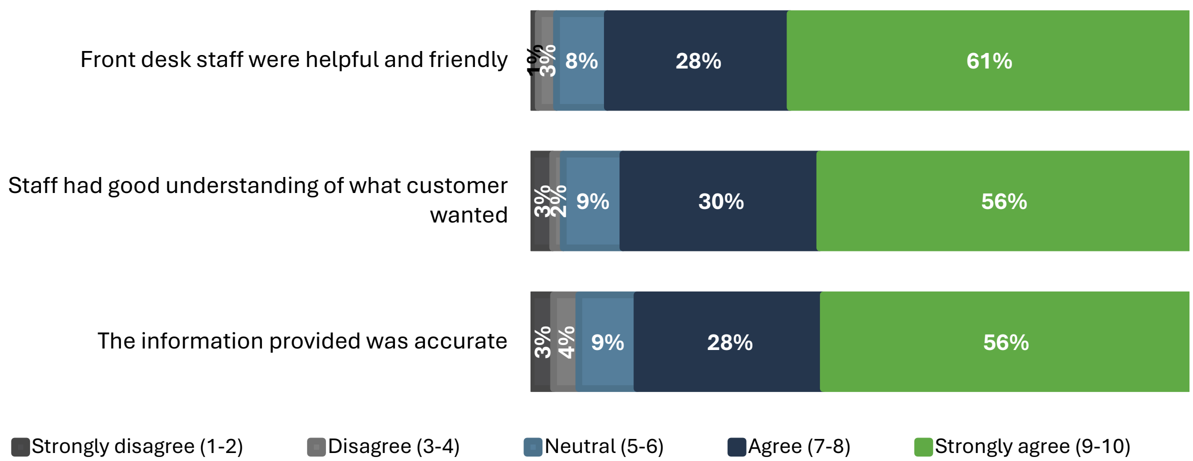
	Māori*	Non-Māori	Urban	Rural
Contacted the Council	42%	60% ▲	60% ▲	54% ▲
Visit the Service Centre / In person	42%	43%	42%	45%
Phone	37%	40%	43% ▼	33%
Email	21%	17% ▲	16% ▲	22% ▲

Notes:
1. CSERV1. Have you contacted Council's Service Centre over the last year? n=384
2. CSERV2. How do you prefer to contact Council? n=234
3. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

Between demographics
Significantly higher
Significantly lower

Other Measures Related to Council Interaction



Scores with % 7 - 10	2025	2024	2023	2022
Front desk staff were helpful and friendly	88%	91%	91%	95%
Staff had good understanding of what customer wanted	86%	90%	87%	90%
The information provided was accurate	84%	85%	85%	91%

Scores with % 7 - 10 (by age groups)	18 to 40 years	41 to 55 years	56 to 64 years	65 years or over
Front desk staff were helpful and friendly	84%	90%	99%	87%▼
Staff had good understanding of what customer wanted	80%	88%	97%	84%
The information provided was accurate	81%	87%	90%	80%▼

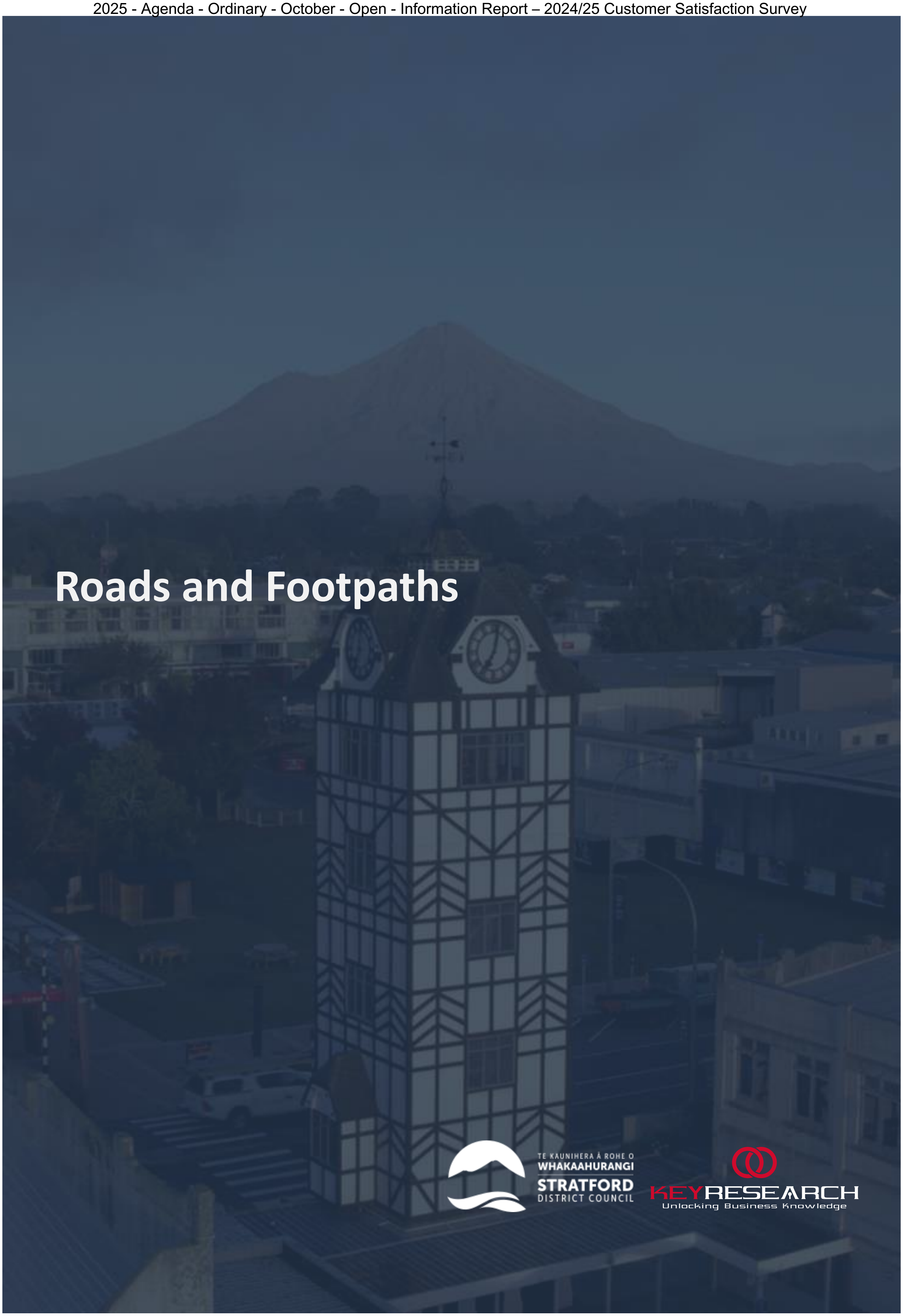
Scores with % 7 - 10 (by location and ethnicity)	Māori*	Non-Māori	Urban	Rural
Front desk staff were helpful and friendly	73%	90%	93%	79%
Staff had good understanding of what customer wanted	73%	87%	89%	79%
The information provided was accurate	73%	85%	87%	77%

Notes:

1. CSERV3. Using a scale of 1 to 10 where 1 is strongly disagree and 10 is strongly agree, how strongly do you agree or disagree with the following statements?
   a. Front desk staff were helpful and friendly n=230
   b. Staff had good understanding of what customer wanted n=232
   c. The information provided was accurate n=225
2. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

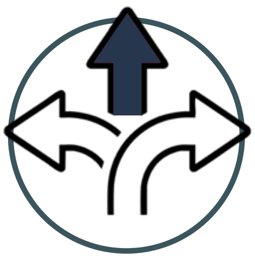
Between demographics
Significantly higher
Significantly lower

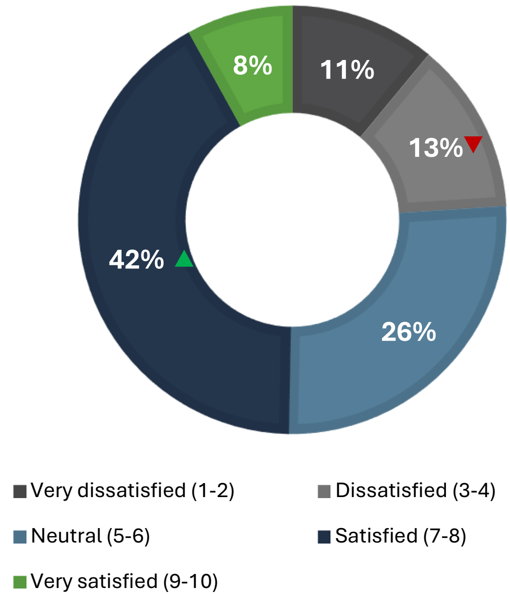


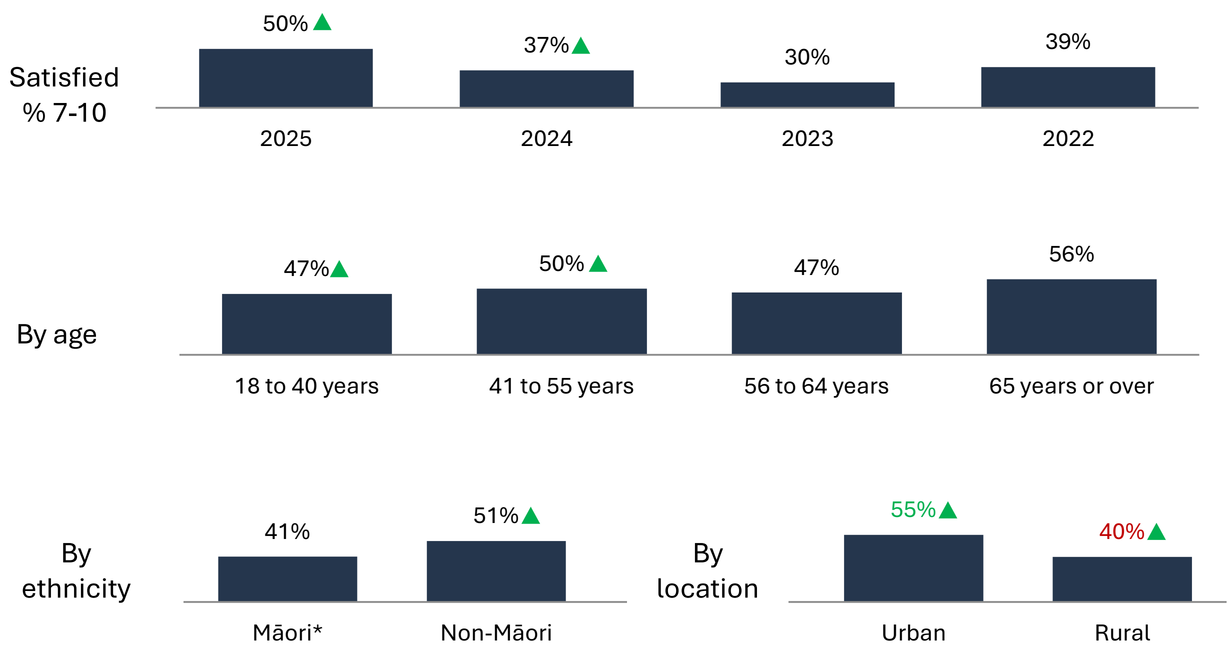
Roads and Footpaths

Roads-Overall

- Satisfaction with ***Roads-Overall*** continues to improve, with a significant increase from 37% in 2024 to 50% in 2025.
- This improvement is reported across all demographic groups, with significant increases among those aged 18 to 40 (from 31% to 47%), 41 to 55 (from 33% to 50%), and Non-Māori (from 38% to 51%) since 2024.







Notes:

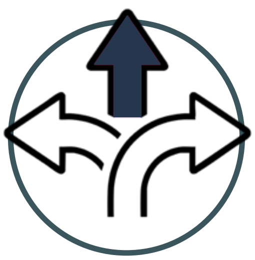
1. RF1. Using a scale of 1-10 where 1 is very dissatisfied and 10 is very satisfied, overall, how satisfied are you with the residential and rural roads in the Stratford District (NOT including the state highways)? n=396
2. *Caution: Small sample size (n<30). Results are indicative only.

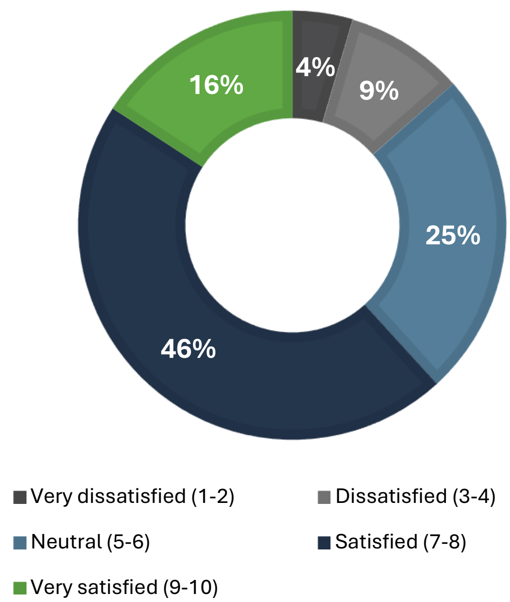
Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*

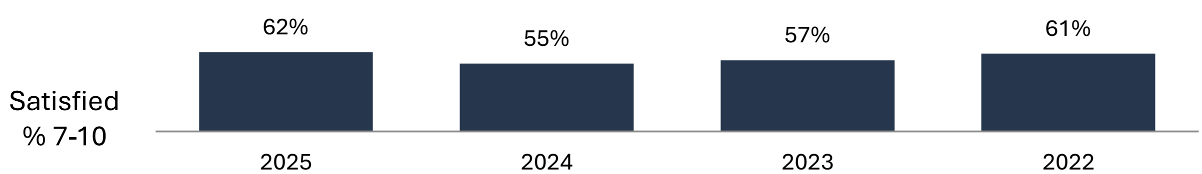
Overall Footpaths

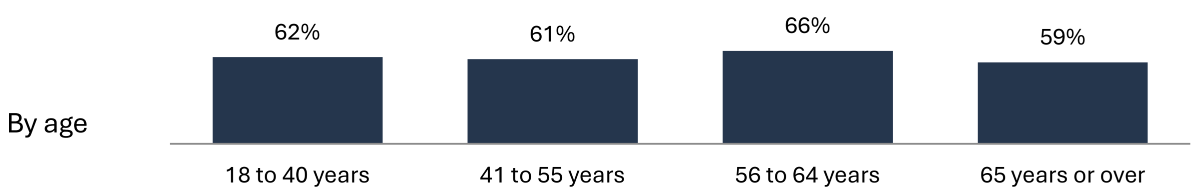
- Satisfaction with ***Overall footpaths*** has also increased from 55% in 2024 to 62% in 2025, marking the highest score recorded in the past three years.

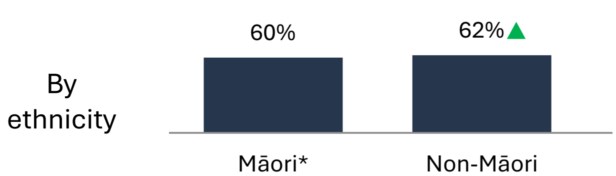
- 19% of those who provided a comment regarding footpaths mentioned that the ***General condition is good*** or that they are ***Satisfied with the footpaths***. *See page 61*.

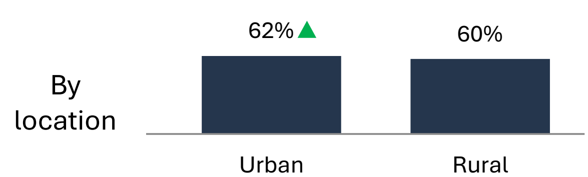










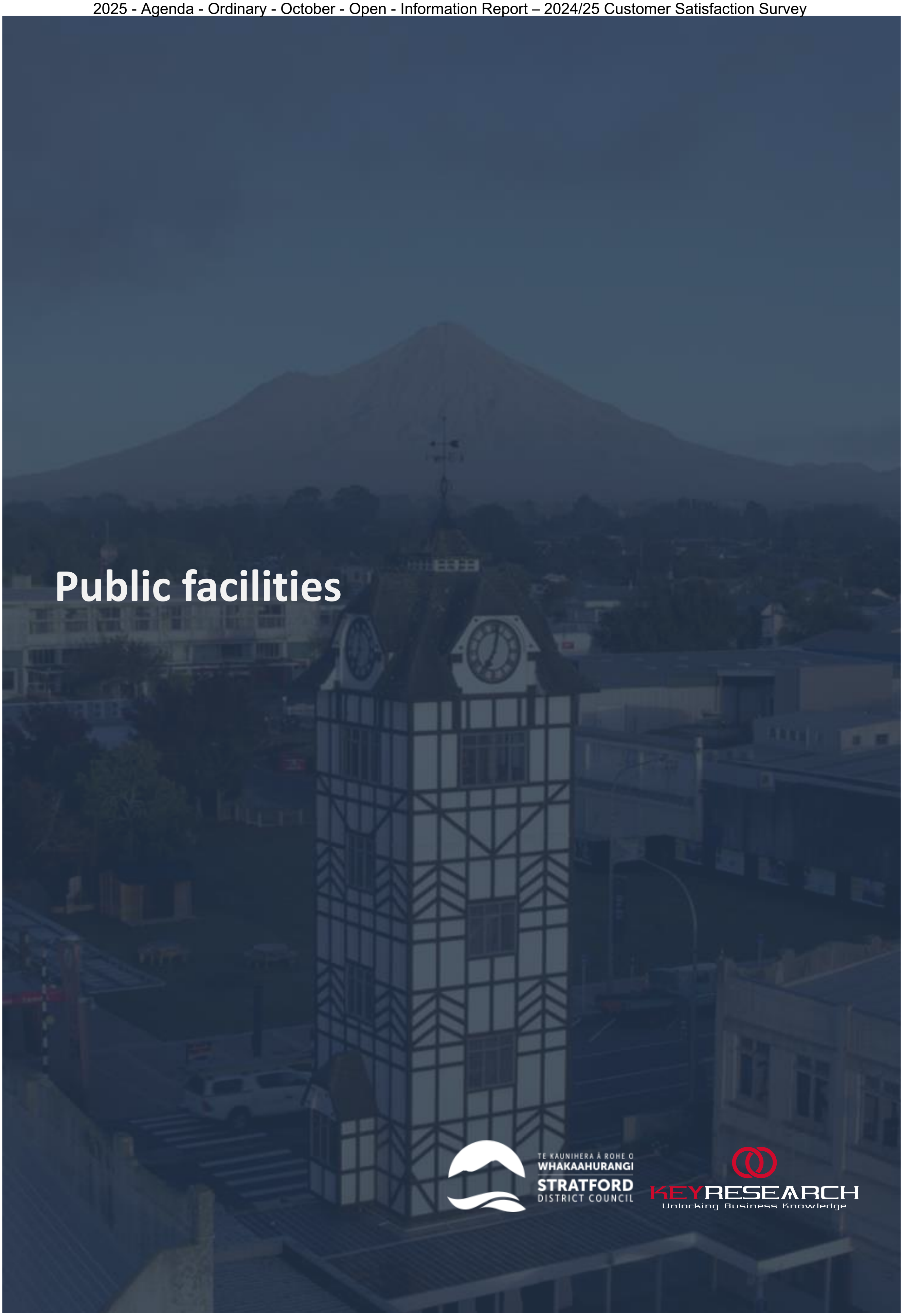


Notes:

1. RF2. Using the same 1-10 scale, overall, how satisfied are you with the Stratford District Council footpaths? n=379
2. *Caution: Small sample size (n<30). Results are indicative only.

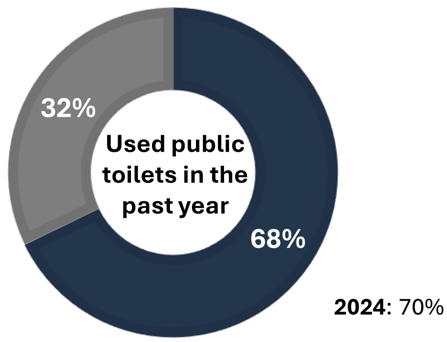
Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*

Public facilities



Use of Public Toilets

- Nearly seven in ten residents (68%) have ***Used a public toilet*** in the past year.
- Among them, 36% used the ***Town Centre toilets on Broadway***, the most-used public toilets in the past three years. This is followed by the ***Centennial Restroom*** toilets at 27%, which has significantly declined from 35% in 2024.



