



Property

Asset Management Plan 2021-2031



TE KAUNIHERA Ā ROHE O
WHAKAAHURANGI
STRATFORD
DISTRICT COUNCIL

Long Term Plan 2021-31

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**THE PROPERTY
ASSET MANAGEMENT PLAN 2021-2031
(PAMP)**

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GLOSSARY OF ABBREVIATIONS

Abbreviation	Description
AM	Asset Management
AMP	Acctivity Management Plan
ANZ	Australia New Zealand
BC	Benefit Cost
BCA	Benefit Cost Analysis
BCR	Benefit Cost Ratio
BERL	Business and Economic Research Limited
BWoF	Building Warrant of Fitness
CBD	Central Business District
CCTV	Closed Circuit Television
CDEMG	Civil Defence Emergency Management Group
DIA	Department of Internal Affairs
DOC	Department of Conservation
ERFD	Emergency Rural Fire District
ETS	Emissions Trading Scheme
FTE	Full Time Equivalent
GDP	Gross Domestic Product
GIS	Geographic Information System
GPS	Government Policy Statement
H&S	Health and Safety
ID	Identification
IIMM	International Infrastructure Management Manual
ISP	Infrastructure Strategy Plan
IT	Information Technology
KPI	Key Performance Indicator
LED	Light Emitting Diode
LGA	Local Government Act
LINZ	Land Information New Zealand
LoS	Levels of Service
LTP	Long Term Plan
N/A	Not Applicable
NPDC	New Plymouth District Council
NZ	New Zealand
NZFS	New Zealand Fire Service
ODRC	Optimum Depreciated Replacement Cost
ODM	Optimum Decision Making
ORC	Optimum Replacement Cost
ORV	Optimum Replacement Value
RC	Replacement Cost
SDC	Stratford District Council
STDC	South Taranaki District Council
TRFA	Taranaki Rural Fire Authority
TRIM	Total Record Information Management
Wi-Fi	Wi-Fi is a term used to describe the wireless networking technology that allows computers and other devices to communicate over a wireless signal. The abbreviation is not an abbreviation as such.

EXECUTIVE SUMMARY

The Stratford District

The Stratford District is a land locked area encompassing 2,170km² located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui districts within the Horizons Regional Council (HRC) region. Within the Stratford District are four distinct geographical areas:

- The alpine and bush environment of Egmont National Park;
- The ring plain around Mt Taranaki;
- The hill country located between the ring plain and the eastern hill country; and
- The eastern hill country to the boundary with Ruapehu District Council.

The district's rural landscape supports large farming, forestry and Department of Conservation reserves. Stratford is a growing tourist destination, with attractions such as Egmont National Park, the Manganui Ski Field, Forgotten World Highway (SH43), Dawson and Mt Damper Falls to name a few. Three main townships that make up the Stratford District are: Stratford; Midhirst and Toko.

The Property Asset Management Plan

The PAMP describes the strategies and practices employed in the delivery of Council's obligations for the provision of Council properties at the agreed levels of service to the community. The PAMP identifies the local, regional and central government strategic and legislative drivers for the provision of service throughout the District.

Based on forecasted growth and demand for the service, the PAMP sets out how the provision of the facilities will be managed over its lifecycle to ensure the optimal delivery of the service within the financial constraints sets by the Council in its Long Term Plan (LTP) 2021-2031. The levels of service to be delivered are as per the priorities and performance measures set by both the Council priorities and central government initiatives and performance measures.

The PAMP is a living document and gives effect to both the LTP and relevant reserve management plans.

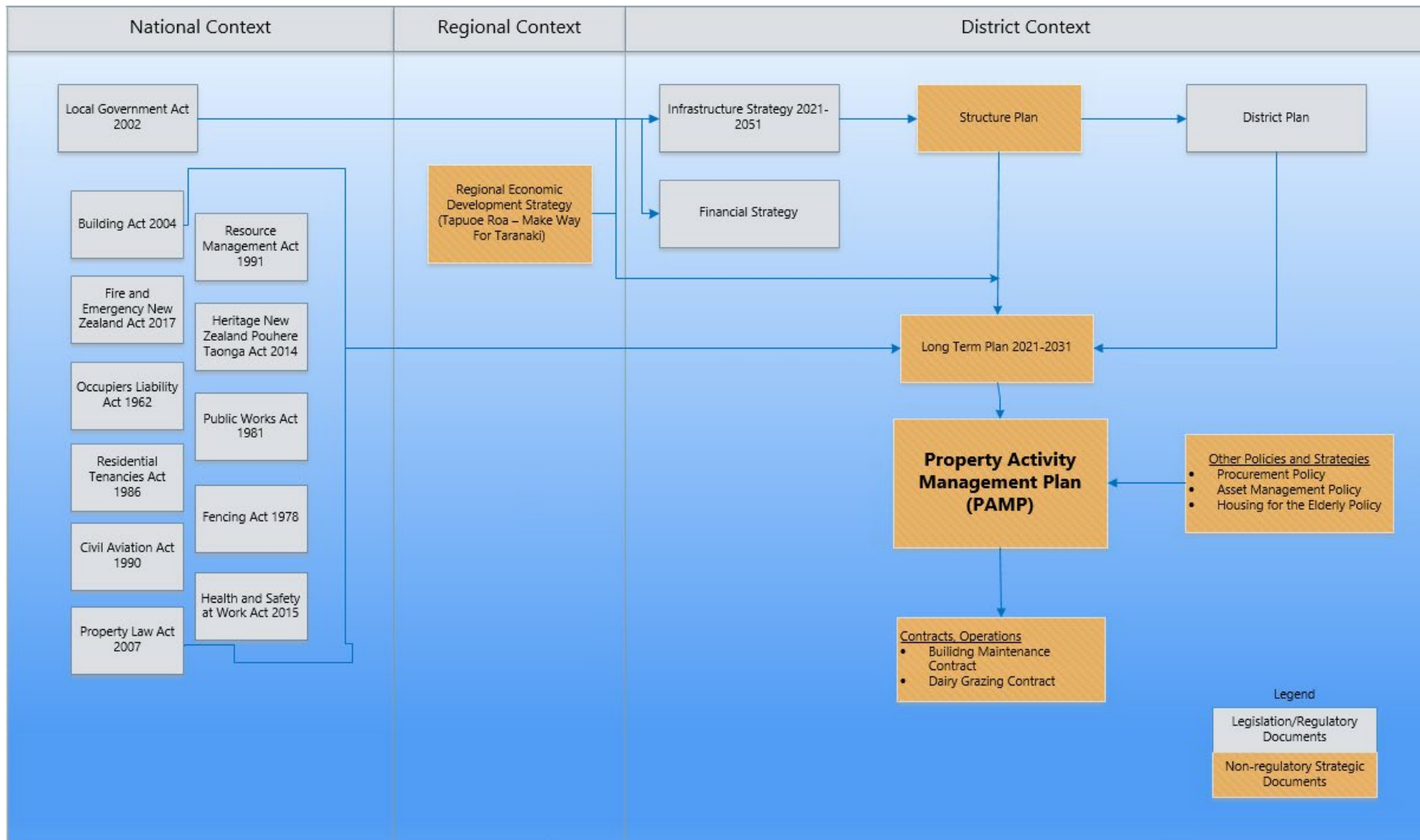
The Strategic and Legislative Context

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

The key central, regional and local government drivers are:

- The Building Act 2004;
- The Local Government Act 2002;
- The Resource Management Act 1991;
- The Heritage New Zealand Pouhere Taonga Act 2014;
- The Fire and Emergency Department Act 2017;
- Occupiers Liability Act 1962
- Public Works Act 1981
- Residential Tenancies Act 1986
- Fencing Act 1978
- Civil Aviation Act 1990
- Health and Safety at Work Act 2015
- Property Law Act 2007

Property Asset Management Plan Legislative and Strategic Context



Our Problems and Benefits Statements

The Council has identified key problems to be addressed in the coming years. Along with these, projects have been highlighted and statements of the benefits of implementing those projects in solving the identified problems. A summary of our *Problem and Benefit Statements* along with projects identified to deliver the benefits, are provided in the Table below.

Our Problems and Benefit Statements

Problem Statements	Project	Benefit Statements
TSB Pool Complex outdated and suffering from maintenance issues	New pool complex to be constructed. Council has approved funding for a newly located pool complex	<ul style="list-style-type: none"> • Improve community levels of service; • Support community recreation services; • Mitigate ongoing maintenance issues
Earthquake Prone Council Buildings <ul style="list-style-type: none"> • Bell Tower - A seismic assessment was completed for the Bell Tower in 2015. This reported an Initial Evaluation Procedure (IEP) rating of 30% - D 	Demolition of the Bell Tower	<ul style="list-style-type: none"> • Maintain the agreed level of service • Comply with The Building Act 2004; • Ensure the Health and Safety of all the Stratford District community and incoming visitors
War Memorial Centre outdated and suffering from maintenance issues. <ul style="list-style-type: none"> • Replace roof 	War Memorial Centre Upgrades	<ul style="list-style-type: none"> • Improve community levels of service; • Support community recreation services; • Mitigate ongoing maintenance issues
Continual maintenance and upgrades relating to farm operations <ul style="list-style-type: none"> • In-shed feed system • Race maintenance 	Farm Upgrades	<ul style="list-style-type: none"> • Maintain the agreed level of service • Mitigate ongoing maintenance issues • Improve functionality on farm • Improve health and safety of farm staff, contractors and animals.
Miranda Street Office outdated and suffering from maintenance issues <ul style="list-style-type: none"> • Replace roof • Gradual replacement of flooring 	Miranda Street Office Upgrade	<ul style="list-style-type: none"> • Improve community levels of service; • Mitigate ongoing maintenance issues
Storage Shed outdated and unsafe. <ul style="list-style-type: none"> • Demolition of existing building • Building a new shed 	Dog pound Storage shed demolition and replacement	<ul style="list-style-type: none"> • Consolidating all storage into one place • Comply with Building Act 2004 • Ensure Health and Safety of all staff and contractors
War Memorial Centre Carpark Lighting insufficient for area. Making unsafe for users. <ul style="list-style-type: none"> • Replace all Sodium oxide lights with new LED lights and poles. 	Removal of all sodium oxide lights and poles and replace with new LED lights and 5m poles	<ul style="list-style-type: none"> • Ensure the Health and Safety of all the Stratford District community and incoming visitors • Improve community levels of service; • Support community recreation services; • Mitigate ongoing maintenance issues
Centennial Rest Rooms outdated and suffering from maintenance issues. <ul style="list-style-type: none"> • Replace roof 	Centennial Rest Rooms Upgrade	<ul style="list-style-type: none"> • Improve community levels of service; • Support community recreation services; • Mitigate ongoing maintenance issues

Our Levels of Service and Performance

Stratford District Council provides property services at the agreed Level of Service (LoS). The performance monitoring of this activity is undertaken through the use of performance measures and key performance indicators (KPIs). Our current performance is monitored through our 'Internal performance measures' which were developed and targets set by the Council. These performance indicators measure how well the Council is delivering on Levels of Service and the performance of the activity assets. A summary of the LoS performance measures as set by the Council are provided below.

Our Level of Service Performance Measures

	Asset Category	Level of Service Category	Performance Measure
1.	TSB Pool Complex	Health and Safety	Number of reported accidents, possible accidents and similar incidents per annum - <80
2.		Compliance with NZS5826:2010 - Pool Water Quality Standards	All Pools meet NZ Pool Water Quality Standards. Target – 100%
3.		Usage/Admissions	Number of pool admissions per annum. Target - >55,000
4.		Customer Satisfaction	Percentage of pool users are satisfied with the pool. Target - > 80 %
5.	Aerodrome	Customer Satisfaction	A high level of satisfaction amongst the users with the condition and maintenance of the aerodrome - >70%
6.		Usage	Number of aircraft movements during the year. >4000. Numbers from Annual AIMM compliance reporting
7.	Centennial Library	Customer Satisfaction	% of library users satisfied with library services. Target – > 80 %
8.		Usage - Visit	Number of people visiting the library is measured. Target - > 90,000
9.		Usage – Wi-Fi	The number of visitors accessing the Wi-Fi service is measured. Target - > 15,000
10.		Usage – Network Session	The number of sessions accessing the People's Network is measured. Target - > 10,000
11.	Civic Amenities - Housing for the Elderly	Customer Satisfaction	Percentage of Customer satisfaction. Target - >89%
12.		Occupancy	Annual Occupancy rate. Target - >95%
13.	Civic Amenities - War Memorial Centre	Annual Bookings	Annual booking of War Memorial Centre. Target - >500
14.		Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
15.	Civic Amenities - Centennial Restrooms	Annual Bookings	Annual booking of Centennial Restrooms Target - >200
16.		Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
17.	Civic Amenities - Public Toilets	Customer Satisfaction	Percentage of Stratford District residents satisfied with overall level of service of toilets. Target - >75%
18.	Rental and Investment properties	Farm Milk Production	Milk production is maximised. Target > 150,000 kg / annum
		Customer Satisfaction	Number of complaints from tenants. Target - < 5
		The Council farm's Environmental Plan is reviewed annually	The farm's Environmental Plan is reviewed annually and a report is presented to the Farm and Aerodrome Committee

Our Programme Business Case

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

Our Identified Projects and Performance Measures

Work Category	Identified Projects	Performance Measures						
		Health and Safety	Compliance with NZSS Standards	Usage (Admissions, Visit, Wi-fi, Network Session)	Customer Satisfaction	Annual Bookings	Condition	Milk Production
Operations/ Maintenance	Miranda Street office-general maintenance				✓		✓	
	War Memorial Centre – general maintenance			✓	✓	✓	✓	
	Civic Amenities – general maintenance				✓		✓	
	Farm – general building maintenance						✓	
	Aerodrome – runway releveling	✓		✓	✓		✓	
	Housing for the Elderly – general maintenance			✓	✓		✓	
Renewal/ Replacement	Library - replacements				✓		✓	
	Miranda Street office – renewals/replacements				✓		✓	
	War Memorial Centre renewals			✓	✓	✓	✓	
	War Memorial Centre Carpark lights replacements	✓			✓		✓	
	Centennial restrooms - replacements	✓		✓	✓	✓	✓	
	Storage Shed Replacement	✓					✓	
	Farm - replacements	✓					✓	
	Housing for the Elderly - replacements	✓		✓	✓		✓	
Level of Service Improvements	TSB Pool – facility redevelopment		✓	✓	✓	✓	✓	
	Miranda Street office – install access control	✓						
	Farm - improvements	✓						✓
	Rental properties – demolition of disused buildings						✓	
	Housing for the Elderly - improvements	✓		✓	✓			

Funding Our Investment Strategy

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

Capital projects and activities carried out to maintain the Property services, including Renewal or Replacement projects and Level of Service Improvements, for the next 10 years will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

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

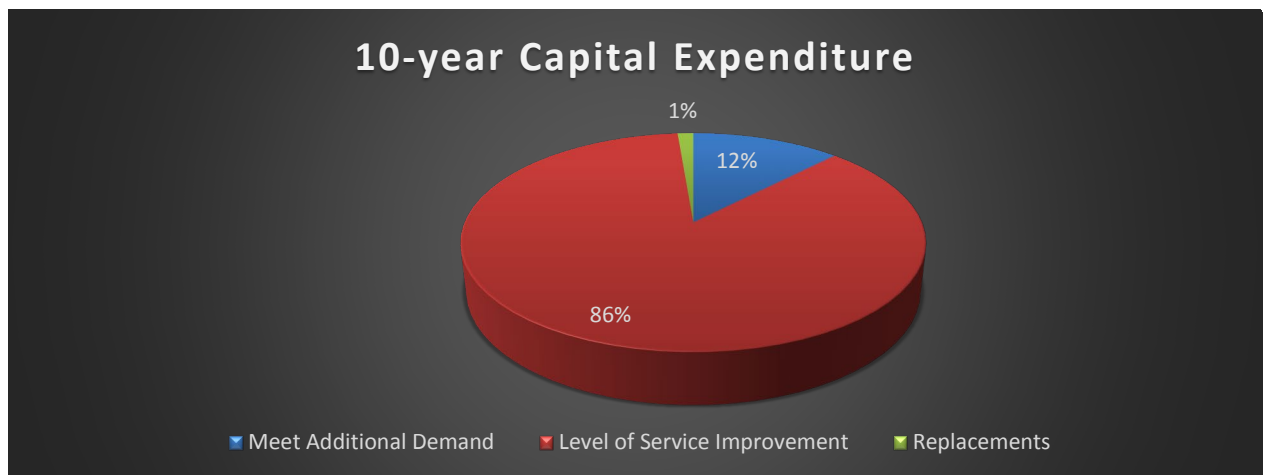
The Council expects that:

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

A key capital project is the provision of a replacement swimming pool in the 2020/21 financial year. A summary of Council’s Capital Investment funding Strategy over a 10-year period is shown in the Figure and Table below.

Our 10 –Year Capital Expenditure Projection

10 –Year Capital Expenditure Projection (‘000)											
Asset Group	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Meet Additional Demand	1,200	1,025	1,049	0	0	0	0	0	0	0	3,274
Level of Service Improvement	17,335	1,112	608	606	442	171	64	63	2,454	68	22,923
Replacements	114	6	59	114	7	7	7	7	17	8	346



1.0

Introduction

1.0: INTRODUCTION

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1.1 PURPOSE OF THE PLAN

The Property Asset Management Plan 2021-2031 ('the PAMP') is a 10 year plan. It details how Stratford District Council ('the Council') will manage the property activity and assets in an efficient, safe and sustainable manner to provide value for money to our customers and investors.

The plan informs the development of the Council 2021-2031 Long Term Plan ('the LTP'). It shows how the Council will prioritise and address key property issues facing our District in order to deliver on Community Outcomes and agreed Levels of Service (LoS) and also meet legislative requirements and objectives.

The audience for this plan includes our property customers, stakeholders, Stratford District Council representatives, Council staff, contractors, consultants, ratepayers and residents, who will take an interest in current and future levels of service the Stratford District Council will be providing in respect of its property assets.

The PAMP is reviewed every three years in line with the long term planning process. The Council's Asset Management Policy requires the Asset Management Plans to be peer reviewed by an external reviewer, before the document is formally presented to Council for adoption.

1.2 THE STRATFORD DISTRICT

1.2.1 DISTRICT HISTORY

Initial settlements in the Stratford District were small Maori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities.

While New Plymouth and other coastal regions of Taranaki were settled by Europeans in the 1840s, the densely-forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars the land of Stratford District was both compulsorily purchased and freely sold.

The site for Stratford town on the north bank of the Patea River was cleared in 1877 and was originally named Stratford-on-Patea. It was named after Stratford-Upon-Avon, Shakespeare's birthplace, and the streets were named after Shakespearean characters and places. By 1906 the population of Stratford numbered almost 6,000. Other towns throughout the district sprung up as the bush was cleared and new farming districts developed. Schools, hotels, stores and other community facilities were established, but Stratford Township remained the hub of the area.

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

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamomona which was first settled in 1895, with no road or rail access. Today the village has approximately 126 full-time residents, a hotel, a handful of historic buildings and the odd goat.

1.2.2 DISTRICT GEOGRAPHY

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

The major landforms of the Stratford district comprise the volcanic landforms centred on Mount Taranaki or Mount Egmont, including the “ring plain”, and the dissected eastern Taranaki “hill country”. Between these two lies the more gently rolling “frontal hill country”.

The natural resources of the Stratford district are the basis for the existing and potential nature, scale and intensity of rural development. The natural resource base comprises elements of geology, soils, topography, drainage, climate and vegetation which are all closely inter-related and which, in combination, define both the physical basis of the local economy and the intrinsic landscape qualities of the area.

Mount Taranaki or Mount Egmont, and Egmont National Park, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an “apron” or a “ring plain” around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying.

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

1.2.3 DISTRICT MAIN COMMUNITIES

The Stratford District is home to many settlements, with the three main centres being Stratford, Midhirst, Toko and Whangamomona.

Stratford

Stratford (Māori: Whakaahurangi) is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District with an estimated population of 5,466 (Statistics NZ 2013). The town is central Taranaki’s main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

Midhirst

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km north of Midhirst and New Plymouth is 35 km to the northwest. An estimated 234 (Statistics NZ 2013) people live in Midhirst. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand’s most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

Toko

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. It is situated on a railway, the Stratford–Okahukura Line, the western portion of which was operated as a branch line known as the “Toko Branch” prior to the line’s completion. The Toko Stream flows through the area to join the Patea River. An estimated 1,188 (Statistics NZ 2013) people live in or around Toko. This includes people living in the settlement and those living in the surrounding rural areas.

Whangamomona

Whangamomona is a rural settlement 65 km North East of Stratford on State Highway 43. Once quite a thriving settlement and the headquarters of the Whangamomona County Council with a number of stores and a post office, it suffered decline from the mid-20th Century with only the hotel remaining as a business in town. Today an estimated 126 people live in and around Whangamomona (Statistics NZ 2013).

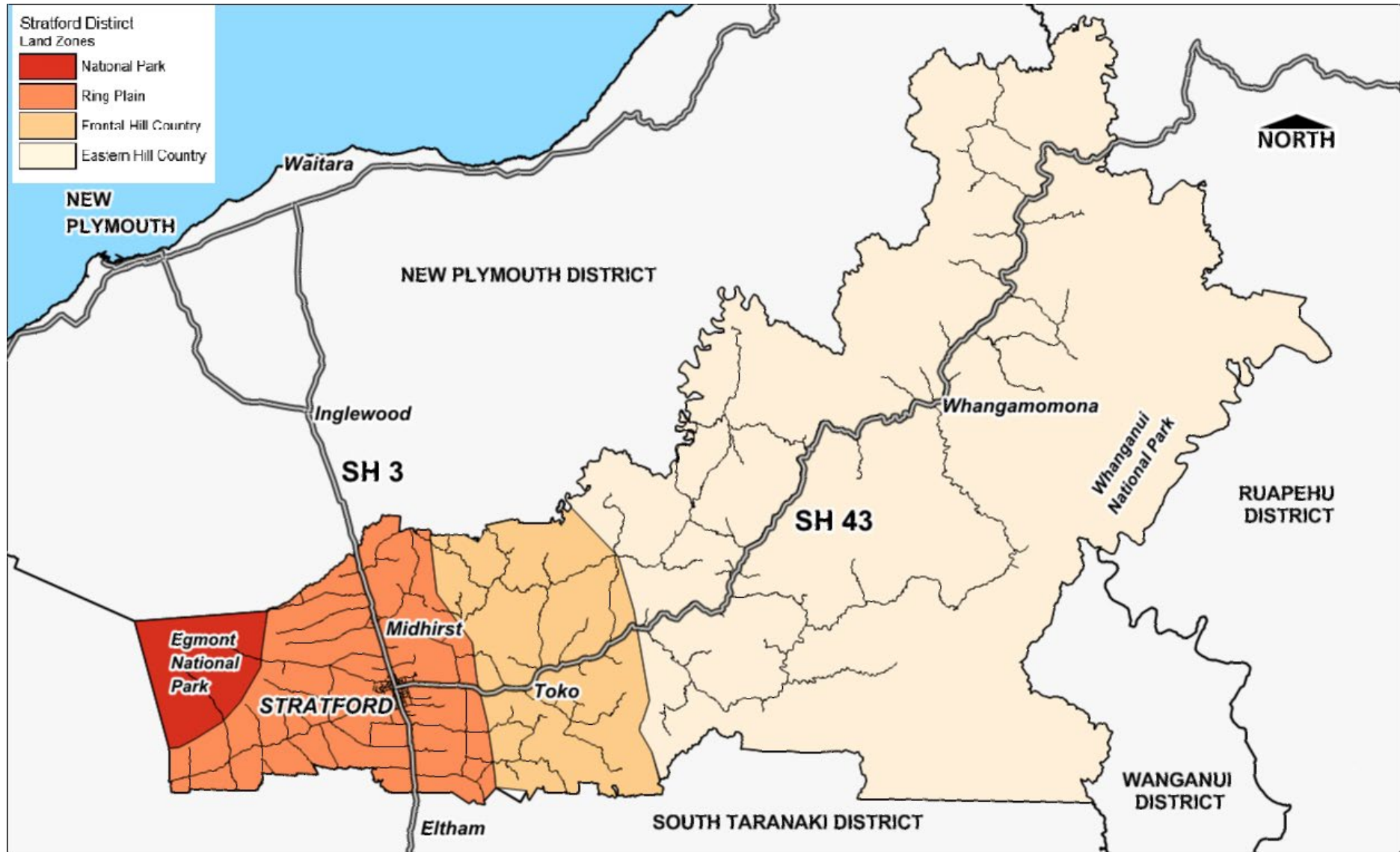


Figure 1 – The Stratford District 2019

1.3 OUR MISSION, VISION AND VALUES

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

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

The Stratford District Council's Mission Statement is

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

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

'A progressive, prosperous district where communities are celebrated'

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

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

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

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

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

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

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

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

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

The structure for each Management Team is provided in Figures 2 and 3.

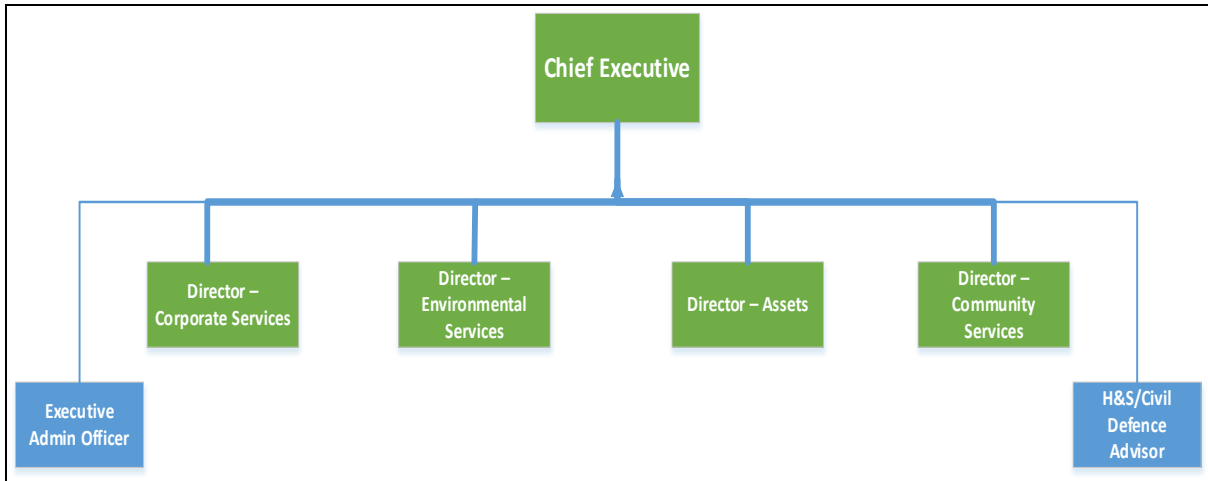


Figure 2 – The Executive Management Team

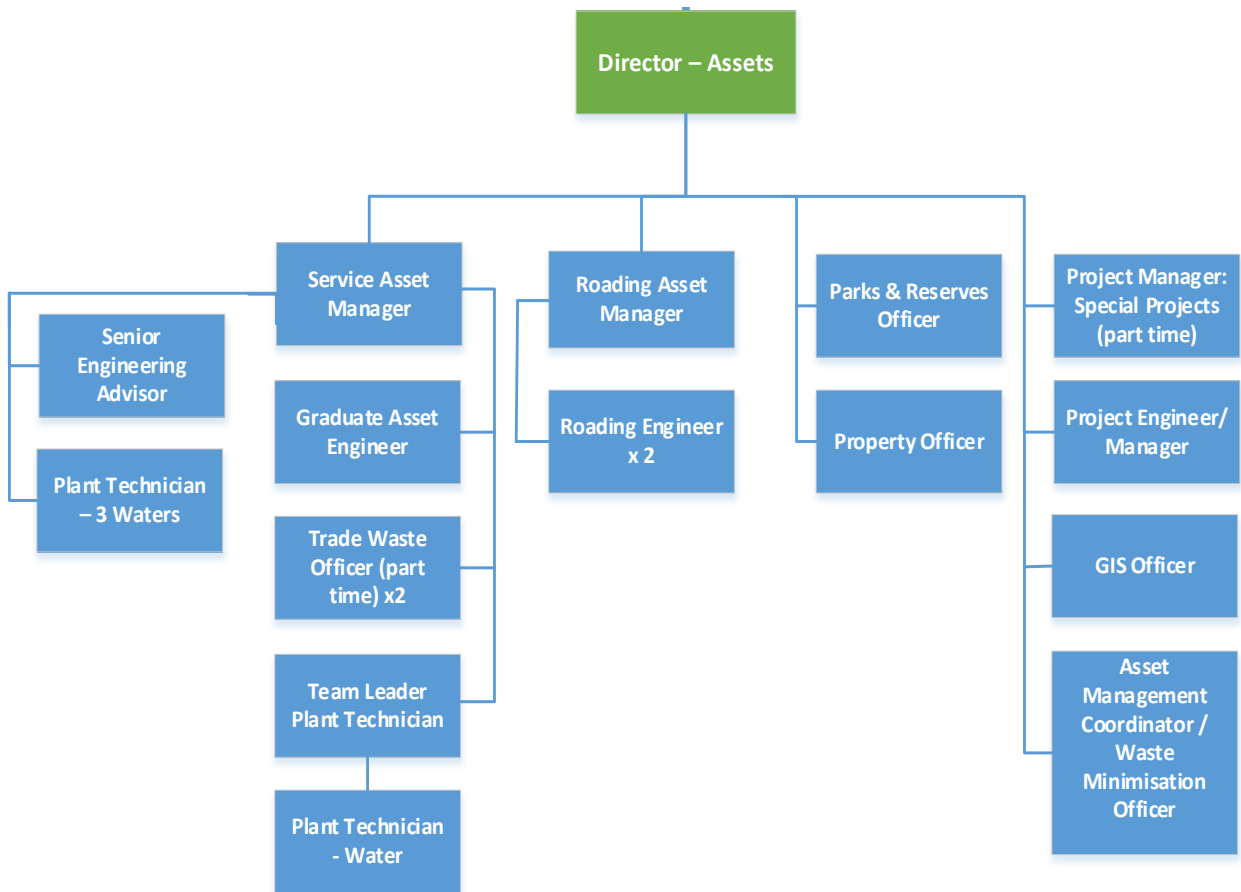


Figure 3 – The Assets Department

1.4 THE PROPERTY ACTIVITY

Stratford District Council owns a variety of property assets including:

- The TSB Pool Complex which provides aquatic recreation for its residents. Council has traditionally adopted the role of provider of a swimming pool complex for the District as there is no alternative provider. The Pool makes a valuable contribution to the health of residents and visitors providing diverse recreational activities and enhancing the attractiveness of the district.
- The Stratford District Centennial Library and I-Site provides physical and digital access to a collection of lending material and information resources in a safe and welcoming environment intended for community activities, leisure, social interaction, and study. It promotes creativity and learning through the delivery of public programmes and the provision of support facilities such as the Wi-Fi network and access to equipment and technology. The I-site provides the community the availability of booking a driving test, concert tickets or renewing library books.
- Civic Amenities to provide for community or core civic functions, some of which are provided by Council because no other agencies are able or willing to provide them. Civic Amenities contribute to the achievement of the District's civic and leisure needs. This portfolio includes:
 - Miranda Street Administration Building
 - Housing for the Elderly (10 residential units)
 - War Memorial Centre
 - Centennial Restrooms
 - Clock Tower
 - Bell Tower
 - Hall of Remembrance
 - Public Toilets
 - Rural Halls
 - Security Cameras
 - TET Stadium MultiSports Centre
- Rental and Investment Properties for strategic or commercial purposes. Each property is held for specific reasons and the property portfolio is regularly reviewed to ensure any properties surplus to requirements are disposed of. This portfolio includes:
 - The Council farm
 - Municipal Building
 - Transfer Station
- The aerodrome to make provision provides for recreation and light commercial aviation. The aerodrome is situated at Flint Road and has two grass runways.