% 'Users' in the past year	2025	2024	2023	2022
Town Centre toilets on Broadway (behind the glockenspiel)	36%	42%	46%	42%
Centennial Restroom toilets	27% ▼	35%	34%	28%
TET Stadium public toilets	22%	24%	26%	23%
Stratford Bike Park toilets	21%	17%	17%	15%
Percy Thomson Complex public toilets	19%	19%	18%	16%
Exeloo toilets in Victoria Park	14%	11%	12%	17%
Kopuatama Cemetery public toilets	6%	6%	6%	6%
Whangamomona public toilets	6%	5%	6%	7%
Morgan's Grave public toilets	2%	2%	3%	3%
None of these	32%	30%	29%	31%

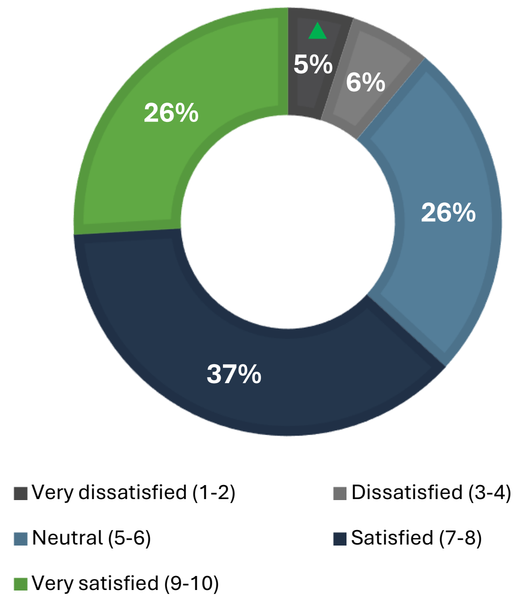
Notes:
1. PT1. Which of the following public toilets have you used in the past year? n=405

Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

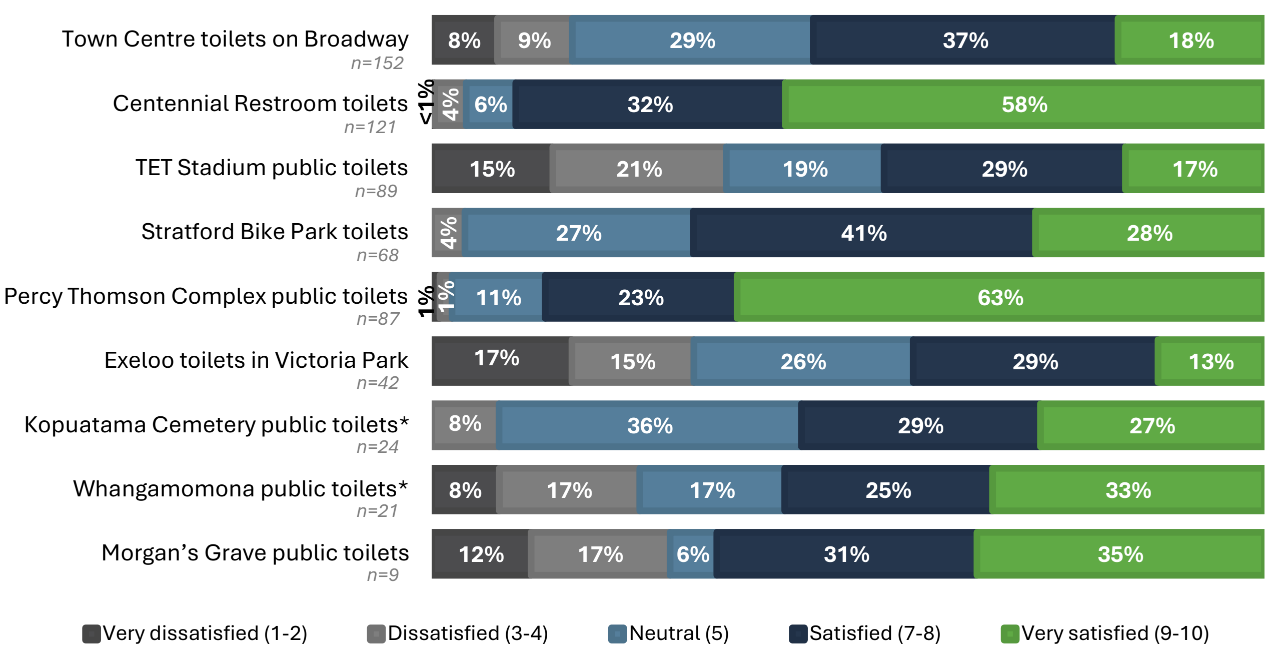
Between demographics
Significantly higher
Significantly lower

Satisfaction with Public Toilets

- Among ***Public toilet*** users, a significant decline in satisfaction has been reported, decreasing from 71% in 2024 to 63% in 2025.
- Residents commonly commented on the need for ***Better maintenance***, such as regular cleaning and refilling of paper and soap (56%). *See page 62.*



Scores with % 7 - 10	2025	2024	2023	2022
Public toilets	63%▼	71%	67%	68%



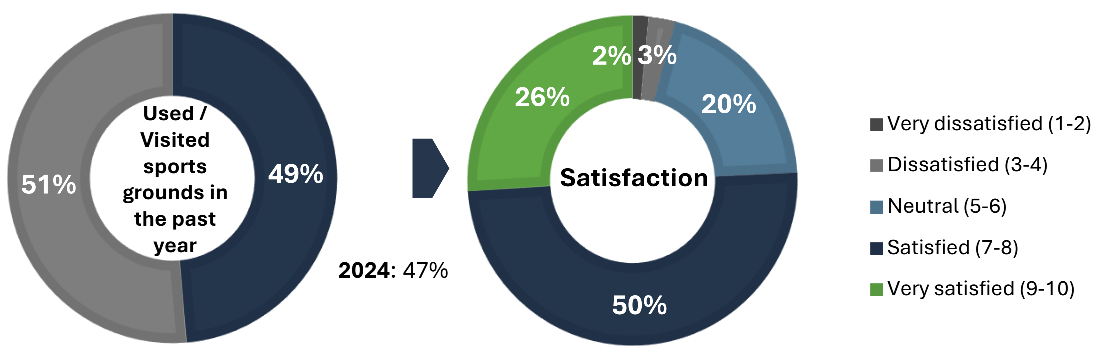
Notes:
1. PT3. Overall, how satisfied are you with the District's public toilets? n=255
2. PT2. Using the same 1-10 rating scale, how satisfied are you with the overall level of service provided in the District's public toilets?
3. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year	Between demographics
▲ Significantly higher	Significantly higher
▼ Significantly lower	Significantly lower

Satisfaction with Sports Grounds

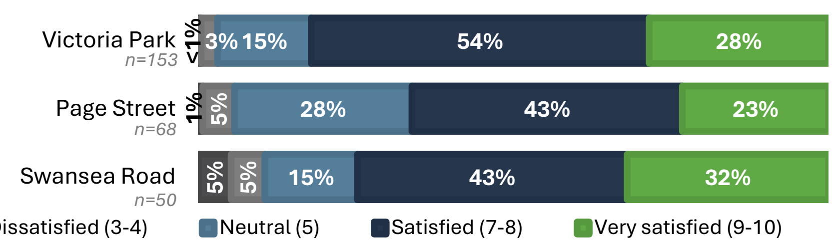
- Nearly half (49%) of residents have ***Used or visited sports grounds*** in the past year, with ***Victoria Park*** being the most visited facility at 42%.

- Among visitors, satisfaction with ***Sports grounds*** remains high at 76%, on par with 2024.



'Users' In last 12 months	2025	2024	2023	2022
Victoria Park	42%	38%	45%	47%
Page Street	20%	22%	28%	28%
Swansea Road	13%	10%	11%	13%
None of these	51%	53%	48%	46%

Satisfaction (% 7-10)	2025	2024	2023	2022
Sports grounds	76%	76%▼	85%	83%



Satisfaction (% 7-10)	2025	2024	2023	2022
Victoria Park	82%	77%	82%	84%
Page Street	66%	67%	75%	85%
Swansea Road	75%	69%	76%	84%

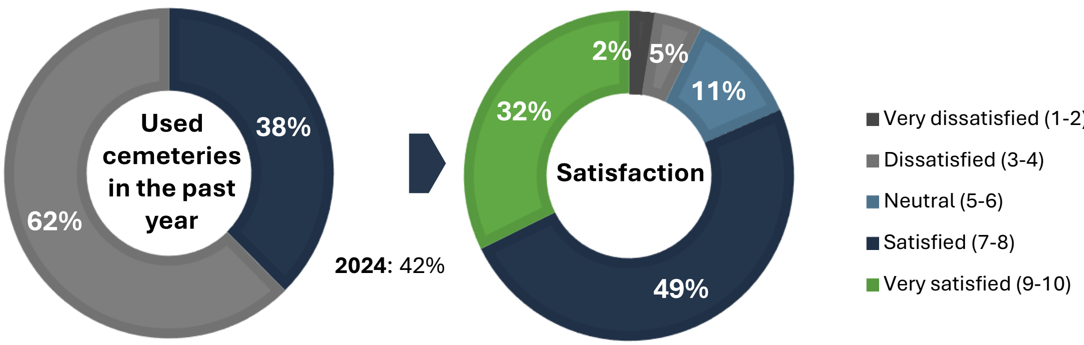
Notes:
1. SP1. Which of the following sports grounds have you used or visited in the past year? n=405
2. SP3. Overall, how satisfied are you with the District's sports grounds? n=175
3. SP2. How satisfied are you with the overall level of service provided in the District's sports grounds?

Year-on-year	Between demographics
▲ Significantly higher	Significantly higher
▼ Significantly lower	Significantly lower

Satisfaction with Cemeteries

- Among the 38% who ***Used or visited cemeteries*** in the past year, the most commonly visited was ***Kopuatama*** (37%).

- Satisfaction amongst respondents who have used or visited a cemetery is high at 82%, the highest recorded in the past three years.



'Users' In last 12 months	2025	2024	2023	2022
Kopuatama	37%	41%	40%	45%
Midhirst	4%	6%	3%	3%
None of these	62%	58%	59% ▲	51%

Satisfaction (% 7-10)	2025	2024	2023	2022
Cemeteries	82%	74%	68%	70%

Notes:

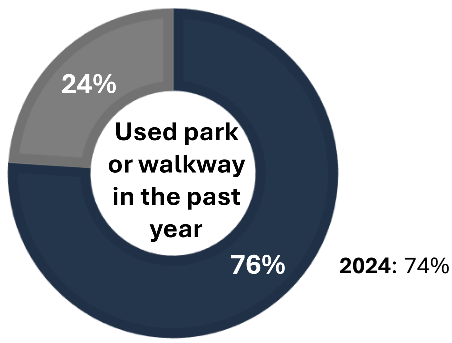
1. CEM1. Which of the following cemeteries have you visited in the past year? n=405
2. CEM2. How satisfied are you with the overall level of service provided in the District's cemeteries? n=173

Year-on-year	Between demographics
▲ Significantly higher	Significantly higher
▼ Significantly lower	Significantly lower

Visitation of a Park or Walkway

- Over the past year, ***Parks or walkways*** are the most used or visited public facilities in the Stratford District, with 76% of residents having used one.

- ***King Edward Park*** (57%), ***Three Bridges Trail*** (46%), and ***Victoria Park*** (45%) are the top visited parks or walkways in the district



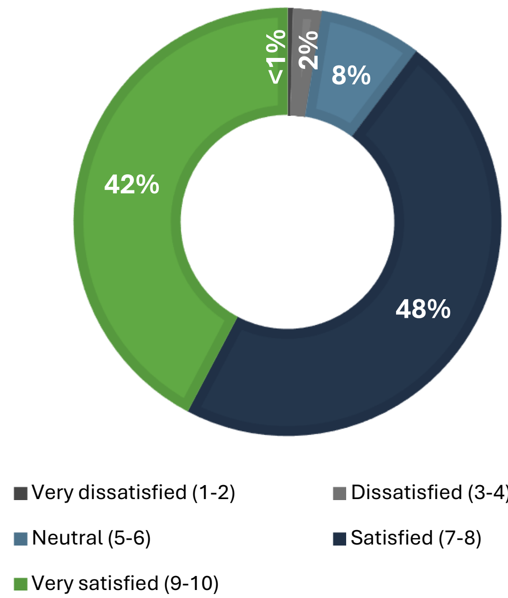
'Users' In last 12 months	2025	2024	2023	2022
King Edward Park	57%	51%	56%	54%
Three Bridges Trail	46%	53%	51%	53%
Victoria Park	45%	40%	46%	41%
Western Loop walkway	37%	35%	36%	33%
Playgrounds in Victoria or King Edward Park	36%	35%	39%	36%
Carrington walkway	34%	33%	37%	35%
Eastern Loop walkway	33%	30%	31%	31%
Windsor Park	15%	14%	17%	16%
Adrian Street Reserve	3%	4%	3%	4%
Te Ara O Maru	1%	-	-	-
None of these	24%	26%	22%	21%

Notes:
1. PW1. Which of the following parks and walkways have you used in the past year? n=405

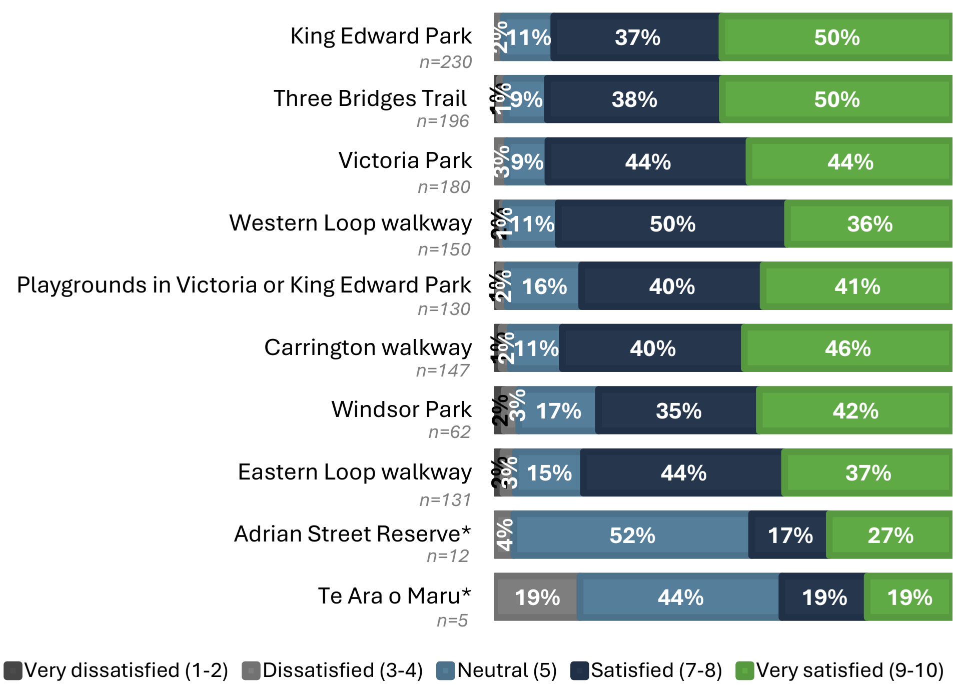
Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*

Satisfaction with Parks and Walkways

- Almost all visitors of Parks and walkways (90%) are satisfied.
- Satisfaction is highest among those who visited ***Three Bridges Trail*** at 89%.



Scores with % 7 - 10	2025	2024	2023	2022
Parks and walkways	90%	90%	90%	92%



	2025	2024
King Edward Park	87%	92%
Three Bridges Trail	89%	94%
Victoria Park	88%	89%
Western Loop walkway	86%	87%
Playgrounds in Victoria or King Edward Park	81%	90%
Carrington walkway	85%	89%
Windsor Park	77%	83%
Eastern Loop walkway	81%	82%
Adrian Street Reserve*	44%	85%
Te Ara o Maru*	37%	-

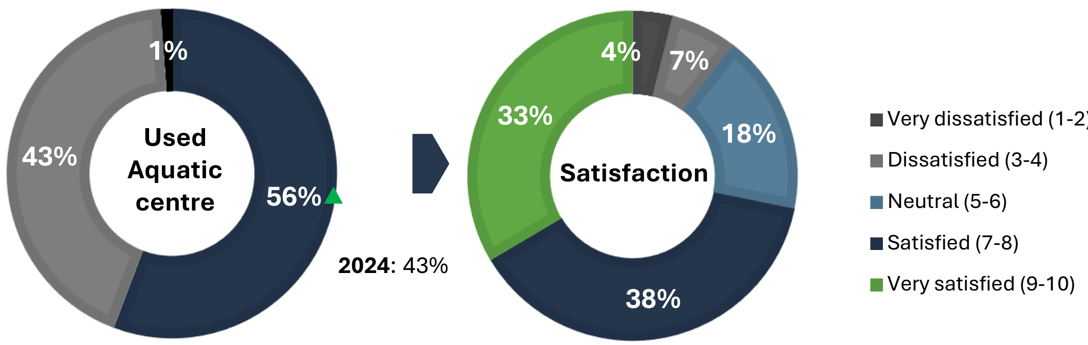
Notes:

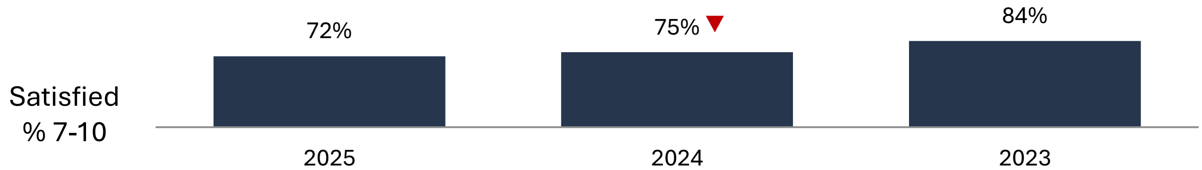
1. PW3. Overall, how satisfied are you with the District's parks and walkways? n=303
2. PW2. How satisfied are you with the overall level of service provided in the District's parks and walkways?
3. *Caution: Small sample size (n<30). Results are indicative only.

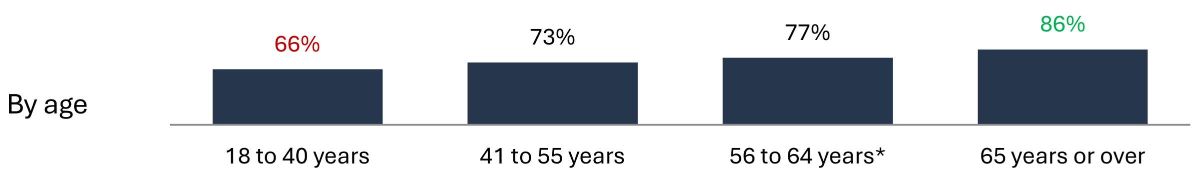
Year-on-year	Between demographics
▲ Significantly higher	Significantly higher
▼ Significantly lower	Significantly lower

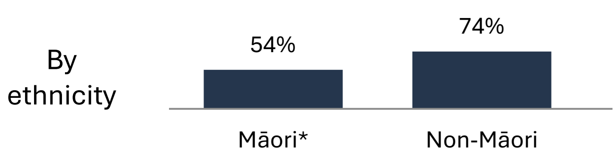
Visitation and Satisfaction with Aquatic Centre

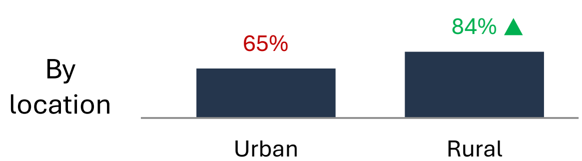
- A significantly higher proportion of residents have ***Used or visited the Aquatic Centre*** this year (56%), compared to 43% in 2024.
- However, a slight decline in satisfaction has been reported, decreasing from 75% in 2024 to 72% in 2025.











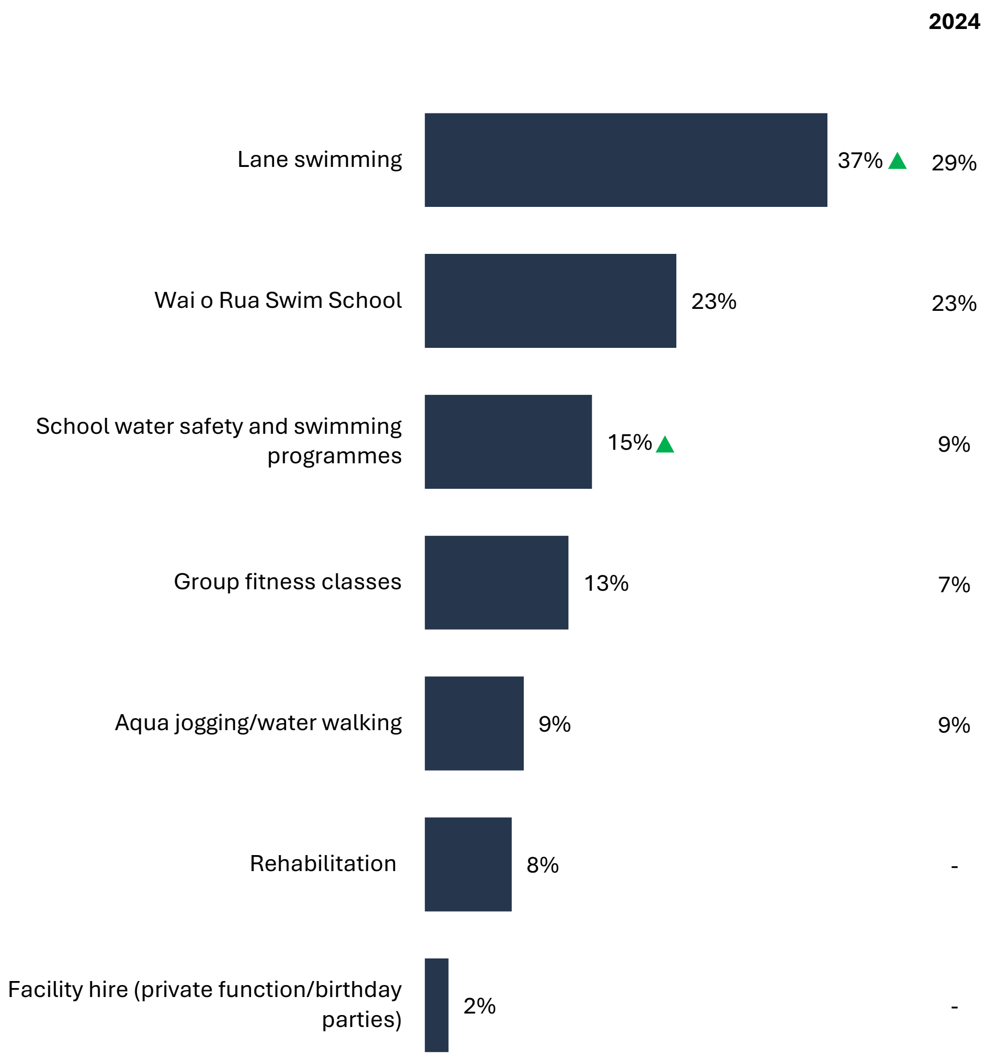
Notes:

1. TSB1. Have you or someone in your household used the aquatic centre in the past year? n=405 Users n=208
2. TSB3. How satisfied are you with the overall level of service at the aquatic centre? n=205
3. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

Between demographics
Significantly higher
Significantly lower

Services Used at Aquatic Centre

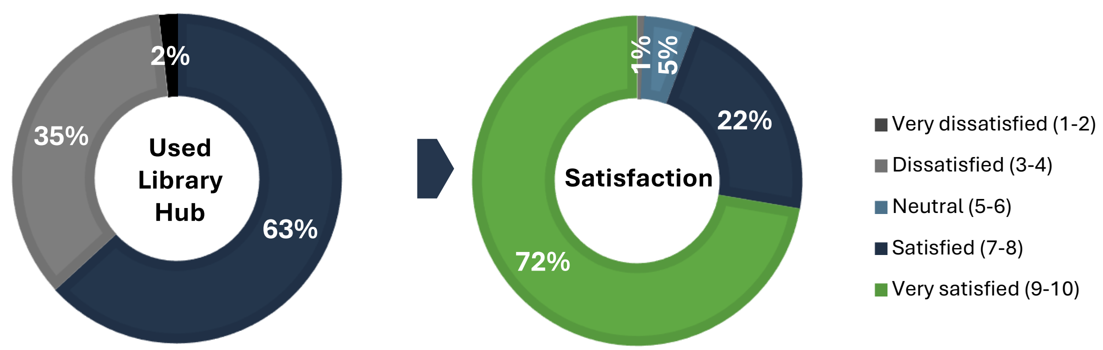


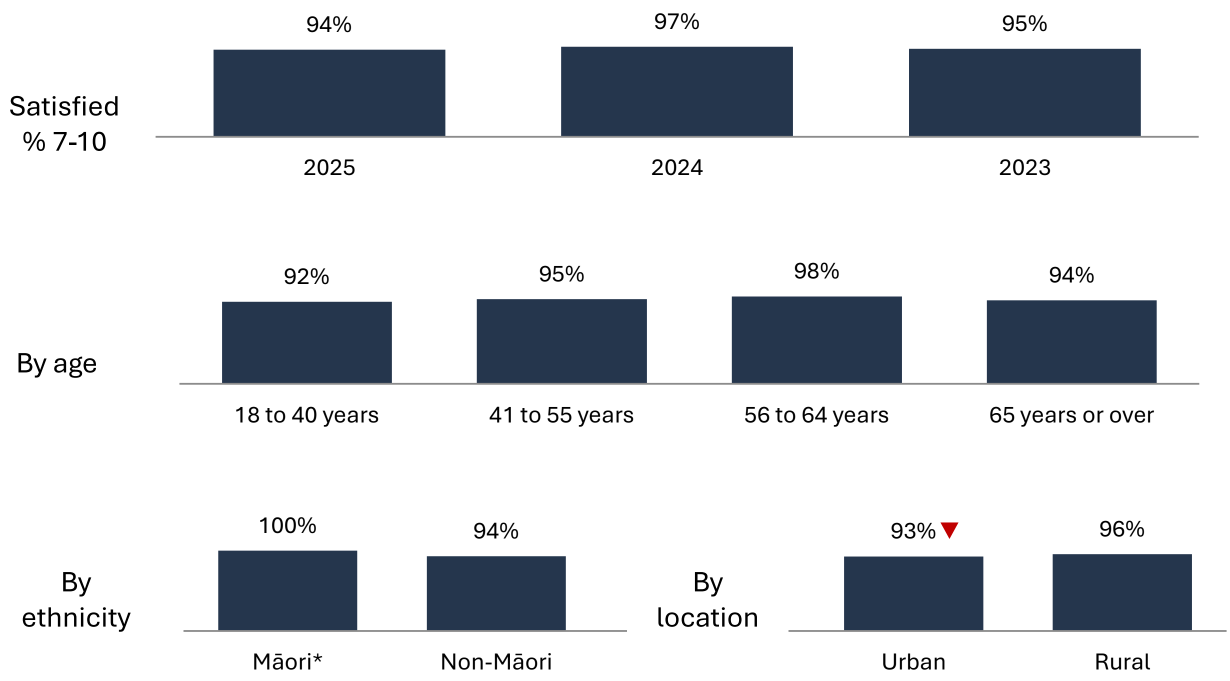
Notes:
1. TSB2. What service(s) did you use at the aquatic centre? n=209

Year-on-year	Between demographics
▲ Significantly higher	Significantly higher
▼ Significantly lower	Significantly lower

Visitation and Satisfaction with Library Hub

- The majority of residents (63%) have used the ***Library hub*** in the past year.
- Almost all users are satisfied with the facility (94%). However, a significant decline in satisfaction among urban residents has been reported, decreasing from 99% in 2024 to 93% in 2025.



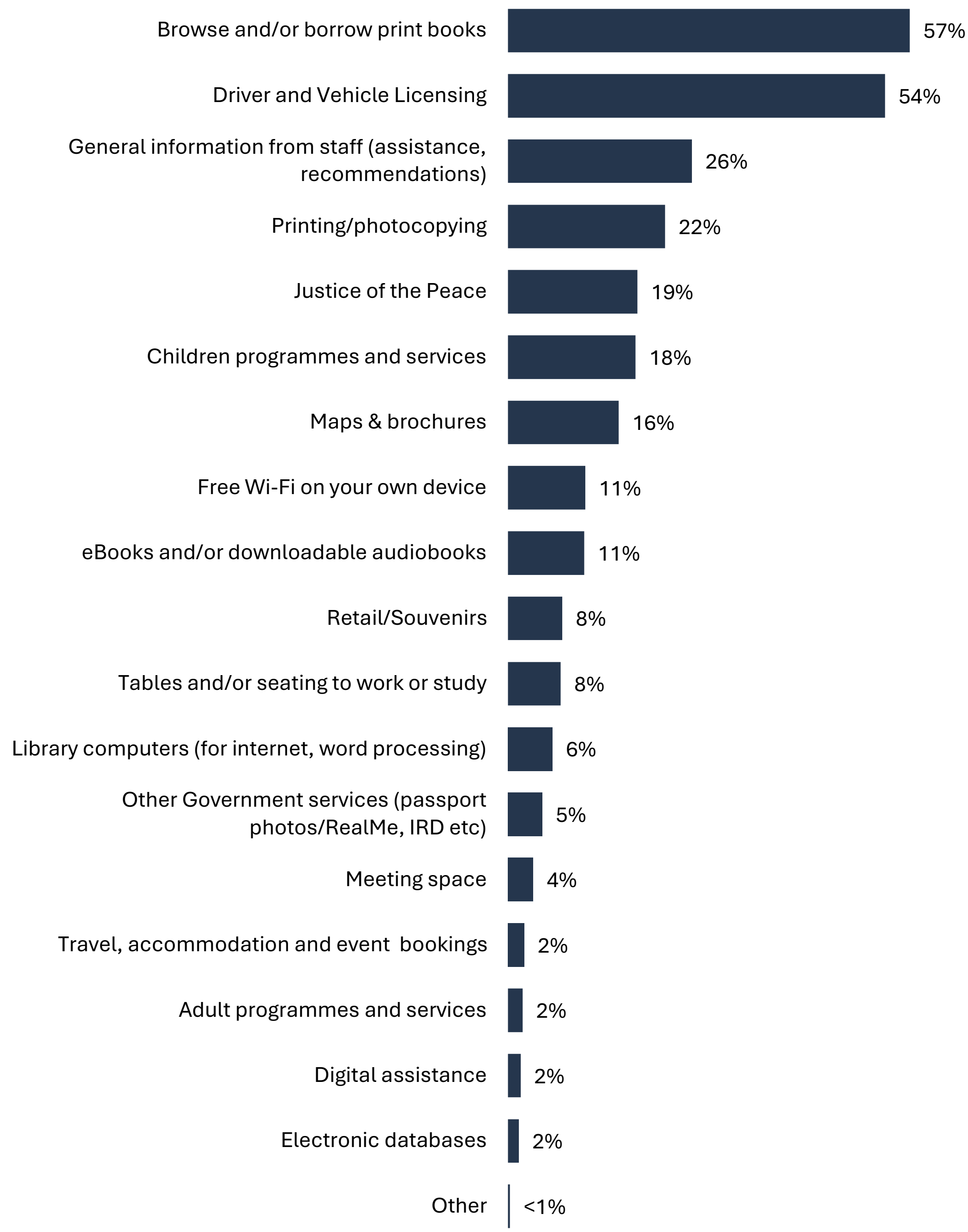


Notes:

1. LH1. Have you used the Library Hub (including the Visitor Information Centre and Licensing services), in the past year? n=405 Yes n=281
2. LH3. How satisfied are you with the overall quality of services at the Library hub? n=280
3. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year	Between demographics
▲ Significantly higher	Significantly higher
▼ Significantly lower	Significantly lower

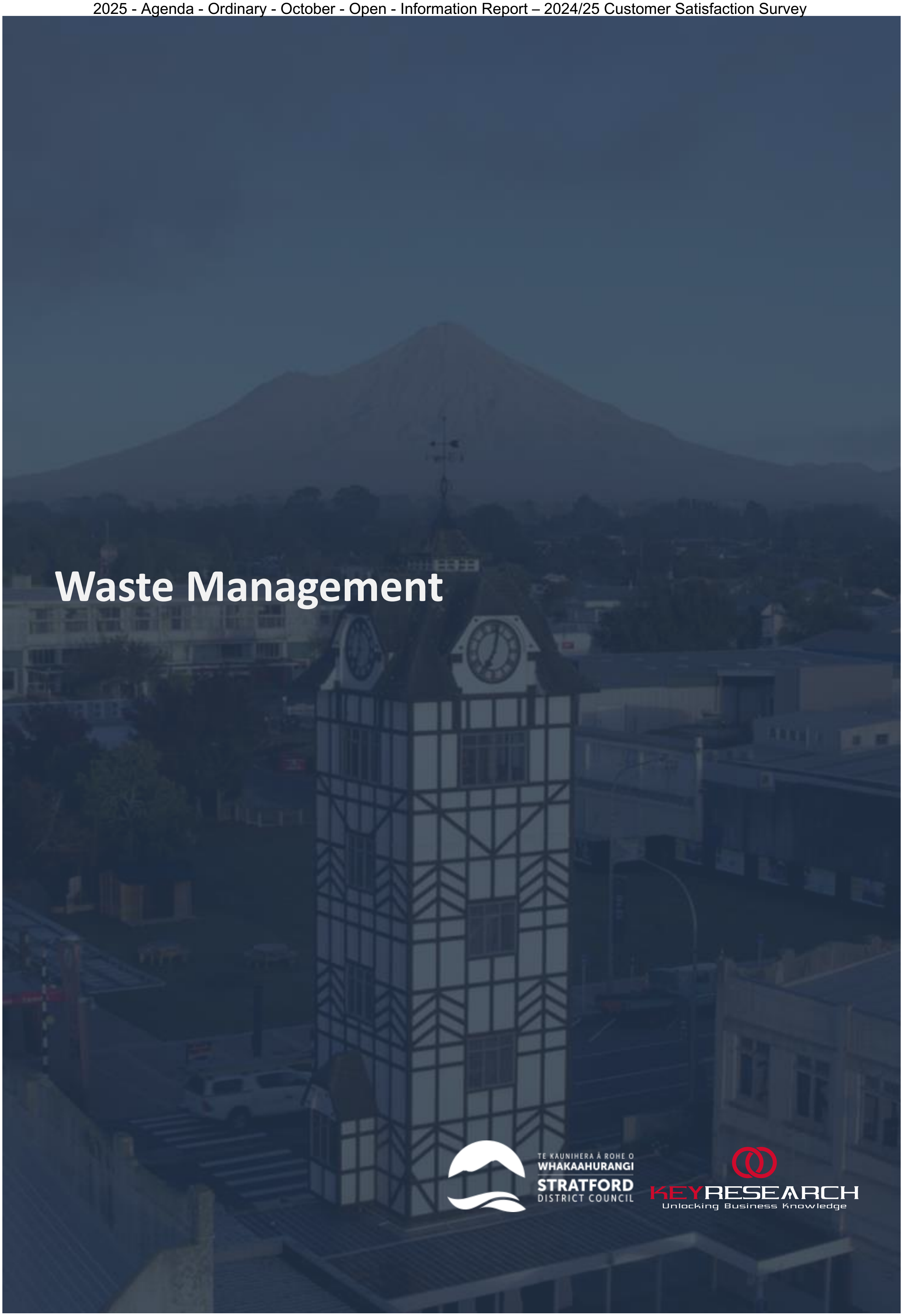
Services Used at Library Hub



Notes:

1. LH2. What service(s) did you use at the Library hub? n=281

Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*



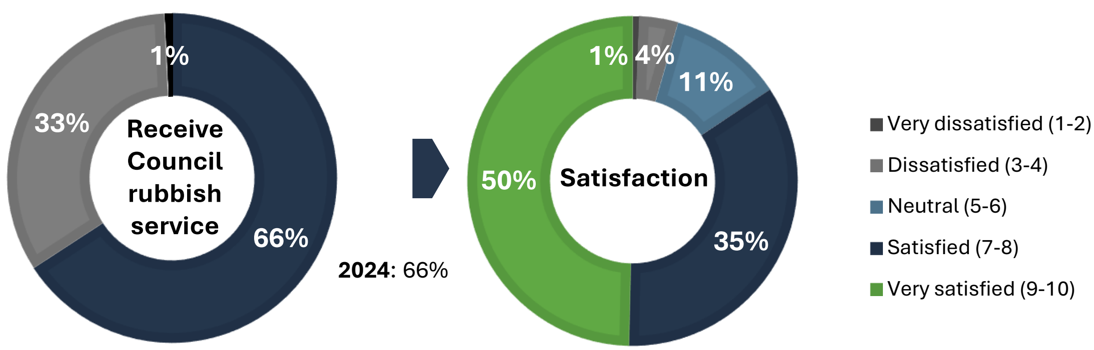
Waste Management

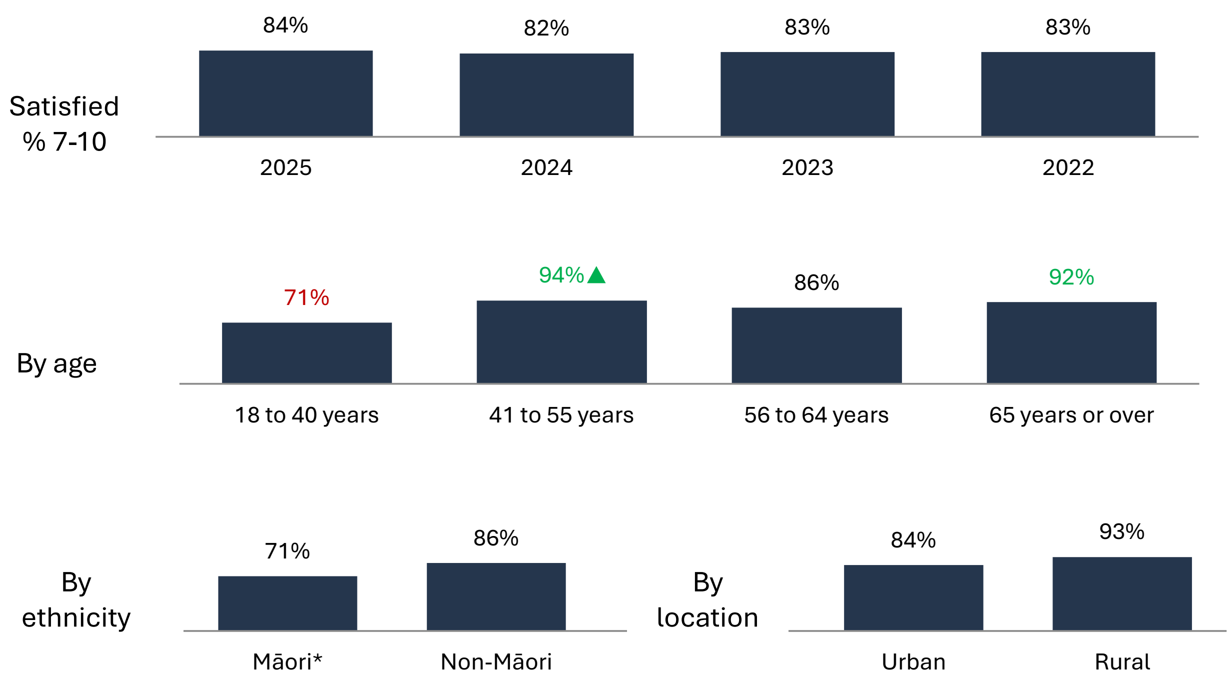
TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

KEYRESEARCH Unlocking Business Knowledge

Rubbish Services

- Among those who receive the ***Council rubbish service*** (66%), 84% are satisfied with the service, on par with 2024 (82%).
- A significant year-on-year increase in satisfaction was reported among those aged 41 to 55, rising from 75% to 94%.





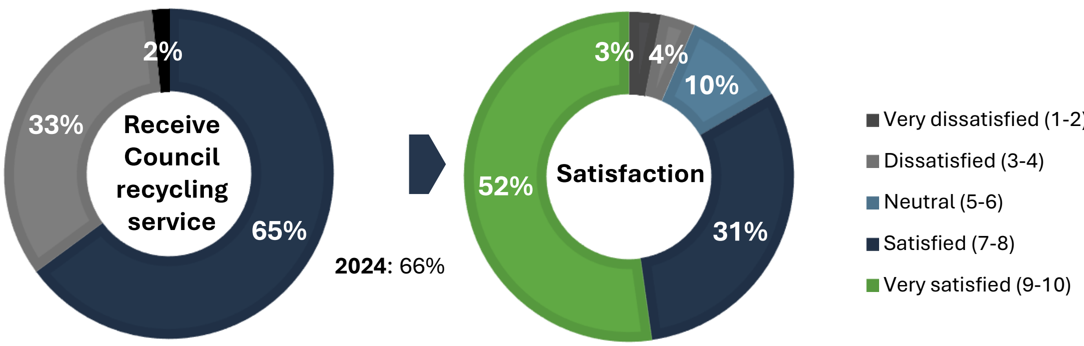
Notes:

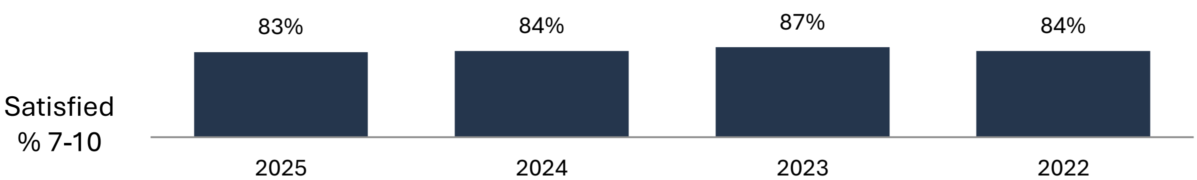
1. RC1. Is your property receiving the Council rubbish service? n=405 Yes n=317
2. RC2. Overall, how satisfied are you with Council's rubbish collection service? n=317
3. *Caution: Small sample size (n<30). Results are indicative only.

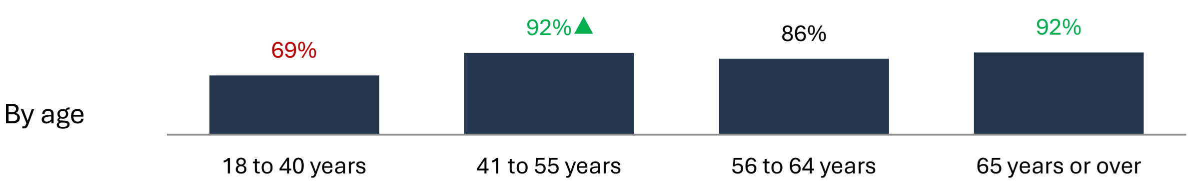
Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*

Recycling Services

- Satisfaction with Council's ***Recycling service*** remains high at 83%.
- An increase in satisfaction was also reported among those aged 41 to 55, rising from 73% in 2024 to 92% in 2025.



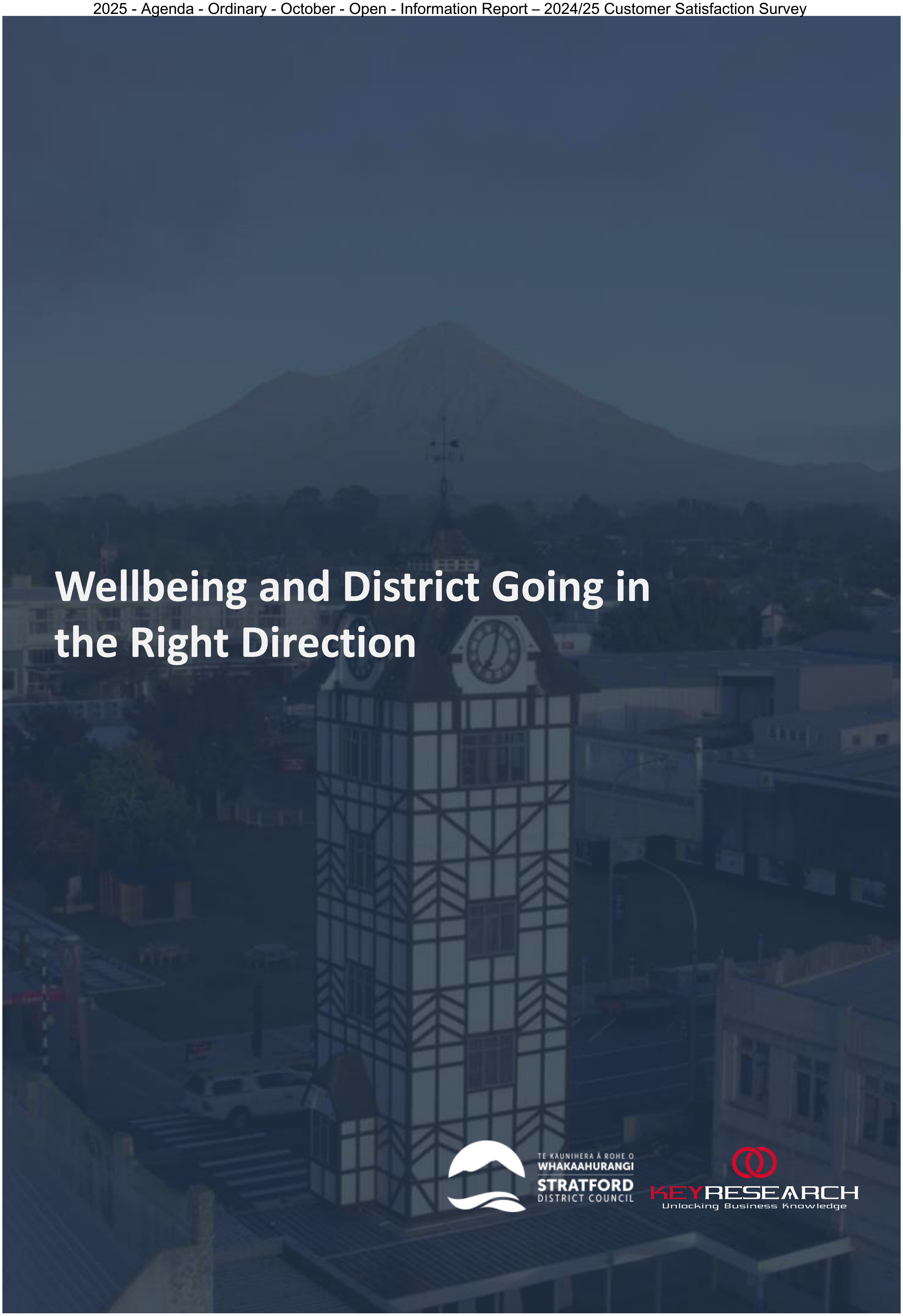




Notes:

1. RC3. Is your property receiving the Council recycling service? n=405 Yes n=314
2. RC4. Overall, how satisfied are you with Council's recycling collection service? n=313
3. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*



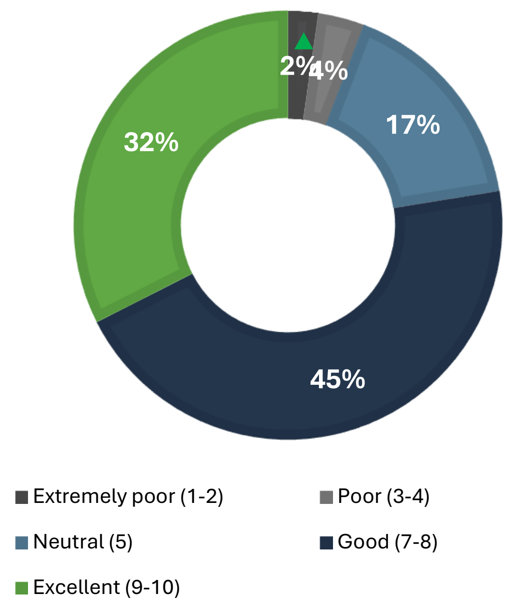
Wellbeing and District Going in the Right Direction

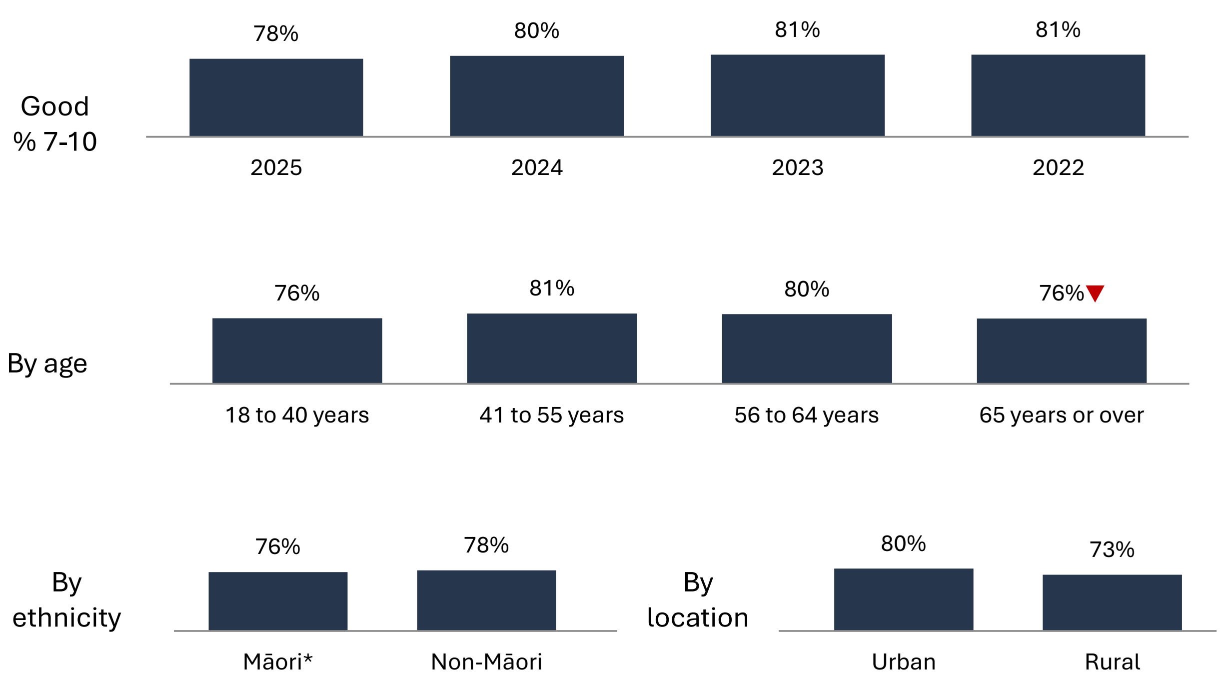
TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

KEYRESEARCH
Unlocking Business Knowledge

Overall Wellbeing

- Nearly eight in ten residents (78%) rate their ***Wellbeing*** as *'good'* or *'excellent'*.
- However, ratings among residents aged 65 or over have significantly declined, from 88% in 2024 to 76% in 2025.
- There are no other significant differences in respondents' perception of their overall wellbeing between demographic groups reported.