The council overall objective is to provide services that meets the needs of the community. The goals and objectives of the Property Activity are:

- Pool – to provide a pool complex:
 - That will be a safe place to swim.
 - Whose facilities meet demand;
- To provide a library service which meets the needs of and is being used by Stratford District residents
- Library services will be accessible to the community
- Council facilities - To provide well maintained and utilized facilities
- TET – to maintain the facility to meet community needs
- To provide suitable housing for the elderly.
- To provide clean, well maintained toilet facilities.
- Maximum profits from the farm are returned to Council.
- Leased property is safe and fit for purpose.
- Aerodrome – To meets the needs of users.

1.5 THE IMPORTANCE OF THE PROPERTY ACTIVITY

Access to a range of active and passive recreation services benefits the community's physical, social and personal quality of life. The Property Activity is important to the Stratford District community because it creates and provides a sense of belonging and pride through the provision of comprehensive social, recreational and cultural facilities that are accessible to all.

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

Table 1 - Property Activity Contribution to Community Outcomes

Community Outcomes		Property Activity Contribution
Vibrant community	<p>We celebrate and embrace our community's cultures and traditions.</p> <p>We tell our unique story.</p> <p>We will develop strong relationships with iwi, hapu and marae.</p>	<ul style="list-style-type: none"> • Providing an aerodrome that meets the needs of users. • Providing facilities that are well maintained and utilised.
Sustainable environment	<p>Our natural resources can be enjoyed now and by future generations.</p> <p>We are committed to working towards zero waste.</p> <p>We have well planned and resilient infrastructure that meets the current and future needs of the district.</p> <p>We strive to understand and support Te Ao Māori values and principles.</p>	<ul style="list-style-type: none"> • Providing suitable housing for the elderly. • Providing clean, well maintained toilet facilities. • Providing a pool complex that is a safe place to swim. • Providing pool facilities that meet demand.
Connected communities	<p>Our neighbourhoods are safe and supported</p> <p>We enable positive healthy lifestyles, through access to health, social and recreation services</p> <p>We have a strong sense of belonging</p> <p>We value opportunities to be involved and work together as a community</p>	<ul style="list-style-type: none"> • Providing a library service which meets the needs of and is being used by Stratford District residents. • Providing library services that will be accessible to the community. • Ensuring maximum profits from the farm are returned to Council.
Enabling economy	<p>We are a welcoming and business friendly District</p> <p>We encourage a strong and diverse local economy</p> <p>We promote opportunities to visit, live and invest in the district</p> <p>We support economic opportunities for Māori</p>	<ul style="list-style-type: none"> • Providing a Transfer Station that is easily accessible to the Stratford District residents

1.6 OUR PARTNERS, CUSTOMERS AND KEY STAKEHOLDERS

The Property activity exists to meet the needs and requirements of customers, partners and key stakeholders.

Our key partners are those groups or organisations that we are aligned with as owners of Council-owned property issues in our region and district. Our customers are individuals, groups or organisations that either directly or indirectly use services provided by the Property activity. Our key stakeholders are individuals, groups or organisations who may or may not be customers of the activity directly but have an interest in how it is managed and operated.

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

Table 2 – Partners, Customers and Stakeholders

Customers, Partners and Stakeholders	Involvement
Taranaki Regional Council	Sets the direction of environmental management of the portfolio.
Contractors	Provide maintenance services in respect of the portfolio.
Utility Owners	New Zealand Utilities Advisory Group (NZUAG) requirements for co-ordinating networks.
Local Iwi	Liaise in relation to significant projects that may impact on Maori.
Community Sporting & Recreation Groups	Provide services to the community utilising Council property assets.
Farm Sharemilkers	Provides the operational aspects of the farm business.
Civil Defence	Provides an fully operational Taranaki Emergency Management Office (TEMO) site for Stratford and surrounding districts
General public ; Lessees; Tourists and Visitors	Use services provided by the Property Activity

1.6.1 THE CUSTOMER CHARTER

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

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

1.6.2 SIGNIFICANCE AND ENGAGEMENT POLICY

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

2.0

Legislative and Strategic Context

2.0: LEGISLATIVE AND STRATEGIC CONTEXT

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2.1 OVERVIEW

This section presents the legislative and strategic context of the Property Asset Management Plan at the national, regional and district levels.

2.2 NATIONAL CONTEXT

There are a number of national legislative requirements that drive the Property Activity's level of service and (LoS) and influence the operation and management of the assets. While many are listed below; the key drivers are described in detail in the following section.

- The Building Act 2004;
- The Local Government Act 2002;
- The Resource Management Act 1991
- The Heritage New Zealand Pouhere Taonga Act 2014
- The Fire and Emergency Department Act 2017;
- Occupiers Liability Act 1962
- Public Works Act 1981
- Residential Tenancies Act 1986
- Fencing Act 1978
- Civil Aviation Act 1990
- Health and Safety at Work Act 2015
- Property Law Act 2007

2.2.1 THE BUILDING ACT 2004

Section 108 of [The Building Act 2004](#) requires the Stratford District Council to have a Building Warrant of Fitness (BWoF) where a Compliance Schedule is required. The following Council owned properties all have current Building Warrants of Fitness:

- Miranda Street Admin Building;
- TSB Pool Complex;
- Library; and
- War Memorial Centre.

2.2.2 THE PROPERTY LAW ACT 2007

The [Property Law Act 2007](#) defines the purpose of the Act is to “*restate, reform and codify (in part) certain aspects of the law relating to real and personal property*”. The following Council owned/managed properties will be covered under this act and it will also cover all license to occupy and Deed of Leases

- All council owned properties currently leased
- Pensioner Housing
- Transfer Station building
- Percy Thompson Building

2.2.3 THE LOCAL GOVERNMENT ACT 2002

The [Local Government Act 2002](#) defines the purpose of local government to be:

“to meet the current and future needs of communities for good quality local infrastructure, local public services, and the performance of regulatory functions in a way that is most cost-effective for households and businesses.”. The LGA includes the principles that require Council to:

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

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

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

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

The Council commenced a review of its *Assessment of Water and Sanitary Services and Solid Waste* in 2016.

2.2.4 THE RESOURCE MANAGEMENT ACT 1991

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

2.2.5 THE HERITAGE NEW ZEALAND POUHERE TAONGA ACT 2014

The [Heritage New Zealand Pouhere Taonga Act 2014](#) provides protection for places of historical and cultural value and, inter alia, prevents without authority any modification or destruction of archaeological sites. Accordingly, it is appropriate that Heritage New Zealand be consulted and recognition be given to the Act's provisions in carrying out any physical development of a reserve.

2.2.6 THE FIRE AND EMERGENCY ACT 2017

The [Fire and Emergency Act 2017](#) is intended to strengthen the role of communities and improve support for volunteers in the provision of fire services. It aims to unify Fire Services by establishing Fire and Emergency New Zealand (FENZ).

2.3 REGIONAL CONTEXT

The main regional strategy that drives the provision of Property Activities in Stratford is the Regional Economic Development Strategy - Make Way for Taranaki. The [Regional Economic Development Strategy - Make Way for Taranaki](#) was developed by the four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE). The strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure. Anticipated impacts of the Regional Economic Development Strategy and any resulting growth on the Property Activity and infrastructure are expected to include.

2.4 DISTRICT CONTEXT

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

2.4.1 THE LONG TERM PLAN (LTP) 2021-2031

The Long Term Plan (LTP) 2021-2031 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2014 that:

- Describes the activities of Stratford District Council;

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

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

2.4.2 THE DISTRICT PLAN

Developed in compliance with the requirements of the Resource Management Act 1991(RMA), the District Plan specifies land use policies aiming to mitigate and control the detrimental environmental effects of new developments. The Annual Plan establishes the standards to be achieved in regard to land use and development.

2.4.3 THE ANNUAL PLAN

The Annual Plan is a regulatory document pursuant to Section 95 of the Local Government Act 2002 Amendment Act 2014. The Annual Plan is developed in compliance with section 95 of the LGA 2002 the Annual Plan updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure. The Annual Plan establishes the standards to be achieved in regard to land use and development.

The Annual Plan shows how that year of the LTP will be funded. It provides detailed financial forecasts for the first 3 years, with summary forecasts provided for years 4 to 10.

Table 3 - District Strategic Drivers

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Asset Management Plan
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.
Economic Development Strategy	Sets the direction for economic development and identifies priorities and measurable goals.	Three yearly	Support asset management planning and good practice.
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Reports on annual KPI targets that are determined by the Annual Plan.
Assessment of Solid waste and Sanitary Services	Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.	Ten yearly	Identified issues and required actions feed into the relevant AMP
Procurement Policy	To ensure that when procuring goods, works and services Council follows procedures to act fairly and consistently with procurement	3 yearly	Allows the Property officer to exercise business judgement by enabling flexibility and innovative approaches to procurement
Other Policies, By-laws, etc	The tools that guide and direct Council activities are: (see Appendix 2) Housing for the Elderly Policy Asset Management Policy Asset Disposal Policy Smoke Free Environments Policy Public Places Bylaw Stock Control Bylaw Nuisances Bylaw	As applicable	Support asset management planning and good practice.

Legislative and Strategic Context

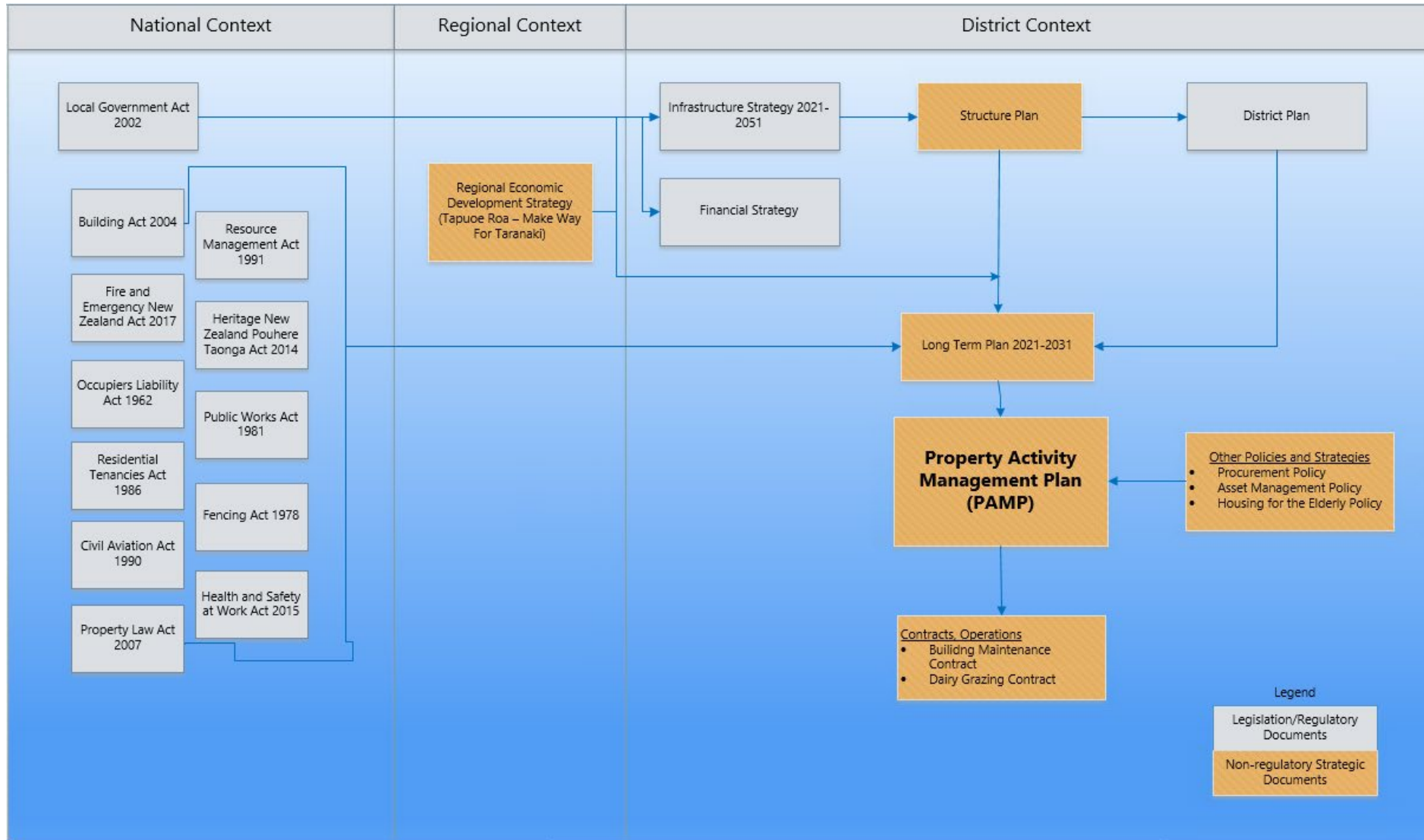


Figure 4 – Strategic and Legislative Framework for the Property Asset Management Plan

3.0

Asset Information

3.0: ASSET INFORMATION

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3.1 ASSET OVERVIEW

The Stratford District Council owns and manages property within the Stratford District. The Council's property portfolio contains an aerodrome, a dairy farm, transfer station a swimming pool complex, a library, a number of civic buildings including an administration building, residential housing units for the elderly, community buildings and public toilets, and a number of rental or investment properties.

This section details the current asset valuation summary and provides details about infrastructure asset types. It identifies the general condition of assets and any issues/opportunities Council will need to consider. It highlights how asset condition is identified and Council's level of confidence in asset data. Figure 5 shows a spatial distribution of the Council's property portfolio.

3.2 ASSET VALUATION

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

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

The asset valuations contained in Table 4 were carried out by Telfer Young (Taranaki) as at 1 July 2020. Note that:

- **Replacement Cost (RC)** is the cost of the modern equivalent asset that replicates the existing asset most efficiently
- **Optimised Depreciated Replacement Cost (ODRC)** is the optimised replacement cost after deducting an allowance for wear or consumption to reflect the remaining or economic service life of an asset; and
- **Annual Depreciation (AD)** is the systematic allocation of an amount over an asset over its useful life

3.3 USEFUL LIFE

Useful life refers to either;

- The period over which an asset or component is expected to be available for use by an entity, or
- The number of production or similar units expected to be obtained from the asset or component by the entity. Refer: *International Infrastructure Management Manual (2015) (IIMM)*.
- It is based on construction dates, environmental conditions, frequency of use and the age of the asset.

Useful lives are expressed as years. The useful lives of the property assets have been estimated as 10 – 100 years for Buildings: 5 – 10 years for Fixtures and Fitting: and: 4 – 10 years for Office Equipment.

Asset Information

Figure 5 - Property Asset Locations within the Stratford Township

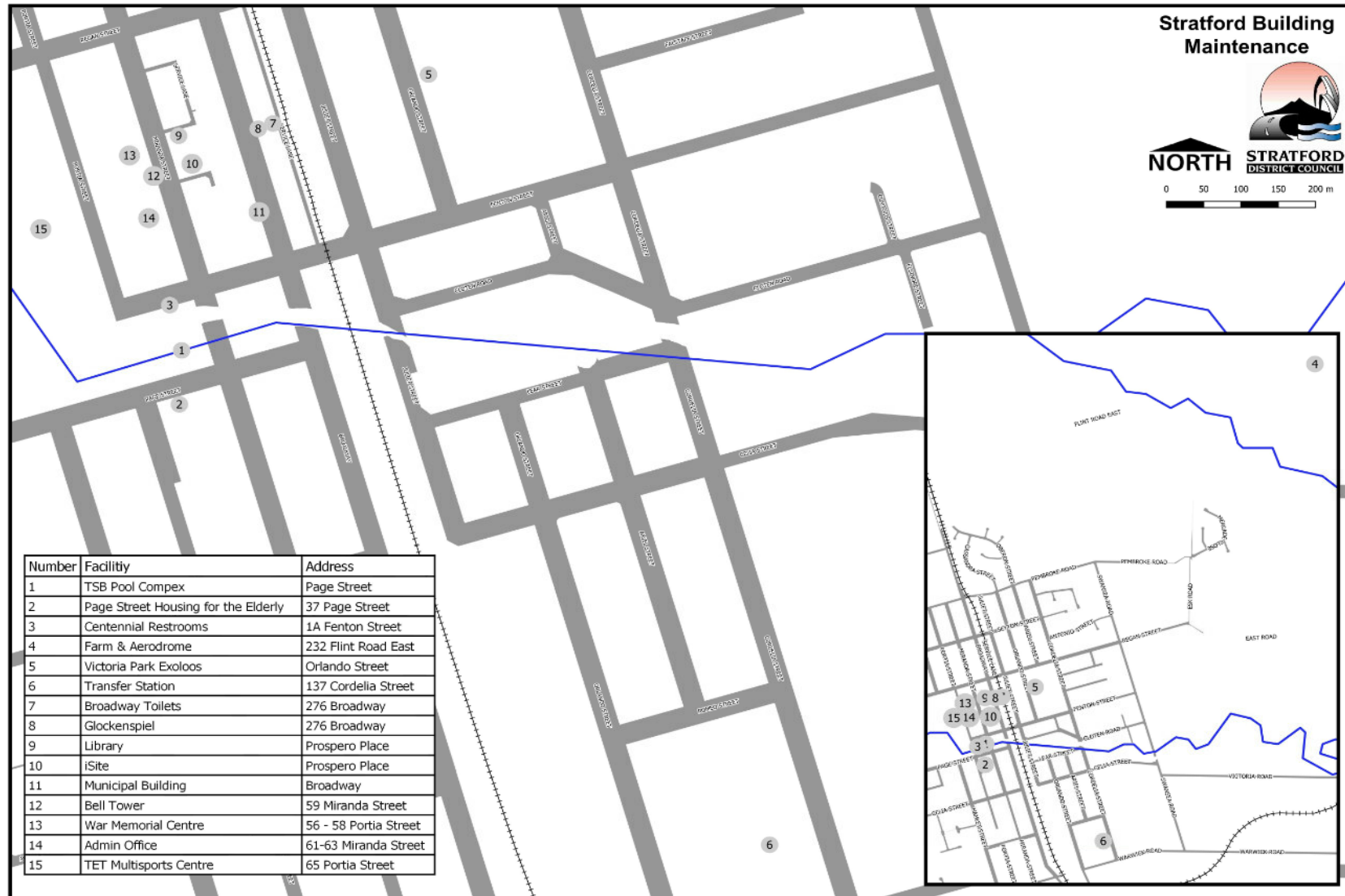


Table 4 - Asset Valuation Summary – Stratford District Council Valuation Report

Asset Group	Description	Quantity	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
					RC	ODRC	AD
TSB Pool Complex		1	39	3	4,109,500	342,300	114,100
Total					4,109,500	342,300	114,100
Aerodrome		1	80	41	435,000	227,468	5,548
Total					435,000	227,468	5,548
Centennial Library		1	80	35	1,427,800	1,049,900	29,997
Total					1,427,800	1,049,900	29,997
Civic Amenities	Miranda Street Office	1	90	60	4,695,900	2,097,400	34,956
	Housing for Elderly	10	80	50	1,583,200	659,600	13,192
	War Memorial Centre	1	90	50	5,376,300	2,103,800	42,076
	Centennial Restrooms	1	77	7	723,700	92,800	13,257
	Clock Tower (Glockenspiel)	1	80	57	624,400	238,800	4189
	TET MultiSports Centre	1	60	42	9,694,400	6,786,080	161,573
	WMC Carpark & Belltower	1	80	29	406,800	114,400	3,944
	Broadway Public Toilets	1	40	35	352,300	299,800	8,565
	Whangamomona Toilets	1	50	47	111,900	102,200	2,174
	Tangarakau Toilets (Morgans Toilets)	1	50	44	50,055	39,300	893
	Page Street Amenities	1	40	38	227,300	214,077	5,633
	Victoria Park Exeloo's	1	50	28	2,076,300	1,061,400	37,907
	Hall of Remembrance	1	30	11	48,300	17,700	1,609

Asset Information

Asset Group	Description	Quantity	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
					RC	ODRC	AD
	Bus Shelters	2	50	16	37,000	11,800	737
Total					16,313,455	7,053,077	169,132
Rural Halls	Midhirst Hall	1	70	11	989,600	201,100	18,281
	Huiroa Hall	1	100	26	531,500	113,856	4,379
	Kohuratahi Hall	1	116	7	508,500	59,438	8,491
	Te Popo Hall	1	111	7	158,600	18,500	2,642
	York Road Hall	1	68	7	8,000	824	117
Total					2,196,200	393,718	33,910
Rental Properties	Aerodrome Farm	1	90	25	1,220,900	413,952	16,558
	Farm 2	1	60	36	1,056,646	299,200	8,311
	577 Beaconsfield Road Huiroa Hall	1	50	11	18,400	0	0
	287 Broadway – Activity Centre (Municipal Building)	1	76	7	756,100	74,400	10,628
	Transfer Station	1	50	16	1,600,000	920,000	57,500
Total					4,652,046	1,707,552	92,997
Grand Total					29,134,001	10,774,015	445,684

3.4 ASSET INFORMATION SYSTEM

Stratford District Council uses AssetFinda to support the management of the Property Activity. Data on infrastructure assets is collected during inspections and monitoring using a paper based method. All data collected in relation to the Property activity infrastructure is entered into Assetfinda by the GIS Officer.

3.5 INFRASTRUCTURE ASSETS

A summary of the Council's Property Assets is provided below and includes:

- The TSB Pool Complex
- TET MultiSports Centre
- Stratford Aerodrome
- Transfer Station
- Centennial Library Building – Stratford District Library
- Civic Amenities
- Rental and Investment Properties

3.5.1 TSB POOL COMPLEX

The TSB Pool facilities include:

- A seven lane main 25m x 13.7m pool, with a depth of 1.08m to 1.25m;
- A teaching/recreation pool 13.7m x 7.3m in size and 1.0m to 1.05m in depth
- A learner pool 13.7m x 4.9m and 900mm deep
- Outdoor toddlers pool
- Shower and changing facilities
- Office, reception and clubrooms
- Plant and storage rooms

The Pool Activities include:

- Swim Squads/Squad coaching
- Aqua-aerobics
- Private / Birthday Party Hire
- Kids Fun Inflatables
- Recreation and School Holiday Fun
- Lane swimming
- Learn to swim
- School Aquatic Programmes

The Stratford District Council regularly undertakes inspections of the TSB Pool. A condition assessment inspection of the building, plant, mechanical and electrical services was undertaken in September 2014 with the majority of defects found remedied over subsequent years. Ongoing operational issues have led to a feasibility study being conducted and submitted to Council. Funding has been approved by Council for a new relocated pool complex which will start in 2020-2021 financial year.

Item	Description
Location	Page Street, within the grounds of King Edward Park, Stratford
Area	Land – 3300 m ² , Buildings – 1680m ²
Legal Description	Section 858 Town of Stratford
Computer Freehold Register	724598

Item	Description
Land Status	Recreation reserve
Zone	Protected Area

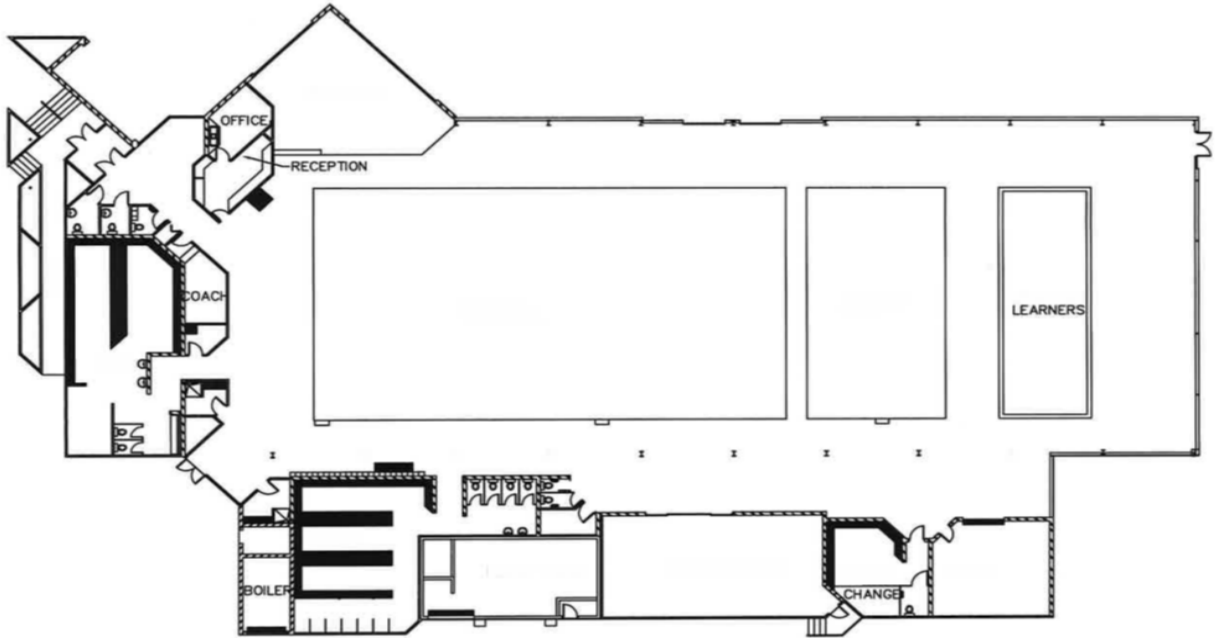


Figure 6 – Current TSB Pool Complex Floor Plan

The Stratford Swimming Pool is one of our key aging assets. The pool is aging in parts and on-going maintenance costs have been increasing in the last few years. A new aquatic facility See the floor plan in Figure 7 is currently under construction and will be completed July 2022. This new facility will be located on Portia Street, beside the Hockey Turf.

The proposed layout for the new pool is shown in Figure 7.

Asset Information

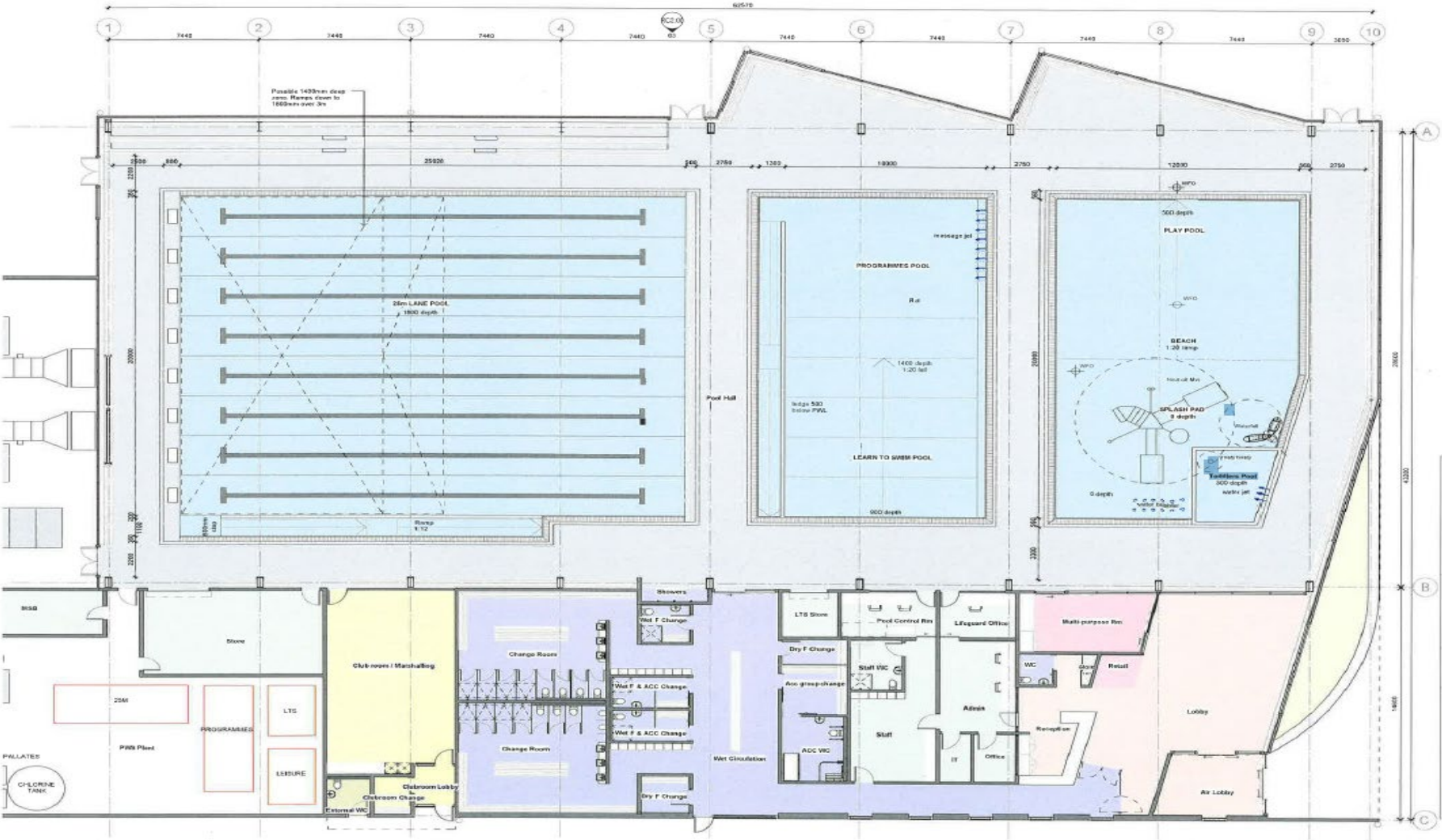


Figure 7 - Design of New Aquatic Facility

The new aquatic facility will solve the ongoing issues the current pool complex is experiencing which are:

- Air Heating/Handling;
- Condensation and dripping;
- Steel roof corroded beyond “patching”, particularly around internal gutters;
- Internal gutters and associated framing at end of life;
- Internal walls heavily affected (rotten) by water ingress and humidity;
- No of lanes - 8 lanes is the standard, existing facility has 7;
- Lane width is too narrow for competitive use;
- Requires re-paint in next 1-2 years;
- No separate staff facility/break room;
- No separate room for fitness classes/training/parties (i.e. Activity Room); and
- No water-play area for smaller children.