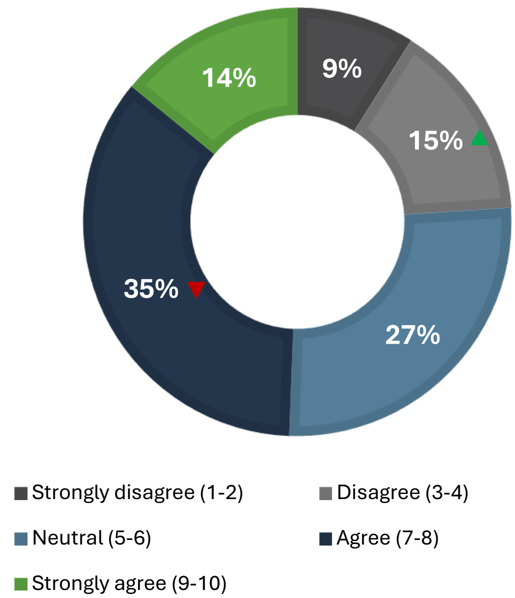
Notes:
1. OV2. Using a scale of 1 to 10 where 1 is 'poor' and 10 is 'excellent', how would you rate your overall wellbeing? n=359
2. *Caution: Small sample size (n<30). Results are indicative only.

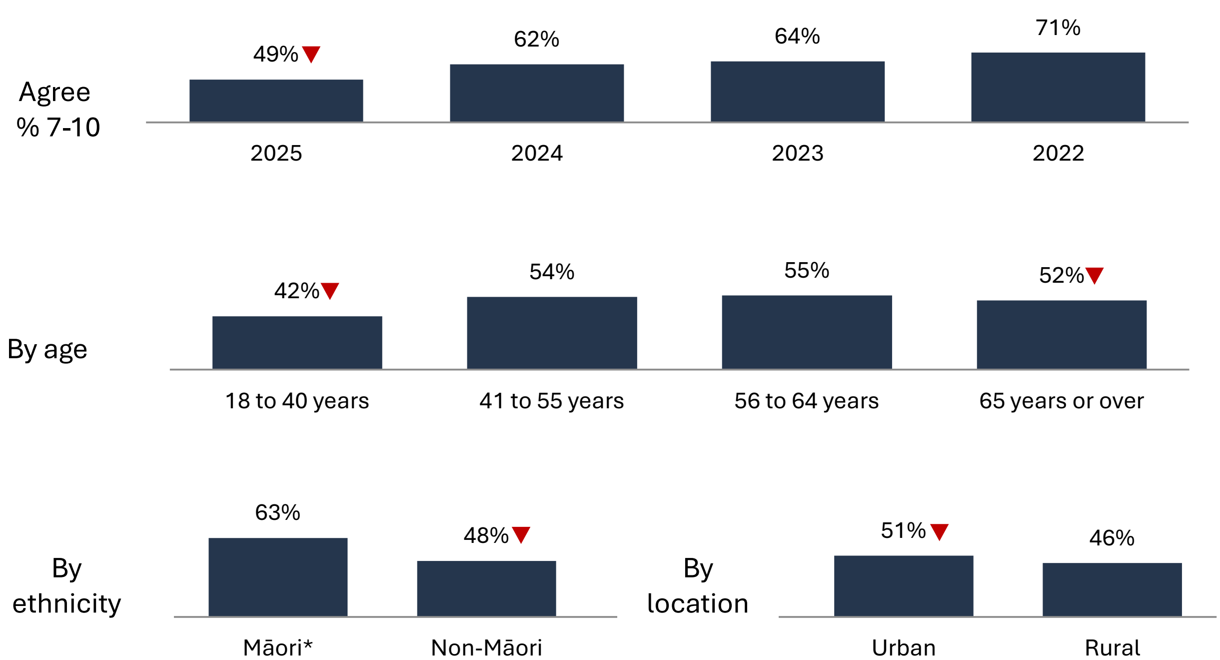
Year-on-year	Between demographics
▲ *Significantly higher*	*Significantly higher*
▼ *Significantly lower*	*Significantly lower*

District Going in the Right Direction

- Residents' perception that the ***District is going in the right direction*** has significantly declined from 62% to 49% in 2025, the lowest level of agreement recorded in the past three years.

- This decline is reported across all demographic groups, with significant decreases among those aged 18 to 40 (from 58% to 42%), 65 years or over (from 73% to 52%), Non-Māori (from 59% to 48%) and among those in an urban area (from 66% to 51%) since 2024.



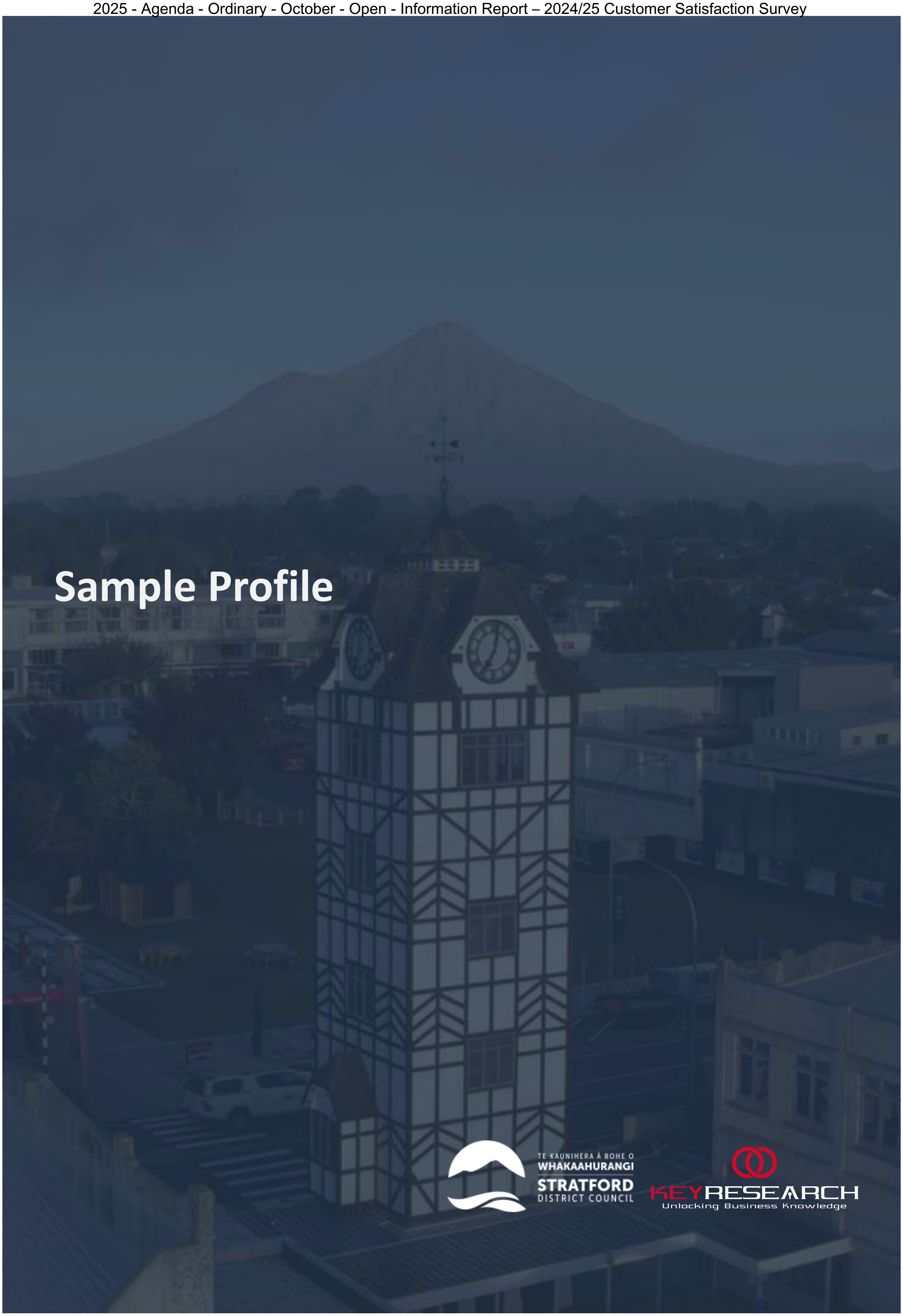


Notes:

1. OV3. Using a scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how strongly do you agree or disagree with the following statement about the District? n=340
2. *Caution: Small sample size (n<30). Results are indicative only.

Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

Between demographics
Significantly higher
Significantly lower



Sample Profile

Sample Profile n=405

Gender

	Male	Female
Weighted	50%	50%
Unweighted	39%	61%

Age (weighted)

	Age (weighted)	Unweighted
18 to 40 years	35%	20%
41 to 55 years	24%	24%
56 to 64 years	16%	19%
65+ years	25%	37%

Ethnicity (weighted)

	Ethnicity (weighted)	Unweighted
Māori	12%	7%
Non-Māori	88%	93%

Length of time lived in Stratford District (weighted)

	Length of time lived in Stratford District (weighted)	Unweighted
2 years or less	17%	15%
Three to five years	13%	12%
Six to ten years	12%	12%
Eleven years or more	56%	60%
Unsure	1%	1%

Location (weighted)

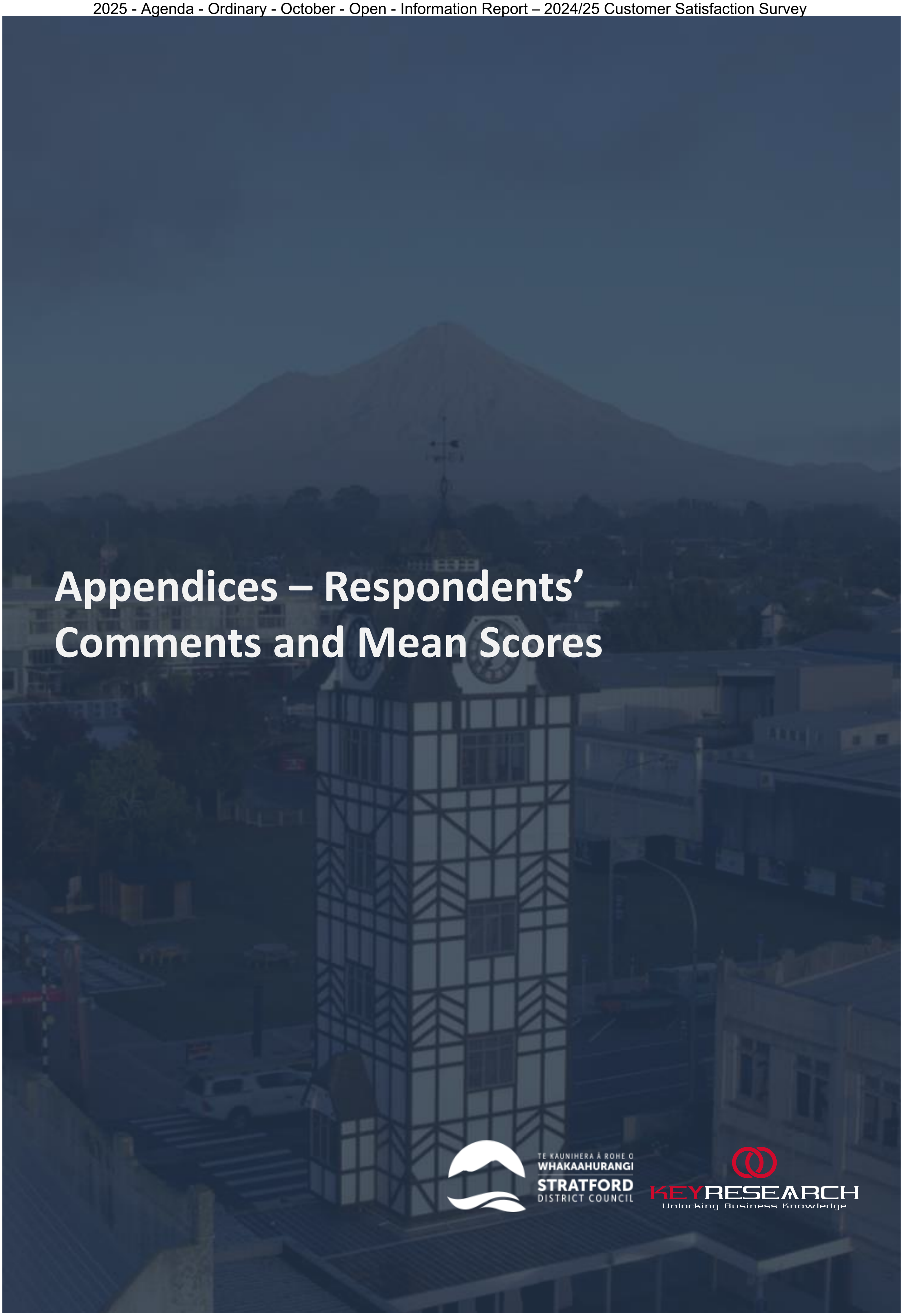
	Location (weighted)	Unweighted
Urban	64%	78%
Rural	36%	22%

Rate Payers (weighted)

	Rate Payers (weighted)	Unweighted
Rate payers	93%	94%
Non-rate payers	4%	3%
Renting	3%	3%

Year-on-year
▲ *Significantly higher*
▼ *Significantly lower*

Between demographics
Significantly higher
Significantly lower



Appendices – Respondents' Comments and Mean Scores

Residents' Comments

Comments on District's Roads	%
General condition is bad / needs better maintenance	32%
Potholes need fixing	27%
Works done not well / poor standard of repairs	22%
Safety concerns	19%
Rural roads are in poor condition	12%
Issues with speed limits / traffic congestion	9%
General condition is good / I am satisfied with the roads	**9%**
Trucks causing damage / bypass for heavy vehicles	8%
Waste of money / money not spent well	7%
Works and repairs take too long	6%
Roads are uneven	5%
More maintenance of verges / street sweeping	3%
Poor signage / poor intersection marking	3%
NZTA State Highways are in poor condition	2%
Bridge / bridge approaches require maintenance	2%
Take away signposts after work is done	1%
Other	5%

Comments on District's Footpaths	%
Need more / better maintenance (general comment) / unfinished	32%
Uneven paving / need to be smoother / footpaths are slippery	27%
General condition is good / I am satisfied with the footpaths	**19%**
Trim trees / hedges / tree roots / weeds	18%
No footpaths where I live / I do not use footpaths	11%
Need easier berm access for mobility scooters / elderly / walking frames	4%
Issues with vehicles parking over footpaths / general obstruction	3%
Footpaths are too narrow	1%
Other	4%

Notes:

1. RF1a. Are there comments you would like to make about the roading network in the District? n=143
2. RF2a. Are there comments you would like to make about the District's footpaths? n=156

Residents' Comments

Comments on Council's rubbish and recycling collection service	%
Rural / don't get this service	22%
Satisfied with the service	**16%**
Take to recycling centre / expensive / open longer/ dissatisfied with new system	10%
Bins are broken / rough handling / bins get swallowed by trucks	10%
Green waste bin / inorganic collection / compost bin	8%
Bins get missed / inconsistent collection times	8%
Accept more materials that can be recycled / disposed of/more info on what is acceptable	7%
Rubbish collection not done properly / still rubbish left	6%
Bins are too small / difficult to move	6%
Loose litter left on collection day	5%
Clips for wheelie bins to keep contents contained	4%
Collection needs to be more often	2%
Truck breaks down too frequently / delayed collections	1%
Other	8%

Comments on Public Toilets	%
Better maintenance (clean, refill paper and soap)	56%
Happy with the toilets	**29%**
Facilities could use an update	25%
Concerns regarding vandalism / safety	5%
Works on centennial restrooms taking too long / open Centennial	4%
Extended hours of use	2%
Other	4%

Comments on Sports Ground	%
Satisfied with sports grounds in the district	47%
Need more / improved facilities at sports grounds (toilets, changing rooms)	20%
Requires more maintenance (frequently mowed, drainage)	20%
Issues with rubbish (need more rubbish bins, clean dog poo)	11%
Need updating	1%
Other	15%

Notes:
1. RC5. Are there comments you would like to make about the Council's rubbish and recycling collection service? n=158
2. PT4. Are there comments you would like to make about the District's public toilets? n=107
3. SP4. Are there comments you would like to make about the District's sports grounds? n=56

Residents' Comments

Comments on Cemeteries	%
Satisfied with the state of cemeteries in the district	48%
Need better maintenance (mowing, and filling hollows)	38%
Needs more parking	7%
More facilities for public at cemeteries (toilets and seating)	6%
Other	9%

Comments on District's Parks and Walkways	%
Satisfied with walkways / parks	**53%**
Better maintenance, better safety needed / weed control / rubbish	39%
Loose dogs / off leash, dog poo, signs needed	15%
Dog area needed	6%
I live too far from parks and walkways / do not use them	1%
Other	4%

Comments on Aquatic Centre	%
Not affordable / too expensive	36%
Extend facility to host events / cafe needed, hydro slide, hot pool, sauna, bigger pool, improved parking	20%
Satisfied / very impressed	**17%**
We didn't need a new pool / wasted money	17%
Need more seating / need better ventilation / better cleaning / changing room facilities / heating	13%
Improve customer service / staff / management / communication	10%
More activities / classes needed	5%
Don't go to the pool / haven't seen it	4%
Dissatisfied with current classes / class sizes	2%
Dissatisfied with opening hours	1%
Other	2%

Notes:
1. CEM3. Are there comments you would like to make about the District's cemeteries? n=69
2. PW4. Are there comments you would like to make about the District's parks and walkways? n=125
3. TSB4. Are there comments you would like to make about the aquatic centre? n=178

Residents' Comments

Comments on Library Hub	%
Friendly / nice / helpful staff	**74%**
Lovely area / well set out area / very handy spot	**38%**
Greater range of books required	**5%**
Very useful and informative	**4%**
Facilities need an upgrade	4%
Information Centre shouldn't be in the library / preferred it the way it was/ has less information now	1%
Other	5%

Comments on Stratford's Sense of Community and Council's Role in Community Development	%
Council needs to do more / more involvement with community / listen to what people want	37%
Satisfied with what Council does in this area	**31%**
Love Stratford / love the community	**24%**
Focus on core services / not councils job / dissatisfied	10%
More events / activities	8%
More need to be done to welcome / attract newcomers	6%
Tidy main street / graffiti / seating	4%
Other	2%

Comments on Council's Communication	%
I am happy with communications I receive from the Council	**31%**
Newsletters / website / app	28%
More notifications are needed / communication	27%
Stratford Press / local papers	11%
Don't get the paper/don't have internet	9%
Staff are helpful	**6%**
Need more info on the website	1%
Source info myself	1%
Other	6%

Notes:

1. LH4. Are there comments you would like to make about the district's Library hub? n=131
2. SC3. Are there comments you would like to make about Stratford's sense of community and Council's role in community development? n=73
3. COM4. Are there comments you would like to make about the communications provided by Stratford District Council? n=62

Residents' Comments

Comments on Council Governance	%
Dissatisfied / need to do more	36%
More communication / don't consult with community	35%
I am happy with Mayor and Councillors / doing a good job	**19%**
Māori wards	8%
Mayor and councillors need to be more accessible	4%
Other	8%

Comments on Council's Customers Service	%
I am satisfied with the customer service	**35%**
Nothing was done / unsatisfactory service / slow service	34%
Staff are nice / friendly / helpful	**33%**
Not friendly / rude	10%
Conflicting information / need improvements	7%
Redirected to website and other departments	1%
Other	2%

Notes:
1. GOV4. Are there comments you would like to make about Stratford District Council's governance? n=67
2. CSERV5. Are there comments you would like to make about Council's customer service? n=72

Overall measures

(showing proportion of respondents scoring % 7-10 and mean scores)

	2025	**2024**	**2023**	2025 (Mean score)	2024 (Mean score)	2023 (Mean score)
Overall satisfied with the Stratford District Council	47%	59%	57%	5.9	6.5	6.6
Overall satisfied with the residential and rural roads in the Stratford District	50%	37%	30%	5.9	5.4	4.9
Overall satisfied with the level of service provided in the District's cemeteries	82%	74%	68%	7.7	7.3	7.1
Overall satisfied with the Stratford district council footpaths	62%	55%	57%	6.7	6.4	6.5
Overall satisfied with the council's rubbish collection service	84%	82%	83%	8.2	8.1	8.0
Overall satisfied with the District's sports grounds	76%	76%	85%	7.5	7.5	7.8
Overall satisfied with the District's parks and walkways	90%	90%	90%	8.1	8.2	8.2
Overall satisfied with the council's recycling collection service	83%	84%	87%	8.1	8.2	8.3
Overall wellbeing	78%	80%	81%	7.6	7.7	7.7
Overall satisfied with the performance of Council staff in handling your request or enquiry	79%	82%	83%	8.0	8.1	8.0
Overall satisfied with the level of service at the aquatic centre	72%	75%	84%	7.4	7.5	8.1
Overall value for money	36%	43%	45%	5.3	5.8	5.9
Overall satisfied with the District's public toilets	63%	71%	67%	6.9	7.4	7.3
Overall reputation	56%	67%	69%	6.3	6.9	7.0
You're confident that the district is going in the right direction	49%	62%	64%	6.1	6.6	6.9

Overall measures

(showing proportion of respondents scoring % 7-10 and mean scores)

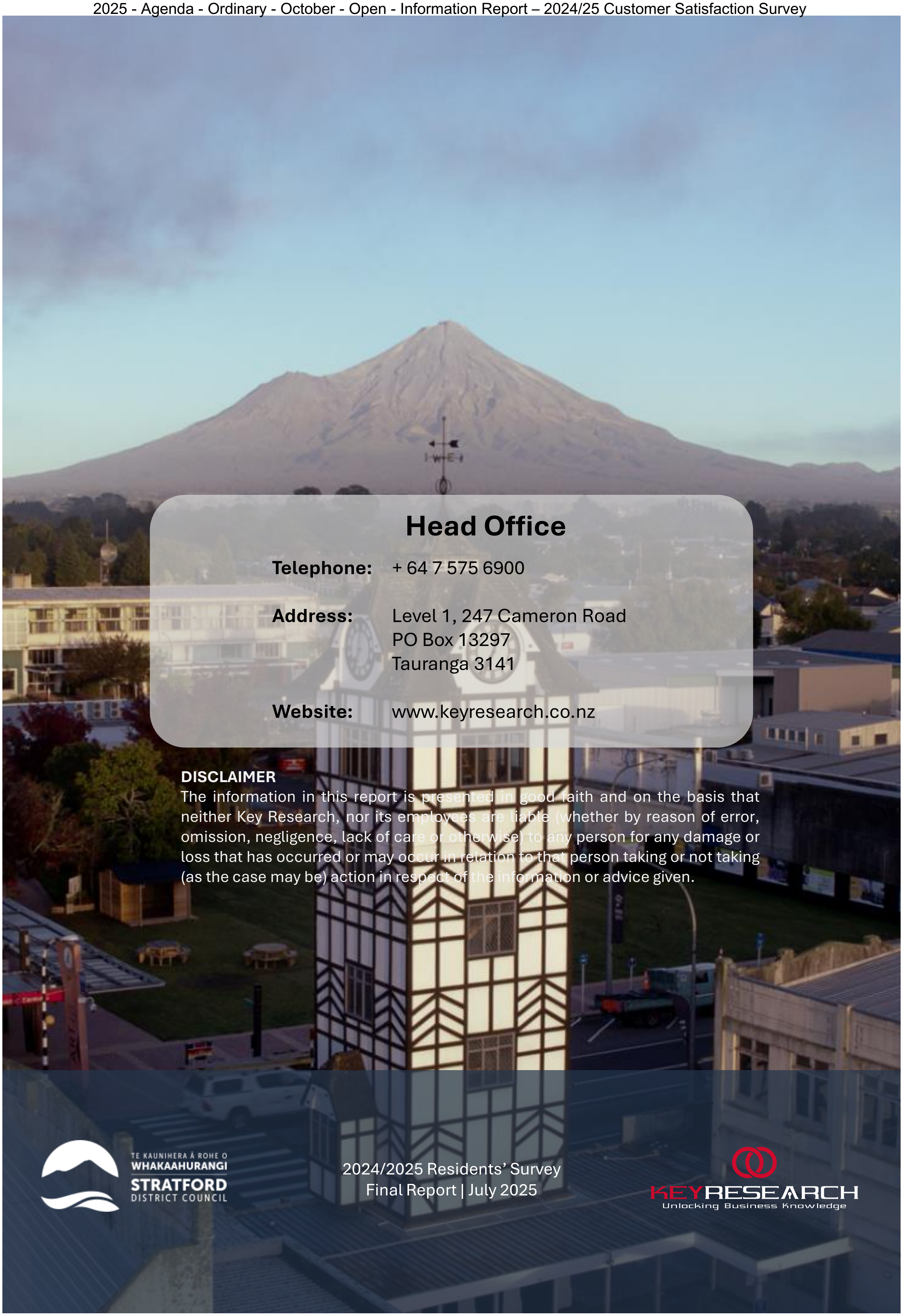
	2025	2024	2023	2025 (Mean score)	2024 (Mean score)	2023 (Mean score)
Morgan's Grave public toilets	66%	30%	63%	6.6	4.1	6.3
Whangamomona public toilets	58%	51%	61%	6.8	6.2	7.1
Service provided in the District's sports grounds - Swansea Road	75%	69%	78%	7.4	7.3	7.6
Service provided in the District's sports grounds - Victoria Park	82%	77%	82%	7.7	7.4	7.8
I know how my rates are spent	45%	41%	44%	5.9	5.7	6.0
Satisfied with the quality of public events and programmes	72%	-	-	7.4	-	-
Te Ara O Maru	37%	-	-	6.3	-	-
Centennial Restroom toilets	90%	90%	93%	8.6	8.8	8.8
Service provided in the District's parks and walkways - Eastern Loop walkway	81%	82%	83%	7.7	7.9	7.9
Service provided in the District's sports grounds - Page Street	66%	67%	75%	7.2	7.1	7.5
Service provided in the District's parks and walkways - Victoria Park	88%	89%	88%	8.2	8.1	8.1
Service provided in the District's parks and walkways - Western Loop walkway	86%	87%	87%	7.9	8.1	7.9
Stratford offers a healthy lifestyle	73%	74%	75%	7.4	7.5	7.4
satisfaction with how council keeps you informed	61%	62%	61%	6.9	6.7	6.9
The information provided was accurate	84%	85%	85%	8.2	8.3	8.2
Stratford is a safe place to live	71%	73%	71%	7.2	7.4	7.3
Front desk staff were helpful and friendly	88%	91%	91%	8.6	8.6	8.5
Overall quality of services at the Library hub	94%	97%	95%	9.0	9.2	9.0
Stratford is an attractive place to live	66%	70%	67%	7.1	7.2	7.1
Service provided in the District's parks and walkways - Carrington walkway	85%	89%	86%	8.1	8.2	8.0

Overall measures
(showing proportion of respondents scoring % 7-10 and mean scores)

	2025	**2024**	**2023**	2025 (Mean score)	2024 (Mean score)	2023 (Mean score)
Interaction with you	59%	63%	74%	6.9	6.9	7.4
Staff had good understanding of what you wanted	86%	90%	87%	8.3	8.5	8.3
Service provided in the District's parks and walkways - Three Bridges Trail	89%	94%	93%	8.3	8.5	8.4
Service provided in the District's parks and walkways - King Edward Park	87%	92%	88%	8.3	8.3	8.2
Service provided in the District's parks and walkways - Windsor Park	77%	83%	82%	7.9	7.9	7.9
Financial management	42%	48%	52%	5.6	6.0	6.4
Invoicing is clear and correct	67%	75%	75%	7.1	7.5	7.6
Service provided in the District's parks and walkways - Playgrounds in Victoria or King Edward Park	81%	90%	90%	7.9	8.3	8.3
Trust	51%	60%	62%	6.1	6.5	6.7
Stratford Bike Park toilets	69%	78%	71%	7.3	7.7	7.4
Town Centre toilets on Broadway	54%	64%	62%	6.4	7.0	7.0
Percy Thomson Complex public toilets	86%	96%	95%	8.5	9.0	8.9
Quality of the services and facilities	59%	69%	67%	6.5	7.0	7.1
Annual property rates are fair and reasonable	26%	36%	33%	4.4	5.2	5.2
TET Stadium public toilets	46%	56%	50%	5.7	6.2	6.3
Decisions made by the council represent the best interests of the District	46%	56%	56%	5.9	6.5	6.6
Council's role in supporting community development in the Stratford District	55%	66%	68%	6.5	7.0	7.1
Leadership	50%	63%	63%	6.2	6.7	6.8
Exeloo toilets in Victoria Park	42%	59%	43%	5.7	6.5	6.1
Kopuatama Cemetery public toilets	56%	88%	65%	7.2	8.1	7.2
Service provided in the District's parks and walkways - Adrian Street Reserve	44%	85%	82%	6.6	8.2	8.1

Historical comparison mean scores

Measure	2025	2024	2023	2022	2021	2020
Overall roading	5.9	5.4	4.9	5.6	5.16	5.72
Footpaths	6.7	6.4	6.5	6.6	5.43	5.71
Rubbish service	8.2	8.1	8.0	8.1	7.28	7.67
Recycling service	8.1	8.2	8.3	8.2	7.18	7.62
Toilets						
Broadway	6.4	7.0	7.0	7.5	6.61	6.95
Centennial	8.6	8.8	8.8	9.2	7.61	6.96
Exeloo	5.7	6.5	6.1	6.9	5.99	5.95
Percy Thomson	8.5	9.0	8.9	9.2	7.67	7.94
TET	5.7	6.2	6.3	6.5	5.22	5.46
Whangamomona	6.8	6.2	7.1	6.5	5.45	6.15
Morgans grave	6.6	4.1	6.3	5.0	5.67	5.3
Kopuatama	7.2	8.1	7.2	7.4	6.02	6.15
Sportsground						
Victoria Park	7.7	7.4	7.8	7.9	6.74	7.21
Swansea	7.4	7.3	7.6	8.2	6.39	7.01
Page st	7.2	7.1	7.5	8.0	6.53	7.09
Cemeteries						
Kopuatama	7.7	7.3	7.1	7.4	6.72	6.66
Midhirst	8.1	7.2	7.9	3.7	5.97	6.19
Parks and Walkways						
Victoria park	8.2	8.1	8.1	8.4	7.16	7.26
Windsor	7.9	7.9	7.9	8.3	7.12	7.24
King edward	8.3	8.3	8.2	8.4	7.31	7.47
Victoria Page st playground	7.9	8.3	8.3	8.5	7.37	7.38
Eastern loop walkway	7.7	7.9	7.9	8.0	6.72	6.84
Western loop walkway	7.9	8.1	7.9	8.1	6.8	6.97
Three Bridges Trail	8.3	8.5	8.4	8.4	7.49	7.52
Carrington Walkway	8.1	8.2	8.0	8.2	7.05	7.28
Services						
Animal control	-	7.3	5.2	7.1	5.91	6.2
LIM	-	7.8	7.3	7.7	5.94	6.35
Planning/resource consent	-	5.1	4.3	7.2	5.16	6.36
Building consents	-	5.2	5.6	6.0	5.09	6.28
Liquor Licensing	-	8.2	9.6	7.4	6.21	6.51
Parking	-	4.4	5.3	5.1	6.12	6.89
After hours						
Animal control	-	6.5	5.1	6.8	5.32	6.01
Noise	-	5.1	8.0	5.4	5.65	6.21
Info Centre	-	-	8.7	8.7	7.48	7.84
Library	9.0	9.3	9.1	9.1	8.2	8.29
TSB pool	-	-	-	7.9	6.95	7
Customer Service	8.0	8.1	8.0	8.3	7.64	7.74



Head Office

Telephone: + 64 7 575 6900

Address: Level 1, 247 Cameron Road
PO Box 13297
Tauranga 3141

Website: www.keyresearch.co.nz

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI STRATFORD DISTRICT COUNCIL

2024/2025 Residents' Survey
Final Report | July 2025

KEYRESEARCH Unlocking Business Knowledge

Appendix 2

Councils' Annual Residents Surveys Benchmarking Report 2024/2025

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

KEYRESEARCH

Research background

Research Objectives

The specific objectives of this research were:

- To understand residents' satisfaction with services and facilities provided by Councils across New Zealand.
- To benchmark the key performance indicators against other Councils.

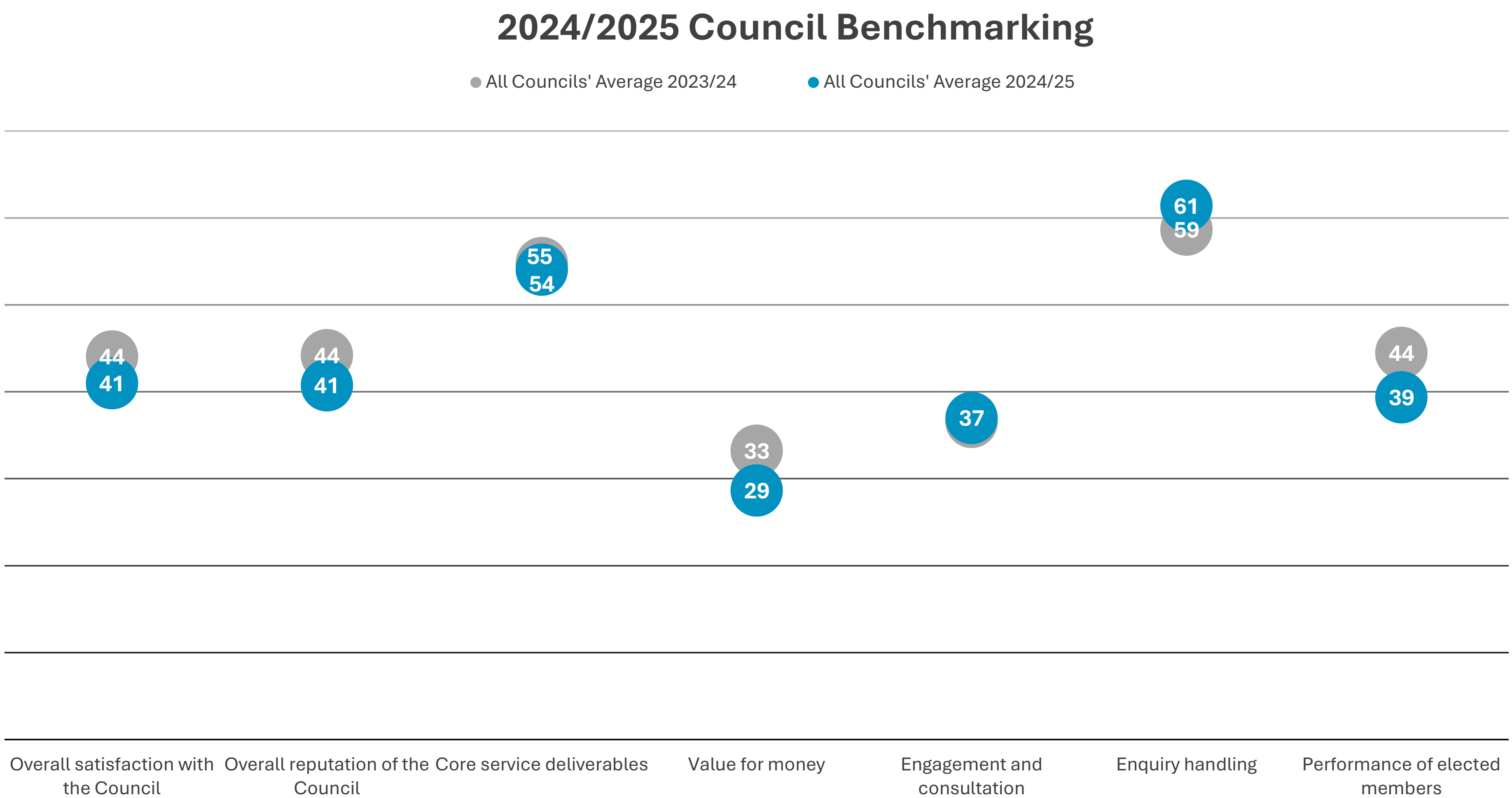
Method

- Surveys were undertaken with 21 different Councils across New Zealand in 2024/25, including 18 District Councils and 3 City Councils.
- Respondents were selected at random from the Electoral Roll, ratepayers database, and/or email contacts collected through previous years' surveys.
- The questionnaires were designed in consultation with Councils and were structured to provide a comprehensive set of measures relating to core activities, services, and infrastructure, and to provide a wider perspective of performance. This includes assessment of reputation and knowledge of Council's activities.
- Post data collection, the samples were weighted to be exactly representative of key population demographics for each area based on the 2023 Census.
- At an aggregate level the surveys have an expected 95% confidence interval (margin of error) of between +/- 3.2% and +/-4.8%.
- Maximum, minimum and average scores for key performance indicators are shown and benchmarked based on 21 Council's performances. Questions used are either identical or closely related, allowing for comparison.
- To allow for better and more extensive benchmarking, several measures are presented as an average score of all related measures in the relevant section.
- Please note: if minimum, average, or maximum values are not visible in a chart, it means that your Council results are equal to that value. For clarity, please view the table on the page following each chart.

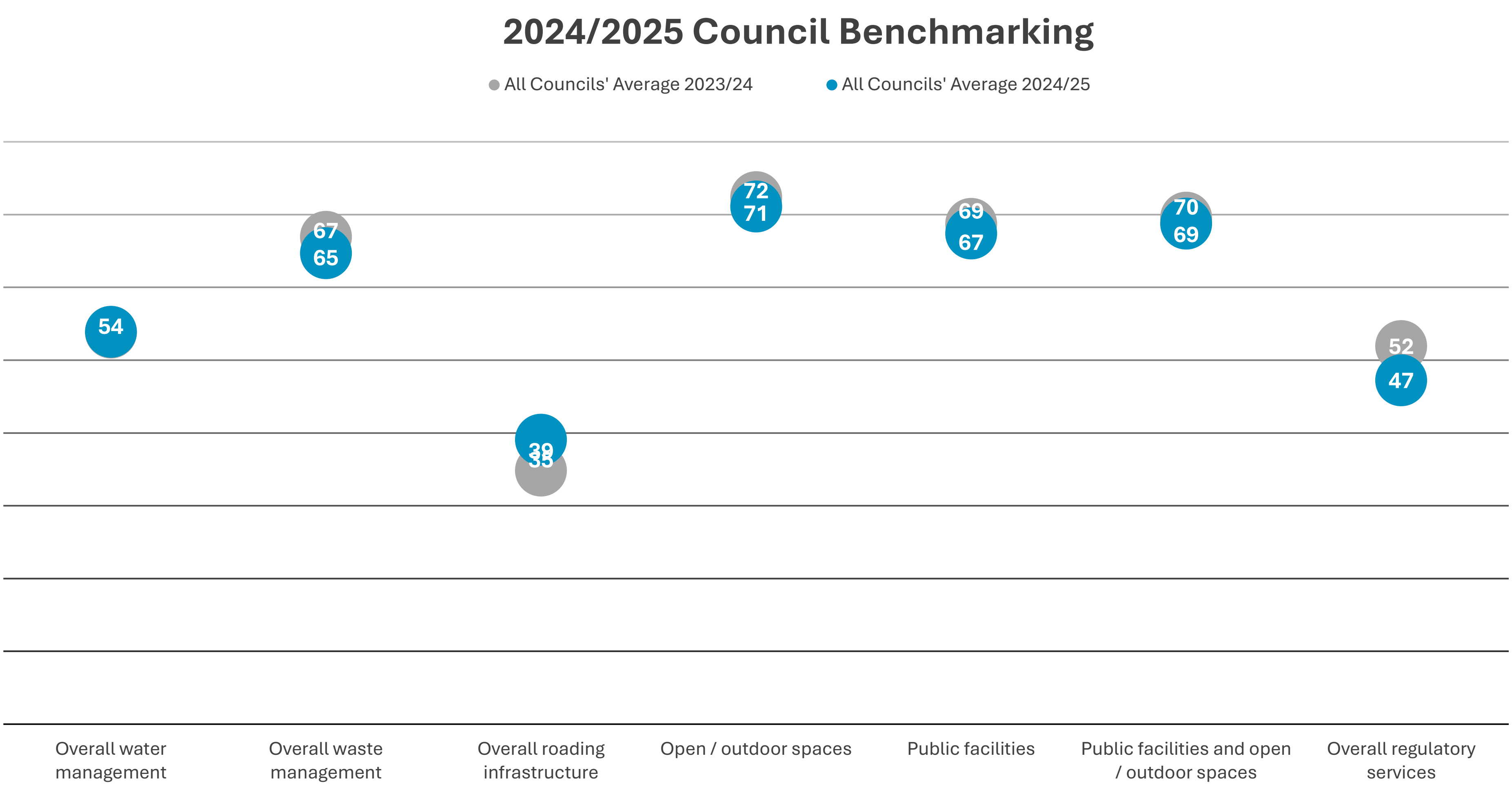
Councils included in 2024/25 Benchmarking report

- Far North District Council
- Gisborne District Council
- Hauraki District Council
- Kaipara District Council
- Manawatū District Council
- Matamata-Piako District Council
- Nelson City Council
- Palmerston North City Council
- Queenstown Lakes District Council
- Rotorua Lakes District Council
- South Taranaki District Council
- South Waikato District Council
- Stratford District Council
- Tararua District Council
- Tauranga City Council
- Thames-Coromandel District Council
- Waikato District Council
- Waimate District Council
- Waipā District Council
- Waitaki District Council
- Waitomo District Council

Year on year change – Overall



Year on year change – Core service deliverables

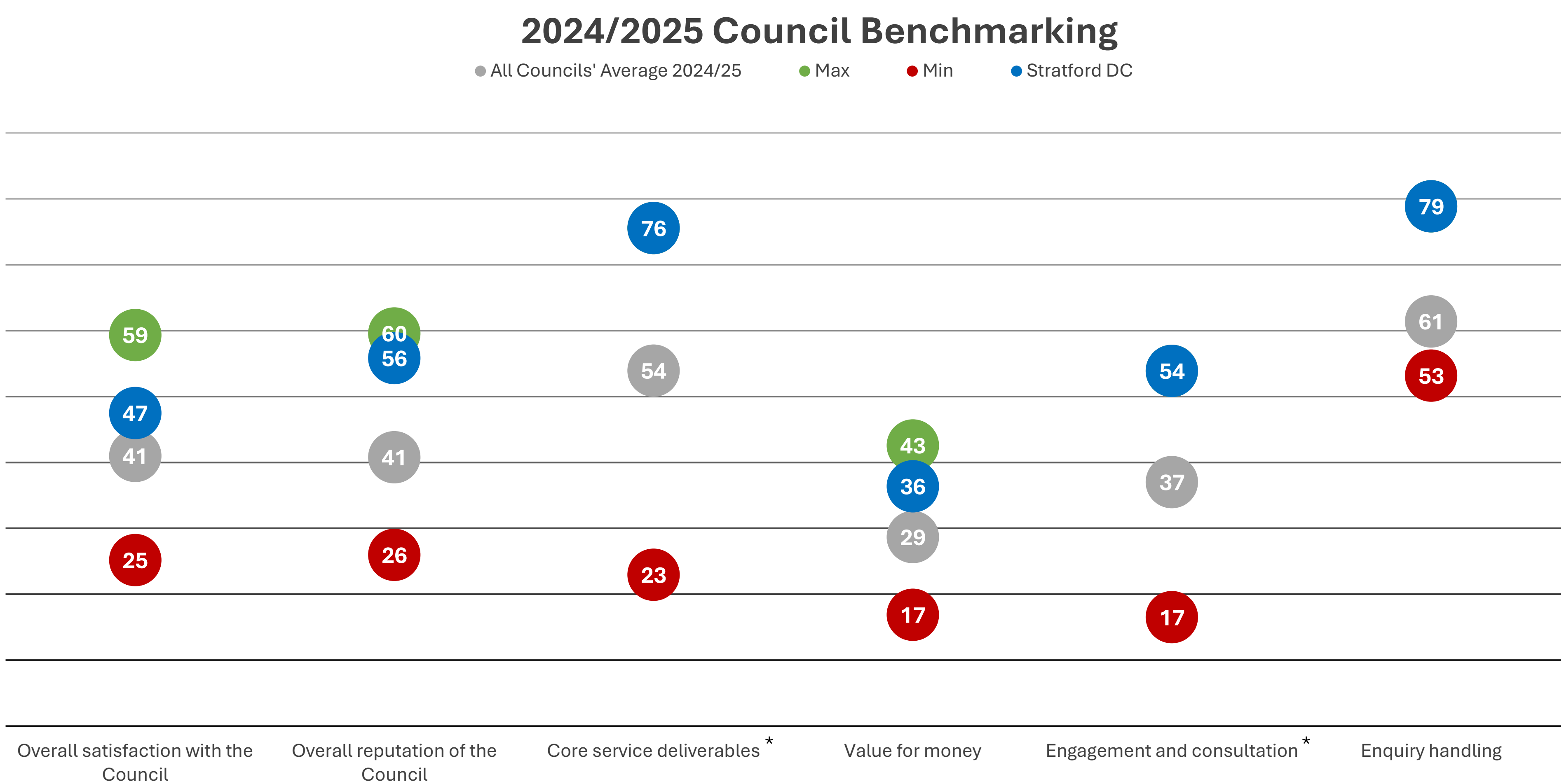


KEYRESEARCH

September 2025

ARS Benchmarking – 2024/2025

Overall measures



* To allow for better and more extensive benchmarking, these measures are presented as an average score of all related measures.