3.5.2 THE TET MULTISPORTS CENTRE

The TET MultiSports Centre was built in the early 2000s and comprises of;

- Series of changing rooms
- Toilets
- Office
- 2 Meeting Rooms
 - Conference Room with maximum capacity up to 30
 - Stadium Restaurant area with maximum capacity up to 500
- Large sports hall with mezzanine lookout
- Squash courts
- Gymnasium
- Open plan lounge
- Industrial kitchen
- Bar
-

Aluminium glazed doors open out onto a concrete terrace that extends along the northern side and overlooks the Hockey turf. It is the home of many sporting clubs which are managed separately from the Centre. The centre is also home to a local restaurant. Events are also held out of the venue with seating capacity of 300 and standing capacity 1000

Table 5 - TET MultiSports Centre information

Item	Description
Location	62 Portia Street, Stratford.
Area	Land – .1012 hectares Approximately; Buildings – 2821m ²
Legal Description	Sec. 516 Twn.: STRATFORD
Computer Freehold Register	724598
Land Status	Recreation Reserve
Zone	Urban



Figure 8 - TET MultiSports Centre Information

3.5.3 STRATFORD AERODROME

The Aerodrome is designated for “Aerodrome Purposes” under the District Plan and recorded in the Civil Aviation – Aeronautical Information Publication (AIP) as a non-certified aerodrome. It is zoned rural and is unattended. . The facilities comprise:

- Nine hangars - – privately owned and maintained with the site subject to a formal land lease; One Clubhouse (Stratford Aero Club)
- Two active grassed runways - main runway (09/27) 900 x 45 metres and a cross wind runway (16/34) 507 x 52 metres
- Fuel dispensing facility for Avgas
- Single unit public toilet

The users include Recreational aviation aircraft - gliding, light powered aircraft, micro-light aircraft and sports aircraft, model and miniature aircraft; Agricultural aviation operators and Visiting light aircraft and helicopters.

Council is not responsible for the built structures apart from the single public toilet. This is only four years old and a formal condition assessment has yet to be carried out. The runways and essential drainage systems are subject to regular inspections by Council’s maintenance contractors and remedial work carried out as required.

Table 6 - Aerodrome Information

Item	Description
Location	232 Flint Road, Stratford.
Area	Land – 18 hectares Approximately; Buildings – 1680m ²
Legal Description	Part Lot 1 DP 489200 and Parts Lot 1 DP 3176
Computer Freehold Register	703085, TN140/52
Land Status	Aerodrome Purposes
Zone	Rural



Figure 9 - Aerodrome Map

3.5.4 CENTENNIAL LIBRARY BUILDING – STRATFORD DISTRICT LIBRARY AND I-SITE

The original part of the library was built in 1978, extended in 1998 and extended again and totally renovated and modernised in 2016. In late 2020 the I-Site located to the Library to become a one stop Shop. This will allow a more integrated customer service experience for community members and visitors to the district.

Table 7 - Centennial Library and I-Site Building Information

Item	Description
Location	54 Miranda Street Stratford
Area	Land – 825 m ² Buildings – 760m ² , comprising; <ul style="list-style-type: none"> • 560m² of public open space allocated to category and activity areas • 92m² of staff and management facilities • 56m² public toilets, storage and archives areas • 50m² of public bus shelter along Miranda Street frontage
Legal Description	14 Lots 2 and 3 DP 314031, Lots 1-4 & Pt lot 5 DP 8495
Computer Freehold Register	55499
Land Status	Local Purpose (Community Building) Reserve
Zone	Business

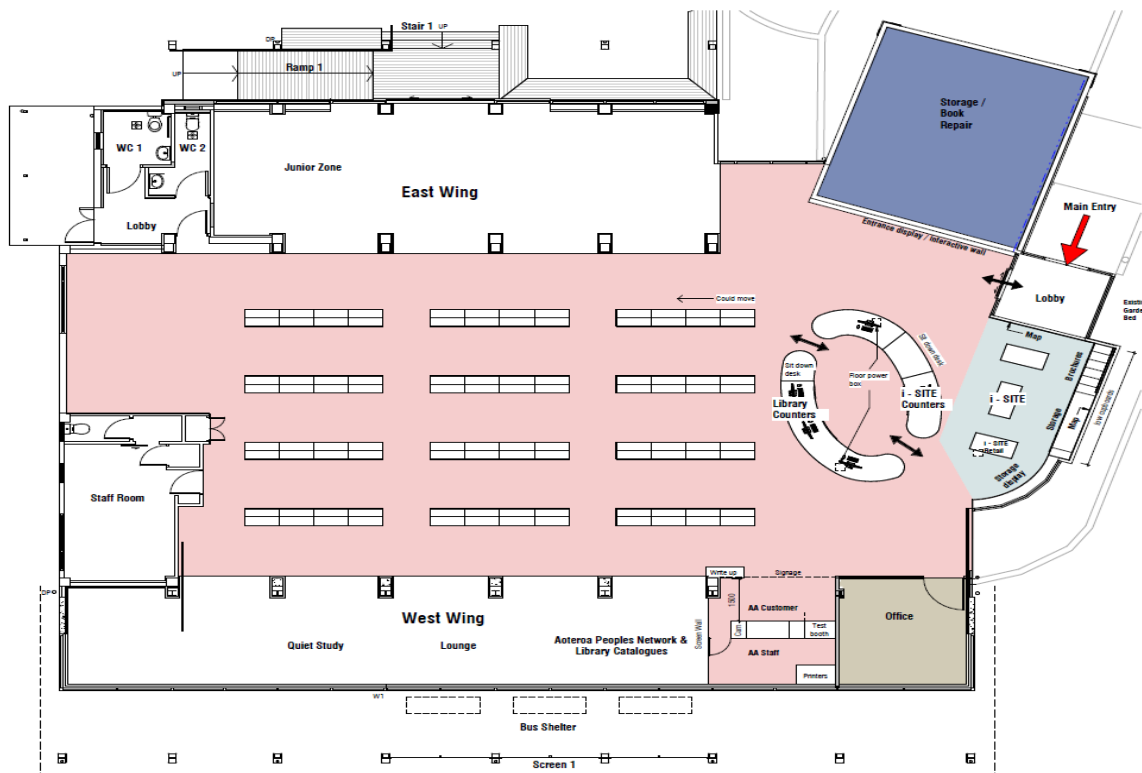


Figure 10 - Centennial Library Floor Plan

3.5.5 CIVIC AMENITIES

With the exception of the Hall of Remembrance, the Civic Amenities are owned by Council. All Civic Amenities are regularly inspected by Council.

Council Administration Building

The administration building was built in 1983 following amalgamation of the Stratford Borough and County Councils, was extended to include further offices and vehicle garages at the rear in 2009 and partially remodelled internally in 2011 and 2013. It serves as the administration office and service centre for the Stratford District.

Table 8 - Council Administration Building Information

Item	Description
Location	61-63 Miranda Street, Stratford
Area	Land – 3511 m ² Buildings – 1420m ²
Legal Description	Lot 1 DP 13003
Computer Freehold Register	TNE4/1030
Land Status	Fee Simple
Zone	Business

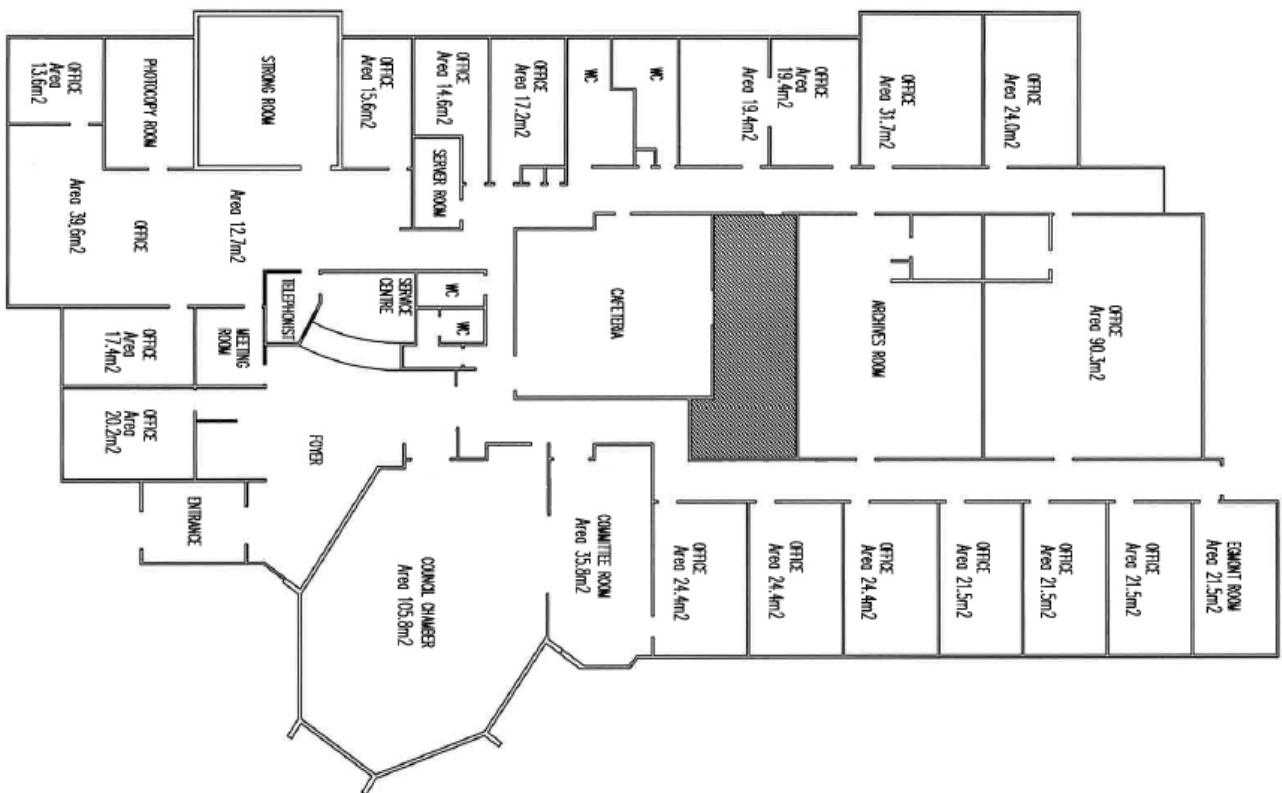


Figure 11 – Council Administration Building Floor Plan

Housing for the Elderly

This residential complex comprises 10 purpose-built, one bedroom units, the first four of which were built in 1986 from a bequest by a Miss Elsie Fraser. This bequest established a trust under which these units are held. Between 1989 and 1991 six further units were built on the site funded by a loan.

Over the years, surpluses of income over expenditure accrued in the trust account and in 1996 it purchased two of the additional units so that today, six units are owned” by the trust and four by Council.

All the units are identical, each comprising of one bedroom, open plan lounge/dining/kitchen area, bathroom and laundry. Four of the units have attached carports. Nine of the ten units have attached conservatories.

There are qualifying conditions for tenants. They must be 65 years of age or over, in receipt of National Superannuation, War Pension or Invalid’s Benefit and meet an asset and income test.

Table 9 - Housing for the Elderly Information

Item	Description
Location	37 Page Street, Stratford
Area	Land – 4048 m ² ; Buildings – 650m ² comprising 10 x single-person brick units each measuring 65m ² approximately
Legal Description	Lots 1-3 DP 7573
Computer Freehold Register	TNH2/1193
Land Status	Fee Simple
Zone	Residential

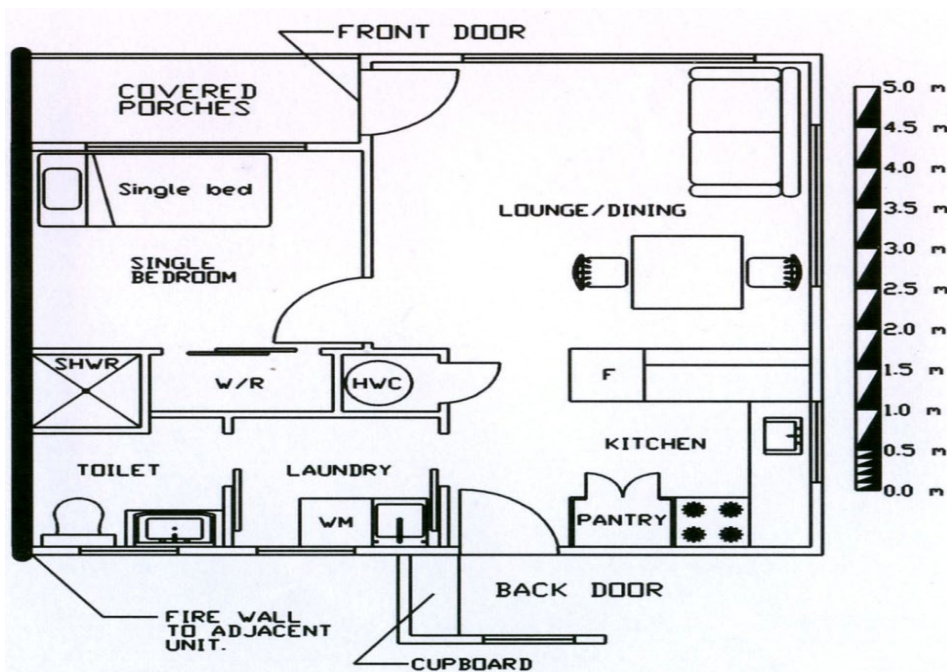


Figure 12 - Housing for the Elderly Unit Floor Plan

War Memorial Centre

The original portion of the War Memorial Centre, comprising what is now the sports stadium, was built in 1953. In 1995 the Centre was extended to incorporate meeting and function rooms and ancillary facilities such as kitchen and additional toilets.

TSB Chambers has capacity for 30-50 people with a small kitchenette, 50 padded chairs and 8 tables. The Function Facility has capacity for 90-120 people with a large kitchen (complete with commercial stove/oven, commercial dishwasher, chiller and refrigerator), 120 padded chairs and 25 tables

The stadium has a floor area of 30.7 x 18.4 (562m²) -the size of one basketball court with bleachers capable of seating 250 people and male and female changing facilities

The Complex has just had a major renovation work done in 2020/21, with interior paint throughout building, new carpet and vinyl, new curtains and stadium floor re-varnished.

Table 10 - War Memorial Centre Information

Item	Description
Location	53-55 Miranda Street, Stratford
Area	Land – 4048 m ² Buildings – 1490 m ²
Legal Description	Sections 400, 401, 438, 439 Town of Stratford
Gazette Reference	NZ Gazette 1884 p 1743
Land Status	Municipal Reserve
Zone	Business

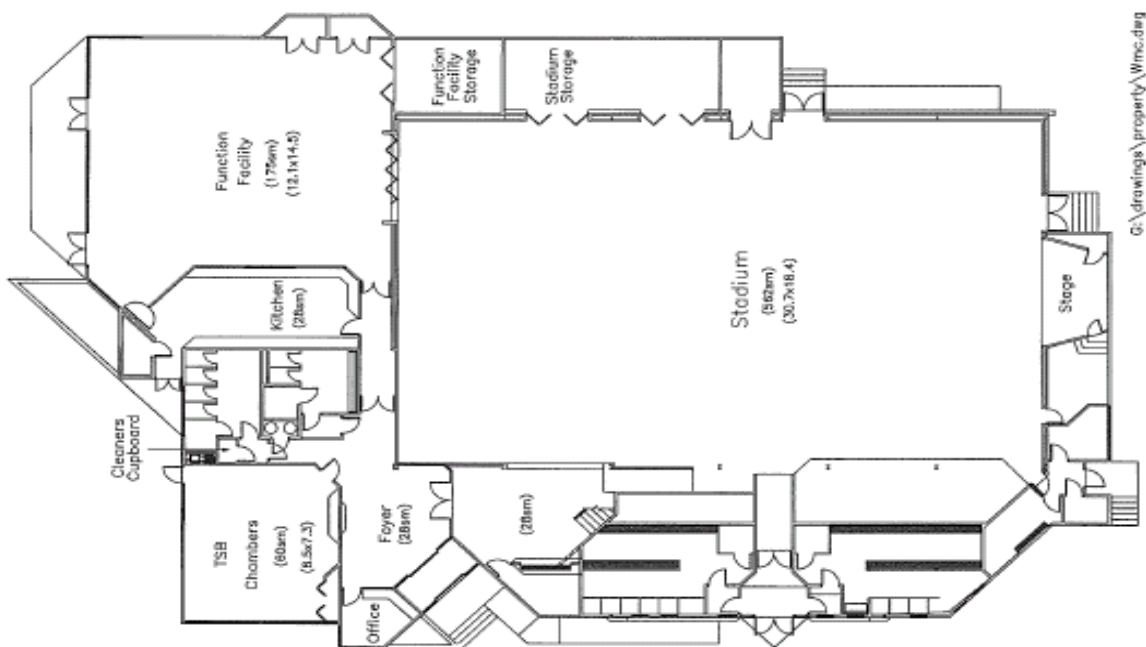


Figure 13 - War Memorial Centre Floor Plan

Centennial Restrooms

The Centennial Restrooms building was constructed in 1948 as a New Zealand Centenary project approved by the government and funded by community fundraising and grants.

The building contains two meeting rooms and a kitchen for hire at one end and public toilet facilities (open seven days a week, closed at dark.) at the other. It is a well maintained building, which has recently seen major renovations in 2020 with a new kitchen installed and a new public toilet layout which includes a family room, accessible toilet and separate men’s toilets.

Table 11 - Centennial Restrooms Information

Item	Description
Location	1A Fenton Street, Stratford
Area	Land – 1669 m ² Buildings – 330 m ²
Legal Description	Section 781 Town of Stratford
Computer Freehold Register	724598
Land Status	Recreation Reserve
Zone	Protected Area

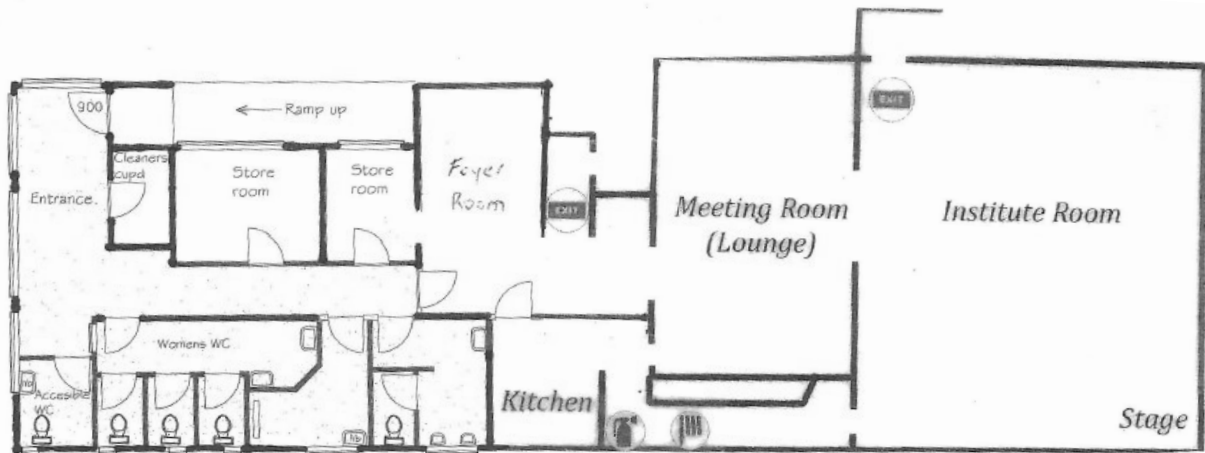


Figure 14 - Centennial Restrooms Floor Plan

Clock Tower (Glockenspiel)

This Elizabethan tower façade was constructed in 1996 around the original concrete tower that was erected in the 1960's. The clock faces are from the old Post Office built in 1924 and demolished in 1963.

Table 12 - Glockenspiel Information

Item	Description
Location	276 Broadway, Stratford.
Area	Land – 343 m2; Building – 30m2 (footprint)
Legal Description	Section 1062 Town of Stratford
Computer Freehold Register	TNF3/396
Land Status	Fee Simple
Zone	Business

Bell Tower

Built in 1981, this concrete tower houses the bells from the old post office clock tower (Built in 1924 and demolished in 1963) that lay in disuse for 20 years. This will be demolished in the 2021-2024 Long Term Plan period due to a seismic assessment confirming it is not up to standard.

Table 13 - Bell Tower Information

Item	Description
Location	Miranda Street, Stratford in the War Memorial Centre Carpark.
Area	15m2 Approximately (footprint)
Legal Description	Lot 1 DP 5704
Computer Freehold Register	TNFA1/1298
Land Status	Fee Simple
Zone	Business

Transfer Station

Built in 1985, the building was originally built as a fertiliser plant. This building was later converted in the 90's into what now is the Transfer Station. This station is operated by the contracted Solid Waste service provider.

Table 14 - Transfer Station Information

Item	Description
Location	137 Cordelia Street
Area	2362.1m2 approximately (footprint)
Legal Description	Lot: 1 DP: 19516
Computer Freehold Register	TNK2/357
Land Status	Fee Simple
Zone	Business

Hall of Remembrance

This hall is in a privately owned commercial building on Broadway that is subject to an easement in favour of Council allowing public access for the display of photographs commemorating soldiers from the district who lost their lives fighting in the Boer and First and Second World Wars. Maintenance obligations in respect of the hall are shared by Council and the building owner. The Hall of Remembrance was redecorated in 2020.

Table 15 - Hall of Remembrance Information

Item	Description
Location	287 Broadway, Stratford
Area	Land - 588m ² ; Easement – 95m2 (approximately)
Legal Description	Part Lot 1 DP 16599
Computer Freehold Register	TNJ2/296
Land Status	Fee Simple
Zone	Business

Public Toilets

Table 16 - Public Toilets Information

Facility	Description
Broadway (behind clock tower)	A six unit complex one of which is 24 hour.
Victoria Park	Two unisex Exeloo units available 24 hours
Page Street Sportsground	Three unisex permaloo units available to users of the sportsground
Whangamomona	Two unisex Exeloo units (dry cell) available 24 hours
Tangarakau Gorge (Morgan's Grave)	One unisex Permaloo unit (dry cell) available 24 hours

Toilet facilities throughout the Stratford district are listed below. The Centennial rest rooms public toilet is listed above in the description of Centennial rest rooms.

Rural Halls

There are two Council-owned rural halls managed and maintained by community groups/organisations on behalf of the community. They are the Huiroa Domain Hall and the Midhirst Hall.

Table 17 - Rural Halls Information

Item	Description	
	Huiroa Hall	Midhirst Hall
Location	1128 Makuri Road	Kelly/Egmont Street, Midhirst
Area	Land – 2150 m ² Buildings – 270 m ²	Land - 708m ² Buildings - 480m ²
Legal Description	Sec 3 Blk V Town of Huiroa	Lot 14 Blk VI DP20
Computer Freehold Register	520271	TNJ1/544
Land Status	Recreation Reserve	Fee Simple
Zone	Protected Area	Residential
Managed/Maintained by	Huiroa Hall and Domain Society	Midhirst Hall Committee

Security Cameras

Stratford's CBD is monitored by a network of 12 CCTV cameras, linked either wirelessly or by data cable. The cameras are in the locations listed below with the monitoring hardware located in the Stratford Police Station. The first of the cameras were installed in 2000 and the network has been enhanced by the addition of extra cameras over subsequent years. Council is responsible for maintenance of the system with the hardware being upgraded as necessary and appropriate.

Table 18 - Security Camera Information

Location	No	Location	No
Bell Tower - 57 Miranda Street	1	Cervus Equipment Building – 59 Juliet Street	2
TET Multi-Sport Centre – Portia Street	2	Stratford Rugby Club – 61 Orlando Street	1
Kawasaki Motor Bike Shop – 337 Broadway	1	Public Toilets – 276 Broadway	1
BNZ – 269 Broadway	1	Well Café – 198 Broadway	1
Empire Hotel – 320 Broadway	1	Library – Prospero Place	1
Bike Park Pump Track	1		

Ancillary Structures

Ancillary structures and buildings owned/managed by Stratford District Council are comprised of the following;

- Bus Shelters – Stratford and Midhirst
- Walkway Canopy – Prospero Place
- Gerald Grace Pergola – WMC
- Sign Consoles – Broadway North

- Flag Poles, War Memorials, Plaques
- Planter Boxes,
- Heritage Signs
- Amenity and Promotional Signs

Council undertakes annual inspections of its civic amenities, either by Council staff or by contractor in terms of relevant maintenance contracts. The inspections identified that these assets are generally in good condition to excellent condition. Any issues identified through inspections are considered manageable through current maintenance contracts.

3.5.6 RENTAL AND INVESTMENT PROPERTIES FARM

The portion of the farm to the north and west of the aerodrome was purchased by Council in two transactions in 1934 and 1935 for the purpose of establishing the aerodrome. This comprised approximately 92 hectares of which roughly 17 was developed into the aerodrome and the balance farmed to provide funds for the development. In 1969 the adjoining farm to the south comprising 37 hectares was purchased to further enhance the farming operation and then in 2015 the farm to the south again was similarly purchased.

The farm is operated under a Sharemilking agreement, the first of which was entered into in 1938. Buildings on the farm comprise of two milking sheds (one disused), three implement sheds, two residential dwellings for the Sharemilker and Workers, a relocatable unit for a seasonal worker, three calf rearing shelters and two hay barns. The operational cowshed is serviced by two effluent ponds from which over 20 hectares of paddocks are irrigated.

Table 19 - Farm Information

Item	Description
Location	186 - 202 Flint Road East
Area	Farm Area – Effective – 137.27. ha; Farm Area – Non-Effective – 26.33ha
Legal Description	Lot 1 DP489200 and Part Lot 1 and Lot 2 DP3176
Computer Freehold Register	703085, TN140/52, TNB3/650, TNF4/376
Land Status	Fee Simple and Aerodrome Purposes
Zone	Rural

Effective	Non-Effective
<ul style="list-style-type: none"> • Pasture - 113.63 ha • Effluent Block – 17.25ha • Aerodrome – Grazed – 6.39ha 	<ul style="list-style-type: none"> • Riparian Fenced Waterways – 17.60ha • Riparian Waterway Paddock 50 – 2.61ha • Farm Races – 2.67ha • Buildings – 0.76ha • Native Bush – 0.69ha

Rental Properties

Council owns or manages a number of both urban and rural rental properties throughout the District, the majority of these being land held for a strategic purpose but not currently used as such. Today, only two properties under perpetual ground lease remain of the investment portfolio endowed by the Crown on the formation of the township 130 years ago.

Table 20 - Rental Properties as at 01 June 2019 – Source: Sample of Property Register

Address	Area (ha)	Legal Description	Land Held For
85 Regan Street	0.0516	Lot 2 DP 1688	Community Development
Cnr Romeo/Orlando Street	0.2024	Sec 639 & 640	Endowment purposes
124 Orlando Street	0.4048	Sec 611, 612, 643, 644	Endowment purposes
135 - 137 Cordelia Street	0.3	LOT 1 DP 19516 and LOT 1 DP 13563	Endowment purposes
Cordelia Street	0.3	LOT 1 DP 13190	Endowment purposes
287 Broadway	0.0444	Lot 2 DP16599	Community development
577 Beaconsfield Road	3.0518	Lot 1 DP 398529 and Part Section 41 Block XIV Huiroa S.D.	Future cemetery

Stratford District Council routinely inspects its rental and investment properties. The latest inspections identified that these assets are generally in good condition. Any issues identified through inspections are considered manageable through the current maintenance contract. There is a large portfolio of rental and investment properties. The above is just a sample.

3.5.7 EARTHQUAKE-PRONE BUILDINGS

A seismic evaluation (IEP) was done on all the Stratford District Council buildings in 2017. This identified 1 building that had low IEP ratings. This building is the Bell Tower which is detailed above and rated D with 30% EPA rating.

3.6 ASSET MANAGEMENT MATURITY ASSESSMENT

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

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

The Asset Management Maturity Index assessment in **Table 21** below provides a snapshot of where the Council is at in its asset management practices and in particular, emphasizes that seeking advanced practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.

Table 21: Property Asset Management Maturity Index Assessment

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
1	Strategic Direction	Core to Intermediate	<ul style="list-style-type: none"> • AM Policy and AM Objectives developed, aligned to corporate goals and strategic context • AM System scope is defined and documented 	<ul style="list-style-type: none"> • The Council has adopted an Asset Management Policy to provide the overall direction for asset management in the district. • Scope is also refined as a consequence of our Early Conversation discussions with Elected Members, which inform the LTP, and also during our regular workshops to define Strategic

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
				Direction for the Council.
2	Defining Level of service	Core to Intermediate	<ul style="list-style-type: none"> Level of service and cost relationship understood. Customers are consulted on significant service levels and options. Annual reporting against performance targets 	<ul style="list-style-type: none"> Again, existing levels of service is are generally maintained, however, can be re-defined as result of either legislative requirements; customer feedback or in response to new technology. Re-definition is done as an outcome of our discussions with Elected Members, either prior to the LTP year or as and when required during the year. Performance targets are measured and through monthly and annual reporting An annual customer service survey is completed by customers on an annual basis
3	Forecasting future demands	Core	<ul style="list-style-type: none"> Risk associated with demand change broadly understood and documented. Demand management considered as an alternative to major project development. 	<ul style="list-style-type: none"> We have a broad understanding of the issues for each work activity and these are documented in the AMP as “Problem Statements”. An assessment of each option against Council Outcomes and the identified future proofing objectives; Growth and demand forecasting is integrated as part of all AM planning to meet current and future needs of the community
4	Collecting Asset Information	Core to Intermediate	<ul style="list-style-type: none"> A reliable register of physical, financial and risk attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place. Sufficient information to complete asset valuation (Basis attributes, replacement costs and asset age 	<ul style="list-style-type: none"> The council ensures that data collection systems are in place to collect, store and maintain and use for prudent management of council owned assets Regular maintenance reports/inspections on all council owned properties Data is collected, updated and validated on an ongoing basis
5	Monitoring Asset Performance and Condition	Core	<ul style="list-style-type: none"> Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term. 	<ul style="list-style-type: none"> The condition - physical integrity - of an asset is deduced based on the age, material type and analysis of collected statistical data. The performance, being a measure of whether the asset is delivering level of service requirements – is monitored during routine inspections and asset upgrade.

3.7 ASSESSMENT OF ASSET CONDITION

Asset condition is a measure of an asset’s physical integrity, while asset performance is a measure of whether the asset is delivering level of service requirements. Knowing the condition of an asset enables more accurate prediction of asset development, maintenance and renewal/replacement requirements.

Stratford District Council identifies the condition of property assets by a combination of:

- the age of the asset, through visual targeted inspections,
- certification of appliances throughout all buildings; and
- Maintenance monitoring bases on monthly inspections.

Targeted inspections are carried out on asset components that are considered critical to Council and the community, have the potential to impact on public health and safety; or where there is a specific requirement, for example to meet regulatory requirements or for asset acquisition, disposal, or justification. Targeted inspections are carried out by Council staff, the Maintenance Contractor, or specialist Consultant to identify the condition of specific asset components at intervals specified by the Asset Manager or upon request.

To identify the general condition of its property assets, the Stratford District Council undertakes the following targeted inspections:

- Buildings – monthly and six monthly by the Maintenance Contractor and/or Council staff;
- Ancillary Structure – annually by the Maintenance Contractor and/or Council staff;
- Security Cameras – quarterly by the Maintenance Contractor;;

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

- Structures
- Fittings, furniture, and furnishings
- All roofs on all buildings

Condition Grading

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

The International Infrastructure Management Manual (2015) provides guidance on assessing the condition of assets and approaches to grading the condition. In line with this Stratford District Council has developed a condition grading system to support identifying the condition of assets at the group level. Using the system assets are ranked from 1-5 as illustrated below.

Table 22 - Condition Grading System

Grade	Condition	Description	Proportion of asset (%)
1	Very Good	Asset in structurally sound and excellent physical condition. No work required	52%
2	Good	Asset in structurally sound and acceptable physical condition. Minor work required (if any)	27%
3	Fair	Asset is structurally sound but shows deterioration. Moderate work required to return asset to agreed level of service	75%
4	Poor	Asset failure likely in the short term. Significant work required now to return asset to agreed level of service. Also possible safety hazard	12%
5	Very Poor	Asset has failed/is about to fail. Renewal/Replacement required Urgently	0%

3.8 DATA ACCURACY AND CONFIDENCE

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

To ensure accurate asset data is entered into the asset management system Stratford District Council has put in place the *Inspection Data Management Process* (Table 22) for managing targeted visual inspection data. Also, to determine the level of confidence Council has in targeted inspection data, the Stratford District Council has put in the *Data Confidence Grading System* in Table 23. An assessment of Council's confidence in the asset data is provided in Table 24. The Asset Data Grading by Asset Group is provided in Table 25.

Table 23 - Inspection Data Management Process

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

Table 24 –Asset Data Confidence Grading System

Grade	Confidence Level	Description
1	Highly Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment. Dataset is complete and estimated to be accurate 75%
2	Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings. Dataset is complete and estimated to be accurate +/- 25%
3	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available. Dataset substantially complete but up to 50% extrapolated data and estimated to be accurate +/- 20%
4	Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete and most data is estimated or extrapolated and estimated to be accurate +/- 40%
5	Unknown	None or very little data held

Table 25 – Asset Data Grading by Asset Group

Asset Group	Grade	Confidence Level
The TSB Pool	3	Uncertain
Stratford Aerodrome	2	Reliable
Stratford District Library	2	Reliable
Civic Amenities	2 - 3	Reliable to Uncertain
Rental and Investment Properties	3	Uncertain
Farm	2	Reliable
TET Multisports Centre	2 -3	Reliable to Uncertain
Security Cameras	2	Reliable

3.9 ASSET MANAGEMENT IMPROVEMENT PLAN

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

Table 26 - Improvement Plan for management of the asset

Responsible	Task	Timeline	Due Date
Property Officer	Develop a strategy to collect numbers of building usage and capacity statistics. This will be where appropriate	Annually	July 2021
Property Officer Contractors	Develop and implement a recurring building condition inspection programme	Monthly	July 2021
Property Officer Contractor	Develop a process to enable the timely identification of initiatives to improve buildings sustainability	Annually	July 2022
Property Officer	Monitor Performance of the AMPs service levels	Annually	July 2022
Property Officer	Develop an implementation plan to ensure detailed condition assessments on the building	Annually	July 20221

4.0

Future Growth and Demand

4.0: FUTURE GROWTH AND DEMAND

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4.1 OVERVIEW

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

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

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

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

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

4.2 DEMAND FORECASTING

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

As part of the planning process Council considers:

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

Key Information gathered during the forecasting process includes:

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

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

4.3 DEMAND DRIVERS AND IMPACTS

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

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

4.3.1 POPULATION

Under the medium population growth scenario projected by the Infometrics Model, the Taranaki region's population is expected to grow to over 145,100 by 2051. Under a high growth scenario, higher levels of net migration would lead to a regional population of 163,100 by 2051, while the low growth scenario results in the population growing to approximately 129,000 residents by 2035, and then remaining relatively static at that level until 2051.

For the Stratford District, the forecast under the High growth scenario is to increase from above 10,000 in 2021 to just under 12,000 in 2051. This is equivalent to just under 0.7% increase per annum, an estimated total increase of approximately 18% over these 30 years. Under the low growth scenario, the forecast is to decline from above 10,000 in 2030, to just above 9,000 in 2051.

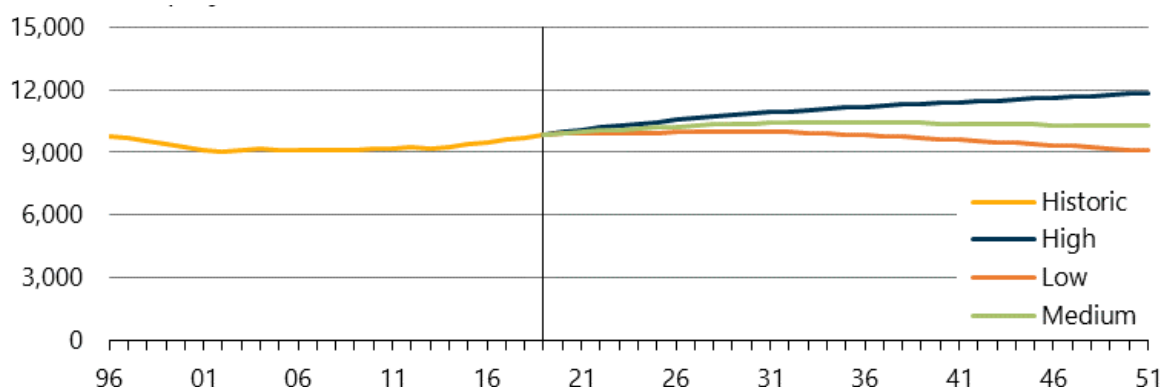


Figure 15 - Stratford District Total Population Projections

Population distribution

Currently, there are 1,250 Maori population – 48% are under 20. Maori make up 13% of district population. Population growth has averaged 0.2% in the last 20 years, and averaged 0.7% in the last 10 years, however, in the last 3 years population growth has increased annually by 0.8% on average.

Population 2019 Infometrics data shows that Stratford district is approximately 9,860 – a growth of 1.3% from previous year. The source of growth was 78% due to natural increase and 22% due to net migration. We are anticipating an annual average population growth of 0.5% over the next eight years, centered around the urban area and mostly as a result of births.

The district's Population Age Structure and Projection is shown in Figure 16; Components of Population Change in Figure 17 and the Population Geographic Distribution in Figure 18.

Elderly Population

The average age of Stratford residents is expected to increase over the next 30 years from 40 to 42 years. 580 residents (5% of the district population) are aged 80+.

With a rising older population and a potentially declining older working population Stratford District Council and the Water Supply Activity will need to consider the services it delivers and the infrastructure required to deliver these services.

For a clearer picture of the impacts on infrastructure and the demand for services, further assessment is necessary. The cost of this assessment will need to be weighed against the benefits of embarking on the project.

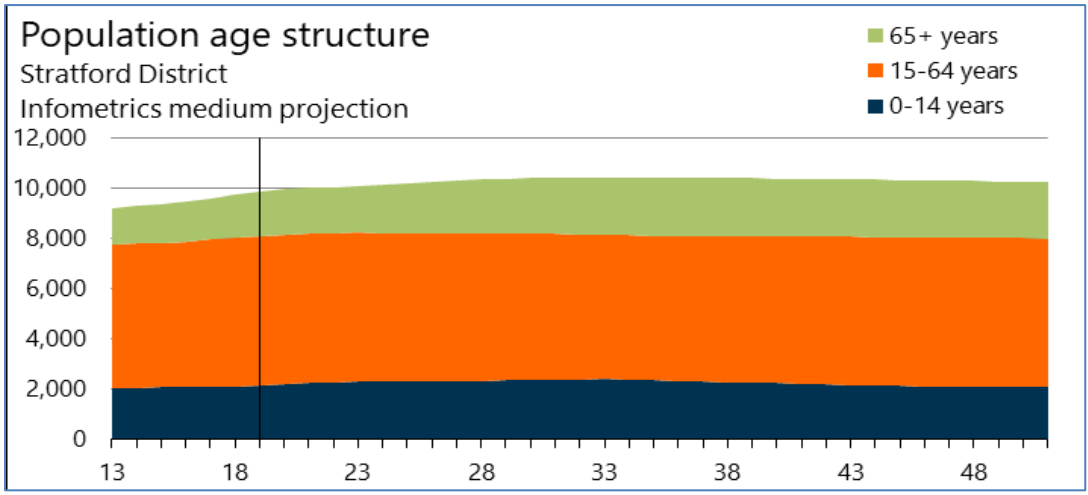


Figure 16 - Stratford District's Population Age Structure

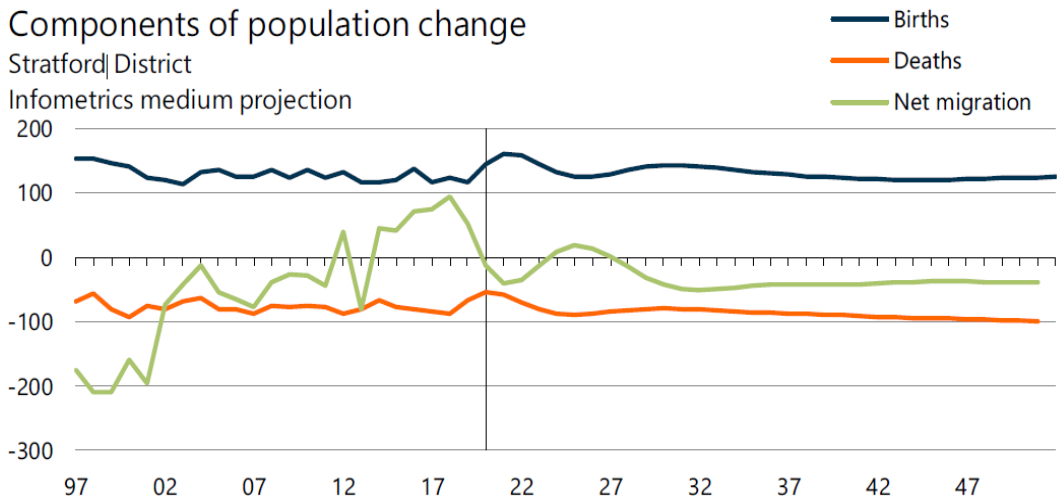


Figure 17 - Population Change in Stratford

The following is the percentage of population living in the different areas of Stratford (of 217,000 ha)

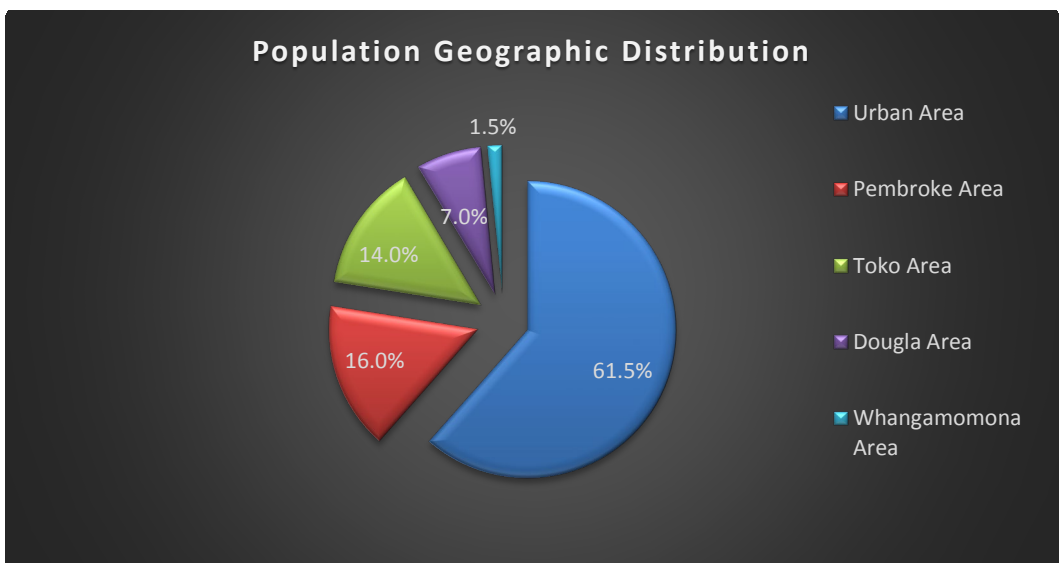


Figure 18 - Current Population Geographic Distribution

4.3.2 ECONOMIC DEVELOPMENT

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

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

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

Anticipated impacts of the Regional Economic Development Strategy and any resulting growth in the Property activity and infrastructure are expected to include:

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

Economic History and Forecast

According to the Infometrics Model, GDP growth is static to low, and generally under the national average – except for 2009 and 2012 where there were spikes in the district's GDP compared to the rest of the country.

The two biggest contributing industries in Stratford are the Agriculture and Forestry sector contributing 27% (Dairy Farming making up 16% of this) of district GDP, and the Electricity and Gas Supply contributing 16%. Stratford has the region's largest electricity generation site at Contact's 575MW gas powered plant – it is considered a nationally significant generation site.

In 2019, there were 3,462 filled jobs in the Stratford District. The district unemployment rate was 4.4%, compared to the regional unemployment rate of 5.0% and national unemployment rate of 4.3%. Employment growth lags behind the rest of the country (2018 Stratford: 1.5%, National: 3.0%), although it did spike above the national average in 2009.

In terms of industry employment the top five employing industries in 2019 were:

- Education and Training 11%
- Dairy farming 9%
- Health Care and Social Assistance 7%
- Accommodation and Food Services 6%
- Supermarket and Specialised Food Retailing 6%

The biggest increase in jobs in Stratford since 2017 has been in the house construction (building) sector, and in primary education. Stratford generally has a higher rate of self-employment than the national average at 19%, compared to 17% nationally. Stratford also has a higher productivity rating per employee. In 2018, GDP per employee came to \$120,631, compared to the national average of \$97,174.

The 10-year and 30-year GDP and Employment forecast are provided in Figures 19-21.

	GDP level (\$m, 2010 prices)			Annual % change	
	2005	2018	2031	05-18	18-31
New Plymouth	3,908	5,349	6,074	2.4%	1.0%
South Taranaki	1,869	1,948	2,080	0.3%	0.5%
Stratford	415	414	459	0.0%	0.8%
Taranaki	6,192	7,712	8,613	1.7%	0.9%

Figure 19 GDP Growth 2005-2031

The Infometrics data above shows minimal change in GDP growth from 2018 to 2031

	Employment level			Annual % change	
	2005	2018	2031	05-18	18-31
New Plymouth	33,926	40,748	47,261	1.4%	1.1%
South Taranaki	13,959	13,952	15,256	0.0%	0.7%
Stratford	3,637	3,434	3,639	-0.4%	0.4%
Taranaki	51,522	58,134	66,157	0.9%	1.0%

Figure 20 - Employment Levels in the Region

Employment was expected to increase over the period to 2031, however the impact of Covid-19 has changed these figures

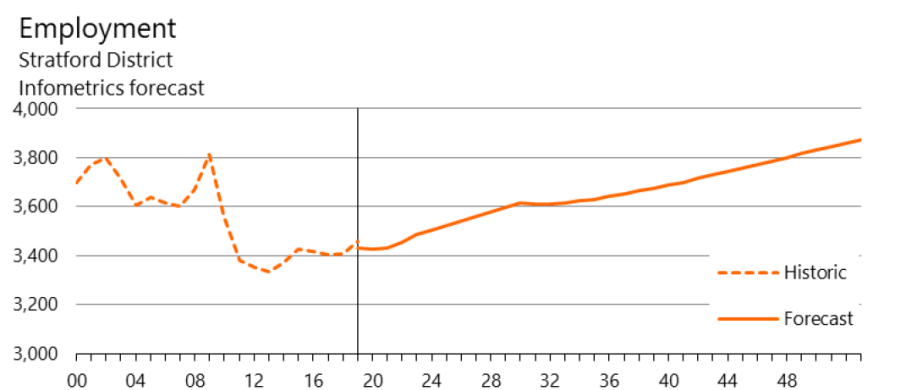


Figure 21 - Employment Forecast for Stratford

Employment is expected to increase slightly over the next 10-30 years

4.3.3 TOURISM

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

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

- Increased demand for water services

- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.

4.3.4 THE (DRAFT) STRUCTURE PLAN FOR STRATFORD

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

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

4.3.5 REGULATORY CHANGES

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

4.3.6 CUSTOMER NEEDS AND EXPECTATIONS

Council has indicated a desire to promote growth in Stratford by developing new residential subdivisions. Inherently, this will have an effect on the Stratford property services whereby demand on these services will increase. A building condition inspection programme will be developed and implemented to ensure the services can meet the requirements of increased demand.

4.4 IMPROVEMENT PLAN

Table 27 - Future Growth Improvement Plan

Sub Section	Task	Due Date
4.3.1	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing Property Services.	On-going

5.0

Level of Service Performance

5.0: LEVELS OF SERVICE PERFORMANCE

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5.1 OVERVIEW

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

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

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

The Levels of Service section details legislative and regulatory requirements affecting the operation, management and Levels of Service for this activity.

This section:

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

5.2 LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

LoS review is an on-going process which can be triggered by a variety of drivers. The development and review of the LoS will be undertaken following the process diagram in Figure 22 (Source: IIMM (2015)).

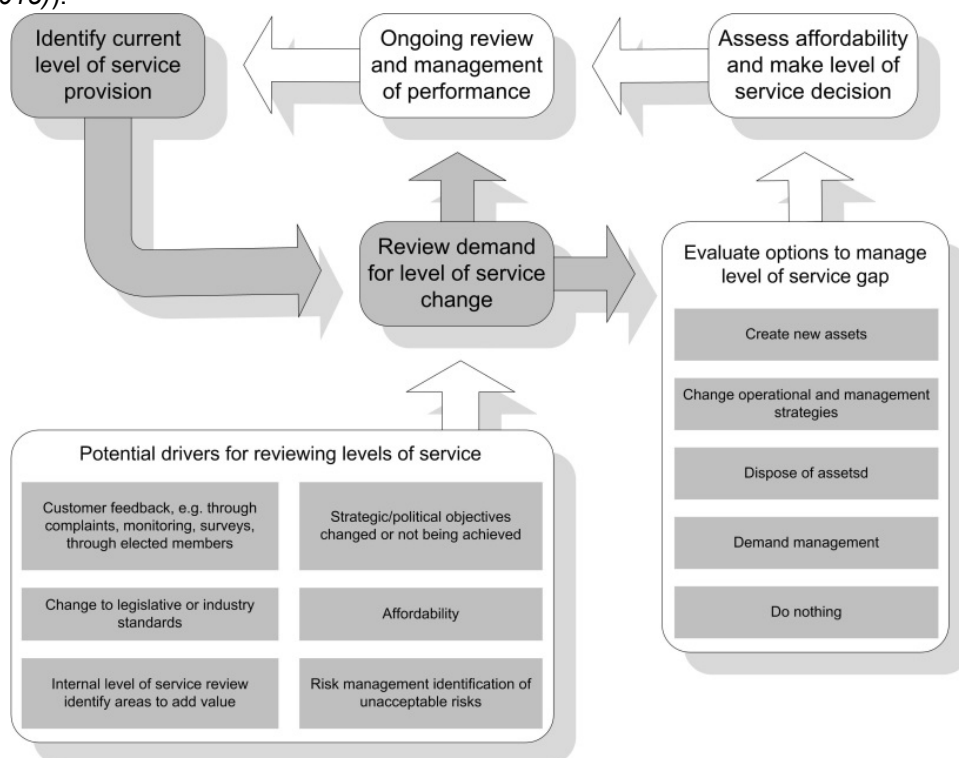


Figure 22 - Level of Service Review Process

5.3 LEVEL OF SERVICE STATEMENTS

The following are the levels of service for Community Civic Amenities;

- To provide facilities that are well maintained and utilised.
- To provide suitable housing for the elderly
- To provide clean, well maintained toilet facilities

5.4 PERFORMANCE MONITORING AND REPORTING

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

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

Monitoring of LoS is done by measuring usage/patronage, customer satisfaction surveys and Compliance in New Zealand Safety standards.

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

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

5.5 CURRENT PERFORMANCE

Stratford District Council provides services for the benefit of the community. To ensure these expectations and requirements are met Stratford District Council undertakes performance monitoring of the Property activity and services it provides.

Performance monitoring is undertaken through the use of performance measures and KPIs. Our current performance is monitored through the 'Internal performance measures presented in the Table below. These are performance measures were determined by Council to inform the community about how well the Council is delivering on LoS and the performance of the activity assets.

5.5.1 AERODROME

The Aerodrome is required to meet the needs of users. There must be a high level of satisfaction amongst the users in respect of the condition and maintenance of the aerodrome.

The performance target for the level of satisfaction amongst the users with regard to the condition and maintenance of the aerodrome for the year 2021/2022 as stated in the 2021-2022 Long Term Plan is 70%.

Table 28 - Internal Performance Measures

	Asset Category	Level of Service Category	Performance Measure
1.	TSB Pool Complex	Health and Safety	Number of reported accidents, possible accidents and similar incidents per annum - <80
2.		Compliance with NZS5826:2010 - Pool Water Quality Standards	All Pools meet NZ Pool Water Quality Standards. Target – 100%
3.		Usage/Admissions	Number of pool admissions per annum. Target - >55,000
4.		Customer Satisfaction	Percentage of pool users are satisfied with the pool. Target - > 80 %
5.	Aerodrome	Customer Satisfaction	A high level of satisfaction amongst the users with the condition and maintenance of the aerodrome - >70%
6.		Usage	Number of aircraft movements during the year. >4000. Numbers from Annual AIMM compliance reporting
7.	Centennial Library	Customer Satisfaction	% of library users satisfied with library services. Target – > 80 %
8.		Usage - Visit	Number of people visiting the library is measured. Target - > 90,000
9.		Usage – Wi-Fi	The number of visitors accessing the Wi-Fi service is measured. Target - > 15,000
10.		Usage – Network Session	The number of sessions accessing the People’s Network is measured. Target - > 10,000
11.	Civic Amenities - Housing for the Elderly	Customer Satisfaction	Percentage of Customer satisfaction. Target - >89%
12.		Occupancy	Annual Occupancy rate. Target - >95%
	Civic Amenities TET Multisports Centre	Annual Bookings	Annual booking of War Memorial Centre. Target - >500
		Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
13.	Civic Amenities - War Memorial Centre	Annual Bookings	Annual booking of War Memorial Centre. Target - >500
14.		Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
15.	Civic Amenities - Centennial Restrooms	Annual Bookings	Annual booking of Centennial Restrooms Target - >200
16.		Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
17.	Civic Amenities - Public Toilets	Customer Satisfaction	Percentage of Stratford District residents satisfied with overall level of service of toilets. Target - >75%
18.	Rental and Investment properties	Farm Milk Production	Milk production is maximised. Target > 150,000 kg / annum
19.		Customer Satisfaction	Number of complaints from tenants. Target - < 5
20.		The Council farm's Environmental Plan is reviewed annually	The farm's Environmental Plan is reviewed annually and a report is presented to the Farm and Aerodrome Committee

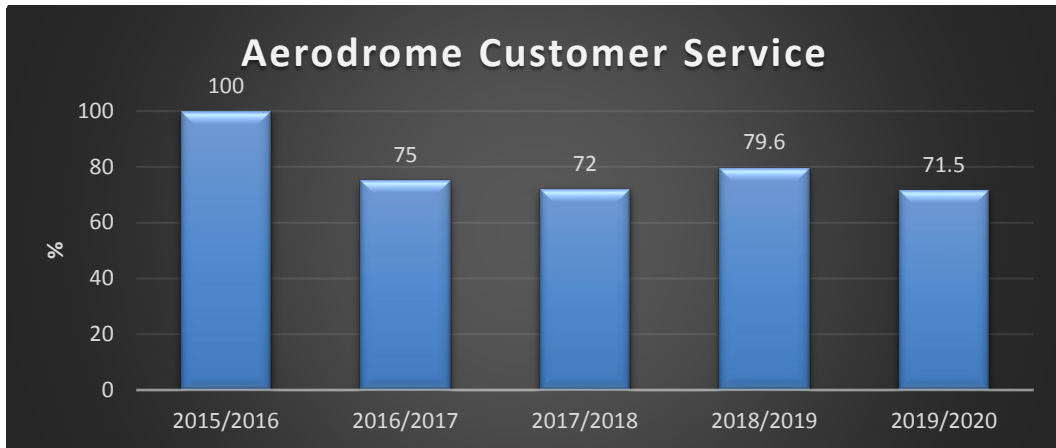


Figure 23 – Aerodrome Customer Satisfaction - Annual Report

In 2019/20 71.5% of the users surveyed were satisfied with the condition and maintenance of the Aerodrome. Although this is a decrease of 8% on the previous year, the Aerodrome is achieving Level of Service requirements for customer satisfaction. See Figure 23.

5.5.2 CIVIC AMENITIES ACTIVITY PERFORMANCE

Civic Amenities are required to provide facilities that are well maintained, suitable housing for the elderly and well maintained public toilet facilities.

Annual Bookings of War Memorial Centre - The War Memorial Centre annual bookings performance target for 2021/22 as stated in the 2021-2031 Long term Plan is >500. See Figure 24

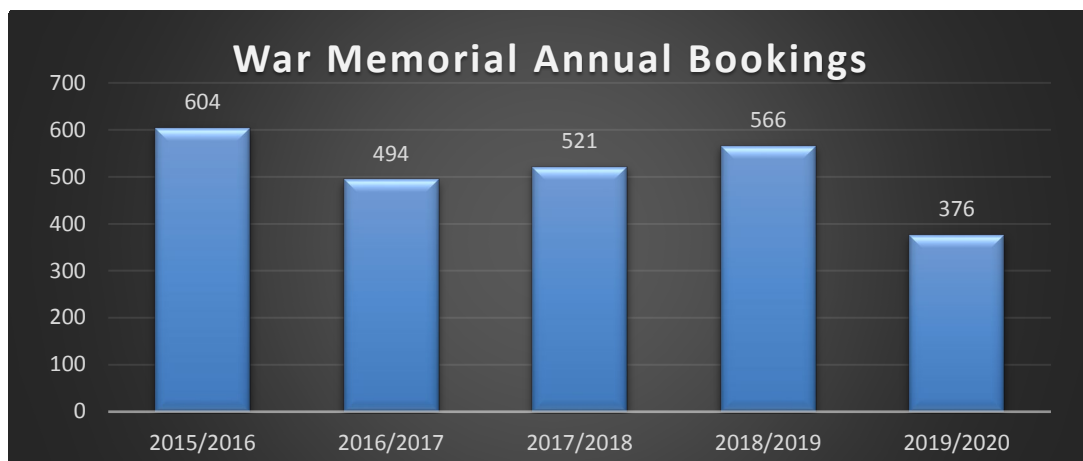


Figure 24 - WMC Annual Bookings - Annual Report

In 2019/20 there were 376 bookings recorded for the War Memorial Centre. Over the years the target has consistently been met, however more than 100 bookings were cancelled over the period 19 March 2020 to 31 May 2020 due to Covid19.

Annual Bookings of the Centennial Restrooms - The Centennial Restroom annual bookings performance target for 2021/22 as stated in the 2021-2031 Long Term Plan is >200. – See Figure 25.

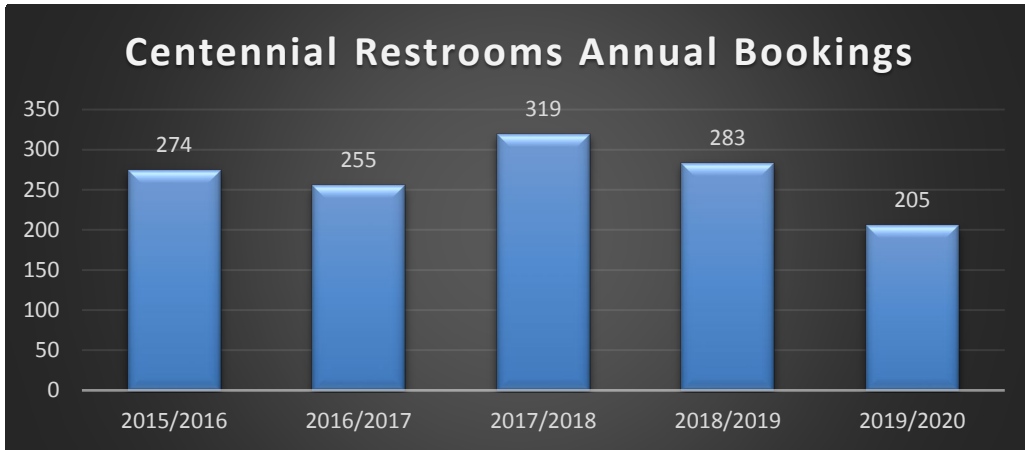


Figure 25 - CRR Annual Bookings - Annual Report

In 2019/20 there were 205 bookings recorded for the Centennial Restrooms. Although this was a decrease on the previous year's bookings the Centennial Restrooms achieved Level of Service requirements for bookings.