Overall measures

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall satisfaction with the Council	47	41	+6	59	-12	25	+22
Overall reputation of the Council	56	41	+15	60	-4	26	+30
Core service deliverables	76	54	+22	76	-	23	+53
Value for money	36	29	+7	43	-7	17	+19
Engagement and consultation	54	37	+17	54	-	17	+37
Enquiry handling	79	61	+18	79	-	53	+26

Overall measures – District Councils only

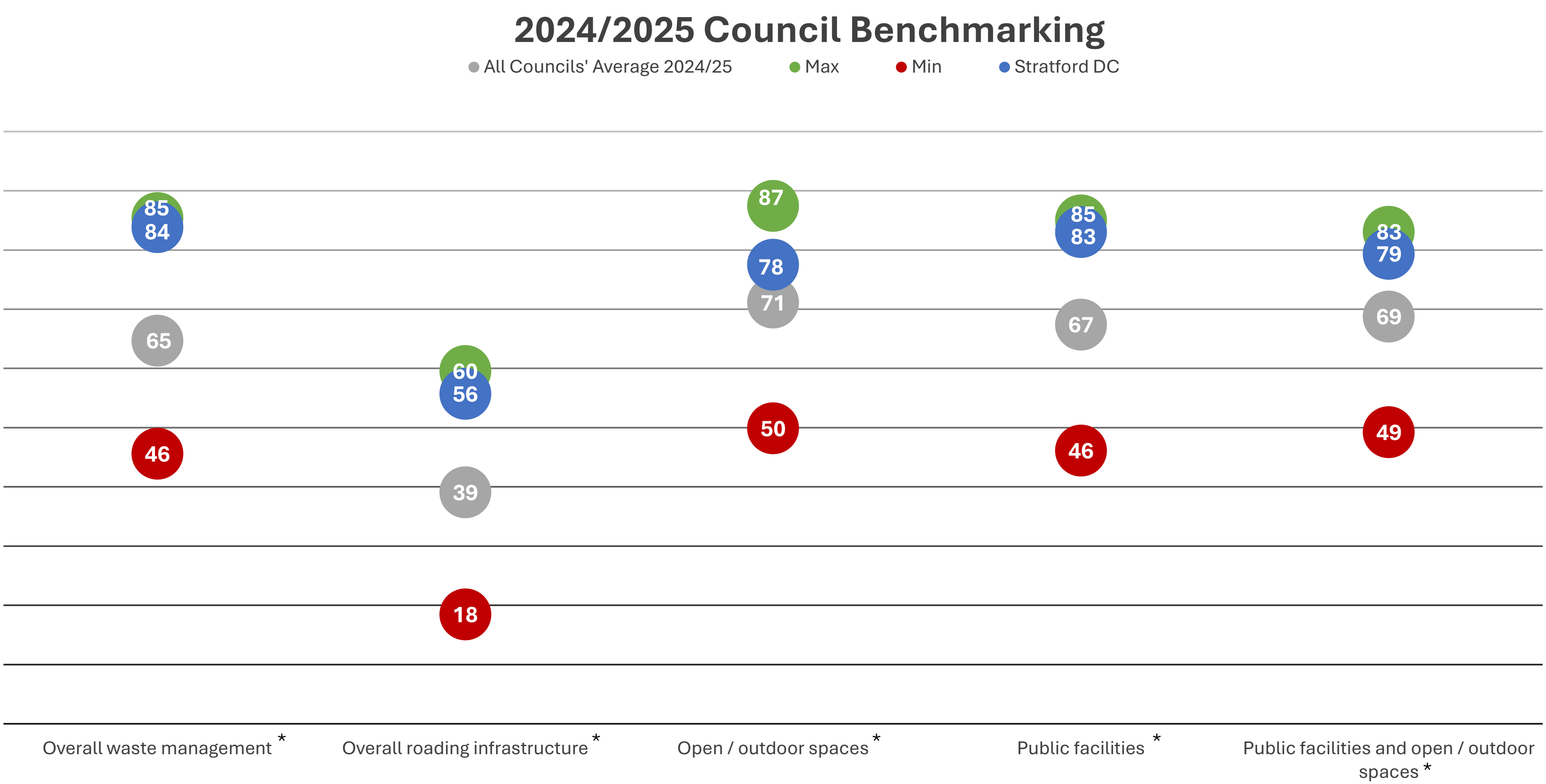
% 7-10	Your Council %	Average based on 18 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall satisfaction with the Council	47	40	+7	59	-12	25	+22
Overall reputation of the Council	56	42	+14	60	-4	29	+27
Core service deliverables	76	53	+23	76	-	23	+53
Value for money	36	28	+8	43	-6	17	+19
Engagement and consultation	54	37	+17	54	-	17	+37
Enquiry handling	79	61	+18	79	-	53	+26

KEYRESEARCH

September 2025

ARS Benchmarking – 2024/2025

Core service deliverables



* To allow for better and more extensive benchmarking, these measures are presented as an average score of all related measures.

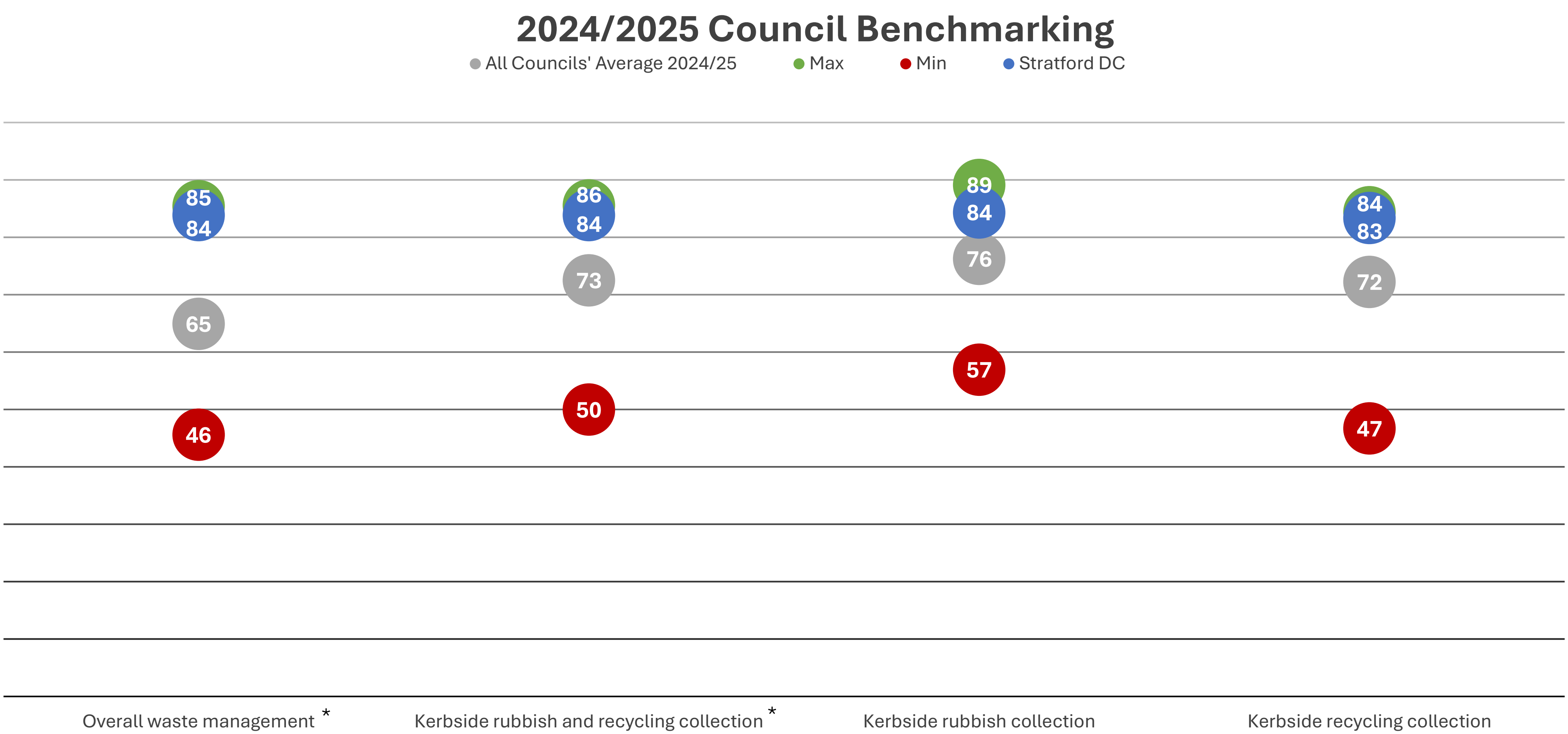
Core service deliverables

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall waste management	**84**	**65**	**+19**	**85**	**-1**	**46**	**+38**
Overall roading infrastructure	**56**	**39**	**+17**	**60**	**-4**	**18**	**+38**
Open / outdoor spaces	**78**	**71**	**+7**	**87**	**-9**	**50**	**+28**
Public facilities	**83**	**67**	**+16**	**85**	**-2**	**46**	**+37**
Public facilities and open / outdoor spaces	**79**	**69**	**+10**	**83**	**-4**	**49**	**+30**

Core service deliverables – District Councils Only

% 7-10	Your Council %	Average based on 18 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall waste management	84	64	+20	85	-1	46	+38
Overall roading infrastructure	56	38	+18	56	-	18	+38
Open / outdoor spaces	78	71	+7	87	-9	50	+28
Public facilities	83	67	+16	85	-2	46	+37
Public facilities and open / outdoor spaces	79	69	+10	83	-4	49	+30

Waste management



* To allow for better and more extensive benchmarking, these measures are presented as an average score of all related measures.

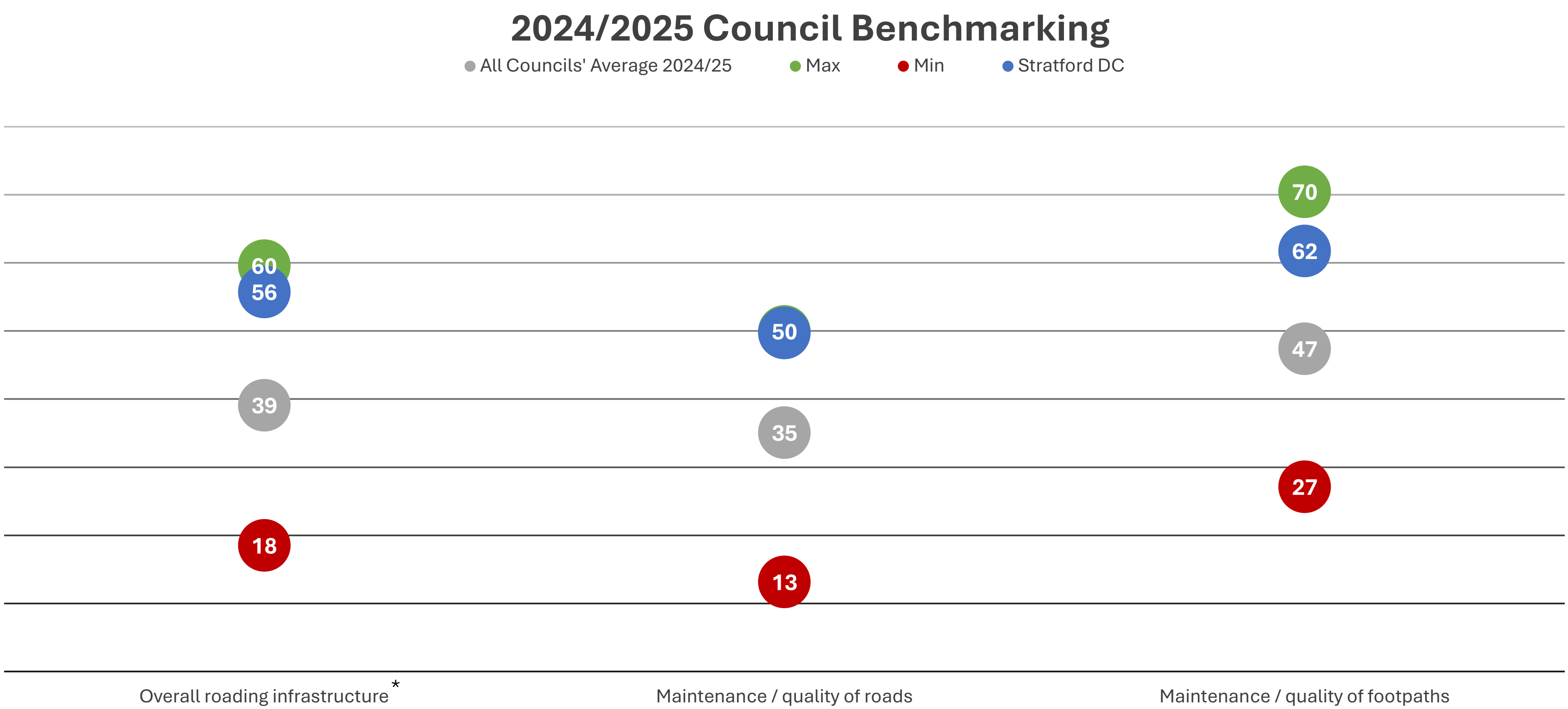
Waste management

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall waste management	84	65	+19	85	-1	46	+38
Kerbside rubbish and recycling collection	84	73	+11	86	-2	50	+34
Kerbside rubbish collection	84	76	+8	89	-5	57	+27
Kerbside recycling collection	83	72	+11	84	-1	47	+37

Waste management – District Councils Only

% 7-10	Your Council %	Average based on 18 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall waste management	84	64	+20	85	-2	46	+38
Kerbside rubbish and recycling collection	84	71	+13	84	-	50	+34
Kerbside rubbish collection	84	76	+8	89	-5	57	+27
Kerbside recycling collection	83	71	+12	83	-	47	+36

Roading infrastructure



* To allow for better and more extensive benchmarking, these measures are presented as an average score of all related measures.

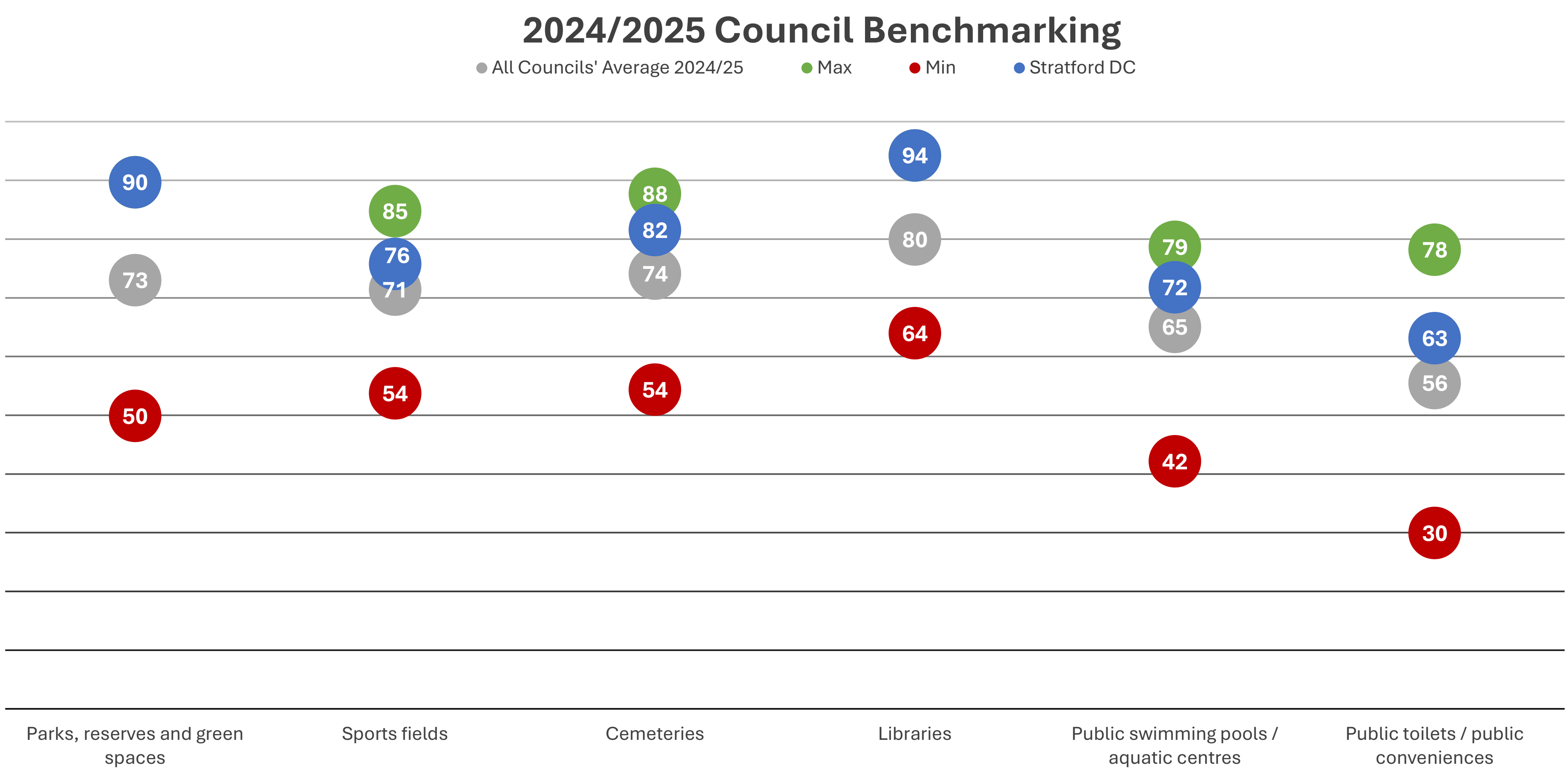
Roading infrastructure

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall roading infrastructure	56	39	+17	60	-4	18	+38
Maintenance / quality of roads	50	35	+15	50	-	13	+37
Maintenance / quality of footpaths	62	47	+15	70	-8	27	+35

Roading infrastructure – District Councils Only

% 7-10	Your Council %	Average based on 18 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall roading infrastructure	56	38	+18	56	-	18	+38
Maintenance / quality of roads	50	34	+16	50	-	13	+37
Maintenance / quality of footpaths	62	47	+15	62	-	27	+35

Public facilities and open / outdoor spaces



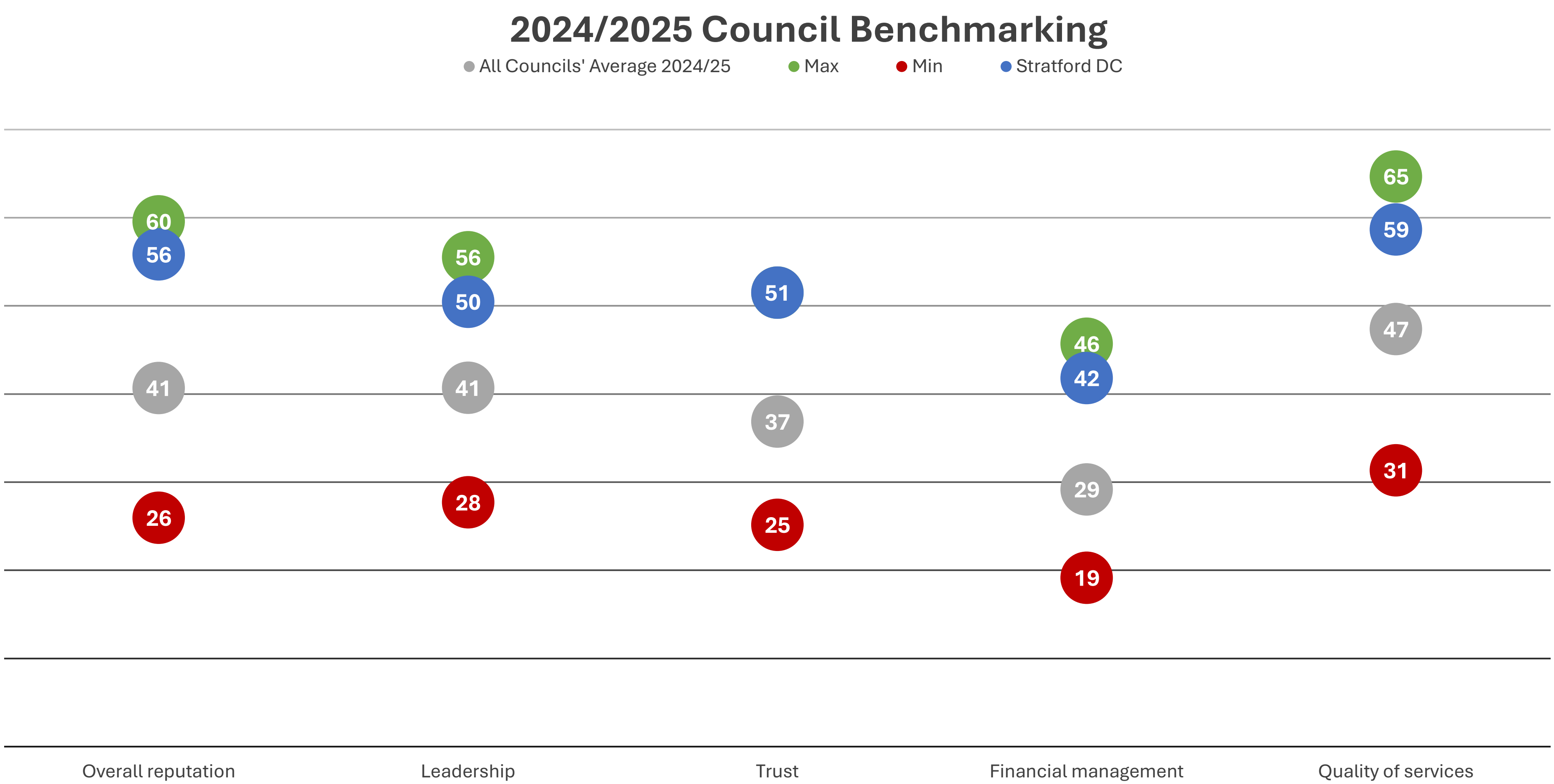
Public facilities and open / outdoor spaces