Housing for the Elderly Customer Satisfaction - The performance target for the satisfaction of Housing for the Elderly tenants in 2021/2022 (as stated in the 2021-2031 Long Term Plan) is >89%.

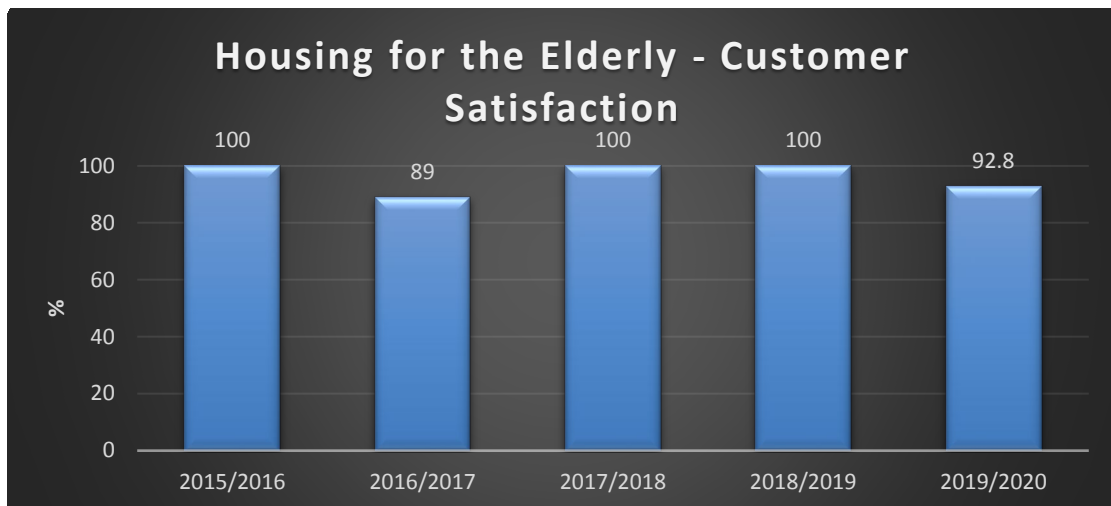


Figure 26 – Housing for the Elderly Customer Satisfaction - Annual Report

In 2017/2018, 2018/2019 and 2019/2020 the percentage of people satisfied with Housing for the Elderly was over 90%, meeting the target for 3 years in a row. See Figure 26.

Housing for the Elderly Occupancy - The performance target for the occupancy of Housing for the Elderly tenants in 2021/2022 (as stated in the 2021-2031 Long Term Plan) is 95%.

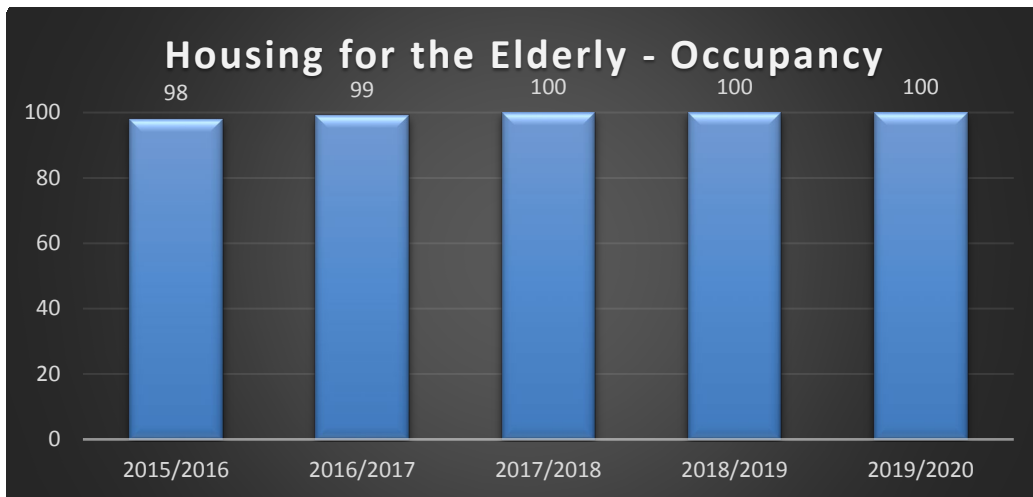


Figure 27 – Housing for the Elderly Occupancy - Annual Report

In 2019/20 occupancy of housing for the elderly was 100%. This holds steady from last year and the Housing for the Elderly achieved Level of Service requirements for occupancy. See Figure 27.

Public Toilet Customer Satisfaction - The performance target for customer satisfaction with the overall level of service for the public toilets managed by Stratford District Council for 2021/22 as stated in the 2021-2031 Long Term Plan) is 75%.

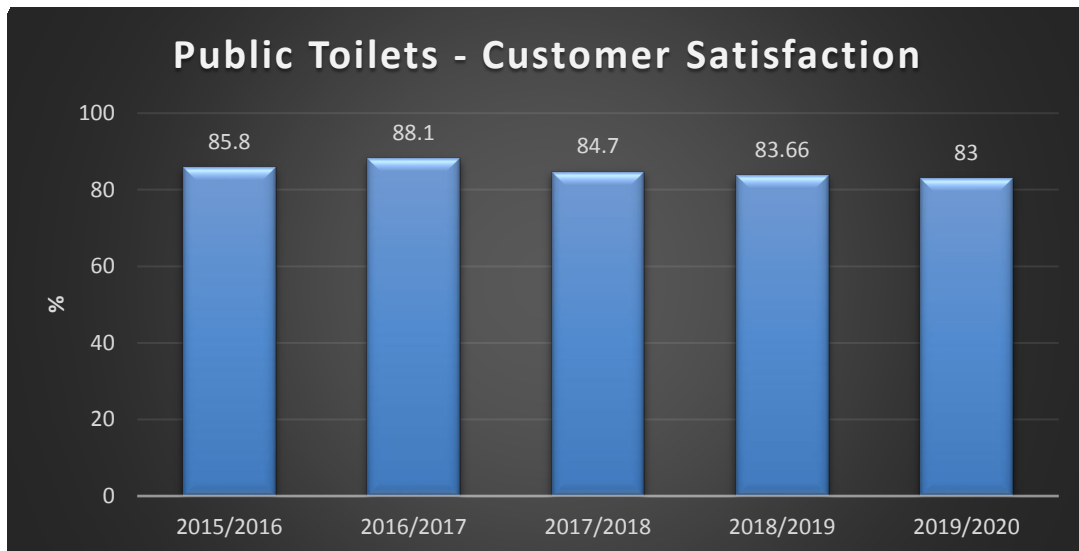


Figure 28 – Public Toilet Customer Satisfaction - Annual Report

In 2019/2020 the percentage of people satisfied with the overall level of service of toilets was 83%. Although this is a small decrease on the previous year the public toilets achieved the Level of Service requirement for customer satisfaction. See figure 28.

5.5.3 LIBRARY

Library Visits - This is a new measure introduced with the 2015-2025 Long Term Plan. The performance target for the number of people visiting the library in 2021/2022 as stated in the 2021-2031 Long Term Plan is >90,000. See Figure 29

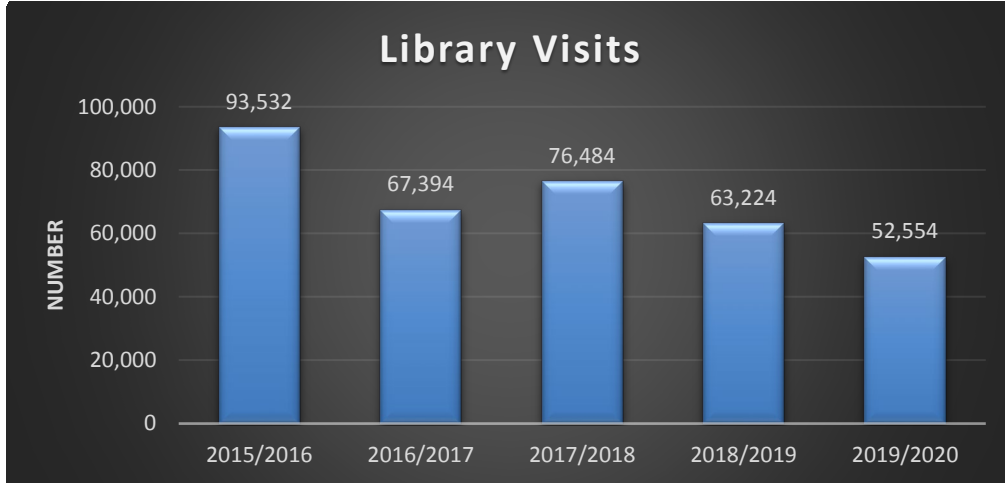


Figure 29 - Library Visits - Annual Report

In 2019/2020 there were 52,554 visitors to the Centennial Library in Stratford. This is another decrease on the previous year and the Library did not achieve Level of Service requirements for visitor numbers. Partly due to Covid-19 lockdown, and also declining visitors numbers at the library over the years, the target has not been achieved since 2015/2016 year.

Customer Satisfaction – The performance target for the percentage of customers satisfied with library services in 2021/2022 as stated in the 2021-2031 Long Term Plan is >80%. See Figure 30



Figure 30 - Customer Satisfaction - Annual Report

In 2019/2020 the percentage of customers satisfied with the library was 98%. The library achieved Level of Service requirements for customer satisfaction.

5.5.4 TSB POOL COMPLEX

Accidents Reported – The performance measure for the reported accidents, possible accidents and similar incidents per year for 2021/2022 (as stated in the 2021-2031 Long Term Plan) is <80. See Figure 31

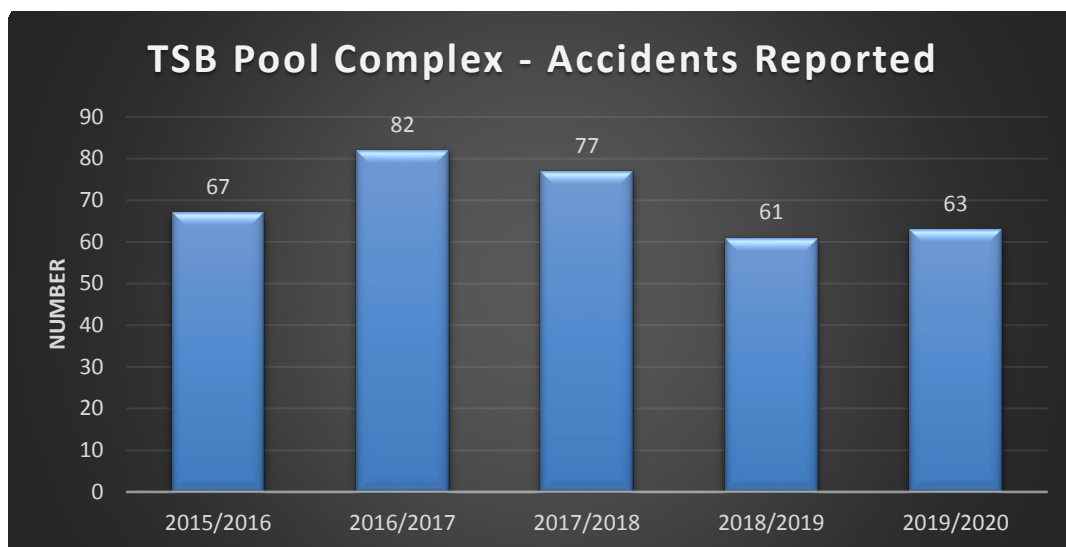


Figure 31 - Accidents Reported - Annual Report

In 2019/2020 there were 63 incidents/accidents reported at the pool complex. This is an increase on the previous year. The pool complex achieved Level of Service requirements for the number of reported accidents, possible accidents and similar incidents per year.

Compliance with NZS5826:2010 NZ Pool Water Quality Standards – The performance target for compliance with NZS5826:2010 NZ Pool Water Quality Standard in 2021/2022 (as stated in the 2021-2031 Long Term Plan) is 100%. See Table 29

Table 29 - Compliance with NZS5826

Category	Year				
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Compliance with NZS5826:2010	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

In 2019/20 the pool once again achieved compliance with the quality of pool water and achieved Level of Service requirements for compliance with NZS5826:2010

Customer Satisfaction – The performance target for the percentage of pool users satisfied with the pool is >80%. See figure 32.

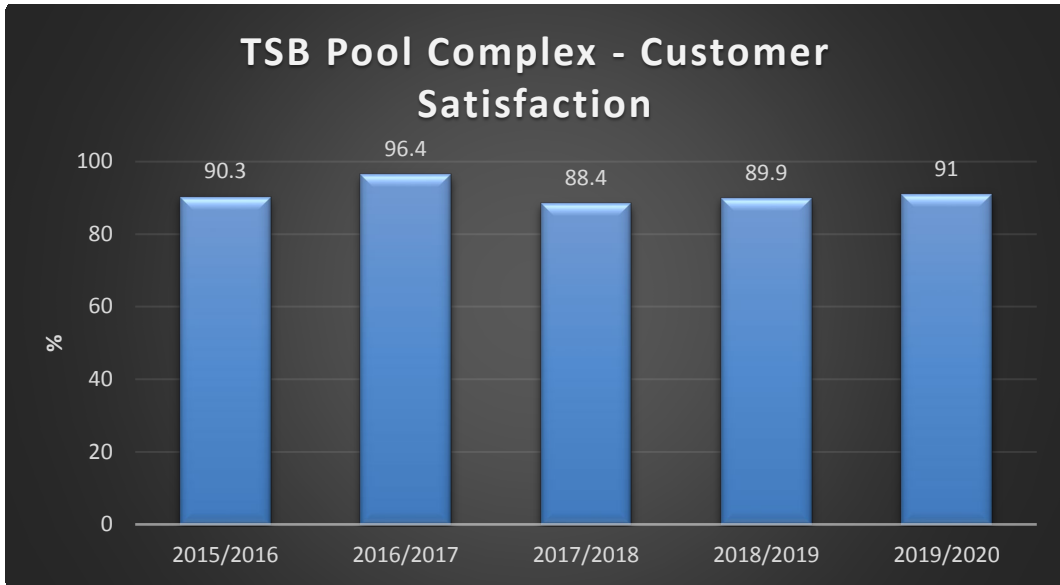


Figure 32 - Customer Satisfaction - Annual Report

In 2019/20 the percentage of pool users satisfied with the pool was 91%. This is an increase on the previous year and the pool complex achieved Level of Service requirements for customer satisfaction.

Admissions – The performance target for the number of pool admissions per annum for 2021/2022 (as stated in the 2021-2031 Long Term Plan) is >55,000. See Figure 33.

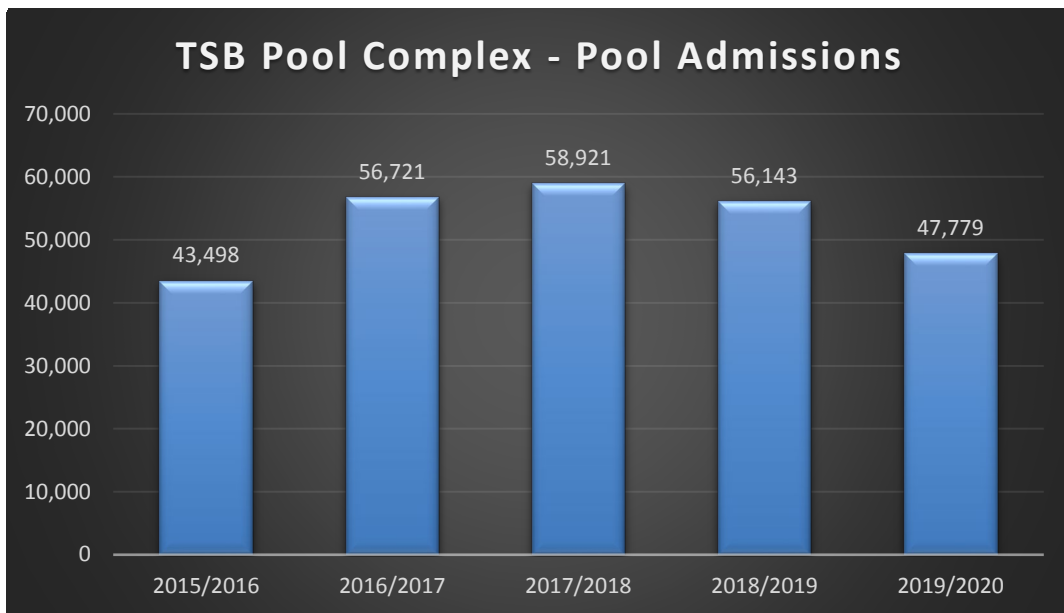


Figure 33 - TSB Pool Complex Admissions - Annual Report

In 2019/20 there were 47,779 admissions to the pool complex. Due to Covid-19 lockdown the pool closed from 23 March 2020 and reopened on 19 May 2020 at limited capacity causing the pool to not meet the level of service requirements for this year.

5.5.5 THE FARM

Milk Production – The performance target for milk solids production in 2021/2022 (as stated in the 2021-2031 Long Term Plan) is >150,000kgs per year. See Figure 34.

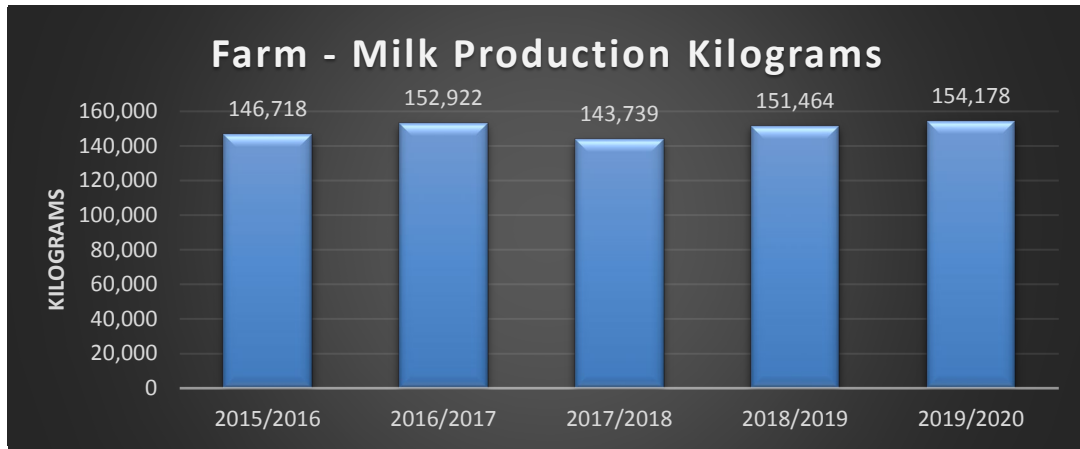


Figure 34 - Milk Solids Production Kilograms - Annual Report

In 2019/20 there was 154,178 kg of milk collected from the farm. This is an increase on the previous year and the farm achieved the increased Level of Service requirements for milk production.

5.6 DESIRED PERFORMANCE

A summary of the Council’s targets/ desired performance levels are presented in Tables 30-36. This desire stems from the Council’s resolve to maintain its agreed level of service delivery and strengthen the community’s confidence in the Council’s ability to deliver excellent services to the community.

The Council will take into account its Customer Charter in its provision quality service to all our customers. Council will rate its performance against the key performance indicators (KPI’s) or targets as per Table 32 below.

Table 30 - Performance Rating Index

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

5.7 ASSET MANAGEMENT IMPROVEMENT PLAN

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

Table 31 – Levels of Service Performance Improvement Plan

Sub Section	Task	Due Date
	Review annually levels of service relevance, monitoring and reporting	Ongoing

Table 32 - Performance Measures - TSB Pool Complex

Activity Objective/ Level of Service	Performance Measure		Outcome Category	Trend			Current	Target				How Measured
				2017/18	2018/19	2019/20	2020/ 21	2021/22	2022/23	2023/24	2024-2031	
The pool complex will be a safe place to swim.	Health and Safety	Number of reported accidents, possible accidents and similar incidents pa.	Council Measure	77	61	63	<80	<80	<80	<80	<80	Accident register – also reported monthly to Council.
	Compliance	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.	Council Measure	100%	100%	100%	100%	100%	100%	100%	100%	Water quality register.
That the pool facilities meet demand.	Customer Satisfaction	Percentage of pool users are satisfied with the pool.	Council Measure	88.4%	89.9%	91%	>80%	>80%	>80%	>80%	>80%	Annual customer survey.
	Usage	Number of pool admissions per annum.	Council Measure	58,921	56,143	47,779	<i>Target suspended due to expected closures for upgrade</i>	>55,000	>55,000	>55,000	>60,000	Ticketing system – also reported monthly to council.

Table 33 - Performance Measures - Aerodrome

Activity Objective/ Level of Service	Performance Measure		Outcome Category	Trend			Current	Target				How Measured
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024-2031	
The aerodrome meets the needs of users	Customer Satisfaction	A high level of satisfaction amongst the users with the condition and maintenance of the aerodrome.	Council Measure	72%	79.6%	71.5%	>70%	>70%	>70%	>70%	>70%	Annual Aerodrome user survey
The aerodrome is used by the Stratford Community and visitors	Customer Satisfaction	Number of aircraft movements during the year	Council Measure	N/A Not measured	N/A Not measured	N/A Not measured	>3500	>3500	>3500	>3500	>3500	Annual AIMM compliance reporting

Table 34 - Performance Measures - Centennial Library

Activity Objective/ Level of Service	Performance Measure		Outcome Category	Trend			Current	Target				How Measured
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024-2031	
To provide a library service which meets the needs of and is being used by Stratford District residents	Usage	Number of people visiting the library is measured.	Council Measure	76,484	63,224	52,554	>90,000	>90,000	>90,000	>90,000	>90,000	Door count
	Customer Satisfaction	% of library users satisfied with library services.	Council Measure	99%	99%	98%	>80%	>80%	>80%	>80%	>80%	Annual Residents Survey
Library services will be accessible to the community	Usage	The number of visitors accessing the Wi-Fi service is measured.	Council Measure	23,422	27,459	25,995	>15,000	>15,000	>15,000	>15,000	>15,000	Internal records
		The number of sessions accessing the People's Network is measured.	Council Measure	11,095	9,624	6,441	>10,000	>10,000	>10,000	>10,000	>10,000	Internal records

Table 35 - Performance Measures - Civic Amenities

Activity Objective/ Level of Service	Performance Measure		Outcome Category	Trend			Current	Target				How Measured
				2017/18	2018/19	2019/20	2020/ 21	2021/22	2022/23	2023/24	2024-2031	
To provide facilities that are well maintained and utilised.	Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times.	Council Measure	100%	100%	100%	100%	100%	100%	100%	100%	Building WoF records
	Usage	Annual booking of War Memorial Centre.	Council Measure	521	566	376	>500	>500	>500	>500	>500	Booking records
		Annual booking of Centennial Restrooms.	Council Measure	319	283	205	>200	>200	>200	>200	>200	Booking records
To provide suitable housing for the elderly	Customer Satisfaction	Percentage of Customer satisfaction.	Council Measure	100%	100%	92.8%	>89%	>89%	>89%	>89%	>89%	Annual User Survey
	Usage	Annual Occupancy rate.	Council Measure	100%	100%	100%	>95%	>95%	>95%	>95%	>95%	Tenancy records.
To provide clean, well maintained toilet facilities.	Customer Satisfaction	Percentage of Stratford District residents satisfied with overall level of service of toilets.	Council Measure	84.7%	83.6%	83%	>75%	>80%	>80%	>80%	>80%	Annual Residents Survey

Table 36 - Performance Measures - Rental and Investment

Activity Objective/ Level of Service	Performance Measure		Outcome Category	Trend			Current	Target				How Measured
				2017/18	2018/19	2019/20	2020/ 21	2021/22	2022/23	2023/24	2024-2031	
	Farm Milk Production	Milk production is maximised.	Council Measure	143,739kg	151,464kg	154,178kg	>150,000 kg	>150,000 kg	>150,000kg	>150,000 kg	>150,000 kg	Milk Supplier's Statements issued by milk collector (currently Fonterra).
	Customer Satisfaction	Number of complaints from rental property tenants.	Council Measure	0	0	3	<5	<5	<5	<5	<5	Reporting against corporate CRM system.

6.0

Strategic Assessment

6.0: STRATEGIC ASSESSMENT

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6.1 OVERVIEW

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

6.2 OUR BUSINESS CASE

Section 17A of the Local Government Act (LGA) 2002 requires the local authority to '*review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good quality local infrastructure, local public services and performance of regulatory functions*'.

6.3 OUR PROBLEM STATEMENTS

Between June and September 2020, Council staff prepared and presented *Early Conversation*¹ papers for discussion with the Elected Members as part of the Long Term Plan (LTP) process. The purpose of these early conversations was to ask elected members for direction regarding some capital projects being proposed in the 2021-2031 LTP.

The Early Conversations with the Elected Members identified:

- Problems and items for improvement in the delivery of our Property assets and activity;
- Future proofing Objectives in addition to Council Community Outcomes;
- Options for addressing the identified problems; and
- An assessment of each option against Council Outcomes and the identified future proofing objectives;
- Risks and Opportunities associated with each option and
- Preferred Options to address each Problem Area.

The Elected Members considered the information and provided the necessary direction - in some cases modifying the preferred option. The outcomes of these conversations provided a 10-year plan for implementation of the Preferred Options for each Problem area identified. The main problems/issues identified and *workshopped* as part of the Early Conversations are:

- Bell Tower; and
- Dog Pound Storage Shed.
- New LED Lighting in the War Memorial Centre Carpark.
- Peoples Activity centre

¹ Early Conversation Papers D20/8063, D20/8076

6.3.1 BELL TOWER

The Bell Tower (Figure 35) was constructed in 1981 to house the bells that were removed from the clock tower on the Post Office building. The tower is now classed earthquake-prone and has an IEP rating of D and a percentage of 30%. This is well below the safe EQC standard.

The Bell Tower has no significant historical value to Stratford, however, the Bells themselves do. The tower has become run down and a 2018 assessment stated that the bells and drive mechanisms have become worn and are need replacement. The existing lighting would also need repairing and replacing with LED lighting.

The cost for these repairs alone is over \$20,000. The cost of bringing the Tower up to a required standard to make it earthquake-safe and meet the EQC standards would also be extremely high.

A Long Term Plan report was taken to Council in 2020 and the decision has been made to demolish the Bell Tower and store the bell for future use. This is planned for 2021/2022

Figure 35 - Bell Tower, Miranda Street, Stratford



6.3.2 DOG POUND STORAGE SHED

The existing shed (Figure 36) was built approximately 30 years ago, with no sides, just posts and a roof. The sides were later installed with second-hand iron and have not been replaced since. The shed floor is dirt and is not water-tight nor rodent-proof. Currently, it is used for storing any spare office furniture and equipment for council events.

It is proposed to demolish this shed and replace with a new one. This will allow the storage of all equipment owned by the Council in one location rather than seven.

Figure 36 - Dog Pound Shed



6.3.3 LED LIGHTING WAR MEMORIAL CENTRE CARPARK

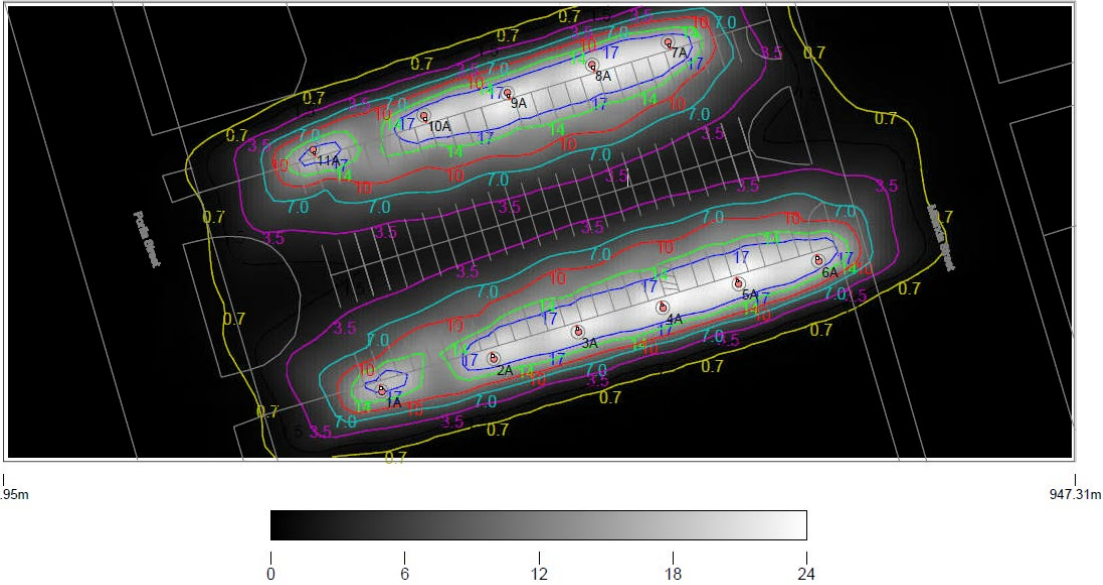
Currently there are 12 streetlights (Figure 36) around the border of the War Memorial Centre and these lights are mounted on 4m high columns. The actual lights are what are called sodium oxide 70watt bulbs which are no longer being manufactured. It is proposed to replace these with light emitting diodes (LED) similar to what currently exist at the back of the Council building. It is expected that by replacing the existing lights with LEDs, it will not only improve the lighting situation in the car park, but also save ensure consideration savings to the existing operating cost.

Figure 38 is the accepted LED lighting luminance.

Figure 37 - Old Sodium Oxide lights



Figure 38: LED Horizontal Luminance at 5 m high pole length



6.4 OUR BENEFIT STATEMENTS

The Council has identified projects, as described in Section 6.3, to address the problems at the agreed level of service to the community. The benefits of implementing these projects are presented in Table 37 below and include:

- Maintaining levels of service;
- Ensuring building safety; and
- Supporting community recreation services.

Table 37 - Summary of Problem and Benefit Statements

Problem Statements	Project	Benefit Statements
TSB Pool Complex outdated and suffering from maintenance issues	New pool complex to be constructed. Council has approved funding for a newly located pool complex	<ul style="list-style-type: none"> • Improve community levels of service; • Support community recreation services; • Mitigate ongoing maintenance issues
<p>Earthquake Prone Council Buildings</p> <ul style="list-style-type: none"> • Bell Tower - A seismic assessment was completed for the Bell Tower in 2015. This reported an Initial Evaluation Procedure (IEP) rating of 30% - D 	Demolition of the Bell Tower	<ul style="list-style-type: none"> • Maintain the agreed level of service • Comply with The Building Act 2004; • Ensure the Health and Safety of all the Stratford District community and incoming visitors
<p>War Memorial Centre outdated and suffering from maintenance issues.</p> <ul style="list-style-type: none"> • Replace roof 	War Memorial Centre Upgrades	<ul style="list-style-type: none"> • Improve community levels of service; • Support community recreation services; • Mitigate ongoing maintenance issues
<p>Continual maintenance and upgrades relating to farm operations</p> <ul style="list-style-type: none"> • In-shed feed system • Race maintenance 	Farm Upgrades	<ul style="list-style-type: none"> • Maintain the agreed level of service • Mitigate ongoing maintenance issues • Improve functionality on farm • Improve health and safety of farm staff, contractors and animals.
<p>Miranda Street Office outdated and suffering from maintenance issues</p> <ul style="list-style-type: none"> • Replace roof • Gradual replacement of flooring 	Miranda Street Office Upgrade	<ul style="list-style-type: none"> • Improve community levels of service; • Mitigate ongoing maintenance issues
<p>Storage Shed outdated and unsafe.</p> <ul style="list-style-type: none"> • Demolition of existing building • Building a new shed 	Dog pound Storage shed demolition and replacement	<ul style="list-style-type: none"> • Consolidating all storage into one place • Comply with Building Act 2004 • Ensure Health and Safety of all staff and contractors
<p>War Memorial Centre Carpark Lighting insufficient for area. Making unsafe for users.</p> <ul style="list-style-type: none"> • Replace all Sodium oxide lights with new LED lights and poles. 	Removal of all sodium oxide lights and poles and replace with new LED lights and 5m poles	<ul style="list-style-type: none"> • Ensure the Health and Safety of all the Stratford District community and incoming visitors • Improve community levels of service; • Support community recreation services; • Mitigate ongoing maintenance issues
<p>Centennial Rest Rooms outdated and suffering from maintenance issues.</p> <ul style="list-style-type: none"> • Replace roof 	Centennial Rest Rooms Upgrade	<ul style="list-style-type: none"> • Improve community levels of service; • Support community recreation services; • Mitigate ongoing maintenance issues

7.0

Lifecycle Management

7.0: LIFECYCLE MANAGEMENT

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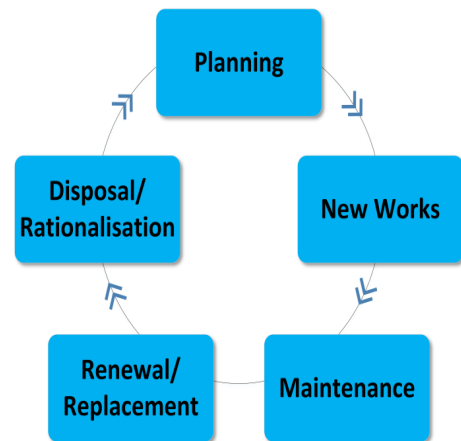
7.1 OVERVIEW

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

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

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

- Physical characteristics
- Operating environment
- Customer requirements



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

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

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

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

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

7.2 PROCUREMENT POLICY

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

- achieves the right outcomes and value for money; manages risk effectively;
- allows council officers to exercise business judgement by enabling flexibility and fluid, innovative approaches to procurement;
- demonstrates fairness; and
- has health and safety risk management at the forefront.

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

7.3 MANAGEMENT STRATEGIES

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

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

These strategies as presented in Figure 39, are either under review or currently being prepared.

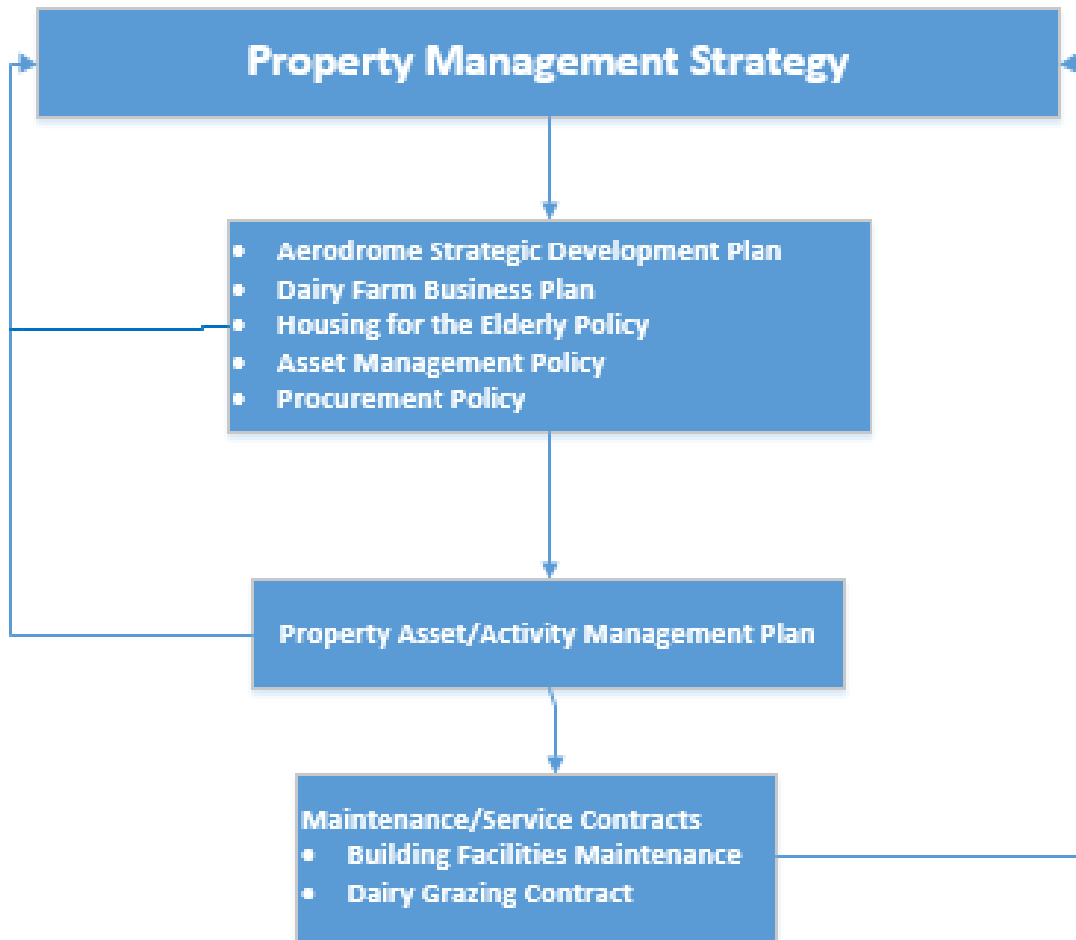


Figure 39 – Property Asset Management Strategies

7.4 CONTRACTUAL ARRANGEMENTS

The Council has a Maintenance Contract with Fulton Hogan for the provision of ongoing maintenance services of the Council’s properties. This Contract requires the Contractor to provide not only physical works but also a degree of professional services for significant aspects of the work.

The contract is for an initial period of 3 years from 1 July 2019 which will expire on 30 June 2022 but incorporates two 24 month roll-over periods in the event Council is satisfied with the contractor’s performance. The first roll-over period has been agreed to with a further performance review due as at 30 June 2024.

7.5 PROGRAMME BUSINESS CASE

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in Table 38 below and shows the identified projects necessary to achieve our internal measures.

The identified projects are grouped under three main categories of:

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

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

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

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

7.5.1 OPERATIONS AND MAINTENANCE

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

The operation and maintenance of assets is undertaken through:

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

The previous expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 40. The planned works are presented in Table 39 below.

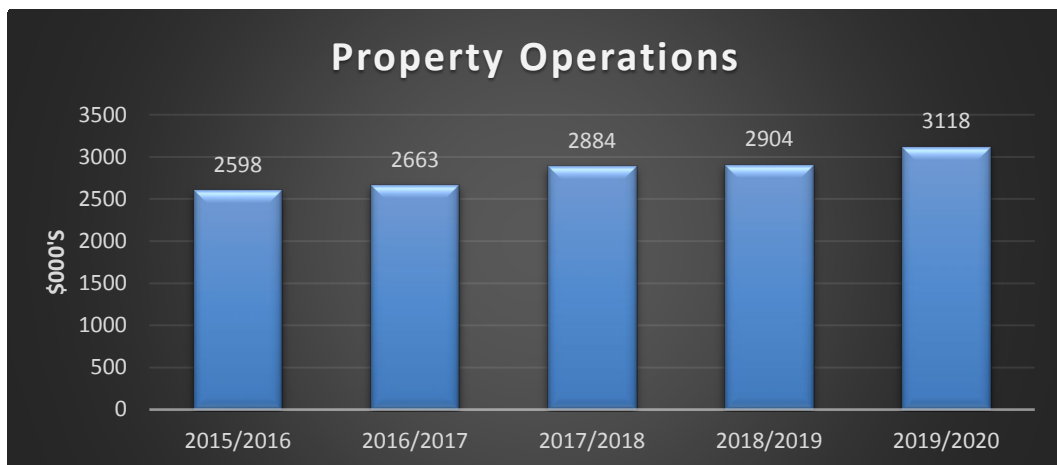


Figure 40: Property Operating Expenditure - Annual Report

Table 38 - Identified Projects and Performance Measures

Work Category	Identified Projects	Performance Measures						
		Health and Safety	Compliance with NZSS Standards	Usage (Admissions, Visit, Wi-fi, Network Session)	Customer Satisfaction	Annual Bookings	Condition	Milk Production
Operations/ Maintenance	Miranda Street office-general maintenance				✓		✓	
	War Memorial Centre – general maintenance			✓	✓	✓	✓	
	Civic Amenities – general maintenance				✓		✓	
	Farm – general building maintenance						✓	
	Aerodrome – runway releveling	✓		✓	✓		✓	
	Housing for the Elderly – general maintenance			✓	✓		✓	
Renewal/ Replacement	Library - replacements				✓		✓	
	Miranda Street office – renewals/replacements				✓		✓	
	War Memorial Centre renewals			✓	✓	✓	✓	
	War Memorial Centre Carpark lights replacements	✓			✓		✓	
	Centennial restrooms - replacements	✓		✓	✓	✓	✓	
	Storage Shed Replacement	✓					✓	
	Farm - replacements	✓					✓	
	Housing for the Elderly - replacements	✓		✓	✓		✓	
Level of Service Improvements	TSB Pool – facility redevelopment		✓	✓	✓	✓	✓	
	Miranda Street office – install access control	✓						
	Farm - improvements	✓						✓
	Rental properties – demolition of disused buildings						✓	
	Housing for the Elderly - improvements	✓		✓	✓			
	TET MultiSports Centre	✓	✓	✓	✓	✓	✓	

Please note that all figures are not inflated

Table 39 - Planned Operation and Maintenance Works

Project	2021/22	2022/23	2023/24	2024-2031
Project 1 – Miranda Street office – general maintenance				
- Selected interior painting				38,000

Problem Statement General wear and tear

Benefits of investment Preservation of building components

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

Project 2 - War Memorial Centre – general maintenance	2021/22	2022/23	2023/24	2024-2031
- Selected Exterior Paint				20,000
- Resurface stadium floor				40,000
- Selected Interior Paint				51,500

Problem Statement General wear and tear

Benefits of investment Preservation of building components, increased customer satisfaction with facility

Continued deterioration of building components leading to full replacement, loss of bookings due to low customer satisfaction with facility

Project 3 - Civic Amenities – general maintenance	2021/22	2022/23	2023/24	2024-2031
- Exterior Paint – Broadway public toilets		9,500		9,500
- Repaint Lower Exterior – Glockenspiel	5,500			
- Entire repaint – Glockenspiel				40,000
- Re-Paint Hall of Remembrance				7,000
- Re-Paint Exelooos in Victoria Park				5,000

Problem Statement General wear and tear

Benefits of investment Preservation of building components, improved town appearance

Consequences of non-investment Continued deterioration of building components and town appearance

Project 4 - Farm – general building maintenance	2021/22	2022/23	2023/24	2024-2031
- Dwelling selected interior/exterior painting	3,200		3,200	6,500
Farm Race Improvements	10,000	10,000	10,000	70,000

- Selected Interior redecorations – Farm Dwellings		5,000	4,800	5,000	34,200
Problem Statement	General wear and tear and continual farm race maintenance				
Benefits of investment	Preservation of building components				
Consequences of non-investment	Continued deterioration of building components leading to full replacement				
Project 5 - Aerodrome – runway releveling		5,000	5,000	5,000	\$35,000
Problem Statement	Aerodrome built on former swamp – runways require ongoing releveling				
Benefits of investment	Provision of safe runway guaranteeing continued use of aerodrome				
Consequences of non-investment	Continued deterioration of runways leading to safety issues				
Project 6 – Housing for the Elderly – general maintenance		2021/22	2022/23	2023/24	2024-2031
- Repaint exteriors of units			2,150		8,600
- Selected interior Paint			2,150		8,600
- Paint Picket Fence			2,250		
- Redecorate interior of units					14,400
- Repaint exteriors – Elsie Fraser			2,150		4,300
- Kitchen/Bathroom Fit out – Elsie Fraser			4,950		19,800
- Redecorate interior of units – Elsie Fraser			3,750	3,600	7,200
Problem Statement	General wear and tear				
Benefits of investment	Preservation of building components, improved tenant satisfaction				
Consequences of non-investment	Continued deterioration of building components and customer satisfaction				

7.5.2 RENEWAL/REPLACEMENT

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

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

The planned renewal/replacement works are presented in Table 40 and 41 below.

Table 40 - Renewal Justifications

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

Table 41 - Planned Renewal /Replacement Works

Project	2021/22	2022/23	2023/24	2024-2031
Project 1 – Library replacements				
- Install new Kitchenette	8,500			
- Replace Vinyl	6,000			

Problem Statement	Components at end of useful life
Benefits of investment	Maintain operational integrity of building
Consequences of non-investment	Loss of operational functionality

Project 2 – Miranda Street office renewals/replacements	2021/22	2022/23	2023/24	2024-2031
- Replace internal lighting with LED	6,000	6,000		

Problem Statement	Components at end of useful life
Benefits of investment	Maintain operational integrity of building
Consequences of non-investment	Loss of operational functionality

Project 3 – War Memorial Centre renewals	2021/22	2022/23	2023/24	2024-2031
- Replace tiles at front entrance				7,000
- Stadium lighting replacement			9,000	5,000

Problem Statement Components at end of useful life

Benefits of investment Maintain operational integrity of building

Loss of operational functionality

Project 4 – Civic Amenities	2021/22	2022/23	2023/24	2024-2031
- Tile Hall of Remembrance				20,000

Problem Statement Components at end of useful life

Benefits of investment Maintain operational integrity of building

Consequences of non-investment Loss of operational functionality

7.5.3 LEVEL OF SERVICE IMPROVEMENTS

The Stratford District Council's main focus is on maintain levels of service rather than improving levels of services. The planned level of service improvement works are presented in Table 42 below.

Table 42 - Planned Level of Service Improvement Works

Project 1 – TSB Pool Development	2021/22	2022/23	2023/24	2024-2031
- Facility redevelopment – Grant Funded	3,700,000			
- Facility redevelopment – Loan Funded	11,000,000	500,000		

Problem Statement Facility outdated and suffering from maintenance issues

Benefits of investment Improve level of service and mitigate ongoing maintenance issues

Consequences of non-investment Further structural and levels of service deterioration, loss of building functionality

Project 2 – Farm Improvements	2021/22	2022/23	2023/24	2024-2031
- New Storage Facility	8,000			
- House Components	8,500			
- Install new in-shed feed system	53,000			
- Water lines and trough upgrade		12,300	12,600	
- Landscaping/Riparian Planting	3,500	3,600	3,700	28,100

Problem Statement	General wear and tear
Benefits of investment	Preservation of building components, increased customer satisfaction with facility
Consequences of non-investment	Continued deterioration of building components leading to full replacement, loss of bookings due to low customer satisfaction with facility

Project 3 – Stratford 2035		2021/22	2022/23	2023/24	2024-2031
- Stratford 2035 Project		482,500	533,00	482,345	3,166,237
Problem Statement	General wear and tear				
Benefits of investment	Preservation of building components, improved town appearance				
Consequences of non-investment	Continued deterioration of building components and town appearance				
Project 4 – Rental Properties – Demolition of disused buildings and structures		2021/22	2022/23	2023/24	2024-2031
- Demolition of Bell Tower and relocation of Bells into new structure		30,000			
- Demolition of Dog Pound Storage Shed and build new storage shed onsite		70,000			
Problem Statement	General wear and tear				
Benefits of investment	Preservation of building components				
Consequences of non-investment	Continued deterioration of building components leading to full replacement				
Project 5 – Miranda Street Office		2021/22	2022/23	2023/24	2024-2031
Replace Furniture		3,100	3,100	3,100	21,700
Replace Kitchen				20,000	
Partial Roof Replacement				30,000	
Problem Statement	General Wear and Tear				
Benefits of investment	Maintain operational integrity of building				
Consequences of non-investment	Continued deterioration of building components leading to full or partial replacement				
Project 6 – War Memorial Centre		2021/22	2022/23	2023/24	2024-2031
- Replace Furniture		3,100	3,100	3,100	27,700

- Upgrade carpark to LED Lighting			57,600	
- Entrance glass roof repairs/entrance fix			7,000	
- Roof replacement				273,800
- Upgrade kitchen and appliances	29,500			
Problem Statement	General wear and tear and lifespan of appliances			
Benefits of investment	Preservation of building components, improved tenant satisfaction			
Consequences of non-investment	Continued deterioration of building components and customer satisfaction			

Project 7 – Centennial Rest Rooms	2021/22	2022/23	2023/24	2024-2031
- Replace Appliances				9,500
- Furniture Replacement	8,000			
- Re-Screw Roof		9,500		

Problem Statement General wear and tear and life span of appliances

Benefits of investment Preservation of building components

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

Project 8 – Housing for the Elderly	2021/22	2022/23	2023/24	2024-2031
- Replacement Rooves				107,164
- Kitchen/Bathroom fit out in units			4,950	19,800
- Kitchen/Bathroom fit out in units – Elsie Fraser		4,950		19,800

Problem Statement General wear and tear

Benefits of investment Preservation of building components, increased customer satisfaction with facility

Consequences of non-investment Continued deterioration of building components leading to full replacement, loss of bookings due to low customer satisfaction with facility

Project 9 – Council Sub-Division	2021/22	2022/23	2023/24	2024-2031
- Council Subdivision Additional Demands	1,200,000	1,000,000	1,000,000	
Problem Statement	Scarcity of residential lots in district			
Benefits of investment	To meet additional residential lot demand			
Consequences of non-investment	Continued scarcity of residential lots			

Project 10 – TET MultiSports Centre	2021/22	2022/23	2023/24	2024-2031
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- Continued upgrades of facility to meet Level of Service	50,000	51,300	52,400	400,700
Problem Statement	General Wear and Tear			
Benefits of investment	Preservation of building components, increased customer satisfaction with facility			
Consequence of non-investment	Continued deterioration of building components and town appearance			

7.6 DISPOSAL STRATEGY

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

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

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

At this time, the Stratford District Council plans to dispose of the following property assets due to them becoming obsolete as a result of renewal or upgrading works.

8.0

Risk Management

8.0: RISK MANAGEMENT

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8.1 OVERVIEW

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

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

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

8.2 RISK MANAGEMENT FRAMEWORK

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

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

The potential risks identified for the Property assets under these six broad categories are described in detail in this report.

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

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

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

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

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

8.3 RISK ASSESSMENT PROCESS

The Stratford District Council’s Risk Management Process in Figure 41 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

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

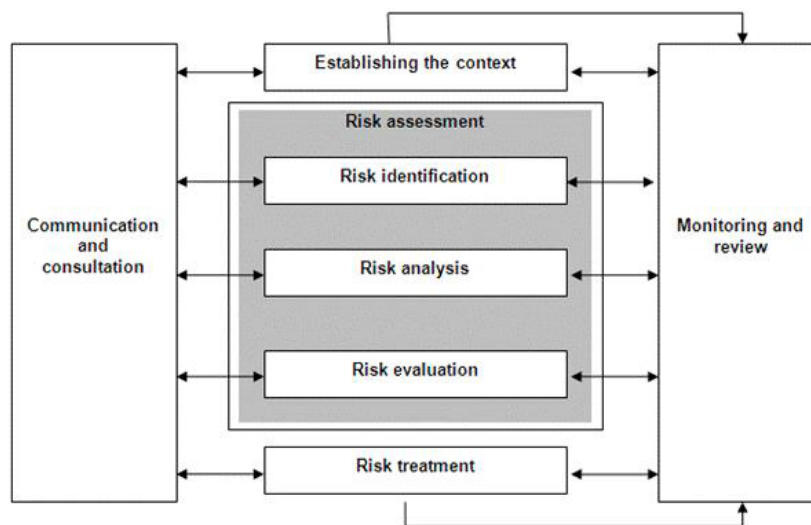


Figure 41 - Risk Management Process

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

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

Figure 42 - The Risk Matrix - sourced from Vault, the Council's risk software

8.4 POTENTIAL RISKS

The Stratford District Council has made a number of risk assumptions² under the six broad risk areas of Compliance and Legislation, Data Information, Financial, Health and Safety Wellbeing, Operational, & Reputational and Conduct. These are presented in [Appendix 1](#).

² statements that are presumed to be true without concrete evidence to support them

8.5 TOP TEN RISKS

The Stratford District Council has identified the top ten Property risks from the 10 categories in the Risk Management Framework ([Appendix 1](#)), in Table 43.

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

Table 43 - Top 10 Identified Property Risks

	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
1. Compliance and Legislation	Activity Management Plans	If AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised	6 High	AMPs are reviewed every 3 years to address current problems and issues at the time in order to develop work programmes for the next 3 years	4 High
2. Financial	Significant Population Reduction	If there is a significant population reduction, resulting in loss of ratepayer base and reduction in property values - then this could result in higher rates for others and significant cost reductions may be required.	5 High	Ensure variable costs are clearly identifiable, and therefore able to be isolated and adjusted if ratepayer base reduced.	4 Moderate
3. Financial	New Regulations require Significant Investment	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then the ability to finance investment could be compromised and rates increases could breach limits.	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High
4. Health and Safety Wellbeing	Armed Robbery	If there is an armed robbery at any of council's services centres, then there is the potential for death or serious harm.	8 High	Establish emergency procedures, including use of panic buttons. Security cameras in place. Ensure staff are trained to deal with potential threat. Design / limit access to building so that threats are minimised.	4 Moderate
5. Operational	Natural Disaster - Response preparedness	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk,	15 Very High	Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence	12 Very High

	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
		and staff may be unable to access systems to carry out their day to day duties and functions.		Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities.	
6. Operational	Disease Outbreak	If there is a human disease outbreak in the district, then this could impact staff and contractors staff and the community access to healthcare is limited so it could result in population decline.	5 High	Health and Safety Advisor to keep aware of any public health notifications of disease outbreaks. Ensure there is a plan to respond to any notifications. Civil Defence covers infectious human disease pandemics and will take responsibility for local management. Follow Ministry of Health's NZ Influenza Pandemic Action Plan.	4 Moderate
7. Operational	Critical Asset Failure	If a critical property asset fails, then unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	15 Very High	Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event. Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance. Consider suitable alternative routes to maintain access.	5 High
8. Operational	Government Policy Impacting on Local Government	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	Where a policy change may have a significant impact Council can make a submission regarding the change. Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically, This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	8 High

	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
9. Reputational And Conduct	Elected Members - Decision Making	Elected members make significant decisions in relation to the Long Term Plan budget setting. This has an impact on the Property Activity Management Plan and the work programmes that are developed throughout the 3 year period. This could have an impact on the levels of service for the community.	12 Very High	Relies on the accuracy and quality of the advice given by staff to elected members -	4 Moderate
10. Reputational And Conduct	Council employees abuse members of the public	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	Refer to the Staff Code of Conduct.	4 Moderate

8.6 RISK RESPONSE

The Stratford District Council has a suite of response strategies for the top 10 risks identified above. They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 44 below.

Table 44 - Risk Response Strategies and Definitions

Response	Definitions
Avoid	To terminate exposure to a potential risk, generally the organisation needs to exit the activity which gives rise to the risk, or not start an activity which would give rise to the risk
Exploit	For risks which present an opportunity for Stratford District Council, a legitimate approach is to increase Stratford District Council's exposure to the risk; generally this would represent a situation where Stratford District Council can gain an advantage through their management of this risk.
Transfer/Share	Risk transfer is getting another party to undertake the activity generating the risk, or getting another party to take on all or part of the risk itself.
Reduce	For risks which present a threat to Stratford District Council, but which cannot be avoided, the development of additional controls or mitigation strategies will reduce the likelihood or impact of the risk.
Accept	Accepting the risk by informed decision. This means continuing with the business activity/project as currently defined, aware of how much risk is being carried, monitoring changes in overall risk, and ensuring appropriate levels of contingency at the Stratford District Council level.

8.7 SIGNIFICANT NEGATIVE EFFECTS

8.7.1 TSB POOL COMPLEX

Public Health - The potential threat to public health is recognised. The control of Cryptosporidium and other water pathogens is a critical part of the treatment processes at the Pool Complex, and the risk is mitigated by the type of filtration system in use.

Odours (Chlorine) - The current Purefibre vacuum type of water filtration minimises the level of chlorine used, and therefore the chlorine odour of the pool water can be kept at low levels.

Environmental - The environmental impact on the Patea River is managed under resource consent discharge conditions.

8.7.2 AERODROME

This activity does not create any negative effects apart from noise around the aerodrome. The aerodrome is located in the rural area and Council owns the farm surrounding the aerodrome which serves as a buffer zone.

8.7.3 LIBRARY/I-SITE

There are no negative effects associated with the Library and I-Site Activity.

8.7.4 CIVIC AMENITIES

There are no significant negative effects associated with the Civic Amenities activity.

8.7.5 RENTAL AND INVESTMENT PROPERTIES

The most likely negative effect that could result from these activities is contamination of streams that cross or border the council farm, from runoff from paddocks, effluent ponds or animals gaining access to the river. This is mitigated by good farming practices and significant investment made in fencing and riparian planting of stream edges as well as effluent management.

A specific Council farm and Aerodrome risk register (Content Manager Document reference D20/7000) is being created and will be finalised for the next AMP review in 2024.

8.8 CRITICAL ASSETS

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

Property assets are considered critical by Stratford District Council because they provide space which can be utilised for civil defence emergency related activities, e.g. welfare centre and operations centres.

8.8.1 CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level. Activity level criticality is based on the criticality criteria shown in Table 45; Table 46 provides the Activity Level Criticality Rating with examples. Corporate level criticality ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated in Table 47 below.

Table 45 - Activity Level Criticality Criteria

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

Table 46 - Activity Level Criticality Rating and Examples

Rating	Rating	Description	Example
1	Very High	Critical, no redundancy - Failure of equipment compromises H&S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).	Council Offices (Miranda Street Offices)
2	High	Critical, no redundancy - Failure of equipment does not compromise H&S but affects production or Level of Service	TSB Pool Complex
3	Medium	Critical with redundancy - Failure of equipment does not compromise H&S but affects production or Level of Service	War Memorial Complex
4	Low	Not critical, no redundancy - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k	Farm
5	Very Low	Not critical, no redundancy - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k	Public Library

Table 47 - Corporate Level Criticality

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

8.8.2 CRITICAL ASSETS

Critical assets are documented in the asset information management system (AssetFinda). The assets are shown in Table 48. The identified critical assets are ranked according to their functional criticality, activity and corporate level criticality.

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

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

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

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

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

Following the review we have undertaken the following:

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

The review also confirmed that the critical assets for the Property activity are as follows:

Table 48 - List of Critical Property Assets

Criticality Rating				Asset Description	Criticality Description
Activity Priority	Functional Criticality	Activity Level	Corporate Level		
1	4	1	4	Council Offices (Miranda Street Offices)	As the operational centre of all of the district's assets, any disruption would affect council's ability to manage and maintain its infrastructure and other assets. Business requirements around physical space and IT define the downtime a relocation would result in.
2	8	2	4	TSB Pool Complex	High use facility, closure would affect a large number of recreational users.
3	8	2	4	War Memorial Complex	High use facility, closure would affect a large number of recreational and commercial users.
3	8	2	4	TET MultiSports Centre	High use facility, closure would affect a large number of recreational and commercial users.
4	8	2	4	Farm	The operational nature of the farm means that any disruption could have potential impacts on animal welfare as well as council revenue.
5	8	2	4	Public Library/ I-Site	Single facility within the district. While the services are not crucial, closure or unavailability would have a notable impact on a large number of residents.
6	16	4	4	Public Toilets	These are high use facilities which directly contribute to public health. There is some redundancy throughout the Stratford township to manage the impact of a closure.
3		3	4	Housing for the Elderly	Critical failure or other reasons to close this facility would require the relocation of its frail and elderly residents. While not council's immediate responsibility, Council

Criticality Rating				Asset Description	Criticality Description
Activity Priority	Functional Criticality	Activity Level	Corporate Level		
					would have a moral obligation to assist residents in finding and relocating to new accommodation. The impact on health of the residents and negative press would outweigh any financial impact on Council.
3		3	4	Aerodrome	No redundancy although aircraft could be re-directed to privately owned air strips within the district or another aerodrome outside the district if this facility became unavailable. Critical failure of this facility would leave a number of aircraft stranded until temporary repairs could be made. Due to the mainly recreational nature of usage, this would have only a minor impact on the owners of aircraft located at the aerodrome.
5		4	4	Rental Property	No redundancy but availability not considered critical. Financial impact on Council minimal. Impact on short term users minor while impact on long term tenants more significant. There may be a financial impact on Stratford's economy.