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Parks, reserves and green spaces	90	73	+17	90	-	50	+40
Sports fields	76	71	+5	85	-9	54	+22
Cemeteries	82	74	+8	88	-6	54	+28
Libraries	94	80	+14	94	-	64	+30
Public swimming pools / aquatic centres	72	65	+7	79	-7	42	+30
Public toilets / public conveniences	63	56	+7	78	-15	30	+33

Public facilities and open / outdoor spaces – District Councils Only

% 7-10	Your Council %	Average based on 18 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Parks, reserves and green spaces	90	73	+17	90	-	50	+40
Sports fields	76	71	+5	85	-9	54	+22
Cemeteries	82	75	+7	88	-6	54	+28
Libraries	94	81	+13	94	-	64	+30
Public swimming pools / aquatic centres	72	66	+6	79	-7	42	+30
Public toilets / public conveniences	63	56	+7	78	-15	30	+33

Reputation


2024/2025 Council Benchmarking
All Councils' Average 2024/25
Max
Min
Stratford DC
60
56
26
41
56
50
41
28
51
37
25
46
42
29
19
65
59
47
31
Overall reputation
Leadership
Trust
Financial management
Quality of services

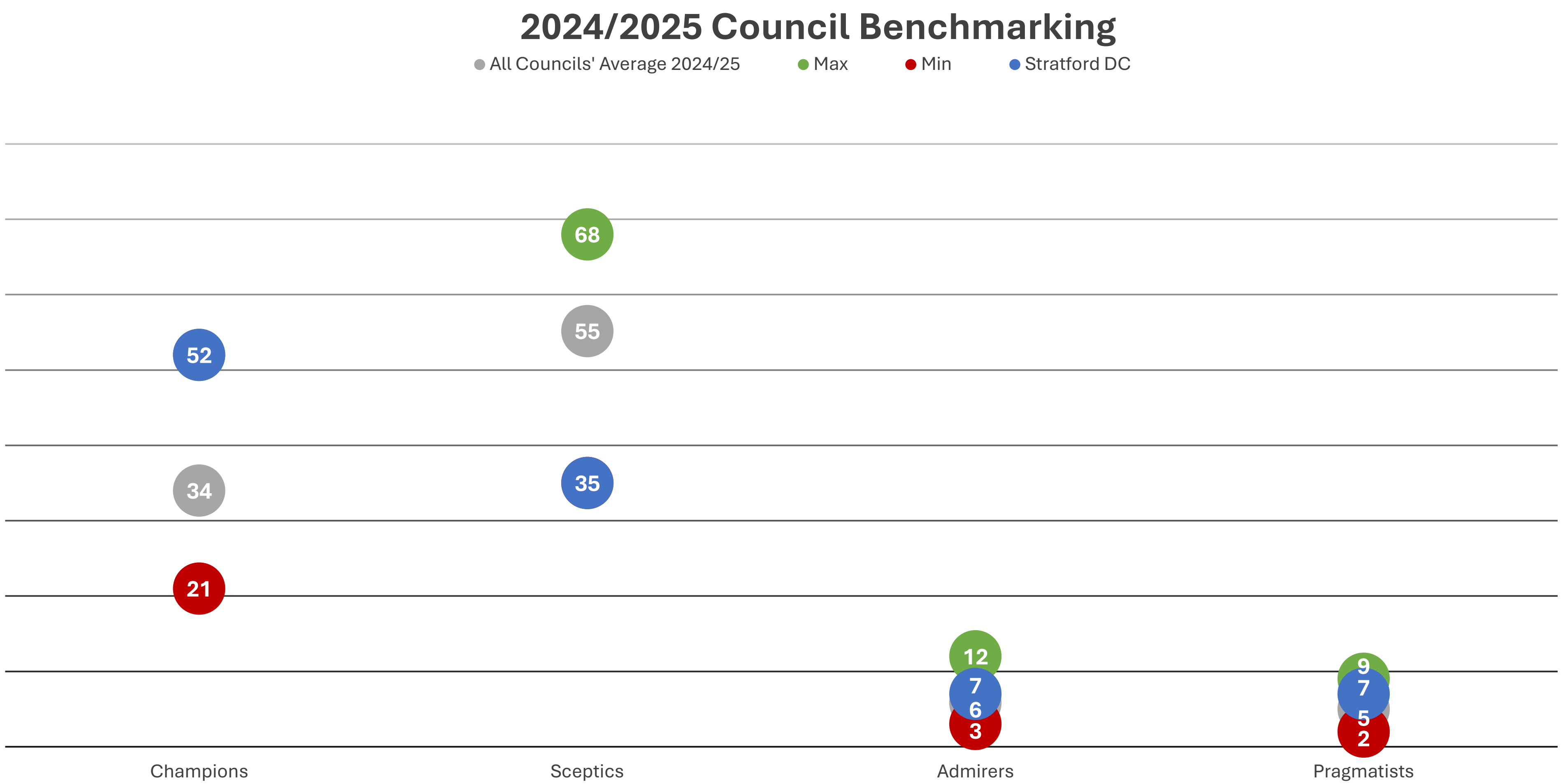
Reputation

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall reputation	56	41	+15	60	-4	26	+30
Leadership	50	41	+9	56	-6	28	+22
Trust	51	37	+14	51	-	25	+26
Financial management	42	29	+13	46	-4	19	+23
Quality of services	59	47	+12	65	-6	31	+28

Reputation – District Councils Only

% 7-10	Your Council %	Average based on 18 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall reputation	56	42	+14	60	-4	29	+27
Leadership	50	42	+8	56	-6	29	+21
Trust	51	38	+13	51	-	27	+24
Financial management	42	30	+12	46	-4	19	+23
Quality of services	59	47	+12	65	-6	31	+28

Reputation profile



KEYRESEARCH

September 2025

ARS Benchmarking – 2024/2025

Value for money

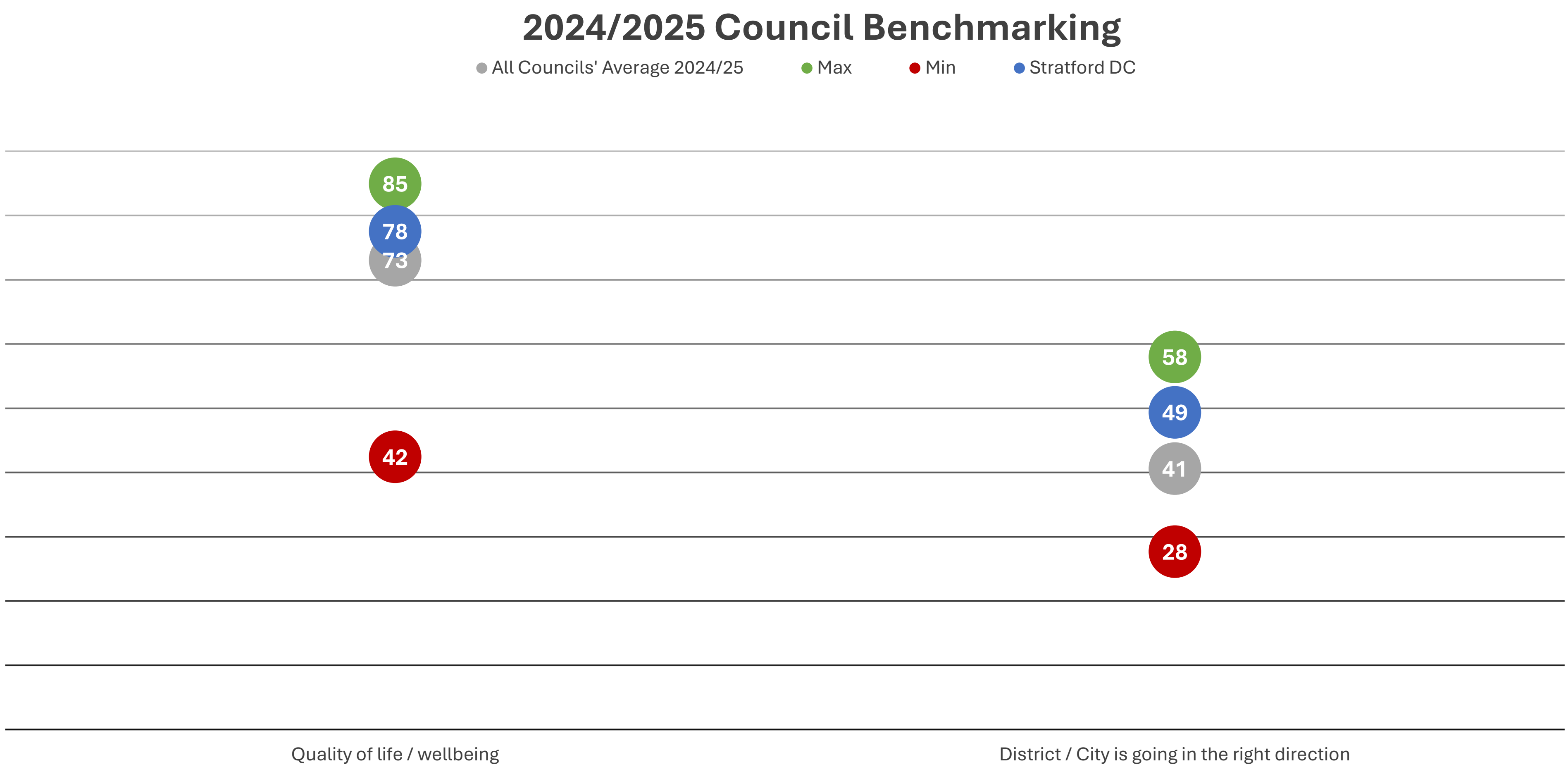
Value for money

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Value for money	36	29	+7	43	-7	17	+19
Annual property rates are fair and reasonable	26	20	+6	32	-6	9	+17
Invoicing is clear and correct	67	59	+8	71	-4	36	+31

Value for money – District Councils Only

% 7-10	Your Council %	Average based on 18 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Value for money	36	29	+7	43	-6	17	+19
Annual property rates are fair and reasonable	26	20	+6	32	-6	9	+17
Invoicing is clear and correct	67	59	+8	71	-4	36	+31

Sentiment questions



Sentiment questions

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Quality of life / wellbeing	78	73	+5	85	-7	42	+36
District / City is going in the right direction	49	41	+8	58	-9	28	+21

Sentiment questions – District Councils Only

% 7-10	Your Council %	Average based on 18 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Quality of life / wellbeing	78	73	+5	85	-7	42	+36
District / City is going in the right direction	49	41	+8	58	-9	28	+21

Key contact details

Head Office

Telephone: + 64 7 575 6900

Address: Level 1, 247 Cameron Road
PO Box 13297
Tauranga 3141

Website: www.keyresearch.co.nz

INFORMATION REPORT

F22/55/04 -D25/35854

To:	Council
From:	Corporate Accountant
Date:	7 October 2025
Subject:	Percy Thomson Trust – Annual Report 2024/25

Recommendation

THAT the Percy Thomson Trust Annual Report for the year ended 30 June 2025 be received.

Recommended Reason
The Percy Thomson Trust is a Council Controlled Organisation of the Stratford District Council and the audit of their Annual Report for the year ended 30 June 2025 was completed by Audit New Zealand.

_______/_______
Moved/Seconded

1. Purpose of Report

To present the Annual Report for the year ended 30 June 2025 for Percy Thomson Trust to Council. This report must be delivered to the shareholders (Council) within 3 months after the end of each financial year (30 September, or if this date falls on a weekend, the next business day) and requires the Auditor's Report to be included.

The Report, excluding the Audit Opinion, was delivered to Council (Chief Executive and District Mayor) on 30 September 2025, via email.

2. Executive Summary

The Annual Report of the Percy Thomson Trust was audited by Audit New Zealand. The Percy Thomson Trust is a Council Controlled Organisation of the Stratford District Council and it's performance forms part of Council's group financial statements as recorded in Council's Annual Report.

Revenue for the year was significantly below budget, partly due to no external grant applications being submitted during the financial year, combined with lower income from investment returns. Total expenditure was over budget, as a direct result of the increase in employee related costs, and repairs and maintenance of the building.

Of the three performance measures, all three were achieved. In the previous year, all four performance measures were met.

This year marks the return of Audit New Zealand as the appointed auditor on behalf of the Auditor-General, following a three-year period during which Deloitte conducted the audit. Prior to that, Audit New Zealand had previously held the role.

Audit New Zealand have identified that two of the property investments have been recorded at the previous year's values, rather than impaired for this year. As the total was not material, no adjustment is required in the financial statements. See Appendix 2.

Audit New Zealand have stated that they will be issuing an unmodified audit opinion.

3. Local Government Act 2002

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

4. Background

The Local Government Act 2002 defines entities in which the Council has more than a 50 percent shareholding, or the ability to appoint more than 50 percent of the Trustees/Directors, as a Council Controlled Organisation. The Percy Thomson Trust (the Trust) meets the criteria of a CCO as Council appoints all Trustees to the Percy Thomson Trust. The Trust operates on an independent basis at arm's length from the Council, and Council monitors the performance of the Trust.

5. Information Summary

5.1 Trustee and Staff Changes

In October 2024, Jim Clarkson did not seek re-election for a further term. Bruce Ellis, who had served as Chairman until the Annual General Meeting in October 2024, resigned in March 2025. Doug Robinson followed with his resignation from the Trust in May 2025.

At the October 2024 Annual General Meeting, Trustee Councillor Ellen Hall was appointed as Chairperson.

Also in October 2024, Councillor Annette Dudley and Mary Bourke were appointed as trustees by the Council. This brought the total number of trustees to five as of 30 June 2025.

In October 2024 Laura Campbell resigned from her role as Gallery Director, a position she had held since January 2022. Catherine Rhodes was appointed as the new Director and commenced her role in February 2025.

5.2 Exhibitions

During the year the gallery was fully booked for exhibitions. Some exhibitions that were delivered include the following:

National –
1. *Adam Portraiture Award 2024*

Regional –
1. *Taranaki Arts Trail Preview*
2. *Taranaki Review in Miniature*
3. *INKED: Original Handprinted Artworks by PCANZ Taranaki Printmakers | WITT Student Printmakers*

Local –
1. *Emergence 2024*
2. *Fibreworks: Taranaki Creative Fibre | Margaret Scott*
3. *Stratford Art Society*
4. *Fiona Clark and Tertius PAY HERE*

The gallery is booked well into 2026 and includes local and national exhibitions.

5.3 **Financial Statements**

The Trust had a net deficit from operations of $221,000 (after accounting for depreciation) for the 2024/25 financial year, compared to a budgeted deficit of $159,000.

Expenditure and revenue were both consistent with the previous year's actuals, although different to that budgeted in the Statement of Intent.

The Statement of Financial Position reveals a decrease in cash and term deposits, from a total of $342,000 as of 30 June 2024 to $204,000 as of 30 June 2025.

In accordance with standard audit procedures, Audit New Zealand has issued a report to the Board of Trustees, highlighting any significant issues or concerns identified during the audit.

6. Strategic Alignment

6.1 **Direction**
The Annual Report (including the Audit Opinion from Audit New Zealand) is a statutory requirement, as is the requirement to deliver the report to council.

6.2 **Annual Plan and Long Term Plan**
The recommendation does not have any implications concerning the Long Term Plan

6.3 **District Plan**
The recommendation does not have any implications concerning the Long Term Plan.

6.4 **Legal Implications**
There are no legal implications.

6.5 **Policy Implications**
There are no policy implications

Attachments:
Appendix 1 - Percy Thomson Trust Annual Report
Appendix 2 - Audit New Zealand – Uncorrected misstatements

Christine Craig
Corporate Accountant

Raelene Johnson
Corporate Services Director

[Approved by]
Sven Hanne
Chief Executive **Date:** 1 October 2025

Appendix 1

PERCY THOMSON TRUST

- Percy Thomson Gallery
- Percy Thomson Arboretum
- Percy Thomson Herbarium

PERFORMANCE REPORT FOR THE YEAR ENDED 30 JUNE 2025

PERCY THOMSON TRUST

Performance report for the year ended 30 June 2025

CONTENTS

PERCY THOMSON TRUST - CHAIRPERSON'S REPORT

For the year ended 30 June 2025

On behalf of the Trustees, I present this report for the year ended 30 June 2025.

Despite a year characterised by significant upheaval at both governance and management levels, the Trust has delivered a quality range of exhibitions at the Gallery. The Arboretum has been well cared for by Council contractors in the first instance, with Trust personnel and volunteers adding an extra flourish.

We received our first ever Letter of Expectation from the Mayor in December. In response, we have progressed a number of developments, including our new Strategic Plan, which we began in January and formally adopted in March.

Gallery Operations

New Gallery Director Catherine Rhodes joined us in February following the resignation of Laura Campbell, who finished in October. Trustees are grateful that Maree Burnnand stepped up in an acting capacity during the interregnum.

Visitor numbers are recorded at 23,481, reflecting the continued strong support of our community and visitors from outside the district, despite a year of transition.

The exhibition programme has continued to be diverse, engaging, and of a consistently high standard, featuring both local and national artists and offering something for a wide range of audiences.

The Trust commissioned an IT audit, undertaken by Council staff, to assess constraints, risks, and needs. Acting on the recommendations, we engaged an external provider to strengthen information management and communication systems, mitigating risk and ensuring systems are efficient and aligned with best practice.

The previous annual report highlighted limitations on the ability to source grant funding due to our increasingly uncertain status as a Council Controlled Organisation. That issue remains unresolved. Discussions regarding the benefits to the community of the Trust remaining a Council Controlled Organisation are ongoing.

Governance

At the AGM in October 2024, Ellen Hall replaced Bruce Ellis as Chair, and new Trustees Annette Dudley and Mary Bourke were welcomed.

Three Trustees moved on during the year: Jim Clarkson in November, Bruce Ellis in March, and Doug Robinson in May. Each made a unique contribution to the Trust, and we are grateful for their freely given time and expertise.

Financials

The Statement of Financial Performance shows a deficit of $221,000. This compares with a budgeted deficit of $159,000, and the actual deficit in 2024 of $231,000. The negative variance of $62,000 against budget came from lower grant income by $31,000, lower interest revenue by $7,000, higher depreciation by $15,500, and unbudgeted IT and recruitment costs.

From a cash point of view, i.e. after adding back depreciation, the deficit is $121,000 compared to a budgeted cash deficit of $75,000.

The overall equity position now stands at $2,914,000 as against $3,135,000 last year.

<u>Investment Funds and Cash Balances</u>

The Trustees adopted a new Investment Policy in March and have resolved to undergo a staged exit from syndicated property holdings towards a new balanced portfolio using the expert services of Craigs Investments.

The investment portfolio at 30 June 2025 is:

Category	Book Value @ 30/6/25	Book Value @ 30/6/24
Bank Balances	$154,000	$92,000
Trading Bank Term Deposits	$50,000	$250,000
Bonds		-
Commercial Property through Proportionate Ownership Schemes and Property Investment Funds (based on impaired values)	$383,000	$383,000
Total	**$587,000**	**$725,000**

The property investments held by the Trust are as follows:

Property held by Investment Fund	Original Investment	Market Value (31 Mar 2025)	Market Value (31 Mar 2024)	Cash Income Return on Original Investment	Summary of Tenants (2025)
Bush Road, Albany, Auckland – light industrial	$125,000	$303,992	$312,624	4.00%	Thermo Fisher Scientific – 100%
Osterley Way, Manukau, Auckland – office building	$50,000	$59,550	$47,655	0.00%	IRD – 98% One NZ – 2%
Todd Park, Porirua, Wellington – light office/industrial complex	$72,000	$108,162	$107,749	6.94%	Multi-tenant: Conroy's, Hexatronic, Downer, NZ Post, Mitsubishi
Cameron Road, Tauranga – Office building and retail	$50,000	$40,372	$38,350	0.00%	Tauranga City Council — 55.11% Inland Revenue – 38.33% Other – 6.56%
Centuria NZ Industrial Fund – light industrial mainly in Auckland	$100,000	$145,000	$142,942	5.00%	The 56 tenants across 19 properties span Auckland, Wellington, Christchurch and Hastings, with 59% of portfolio value located in Auckland. Key tenants include Crasborn Fresh Harvest, Blue Star, Hancocks, Vulcan Steel, D&H Steel Construction, Graphic Packaging, Visy, Icepak (Halls Refrigeration), TCI NZ, and Argus. Portfolio occupancy at balance date was 98.0% (WALT 6.2 years).
Total	**$397,000**	**$657,076**	**$649,320**	**Average 3.19% (2024 4.77%)**	
		1.19% increase on 2024 and 65.51% increase on original investment values	**8.0% decrease on 2023**		

Overall cash returns softened again this year, with the weighted average cash return on original investment at 3.78% (down from 4.77% last year). The reduction reflects suspended distributions at Osterley Way and Cameron Road during the year, partly offset by steady income from Centuria, Bush Road and Todd Park. Notably, Osterley dividends were reinstated from 1 April 2025, which falls after balance date and is therefore not reflected in this year's cash return.

Portfolio market value increased by 1.2% year-on-year (to $657,076 from $649,320) and now sits 65.5% above original investment cost.

Building Works

The previous annual report noted ongoing concerns with the Gallery Building, particularly the state of the roof. During this year, the Trust undertook a significant evaluation of its building asset. We now have a much clearer understanding of the maintenance requirements and are better equipped to stage the corrective activities required to keep the whole building in sound condition.

Arboretum

This year, stewardship of the Arboretum transitioned from retiring Trustee Jim Clarkson to Trustee Helen Cloke, marking a notable handover of long-standing expertise and continuity. The Trust completed two major projects: developing a comprehensive Arboretum Volunteer Policy with formal inductions (general and health & safety) and launching the Friends of the Arboretum in April. We now have seven dedicated volunteers and working bees on the last Saturday of each month are already improving the grounds. We also undertook targeted removal of Chilean myrtle – from seedlings to mature trees – placing us ahead of compliance requirements and enabling replanting with more suitable, ecologically appropriate species.

Looking ahead, we will install informative signage for 50 key specimens and expand community use of the Arboretum, including hosting wedding ceremonies. This next phase of growth and revitalisation is powered by our volunteer group, champions such as Jim Clarkson and Bryan Vickery, support from Ethan Furniture, and our valued partnership with the Stratford District Council. Our aim is to enhance presentation, deepen educational opportunities for all ages, and foster strong community involvement in this important natural space.

Herbarium

As part of the strategy development process, it was acknowledged that, under the wording of the Trust's objects, we had an obligation to ensure access to current and relevant information sources. In this context, issues were noted with the TRC Herbarium website, particularly the inability of either the TRC or the Trust to update it due to lack of access. To address this, the Trust included the matter in its workplan, and discussions with TRC will be initiated in the coming year to find a sustainable resolution.

Summary

I wish to acknowledge the work of all Trustee who have contributed with pragmatism and commitment.

I would like to acknowledge the support that Council staff have provided notwithstanding the constraints of their other work priorities.

Trustees would also expect me to note, however, that the many of the challenges the Trust is now facing have evolved over a number of years in the face of indifferent governance which had gone unchecked by the shareholder. Despite these challenges, the current Trust is looking ahead with optimism, confident that it is now supported by an excellent Director, a reputable Fund Manager, a robust strategy and work programme, and committed, experienced Trustees.

E.E. Hall

Ellen Hall
Chairperson

PERCY THOMSON TRUST – ENTITY INFORMATION

Legal name

Percy Thomson Trust (the Trust).