8.9 EMERGENCY RESPONSE

8.9.1 CIVIL DEFENCE

Civil Defence within Taranaki is coordinated by the Civil Defence and Emergency Management Group (CDEMG). The group is administered by the Taranaki Regional Council, with representatives from Stratford, New Plymouth and South Taranaki District Councils. *Refer: CDEMG Plan – D18/18200 2018-2023.*

Funding for these arrangements comes from the Uniform Annual General Charge (UAGC) – Rates.

Stratford District Council also participates in the Co-ordinating Executive Group (CEG) for emergency management. This group provides specialist advice to the CDEM Group and administrates the CDEM Group Plan for Taranaki.

Council has resources and plans in place to ensure it can;

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

8.9.2 FIRE

Fire and Emergency New Zealand was established on 1 July 2017 and provides a single approach to improved fire management of urban and rural fires within the District. The District comprises of all lands, within the three Taranaki territorial local authority areas including those lands administered by the Department of Conservation (DOC).

8.9.3 LIFELINES

Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services.

The Property Activity is not a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act 2002. However it provides infrastructure that would be used in an emergency situation which links it to Activities which are considered lifeline services.

8.9.4 INCIDENT RESPONSE PLANS

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

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

8.10 RISK INSURANCE

The Local Government Act 2002 requires that from 2014 details of insurance of assets be included. This information is included in the following table. Insurance Arrangements as at 30 June 2020 are as follows:

Figure 43 - Asset Insurance Valuations

	CARRYING VALUE (as at 30 June 2020) \$000
ASSETS FROM STATEMENT OF FINANCIAL POSITION	
Property, plant and equipment	328,554
Investment property	168
Total	328,722
LESS	
Land component of operational assets	-8,998
Land under roads	-54,384
Land – restricted assets	-8912
Total	-72,294
NET NON-FINANCIAL ASSETS (EXCLUDING LAND)	256,428

	INSURED VALUE (as at 30 June 2020) \$000	
INSURANCE ARRANGEMENTS		
Material damage cover for buildings, plant, contents	-51,317	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-183	Insured for market value – carrying value assumed for this purpose.
RISK SHARING ARRANGEMENTS		
Cover for infrastructure assets as a member of LAPP Central Government assistance	-22,100	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
Council arrangements for covering deductibles and/or uninsured assets	73,600	
SUM NOT SPECIALLY INSURED	182,828	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$33.1m.

The Council has no insurances relating to financial or intangible assets. The uninsured assets consist of the Roding Network, \$202m, which NZTA may assist with in the event of an emergency.

8.11 PUBLIC HEALTH

8.11.1 ASSESSMENT OF WATER AND SANITARY SERVICES

In 2021 Stratford District Council undertook its third assessment of water and sanitary services. The purpose of the assessment is to determine, from a public health perspective, the adequacy of water and sanitary services available to communities.

No actions came out of the 2021 sanitary assessment for the Property activity, however, the 2018 action items still apply.

For the Property activity the 2018, Assessment focused on public toilets and:

- the health risks arising from any absence or deficiency;
- the quality of services available to communities within the district;
- the current and estimated future demands for such services;

In relation to public toilet services currently provided by Stratford District Council the assessment concluded:

- There are enough public toilets in serviced areas to meet current demand.
- There are no public health issues concerning public toilets provided by Stratford District Council at this time.

However the assessment did recommend that Council commence collecting usage data from Council toilet facilities that have data collection technology in order to identify public toilet facility requirements.

In relation to areas of the District where there are no public toilets, the assessment found no evidence of any risk to public health. In relation to un-serviced areas and access to public toilets the assessment did identify the following required actions:

8.12 HEALTH AND SAFETY

8.12.1 HEALTH AND SAFETY ADVISOR

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

8.12.2 HEALTH AND SAFETY POLICY

In 2016 Stratford District Council reviewed and updated its Health and Safety Policy to better reflect legislative requirements reinforce its commitment to the philosophy that the health and safety of its employees, volunteers, contractors and subcontractors is of prime importance. SDC is committed to ensuring its operations are conducted in a safe and efficient manner that will not incur injury to personnel or damage to the environment.

8.12.3 INCIDENT/ACCIDENT REPORTING

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

9.0

Investment Funding Strategy

9.0: INVESTMENT FUNDING STRATEGY

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9.1 OVERVIEW

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

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

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

9.2 FINANCIAL STANDARDS

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

9.3 FUNDING AND FINANCIAL POLICIES

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

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

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

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

9.3.1 REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017. The funding sources are detailed in the LTP 2021-2031 and include general and targeted rates, borrowing, grants and subsidies, etc.

9.3.2 TREASURY MANAGEMENT POLICY

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

9.3.3 DEVELOPMENT AND FINANCIAL CONTRIBUTIONS POLICY

The Council's *Development and Financial Contribution Policy* is consistent with the purpose as set out in Section 106 of the LGA. The Council does not require *Development Contributions*, however, the *Financial Contributions Policy* meet the requirement as set out in Section 108 (9) of the *Resource Management Act (RMA) 1991*.

9.4 FUNDING OUR INVESTMENT STRATEGY

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

Capital projects and activities carried out to maintain the Property services, including Renewal or Replacement projects and Level of Service Improvements, for the next 10 years will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

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

The Council expects that:

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

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

A key capital project is the provision of a replacement swimming pool in the 2020/21 financial year. A summary of Council's Investment Funding Strategy is shown in Figures 44 – 54. Tables 49 - 57 provide the financial projections for the activities.

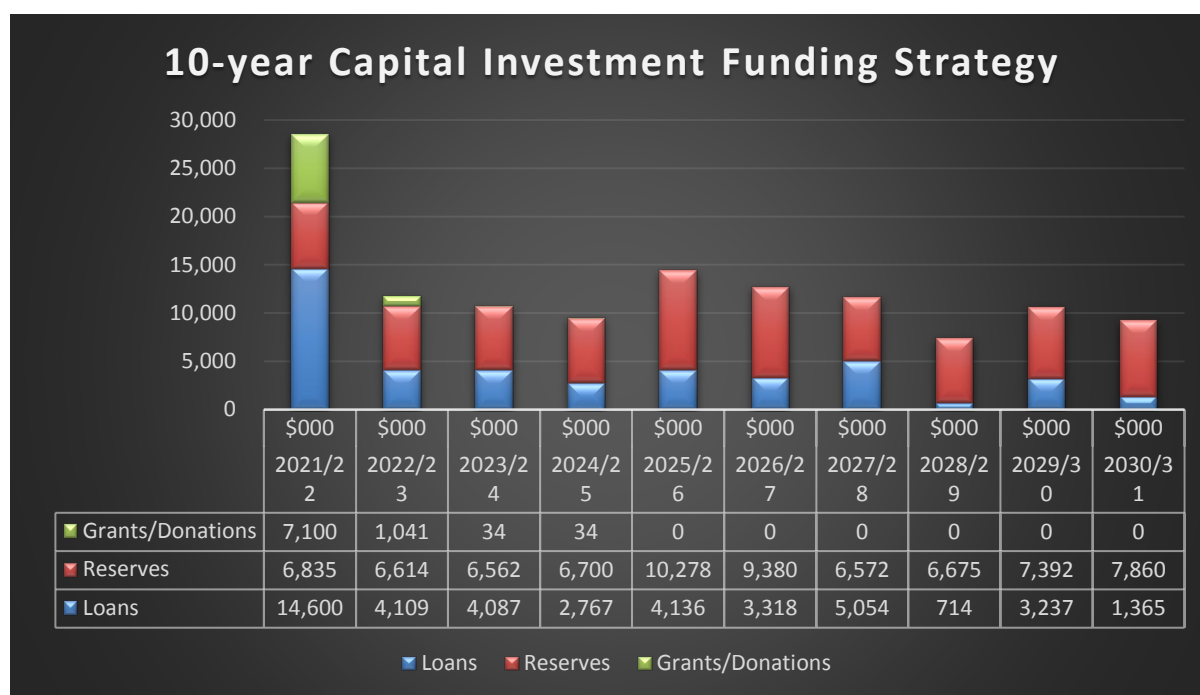


Figure 44 – All Assets Capital Investment Funding Strategy

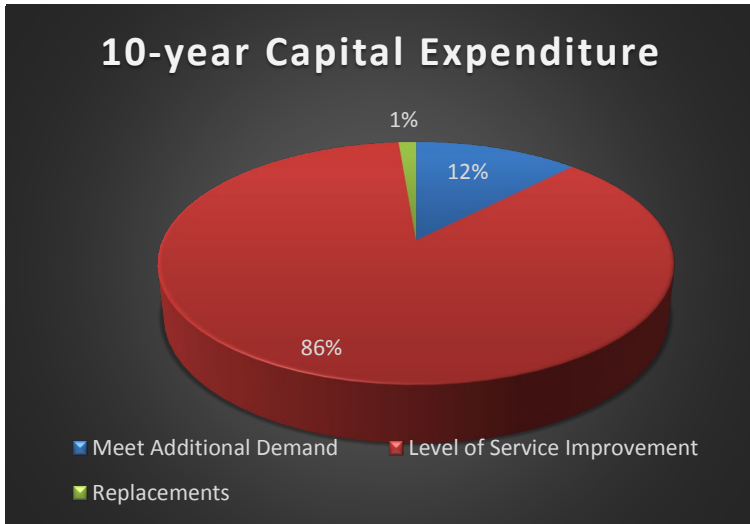


Figure 45: 10-Year Capital Expenditure Split

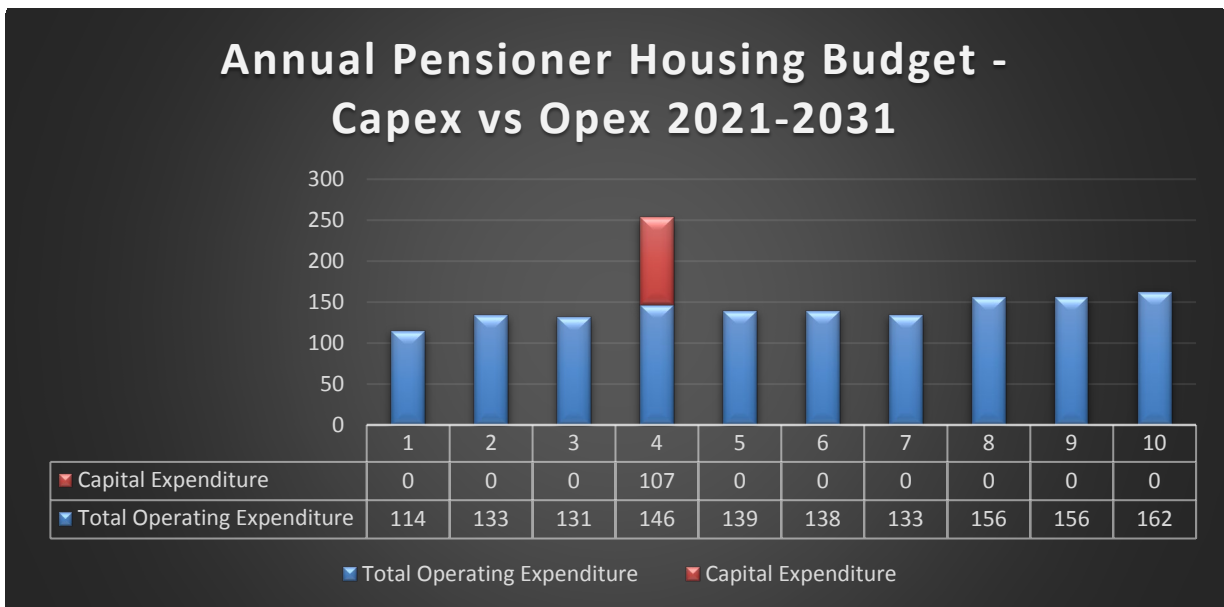


Figure 46: Annual Pensioner Housing Budget - Capex vs Opex 2021-2031

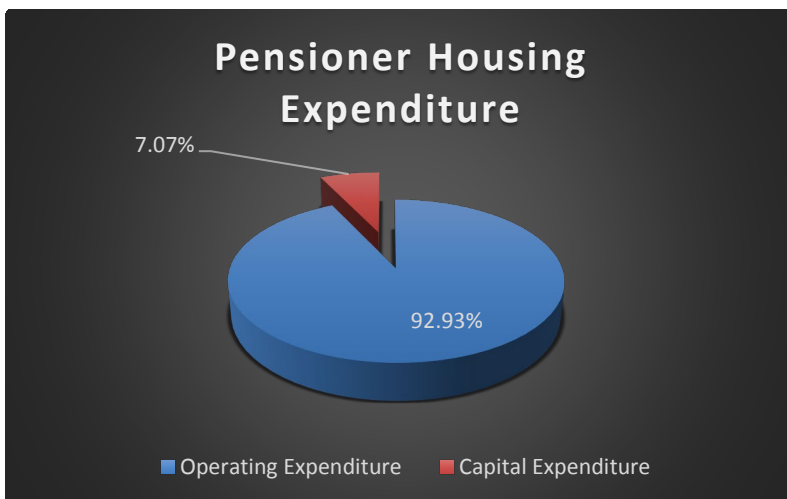


Figure 47: Pensioner Housing Funding Investment Split – Operating vs Capital

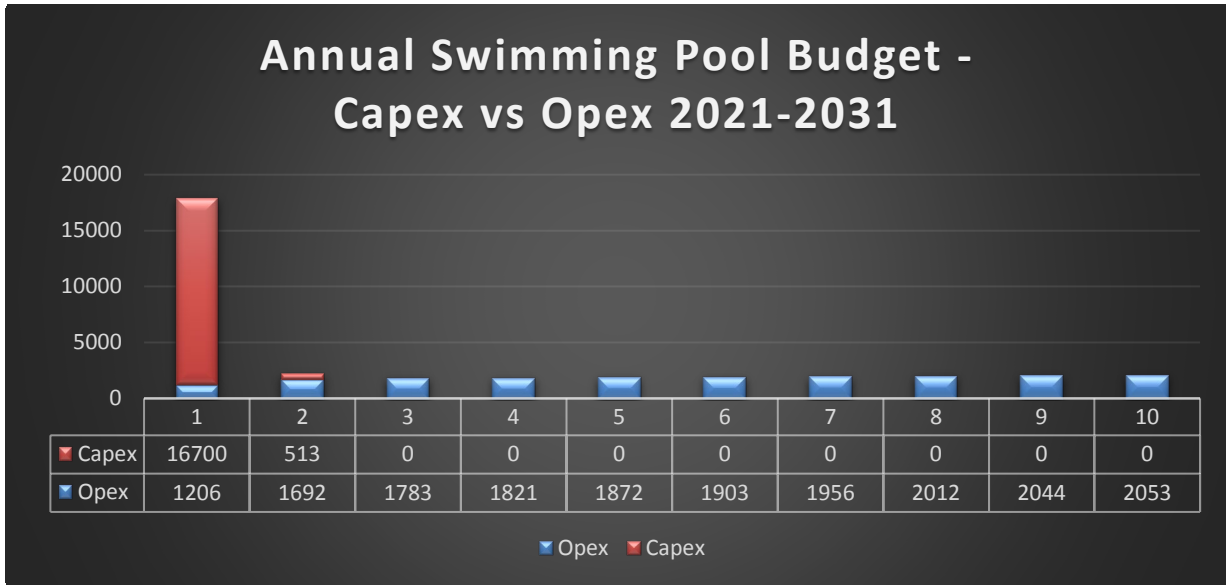


Figure 48: Annual Swimming Pool Budget - Capex vs Opex 2021-2031

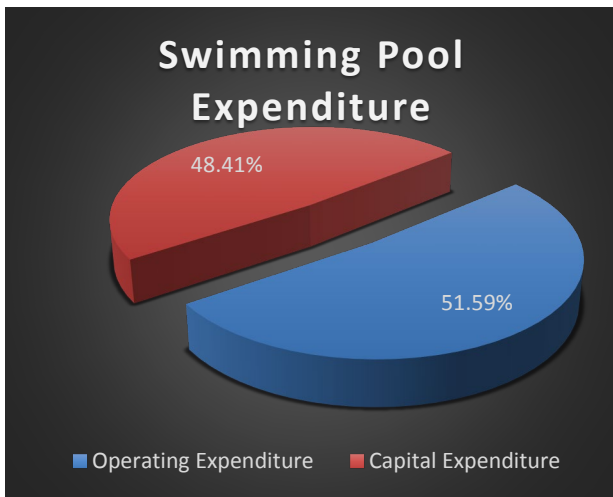


Figure 49: Swimming Pool Funding Investment Split – Operating vs Capital

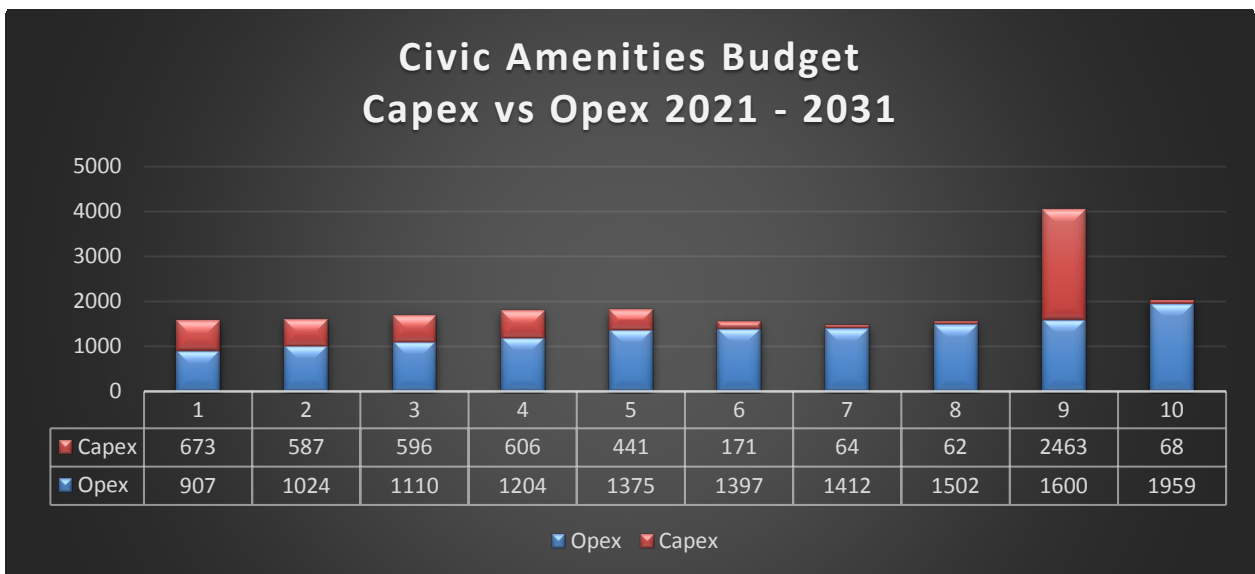


Figure 50: Annual Civic Amenities Budget - Capex vs Opex 2021 - 2031

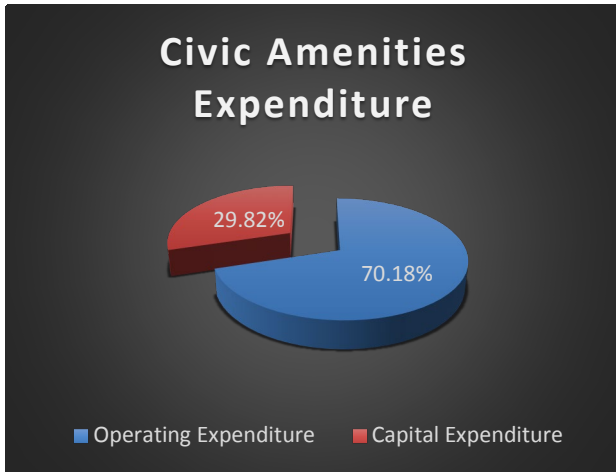


Figure 51: Civic Amenities Funding Investment Split – Operating vs Capital

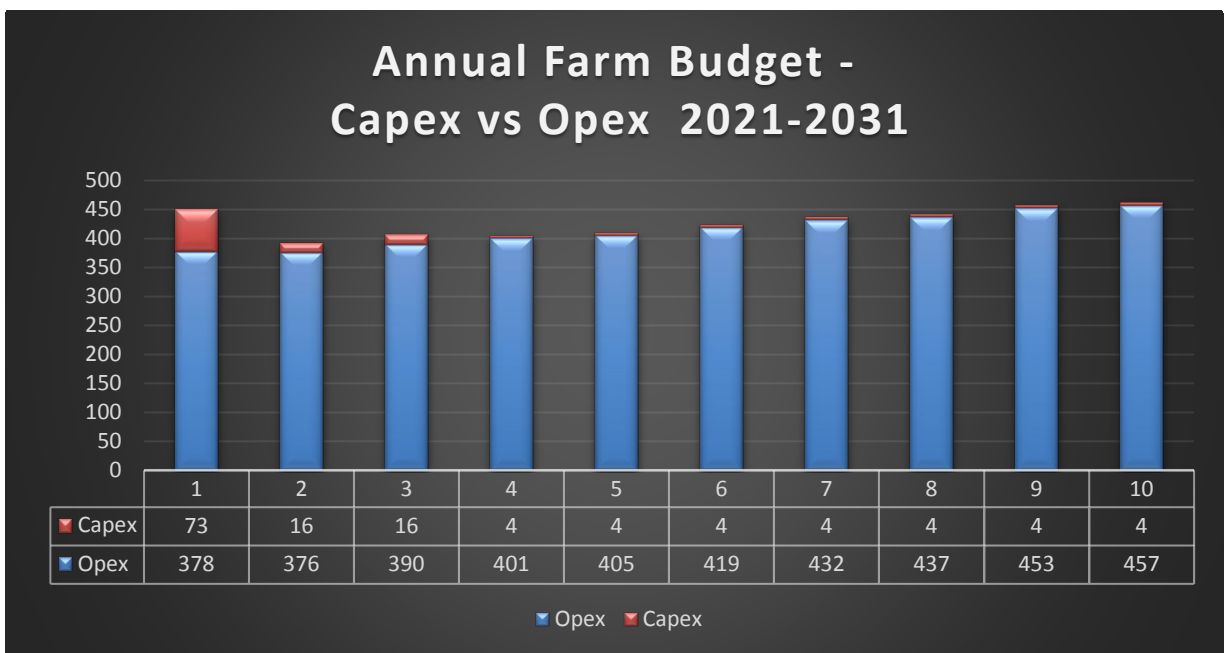


Figure 52: Annual Farm Budget - Capex vs Opex 2021-2031

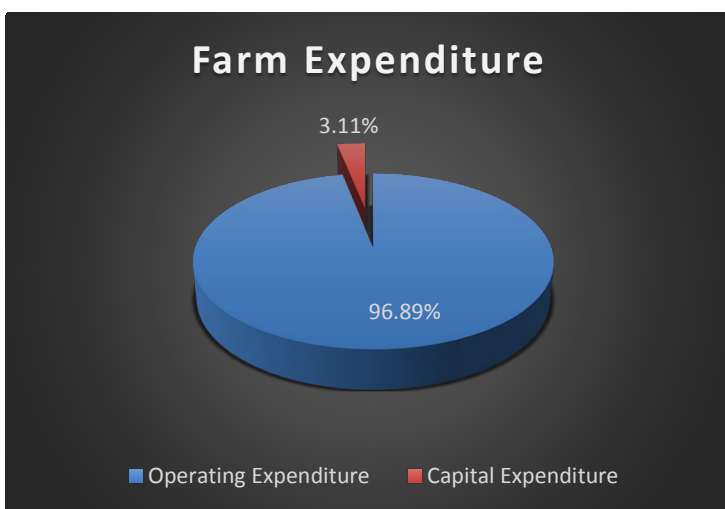


Figure 53: Farm Funding Investment Split – Operating vs Capital

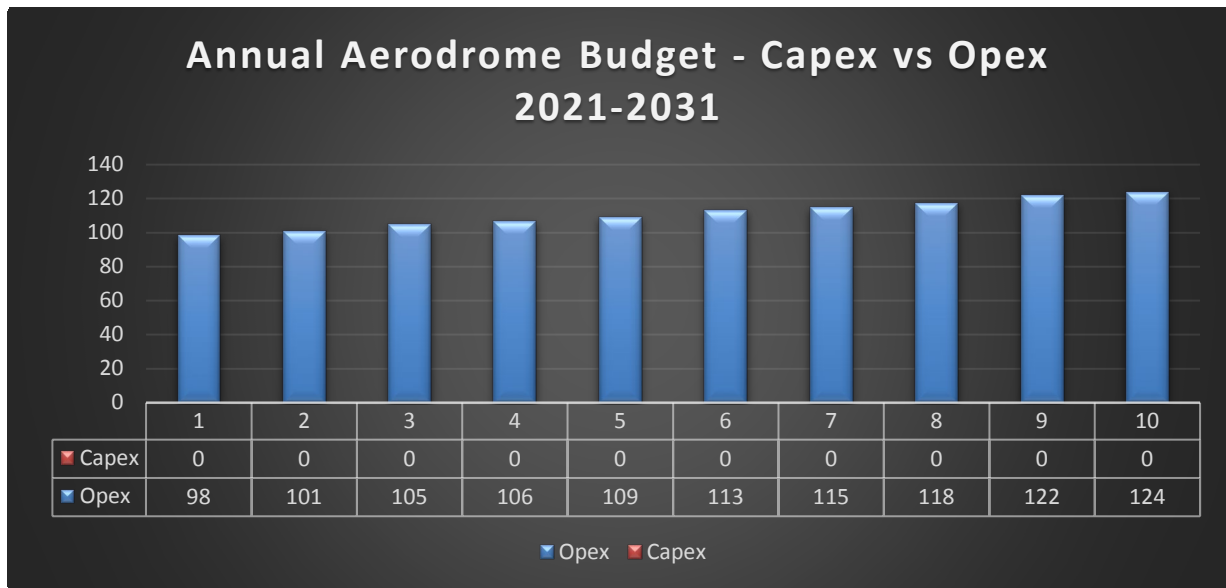


Figure 54 Aerodrome Funding Investment Split – Operating vs Capital

9.5 RELIABILITY OF OUR INVESTMENT STRATEGY

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

- The Council also attracts revenue from *Fees and Charges however*; the main funding source is rates. Rates will be confirmed for the 2021-2024 period via the appropriate processes for inclusion in the LTP 2021-2031. Once adopted, the rates in the LTP 2021-2031 will constitute a reliable funding source for the delivery of the Property services; and
- The Council's is confident in its ability to raise funds within our financial strategy limits, and is reasonably certain that it would secure loans at an affordable interest rates throughout this period.