Type of entity and legal basis

The Trust is incorporated in New Zealand under the Charitable Trusts Act 1957. The Trust is controlled by Stratford District Council and is a council-controlled organisation as defined in section 6 of the Local Government Act 2002.

The Trust's purpose or mission

The primary objectives of the Trust are to provide the Percy Thomson Gallery, Percy Thomson Arboretum and Percy Thomson Herbarium in accordance with the bequest left by the late Percy Thomson, and to be responsible for the ongoing maintenance of these assets.

Structure of the Trust's operations, including governance arrangements

The Trust Deed requires that the Board comprises a minimum of six and a maximum of seven Trustees. However, as at 30 June 2025, the Board consisted of only five Trustees.

The Statement of Intent states that the Trust comprises a Board of Trustees who oversee the governance of the Trust, including a Chairman who is responsible for the day-to-day operations of the Trust and reporting to the Trustees, and other voluntary members who support the Chairman in delivering against the Trust's objectives. At least 50% of the Trustees shall not be current elected members of the Stratford District Council.

However, upon review of the Governance structure, it should be noted the Trust employs a Gallery Director who is responsible for the day-to-day operations of the Gallery. The Director is supported by casual staff in delivering the Trust's objectives and implementing the strategic direction set by the Board.

Main sources of the Trust's cash and resources

An operating grant received from the Stratford District Council, investment income, and other forms of grant revenue are the primary sources of funding to the Trust.

Outputs

The Trust owns and maintains the building in which the gallery is situated and all expenses relating to this are incurred by the Trust. The Trust also promotes and exhibits various forms of art works in the gallery, and exhibition costs are also a major output for the Trust.

PERCY THOMSON TRUST – BOARD

Trustees:
Ellen Hall - Chairperson
Helen Cloke
Deborah Clough
Annette Dudley
Mary Bourke
Jim Clarkson – resigned October 2024
Doug Robinson – resigned May 2025
Bruce Ellis – resigned March 2025

PERCY THOMSON TRUST – STAFF

<u>As at 30 June 2025</u>

Gallery Director – Catherine Rhodes

Casual Gallery Assistants
- Donna Hitchcock
- Carina McQueen
- Gayleen Schrider
- Jacqueline McCluggage
- Justin Morgan
- Michelle Rowland
- Rhiannon Higgs
- Amy Hill

PERCY THOMSON TRUST – PERFORMANCE

Statement of Service Performance

Nature and Scope of the 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.

Objects of the Trust
The objects for which the Trust is established are, to the extent that they are a Charitable Purpose within New Zealand, as follows:

- to receive the Percy Thomson Arboretum, the Percy Thomson Herbarium and the Percy Thomson Gallery and to be responsible for the ongoing establishment and maintenance of an arboretum, herbarium and art gallery in Stratford;
- to manage the Trust Facilities and to create, acquire, promote, exhibit and manage the Collections for the benefit of the inhabitants of the Stratford District and the public generally;
- to endeavour to achieve the objectives the Council sets for the delivery of services in respect of the Trust Facilities as negotiated and set out in the Charter, the Business Plan, and the Strategic Plan;
- to implement the Council's policy as revised from time to time for the development and enhancement of the Trust Facilities with an emphasis on Stratford and in accordance with the Charter, Business Plan and Strategic Plan;
- to provide advice to the Council on the Council's long term policy for the development of gallery services in Stratford;
- to establish exhibition programmes and education policies for the Trust Facilities;
- to develop acquisition, de-accession and collection development policies for the Trust;
- to provide all financial, administration, marketing, technology and services required for the Trust Facilities;
- to determine charges for viewing or using any of the Trust Facilities and the Collections with a view to generating appropriate revenue and encouraging public enjoyment and utilisation of the Trust Facilities and Collections;
- to house and care for any art collections, antiquities or other articles acquired by, loaned, created or otherwise made available to the Trust and particularly to preserve and maintain the Collections (subject to any de-accession policies developed by the Trustees);
- to lease land or other assets where the Trustees determine that such land or other assets can be used in conjunction with the Trust Facilities or to promote the objectives of the Trust;
- to solicit and raise funds and carry out such activities as are necessary or conducive for the carrying out and giving effect to the objects of the Trust;
- to encourage and foster liaison and co-operative activities with related facilities, particularly those in the Stratford District; and
- generally to do all acts, matters and things that the Trustees consider may advance the objects of the Trust.

For the avoidance of doubt, the objects of the Trust expressed above are set out in no particular order or priority and do not include an intention or purpose that the Trust operates a trading undertaking with the intention or purpose of making a profit, but rather that the Trustees fairly and efficiently manage the Trust Fund, the Trust Facilities and the Collections for the benefit of the people of Stratford District.

PERCY THOMSON TRUST – PERFORMANCE

The Trust's objects shall only be carried out in, or to benefit people in the Stratford District. The Trustees may carry out activities outside the Stratford District to promote the Trust or the Trust's activities but only if they believe that such activities will be for the ultimate benefit of people in the Stratford District.

Level of Service	Performance Measures	Actual 2024/25	Target 2024/25	How Performance is measured
Delivery of art exhibitions	Deliver proposed art exhibitions which will include local, regional and at least 1 National.	*Achieved:* *All exhibitions were able to be delivered.* *Art exhibitions that were delivered throughout the year included the following:* **National –** **1.** *Adam Portraiture Award 2024* **Regional –** **1.** *Taranaki Arts Trail Preview* **2.** *Taranaki Review in Miniature* **3.** *INKED: Original Handprinted Artworks by PCANZ Taranaki Printmakers | WITT Student Printmakers* ***Local –*** **1.** *Emergence 2024* **2.** *Fibreworks: Taranaki Creative Fibre | Margaret Scott* **3.** *Stratford Art Society* **4.** *Fiona Clark and Tertius PAY HERE* ***(2023/24 – Achieved)***	*Deliver proposed art exhibitions which will include local, regional and at least 1 National.*	Art Gallery Records
	Number of visitors to the Gallery to be not less than 20,000 per year.	*Achieved:* *There were 23,481 visitors for the year.* ***(2023/24 – Achieved – 25,783)***	*>20,000*	Door Count
Development and maintenance of arboretum	Develop and maintain the arboretum to the standards in the facilities management contract	*Achieved:* *The arboretum has been maintained by Stratford District Council on behalf of the Trust, and meets the standards in accordance with the Facilities Management Contract between Stratford District Council and it contractors. The planting programme was also maintained, and continued on in conjunction with the plantings/replacement of native trees.* ***(2023/24 - Achieved)***	Develop and maintain the arboretum to the standards in the facilities management contract	Meeting Minutes between Stratford District Council and Contractor

PERCY THOMSON TRUST – PERFORMANCE

PERCY THOMSON TRUST – FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL PERFORMANCE AS AT 30 JUNE 2025

	Note	Actual 2024/25 $000	Budget 2024/25 $000	Actual 2023/24 $000
Revenue				
Funding from central or local government	1	50	50	50
Revenue from non-governmental sources for providing goods or services		50	49	50
Donations, fundraising and other similar revenue	1	19	50	2
Interest, dividends and other investment revenue		28	35	37
Other revenue	1	18	18	18
Total Revenue		**165**	**202**	**157**
Expenses				
Employee related costs	2	133	135	135
Costs related to providing goods or services	2	129	142	127
Other expenses	2	124	84	126
Total Expenses		**386**	**361**	**388**
(Deficit) from operations		**(221)**	**(159)**	**(231)**
Impairment of Investments		-	-	**(14)**
Gain on revaluation of property, plant and equipment		-	-	-
Surplus (Deficit) for the year		**(221)**	**(159)**	**(245)**

Explanations of significant variances against budget are detailed in note 9.

PERCY THOMSON TRUST – FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	Note	Actual 2024/25 $000	Budget 2024/25 $000	Actual 2023/24 $000
Assets				
Current Assets				
Bank accounts and cash	3	154	35	92
Debtors and prepayments	3	5	10	7
Investments	3	50	300	250
Total Current Assets		**209**	**345**	**349**
Non-Current Assets				
Property, plant and equipment	4	2,352	2,381	2,452
Non-current investments	3	383	397	383
Total Non-Current Assets		**2,735**	**2,778**	**2,835**
Total Assets		**2,944**	**3,123**	**3,184**
Liabilities				
Current Liabilities				
Creditors and accrued expenses	3	28	5	35
Employee costs payable	3	2	2	14
Total Current Liabilities		**30**	**7**	**49**
Total Liabilities		**30**	**7**	**49**
Total Assets less Total Liabilities (Net Assets)		**2,914**	**3,116**	**3,135**
Accumulated Funds				
Capital contributed by owners or members	5	0.1	0.1	0.1
Accumulated Surpluses or (deficits)	5	1,005	1,207	1,226
Reserves	5	1,909	1,909	1,909
Total Accumulated Funds		**2,914**	**3,116**	**3,135**

The accompanying notes form part of these financial statements.

The Trust Board is approved and authorised to issue the financial statements on **30 September** 2025.

E E Hall

Name: Ellen Hall
TRUSTEE

Name:
TRUSTEE
Annette Dudley

PERCY THOMSON TRUST – FINANCIAL STATEMENTS

STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 30 JUNE 2025

	Note	Actual 2024/25 $000	Actual 2023/24 $000
Cash Flows from Operating Activities			
Cash was received from:			
Funding from central or local government		50	50
Receipts from non-governmental sources for providing goods or services		51	54
Donations, fundraising and other similar receipts		19	2
Interest, dividends and other investment revenue		29	39
Other revenue		20	20
Net GST		(2)	6
Cash was applied to:			
Payments to Suppliers		(133)	(135)
Payments to Employees		(172)	(138)
Net Cash Flows used in Operating Activities		**(138)**	**(102)**
Cash Flows from Investing and Financing Activities			
Cash was received from:			
Receipts from the sale of investments		250	130
Cash was applied to:			
Payments to acquire investments		(50)	-
Payments to acquire property, plant and equipment		-	(13)
Net Cash flow from Investing and Financing Activities		**200**	**117**
Net Increase in Cash		62	15
Add opening bank accounts and cash		92	77
This is presented by : Bank Accounts and Cash	3	**154**	**92**

PERCY THOMSON TRUST

STATEMENT OF ACCOUNTING POLICIES FOR THE YEAR ENDED 30 JUNE 2025

ACCOUNTING POLICIES APPLIED

Basis of Preparation

The Board has elected to apply Tier 3 (PS) Standard on the basis that the Trust does not have public accountability (as defined) and has total annual expenses of less than $5 million.

All transactions in the financial statements are reported using the accrual basis of accounting.

The financial statements are prepared on the assumption that the Trust will continue to operate in the foreseeable future.

The financial statements are presented in NZ dollars, and all values are rounded to the nearest thousand dollars, unless stated otherwise.

Goods and Services Tax

The Trust is registered for GST. All amounts in the financial statements are recorded exclusive of GST, except for debtors and creditors, which are stated inclusive of GST.

SIGNIFICANT ACCOUNTING POLICIES

Revenue

Grants

Council, government, and non-government grants are recognised as revenue when the funding is received unless there is an obligation to return the funds if conditions of the grant are not met ("use or return condition"). If there is such an obligation, the grant is initially recorded as a liability and recognised as revenue when conditions of the grant are satisfied.

Sale of goods

Revenue from the sale of goods is recognised when the goods are sold to the customer.

Commission on Sales

Commission on exhibition sales and Percy Place sales is retained by the Trust, with the remaining proceeds passed on to the seller of the artworks. Revenue includes only amounts received and receivable by the Trust on its own account, not the amounts collected for the principal. Revenue is recognised when receivable.

Sale of services

Revenue from the sale of services is recognised by reference to the stage of completion of the services delivered at balance date as a percentage of the total services to be provided.

Interest revenue

Interest revenue is recorded as it is earned during the year.

Employee related costs

Wages, salaries, and annual leave are recorded as an expense as staff provide services and become entitled to wages, salaries, and leave entitlements.

Performance payments are recorded when the employee is notified that the payment has been granted.

Superannuation contributions are recorded as an expense as staff provide services.

Advertising, marketing, administration, and other costs

These are expensed when the related service has been received.

Bank accounts and cash

Bank accounts and cash comprise a cheque account and deposits held at call with banks.

Debtors

Debtors are initially recorded at the amount owed. When it is likely the amount owed (or some portion) will not be collected, a provision for impairment is recognised and the loss is recorded as a bad debt expense.

Investments

Investments are comprised of term deposits with banks, listed bonds, listed shares, short term promissory notes issued by companies and Local Authorities, real estate, and professionally managed portfolios of investments.

Deposits with banks are initially recorded at the amount paid. If it appears that the carrying amount of the investment will not be recovered, it is written down to the expected recoverable amount.

Listed bonds and shares are initially recorded at the amount paid. If the market price of the investment falls below cost, the carrying value of the investment is reduced to the current market price. If the market price of the investment subsequently increases, the carrying amount of the investment is increased but limited to the original cost of the investment.

Property, plant, and equipment

Property, plant, and equipment is initially recorded at cost or valuation, less accumulated depreciation and impairment losses. The fair value of the freehold land was determined based on the market comparable approach that reflects recent transaction prices for similar properties. The fair value of the buildings was determined from market based evidence using the cost approach, reflecting the cost to construct assets of comparable utility and age, adjusted for obsolescence.

Donated assets are recognised upon receipt of the asset if the asset has a useful life of 12 months or more, and the current value of the asset is readily obtainable and significant. Significant donated assets for which current values are not readily obtainable are not recognised.

For an asset to be sold, the asset is impaired if the market price for an equivalent asset falls below its carrying amount.

For an asset to be used by the Trust, the asset is impaired if the value to the Trust in using the asset falls below the carrying amount of the asset.

Depreciation is provided on a straight-line basis at rates that will write off the cost of the assets over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Furniture and fittings	10 to 20 years (5% to 10%)
Office Equipment	4 to 10 years (10% to 25%)
Buildings	10 to 80 years (1.25% to 10%).

Revaluation

The Trust has adopted tier 2 standards regarding the revaluation of its land and buildings in accordance with PBE IPSAS 17.

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

Land and buildings were valued as at 30 June 2023 by Telfer Young (Taranaki) Ltd, independent valuers at fair value as determined from the market-based evidence. Buildings have been valued using the depreciated replacement cost which is based on the modal rate. The modal rate was the rate derived from the construction cost movement from 2020 (which was the date the last valuation was performed) to 2023. Land has been valued on the basis of the open market value of that land.

Revaluation increases and decreases will be transferred to equity.

Creditors and accrued expenses

Creditors and accrued expenses are measured at the amount owed.

Employee costs payable

A liability for employee costs payable is recognised when an employee has earned the entitlement.

These include salaries and wages accrued up to balance date and annual leave earned but not yet taken at balance date.

Income tax

Tax expense is calculated using the taxes payable method. As a result, no allowance is made for deferred tax.

Tax expense includes the current tax liability and adjustments to prior year tax liabilities.

Budget figures

The budget figures are derived from the statement of intent as approved by the Board at the beginning of the financial year. The budget figures have been prepared in accordance with tier 3 standards, using accounting policies that are consistent with those adopted by the Board in preparing these financial statements.

Tier 2 PBE Accounting Standards applied

The Trust has applied tier 2 accounting standards for asset revaluations only, in preparing its financial statements. This was to bring consistency in property revaluations between the Trust and its parent, the Stratford District Council.

CHANGES IN ACCOUNTING POLICIES

There have been no changes to the accounting policies during the year.

PERCY THOMSON TRUST – NOTES TO THE PERFORMANCE REPORT

1. Analysis of Revenue

For the year ended 30 June 2025	Actual 2024/25 $000	Actual 2023/24 $000
Funding from central or local government		
- Stratford District Council	**50**	**50**
Donations, fundraising and other similar revenue		
Other grants	19	2
Total donations, fundraising and other similar revenue	**19**	**2**
There are no unfulfilled conditions and other contingencies attached to grants recognised.		
Other Revenue		
- Commission Sales	18	18
Total Other Revenue	**18**	**18**

2. Analysis of Expenses

For the year ended 30 June 2025	Actual 2024/25 $000	Actual 2023/24 $000
Employee related costs		
Salaries and Wages	139	129
Kiwisaver Contributions	4	3
Increase (Decrease) in Employee Entitlements	(10)	3
Total employee related costs	**133**	**135**
Costs related to providing goods or services		
Property expenses	44	44
Art Gallery expenses	59	60
Other operating expenses	26	23
Total costs related to providing goods or services	**129**	**127**
Other expenses		
Audit Fees for Financial Statement Audit	24	26
Depreciation	100	100
Total other expenses	**124**	**126**

PERCY THOMSON TRUST – NOTES TO THE PERFORMANCE REPORT

3. Analysis of Assets and Liabilities

As at 30 June 2025
Current Assets

	Actual 2024/25 $000	Actual 2023/24 $000
Bank Accounts and Cash		
Cheque Account - TSB	154	92
Total Bank accounts and cash	**154**	**92**
Debtors and Prepayments		
GST Refundable	-	2
Sundry Debtors	5	5
Total Debtors and Prepayments	**5**	**7**
Investments		
Other Investments		
Term Deposit TSB Bank - 5.30% - mature 4/12/2024	-	250
Term Deposit TSB Bank - 4.90% - mature 04/08/2025	50	-
Total Investments	**50**	**250**
Non-current Investments		
Other Investments		
Proportionate Ownership - Albany, Auckland	50	50
Proportionate Ownership - Manukau, Auckland	48	48
Proportionate Ownership - Porirua, Wellington	72	72
Proportionate Ownership - Albany, Auckland	75	75
Proportionate Ownership - Tauranga	38	38
Proportionate Ownership - Henderson, Auckland	100	100
Total Non Current Investments	**383**	**383**
Creditors and Accrued Expenses		
Creditors	3	10
Income received in advance	1	1
Accrued Expenses	24	24
Total Creditors and Accrued Expenses	**28**	**35**
Employee Costs Payable		
Annual Leave	2	11
Payroll Accrual	0	3
Total Employee Costs Payable	**2**	**14**

PERCY THOMSON TRUST – NOTES TO THE PERFORMANCE REPORT

4. Property, Plant and Equipment

As at 30 June 2025

Cost or Valuation	Buildings at revalued amount $000	Land at revalued amount $000	Plant and Equipment at Cost $000	Total $000
As at 1 July 2024	2,084	385	143	2,612
Additions	-	-	-	-
Disposals	-	-	-	-
Revaluation increase	-	-	-	-
As at 30 June 2025	**2,084**	**385**	**143**	**2,612**

Accumulated Depreciation	Buildings at revalued amount $000	Land at revalued amount $000	Plant and Equipment at Cost $000	Total $000
Balance at 1 July 2024	92	-	69	161
Eliminated on disposals of assets	-	-	-	-
Depreciation expense	92	-	8	100
Depreciation reversed on revaluation	-	-	-	-
Balance at 30 June 2025	**184**	**-**	**77**	**261**
Balance as at 30 June 2025	1,900	385	66	2,352
Balance as at 30 June 2024	1,992	385	74	2,452

5. Accumulated Funds

As at 30 June 2025

	Actual 2024/25 $000	Actual 2023/24 $000
Opening Equity		
Revaluation Reserve	1,909	1,909
Accumulated Surpluses	1,226	1,471
Total Opening Balance	**3,135**	**3,380**
Movements during the year		
Surplus (Deficit)	(221)	(231)
Fair value movement of listed bonds	-	(14)
Revaluation during the year	-	-
Total	**(221)**	**(245)**
Closing Equity		
Revaluation Reserve	1,909	1,909
Accumulated Surpluses	1,005	1,226
Total Closing Equity	**2,914**	**3,135**

PERCY THOMSON TRUST – NOTES TO THE PERFORMANCE REPORT

6. Commitments and Contingencies

As at 30 June 2025

	Actual 2024/25 $000	Actual 2023/24 $000
Financial Commitments		
* Percy Thomson Trust will provide building space in the Complex for Sgt Peppers to operate, for the period to 1 July 2025 to 31 August 2026, with one further right of renewal for a period of two years.	20	3
* Percy Thomson Trust will provide building space in the Complex for Juffermans Surveyors Ltd to operate, for the period to 12 April 2026, with two further rights of renewal of three years each.	14	32
* Percy Thomson Trust will provide land outside the Complex for NZ Post to use as a box lobby, for the period to 31 May 2026, with two further rights of renewal of two years each.	1	2
Total	**35**	**37**
Operating Leases as a Lessor		
Not later than one year	32	23
Later than one year and not later than five years	3	14
Later than five years	-	-
Total operating leases as a lessor	**35**	**37**

Contingent Liabilities and Guarantees
There are no contingent liabilities or guarantees as at balance date (last year – nil).

7. Related Party Transactions

The Trust is a subsidiary of Stratford District Council and receives an operating grant from the Council to deliver its objectives as specified in the Trust Deed. The Stratford District Council is the ultimate controlling party.

Trustees that have a relationship with Stratford District Council:
- Ellen Hall, Chairperson, is a Councillor
- Annette Dudley, Trustee, is a Councillor

The following transactions were carried out with related parties at normal commercial terms:

	Actual 2024/25 $000	Actual 2023/24 $000
Stratford District Council		
Grant received from the Council	50	50
Fees paid to Council for administration services	21	21

PERCY THOMSON TRUST – NOTES TO THE PERFORMANCE REPORT

8. Events After the Balance Sheet Date

As at 30 June 2025, there were no significant events after balance date.

9. Explanations of major variances against budget

Explanations for major variances from the Trust's budgeted figures in the 30 June 2025 Statement of Intent are as follows:

Statement of Financial Performance

- Revenue from grants was considerably less than budget due to the current market situation, however the Trust continue to seek alternative sources of grant funding.
- Costs related to providing goods and services is higher than budget, as a result of recruitment costs for the new gallery director, HR expenditure, and unexpected additional building repairs and maintenance required.

Statement of Financial Position

- The cash balance is higher than budget as the term deposit was not fully reinvested on maturity. Also, Current Investments are considerably less than budget, as only a small portion was re-invested as at balance date.

10. Rounding Errors

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

PERCY THOMSON TRUST – AUDIT REPORT

Appendix 2

Uncorrected misstatements

Note	Statement of comprehensive income		Statement of financial position	
	Dr **$**	**Cr** **$**	**Dr** **$**	**Cr** **$**
1	886		113	1,019
2	4,163			4,163
3		4,009	4,009	

Explanation for uncorrected differences

1. This invoice repairs and maintenance should have been accrued into the financial statements but due to the low amount it was deemed not material when it was found.

2. Proportionate investment property for Osterley Way is impaired for the current year but this was not changed as when taken together with the impairment reversal is not material.

3. Proportionate investment property for Tauranga has improved with a part reversal of the prior year impairment for the current year but this was not changed as when taken together with the impairment is not material

TE KAUNIHERA Ā ROHE O WHAKAAHURANGI
STRATFORD DISTRICT COUNCIL

Our reference
F19/13/03-D21/40748

Karakia

Kia uruuru mai	I draw in (to my being)
Ā hauora	The reviving essence
Ā haukaha	The strengthening essence
Ā haumāia	The essence of courage
Ki runga, Ki raro	Above, Below
Ki roto, Ki waho	Within, Around
Rire rire hau Paimārire	Let there be peace.

Stratford District
In the heart of Taranaki

63 Miranda Street, PO Box 320, Stratford 4352
Phone. 06 765 6099 | stratford.govt.nz