9.6 FINANCIAL STATEMENTS AND PROJECTIONS

Table 49 - All Asset Capital Expenditure Projection

	Forecast	Projection								
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<u>Roading</u>										
Level of Service Improvement	350	619	1,221	929	7,028	5,554	417	306	630	324
Replacements	5,413	4,983	4,920	4,983	4,977	5,085	5,436	5,446	5,983	6,452
<u>Stormwater</u>										
Level of Service Improvement	252	292	533	275	283	291	300	310	321	331
Replacements	53	55	56	167	59	61	63	65	67	122
<u>Water Supply</u>										
Level of Service Improvement	1,780	1,904	369	673	390	401	4,289	37	38	0
Replacements	695	812	510	414	443	496	452	486	502	498
<u>Solid Waste</u>										
Level of Service Improvement	0	0	0	0	0	0	0	0	0	0
Replacements	0	10	0	11	0	11	0	12	14	12
<u>Wastewater (Sewerage)</u>										
Level of Service Improvement	800	362	380	273	281	288	238	184	178	839
Replacements	213	252	258	200	228	211	218	262	271	305
<u>Parks & Reserves</u>										
Level of Service Improvement	97	110	99	69	0	0	0	0	0	0
Replacements	47	0	0	0	0	0	0	0	0	0
<u>Property</u>										
Meet Additional Demand	1,200	1,025	1,049	0	0	0	0	0	0	0
Level of Service Improvement	17,335	1,112	609	607	442	171	64	63	2,454	68
Replacements	114	6	59	114	7	7	7	7	17	8
<u>Administration</u>										
Replacements	186	222	621	788	276	121	142	210	153	266
<u>TOTAL PROJECTS (excl GST)</u>										
	28,535	11,764	10,683	9,501	14,414	12,698	11,626	7,389	10,629	9,225
<u>FUNDING</u>										
Loans	14,600	4,109	4,087	2,767	4,136	3,318	5,054	714	3,237	1,365
Section sales	0	0	0	0	0	0	0	0	0	0
Cash from Investments	0	0	0	0	0	0	0	0	0	0
Reserves	6,835	6,614	6,562	6,700	10,278	9,380	6,572	6,675	7,392	7,860
Grants/Donations	7,100	1,041	34	34	0	0	0	0	0	0
Rates	0	0	0	0	0	0	0	0	0	0
NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<u>TOTAL (excl GST)</u>										
	28,535	11,764	10,682	9,501	14,414	12,698	11,626	7,389	10,629	9,225

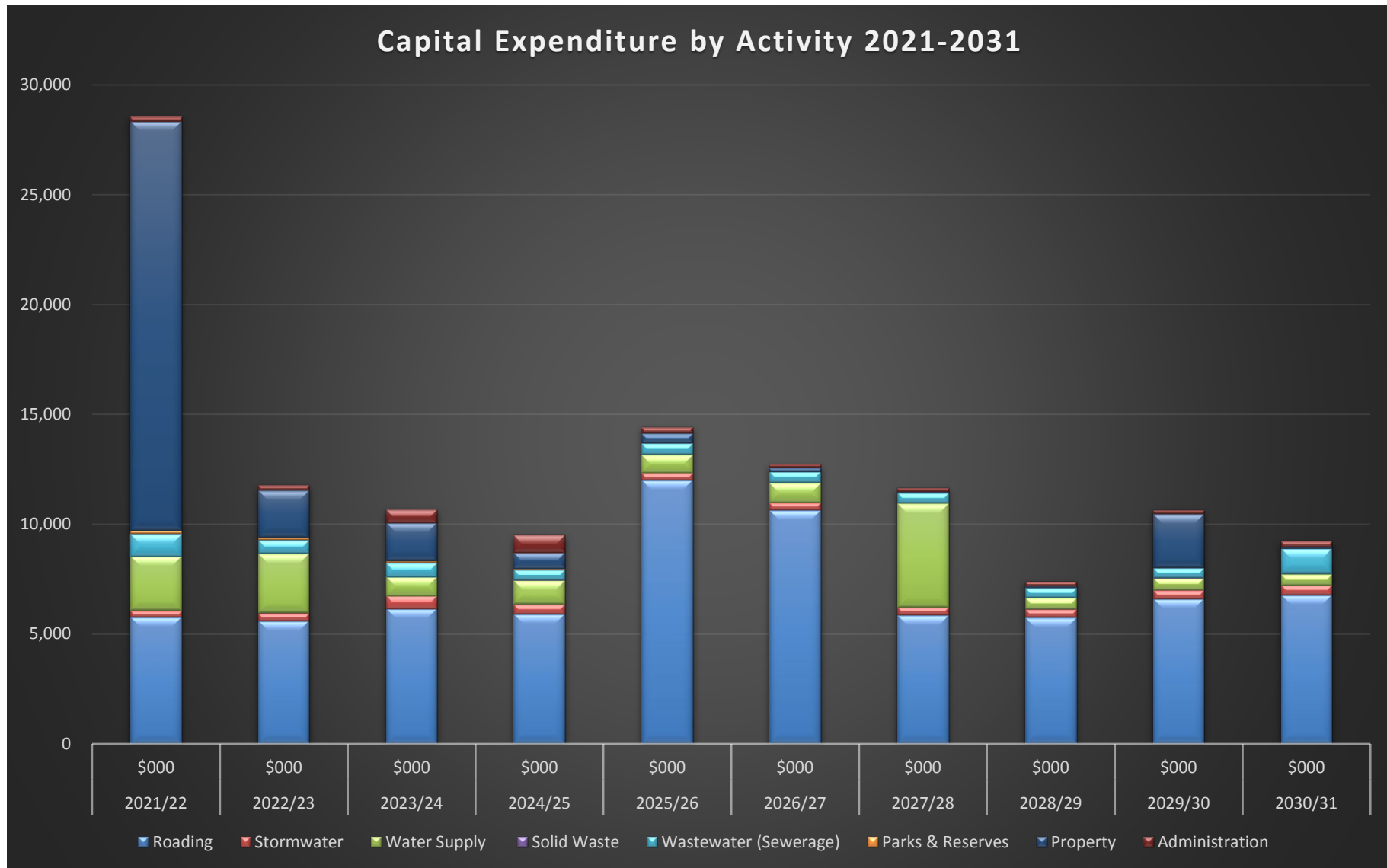


Figure 55 - Capital Expenditure by Activity - All Assets

Table 50 – Library Expenditure and Funding Projection

Budget 2020/21 \$000		Forecast 2021/22 \$000	Projection								
			2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
659	Operating Expenditure	733	648	672	682	700	725	732	748	769	783
17	Revenue	14	14	15	15	15	16	16	16	17	17
642	Net Cost of Service	719	634	657	667	685	709	716	732	753	766
EXPENDITURE											
343	Operating Costs	428	335	343	350	358	367	375	384	393	402
21	Interest	17	16	15	17	16	15	18	17	16	16
93	Depreciation	78	80	81	82	86	87	88	92	93	94
202	Allocated Overheads	210	217	233	232	240	256	251	255	267	271
659	Total Operating Expenditure	733	648	672	682	700	725	732	748	769	783
32	Principal Loan Repayments	30	29	28	27	26	25	24	23	22	21
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
691	Total Expenditure	764	677	700	709	726	749	756	771	791	804
FUNDED BY:											
17	Charges for Services	14	14	15	15	15	16	16	16	17	17
17	Revenue	14	14	15	15	15	16	16	16	17	17
602	General Rates	585	577	600	607	624	648	653	669	689	702
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
37	Depreciation funded from Reserves	45	46	47	48	49	50	51	53	54	55
0	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
0	Grants and Donations	79	0	0	0	0	0	0	0	0	0
32	Transfer from Reserves	30	29	28	27	26	25	24	23	22	21
3	Other Funding	11	11	10	12	11	11	12	11	10	9
691	Total Funding	764	677	700	709	726	749	756	771	791	804

Table 51 – Civic Amenities Expenditure and Funding Projection

Budget	Forecast	Projection									
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
2020/21											
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
807	Operating Expenditure	907	1,024	1,110	1,204	1,375	1,397	1,412	1,502	1,600	1,959
51	Revenue	51	52	54	55	56	57	58	60	61	62
756	Net Cost of Service	856	971	1,056	1,149	1,319	1,340	1,354	1,442	1,539	1,897
<u>EXPENDITURE</u>											
338	Operating Costs	306	329	335	353	343	367	354	375	423	506
13	Interest	16	28	40	58	69	74	88	87	121	154
329	Depreciation	455	534	592	652	758	803	820	887	893	1,139
127	Allocated Overheads	130	133	143	140	204	154	150	153	163	161
807	Total Operating Expenditure	907	1,024	1,110	1,204	1,375	1,397	1,412	1,502	1,600	1,959
19	Principal Loan Repayments	29	51	72	93	110	118	118	115	161	205
161	Capital Expenditure	673	587	596	606	441	171	64	62	2,463	68
988	Total Expenditure	1,609	1,662	1,778	1,903	1,926	1,686	1,594	1,679	4,223	2,232
<u>FUNDED BY:</u>											
51	Charges for Services	51	52	54	55	56	57	58	60	61	62
51	Revenue	51	52	54	55	56	57	58	60	61	62
688	General Rates	621	732	817	909	1,064	1,085	1,098	1,170	1,267	1,626
0	UAGC	0	0	0	0	0	0	0	0	0	0
14	Targeted Rates	17	17	17	17	17	17	17	17	17	17
50	Grants and Donations	0	0	0	0	0	0	0	0	0	0
51	Depreciation funded from Reserves	210	215	215	215	230	230	230	247	247	247
100	Loan Funding - Capital	562	584	592	603	438	168	60	58	2,449	64
30	Transfer from Reserves	140	54	75	96	114	121	121	119	174	209
2	Other Funding	8	8	8	8	8	8	8	8	7	6
988	Total Funding	1,609	1,662	1,778	1,903	1,926	1,686	1,594	1,679	4,223	2,232

Table 52 – Swimming Pool Expenditure and Funding Projection

Budget 2020/21 \$000		Forecast 2021/22 \$000	Projection								
			2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
1,163	Operating Expenditure	1,206	1,692	1,783	1,821	1,872	1,903	1,956	2,012	2,044	2,053
222	Revenue	231	231	291	291	291	291	291	291	291	291
941	Net Cost of Service	975	1,461	1,492	1,530	1,581	1,612	1,664	1,721	1,752	1,762
EXPENDITURE											
701	Operating Costs	759	780	846	869	891	913	938	964	987	1,013
165	Interest	122	243	239	261	251	241	277	266	255	245
102	Depreciation	122	459	469	469	502	502	502	539	539	539
195	Allocated Overheads	204	210	228	222	227	247	238	243	261	256
1,163	Total Operating Expenditure	1,206	1,692	1,783	1,821	1,872	1,903	1,956	2,012	2,044	2,053
253	Principal Loan Repayments	221	443	435	418	401	385	370	355	341	327
15,674	Capital Expenditure	16,700	513	0	0	0	0	0	0	0	0
17,089	Total Expenditure	18,128	2,647	2,218	2,239	2,273	2,288	2,325	2,367	2,384	2,380
FUNDED BY:											
222	Charges for Services	231	231	291	291	291	291	291	291	291	291
222	Revenue	231	231	291	291	291	291	291	291	291	291
938	General Rates	965	1,450	1,482	1,519	1,570	1,602	1,653	1,710	1,743	1,753
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
12,637	Loan Funding - Capital	11,000	513	0	0	0	0	0	0	0	0
3,000	Grants - Capital	5,700	0	0	0	0	0	0	0	0	0
290	Transfer from Reserves	221	443	435	418	401	385	370	355	341	327
3	Other Funding	10	10	10	11	11	10	11	10	10	9
17,089	Total Funding	18,128	2,647	2,218	2,239	2,273	2,288	2,325	2,367	2,384	2,380

Table 53 – Pensioner Housing Expenditure and Funding Projection

Budget		Forecast	Projection								
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
107	Operating Expenditure	114	133	131	146	139	138	133	156	156	162
65	Revenue	72	79	87	94	102	110	118	127	136	145
42	Net Cost of Service	42	54	45	52	37	28	15	29	20	17
EXPENDITURE											
32	Operating Costs	32	49	43	58	47	43	39	57	54	61
1	Interest	1	1	0	1	2	2	2	2	2	2
28	Depreciation	33	34	34	34	36	36	36	39	39	39
46	Allocated Overheads	49	50	54	53	54	58	56	58	62	60
107	Total Operating Expenditure	114	133	131	146	139	138	133	156	156	162
1	Principal Loan Repayments	1	1	1	2	3	2	2	2	2	2
0	Capital Expenditure	0	0	0	107	0	0	0	0	0	0
108	Total Expenditure	115	134	132	255	142	141	136	158	158	164
FUNDED BY:											
65	Charges for Services	72	79	87	94	102	110	118	127	136	145
65	Revenue	72	79	87	94	102	110	118	127	136	145
22	General Rates	23	26	26	35	19	24	15	19	25	27
0	UAGC	0	0	0	0	0	0	0	0	0	0
21	Operational Balance from Reserves	19	28	18	18	19	6	1	10	(4)	(9)
0	Building Maintenance (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	64	0	0	0	0	0	0
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	64	0	0	0	0	0	0
0	Loan Funding - Capital	0	0	0	43	0	0	0	0	0	0
0	Other Funding	1	1	1	1	1	1	1	1	1	1
108	Total Funding	115	134	132	320	141	141	136	158	158	164

Table 54 – Aerodrome Expenditure and Funding Projection

Budget 2020/21 \$000		Forecast 2021/22 \$000	Projection								
			2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
106	Operating Expenditure	98	101	105	106	109	113	115	118	122	124
22	Revenue	27	27	27	28	28	29	29	30	30	31
85	Net Cost of Service	72	74	77	79	81	84	85	88	91	93
EXPENDITURE											
74	Operating Costs	66	68	70	72	74	77	79	81	83	86
0	Interest	0	0	0	0	0	0	0	0	0	0
7	Depreciation	6	6	6	6	6	6	6	6	6	6
25	Allocated Overheads	26	27	29	28	29	31	30	31	33	32
106	Total Operating Expenditure	98	101	105	106	109	113	115	118	122	124
0	Principal Loan Repayments	0	0	0	0	0	0	0	0	0	0
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
106	Total Expenditure	98	101	105	106	109	113	115	118	122	124
FUNDED BY:											
22	Charges for Services	27	27	27	28	28	29	29	30	30	31
22	Revenue	27	27	27	28	28	29	29	30	30	31
84	General Rates	70	73	76	77	79	83	84	86	90	92
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
0	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
0	Other Funding	1	1	1	1	1	1	1	1	1	1
106	Total Funding	98	101	105	106	109	113	115	118	122	124

Table 55 – Farm Expenditure and Funding Projection

Budget 2020/21 \$000	Forecast 2021/22 \$000	Projection									
		2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	
389	Operating Expenditure	378	376	390	401	405	419	432	437	453	457
507	Revenue	489	489	489	489	489	489	489	489	489	489
(119)	Net Cost of Service	(111)	(113)	(98)	(88)	(84)	(69)	(57)	(52)	(36)	(31)
EXPENDITURE											
211	Operating Costs	243	240	250	255	257	267	273	274	285	291
54	Interest	45	45	44	49	48	47	56	56	56	57
66	Depreciation	33	33	34	35	38	38	38	40	40	40
58	Allocated Overheads	57	58	62	61	62	67	65	67	71	70
389	Total Operating Expenditure	378	376	390	401	405	419	432	437	453	457
83	Principal Loan Repayments	61	63	48	38	34	19	7	2	(14)	(19)
97	Capital Expenditure	73	16	16	4	4	4	4	4	4	4
569	Total Expenditure	512	454	455	442	442	443	443	443	443	443
FUNDED BY:											
507	Charges for Services	489	489	489	489	489	489	489	489	489	489
507	Revenue	489	489	489	489	489	489	489	489	489	489
(52)	General Rates	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
57	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
0	Sale of Land	0	0	0	0	0	0	0	0	0	0
55	Loan Funding - Capital	73	16	16	4	4	4	4	4	4	4
1	Other Funding	0	0	0	0	0	0	0	0	0	0
569	Total Funding	512	454	455	442	442	443	443	443	443	443

Table 56 – Holiday Park Expenditure and Funding Projection

Budget 2020/21 \$000	Forecast 2021/22 \$000	Projection									
		2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	
3	Operating Expenditure	2	2	2	2	2	2	2	2	2	2
3	Revenue	3	3	3	3	3	3	3	3	3	3
0	Net Cost of Service	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
EXPENDITURE											
1	Operating Costs	0	0	0	0	0	0	0	0	0	0
2	Allocated Overheads	2	2	2	2	2	2	2	2	2	2
3	Total Expenditure	2	2	2	2	2	2	2	2	2	2
FUNDED BY:											
3	Charges for Services	3	3	3	3	3	3	3	3	3	3
3	Revenue	3	3	3	3	3	3	3	3	3	3
0	General Rates	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
0	Other Funding	0	0	0	0	0	0	(0)	(0)	(0)	(0)
3	Total Funding	2	2	2	2	2	2	2	2	2	2

Table 57 – Rental Properties Expenditure and Funding Projection

Budget 2020/21 \$000	Forecast 2021/22 \$000	Projection									
		2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	
68	Operating Expenditure	66	68	72	71	74	78	77	80	85	84
32	Revenue	35	36	37	38	38	39	40	41	42	43
36	Net Cost of Service	31	32	35	33	35	39	37	39	43	41
<u>EXPENDITURE</u>											
10	Operating Costs	9	10	10	11	11	12	13	13	14	15
21	Depreciation	17	18	18	18	19	19	19	20	20	20
37	Allocated Overheads	39	40	44	42	43	47	45	46	50	48
68	Total Operating Expenditure	66	68	72	71	74	78	77	80	85	84
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
68	Total Expenditure	66	68	72	71	74	78	77	80	85	84
<u>FUNDED BY:</u>											
32	Charges for Services	35	36	37	38	38	39	40	41	42	43
32	Revenue	35	36	37	38	38	39	40	41	42	43
35	General Rates	29	30	33	31	33	37	35	37	41	39
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
1	Other Funding	2	2	2	2	2	2	2	2	2	2
68	Total Funding	66	68	72	71	74	78	77	80	85	84

10.0
**Asset Management Practices and
Improvement Plan**

10.0: ASSET MANAGEMENT PRACTICES AND IMPROVEMENT PLAN

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10.1 OVERVIEW

Asset management improvement planning is a process, Figure 54. It enables Council to improve the way it manages infrastructure assets and the services they provide.

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

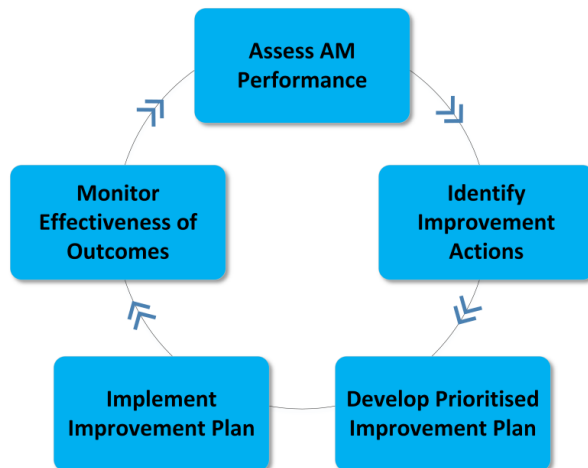


Figure 56 - Asset Management Improvement Process

10.2 ASSET MANAGEMENT PRACTICES

10.2.1 ASSET MANAGEMENT POLICY

Stratford District Council developed and adopted its inaugural Asset Management Policy in 2016 and this will be reviewed in June 2020. The Policy establishes the first level of Council's asset management framework for managing infrastructure assets in a structured, coordinated, and financially sustainable manner. The objectives of this Policy are:

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

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

10.2.2 ASSET MANAGEMENT GOALS AND OBJECTIVES

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

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

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

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

10.2.3 ASSET MANAGEMENT PLAN DEVELOPMENT

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

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

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

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the on-going development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 55 below shows a graphical display of the AMP development process.

10.2.4 ASSET MANAGEMENT MATURITY

We have assessed that our asset management system maturity is predominantly at the Core level. It is largely based on the long-term knowledge of the asset management team. It contains asset data that has been collected over time and held in asset management information systems.

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

Our target is to develop our asset management practices and processes to an Intermediate level of maturity where appropriate. The Council is in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking a formal assessment of our asset management maturity. The five levels of asset management plan maturity are shown in Figure 56 and are Aware, Basic; Core; Intermediate and Advanced.

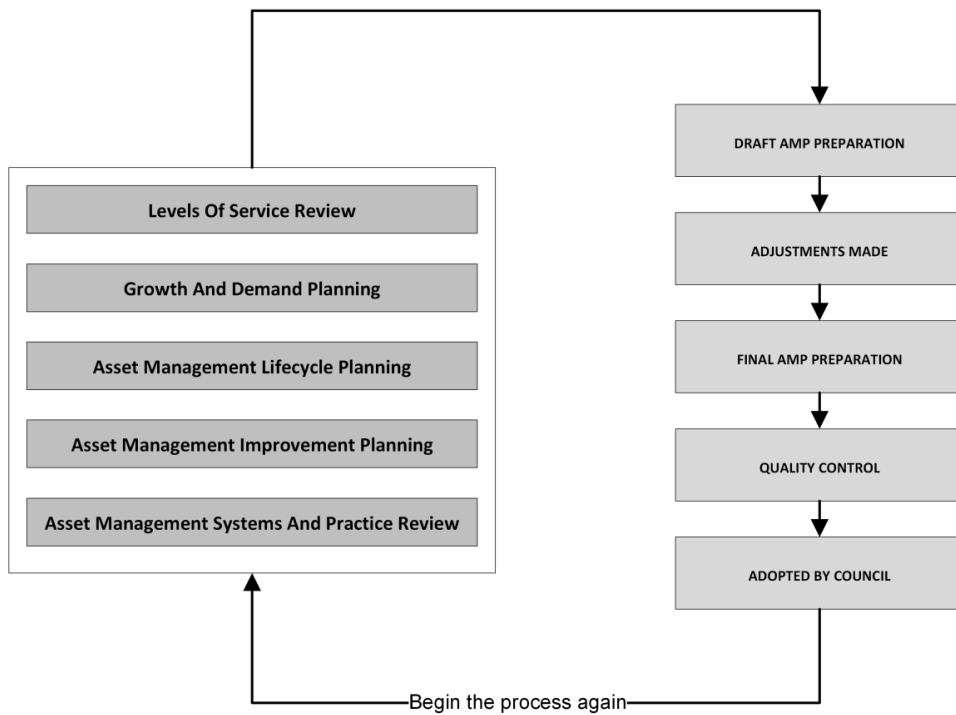


Figure 57 - Asset Management Plan Development Process

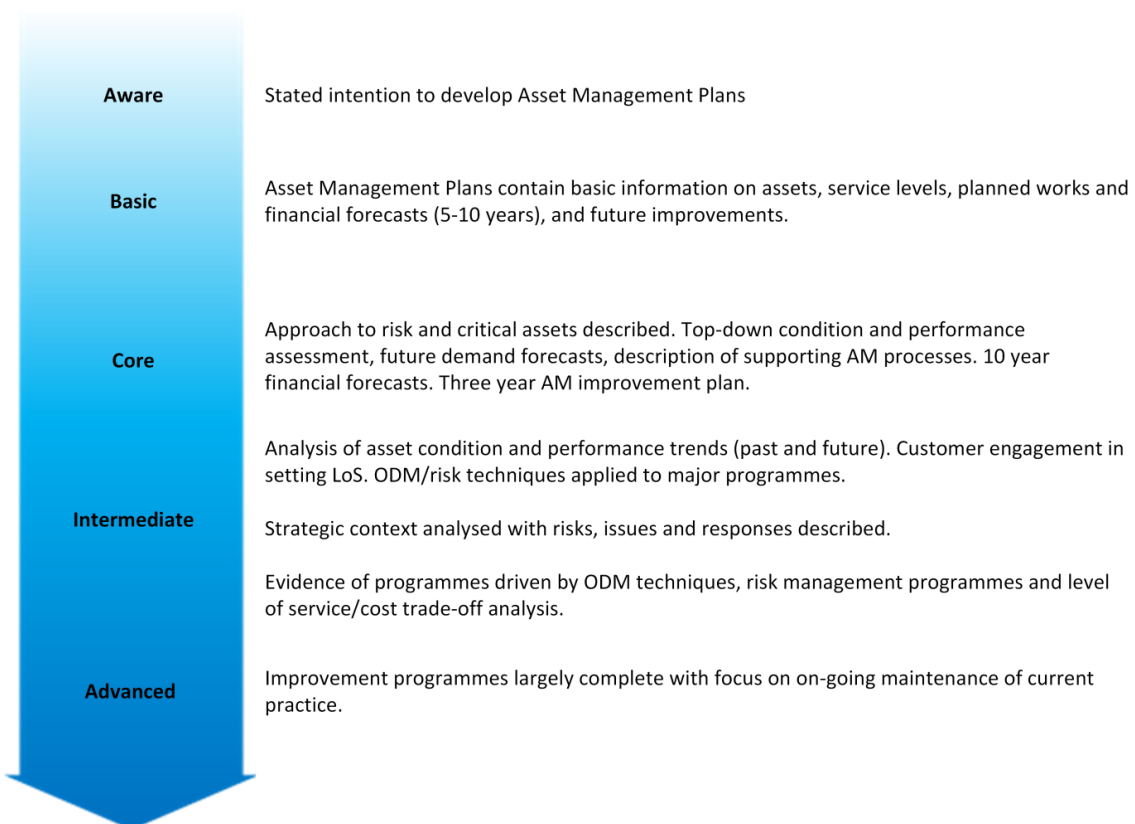


Figure 58 - Asset Management System Maturity Index

10.3 ASSET MANAGEMENT IMPROVEMENT PLAN

The below Table identifies asset management improvements made for this Activity since 2015 and lists future improvement actions for our Property assets.

Table 58 - Asset Management Improvement Plan

Asset Management Practice Area	Improvement/s Made	Date in Place	Future Improvements	Section Identified	Responsibility	Due Date
Information Systems	Tablets fully integrated data collection and entry into AssetFinda.	2016			Property Officer	
Asset Condition	Condition Grading System now in place and documented in Asset Management Plans. Condition inspection forms put in place for Council owned buildings	2016	Continue to use information collected from maintenance tasks to update asset condition data	3.6	Property Officer	Ongoing
Asset Register Data	Process for verifying data accuracy now in place and documented in Asset Management Plan.	2016	Continuous use of the asset management system SDC has put in place	3.7	Property Officer	Ongoing
Demand Forecasting	Enable identification of areas that are likely to experience significant pressures and plan accordingly.	2015	Continuous forecasting of changes in population and economic growth	4.2	Property Officer Director - Assets	Ongoing
Levels of Service and Performance Management	Department of Internal Affairs (DIA) Mandatory Performance Measures in place.	2015-2017	Continuous performance measuring completed using KPIs	5.5	Property Officer	Ongoing
Capital Works Planning	Capital projects are proposed for each Long Term Plan review	2015	Every 3 years Early Conversation papers are prepared and presented to Elected Members for direction on proposed projects	6.3	Property Officer	2024

Asset Management Improvement Plan and Monitoring

Asset Management Practice Area	Improvement/s Made	Date in Place	Future Improvements	Section Identified	Responsibility	Due Date
Management Systems	Management Strategies are in place for the overall management of the infrastructure	2015	Strategies are prepared and reviewed as required	7.3	Property Officer Director - Assets	Ongoing
Operational Planning	Determines how the asset will be operated and maintained on a day-to-day basis	2015	Planned works are considered annually	7.5.1	Property Officer	2024
Risk Management	AMP risks now aligned with the Corporate risks	2020	Continuous review of the risks for Property	8.5	Property Officer Director - Assets	Ongoing
Risk Management - Public Health	Water and Sanitary Services Assessment has been reviewed.	2021	Review Council's Water and Sanitary Services Assessment to ensure the cemeteries capacity for internments is sufficient for the future	8.11	Parks, Reserves & Cemeteries Officer	Ongoing
Financial and Funding Strategies	SDC has adopted all the relevant funding and financial policies required.	2015	The policies are renewed as required	9.3	Property Officer Director - Assets	Ongoing
AM Policy Development	Asset Management Policy developed and adopted by Council on 26/01/2016	2016	Renewal completed June 2020	10.2.1	Property Officer Director - Assets	2024
AM Plans	Document template updated to better reflect IIMM, Audit and NZTA requirements. Draft documents saved to TRIM to enable direct contribution from Asset Managers.	2016	New 2021-2031 Asset Management Plan completed	10.2.3	Property Officer Director - Assets	2024

APPENDICES

- Appendix 1 - Property Risk Assessment**
- Appendix 2 - Property Operational Documents**

APPENDIX 1 - PROPERTY RISK ASSESSMENT

COMPLIANCE AND LEGISLATION RISKS

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Legislation Changes	If changes to legislation or case law occur and are not implemented by staff, then council may be acting illegally and in breach of legislation.	4 High	Regular review and update Legislative Compliance Register. Staff training and attending relevant industry conferences. Regular policy review to ensure policies and procedures are in line with legislation changes.	2 Moderate
Incorrect Planning Advice	If Council provides wrong advice on LIM's in relation to projects/programmes, then it could be subject to a judicial review or similar form of dispute process involving legal costs, possible fines, and reputational damage.	3 Moderate	Quality assurance. Resourcing and ongoing training of competent staff. Low tolerance for poor quality documentation from consent applicants. Good quality legal counsel. Council has professional indemnity, public liability, and statutory liability insurance. Review of 30 year Infrastructure Strategy.	1 Low
Statutory Reporting Commitment	If Council does not meet statutory commitments then it may be acting illegally and receive attention from Ministry which could result in financial penalty and council functions being removed.	3 Moderate	Quality assurance. Resourcing levels maintained. Schedule of dates and commitments is regularly maintained and updated by the Property Manager. Regular review and update of Legislative Compliance Register.	1 Low
Bylaws and Policies	If Council fails to keep Policies and Bylaws up to date, then the Policies will become irrelevant and Bylaws may become unenforceable and council could be acting illegally.	8 High	Quality assurance, Resourcing levels maintained, Regular Policy Schedule review by CEO. Regular review of Bylaw timetable maintained in Content Manager.	3 Moderate
Issue Regulatory Licence or Decision	Food/Health, Alcohol, Parking - IF Council issues a licence or decision that is not consistent with legislation, policy or bylaws, THEN Council may be subject to a judicial review or a similar form of dispute process.	3 Moderate	Quality assurance, Ongoing training around the changes in legislation. Keep bylaws and policies up to date with legislation.	1 Low
Three Waters Non-Compliance	If Council does not comply with its obligations under legislation (i.e. Resource Management Act, NZ Drinking Water Standards, Health and Safety at Work Act) then administrative fines and penalties may result, in addition to reputational damage if publicised.	3 Moderate	Ensure maintenance contractor and Council staff members are trained and up to date with legislative requirements through regular update of Legislative Compliance Register. Subscribe to regular email updates from local government and relevant industry bodies, council listserv to ensure	2 Moderate

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
			staff are notified of legislation changes.	
Property and Parks - Non-Compliance	If Council does not comply with its obligations under legislation (eg. Resource Management Act 1991, Building Act 2004, Health and Safety at Work Act 2015) then administrative fines and penalties may result, and reputational damage.	3 Moderate	Ensure maintenance contractor and Council staff members are trained and up to date with all legislative requirements impacting on property and park assets. Ensure maintenance contracts have robust out-clauses that cover a range of situations where non-compliance or unsatisfactory work is identified. Council has secured public liability insurance and statutory liability insurance.	1 Low
Annual Report Adoption and Publication	If the Council's Annual Report is not adopted by 31 October and made publically available by 30 November, then there will be additional audit scrutiny and reputational damage within local government. Loss of community trust - the community is unable to assess Council performance in a timely manner.	2 Moderate	Set annual report timetable to ensure statutory deadline is met. Good project management by key staff. Keep updated of possible changes to legislation and plan accordingly. Good communication to all staff, and establish rapport with Audit NZ and respond in a timely manner to all queries.	1 Low
LTP/Annual Plan	If LTP/Annual Plan is not adopted by 30 June then council cannot set rates, statutory breach reported to Minister, unable to commence service delivery, additional audit scrutiny	8 High	Set a timetable to ensure statutory deadline is met. Good project management. Good quality data is provided. Keep abreast of possible changes to legislation and plan accordingly. Good communication to all staff and liaison with Audit NZ.	1 Low
Activity Management Plans TOP TEN RISK	If AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised.	6 High	AMPs are reviewed every 3 years to address the current problems and issues at the time in order to develop work programmes for the next 3 years.	4 High

DATA AND INFORMATION RISKS

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Systems Down - Natural Disaster	If there is a natural disaster then systems may be down temporarily, reduction in worker productivity, unable to respond to customers,	8 High	Backups done daily and stored off-site. Most critical data is in the cloud, data centre is overseas so workers	3 Moderate

2. Data and Information Risk Assessment

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
	data unavailable, potential permanent loss of data.		can access system remotely from anywhere. Civil Defence will make hardware available for emergency response.	
Server Failure	If the server failed then systems down, data unavailable, potential data loss	12 Very High	Restore from backup, backups stored off-site. Fail-over for Melbourne data centre replicates to Sydney data centre.	3 Moderate
Cyber Attack	If the systems are compromised and subject to a cyber attack, then system downtime, loss of data, ransoms may be demanded, potential privacy breach, reputational damage, and potential loss of funds.	16 Very High	Council have several security measures in place such as enterprise grade firewalls, email filtering, backups, antivirus and device management. If a breach was detected Council would activate the insurance policy and engage an IT security company resource to assist with recovery.	3 Moderate
Communication to Data Centre	If there is a loss of communication to the Data Centre (due to IT failure, power failure, or other damage to link) then systems downtime will cause temporary disruption. Council staff will be unable to access data and complete work and respond to customers satisfactorily.	4 High	Can access private link or an internet link - reroute the traffic. Backup generator if power supply lost.	3 Moderate
Uncontrolled access to Physical and Digital Records	If there is uncontrolled or unauthorised access to archives, then records/ files could go missing, privacy breached, possible legislative breaches.	2 Moderate	Access to physical archives is limited to IM Specialist and IT Manager, door is locked at all other times. Digital records must be stored in IT approved repositories, with access restricted where necessary. Electronic access is restricted to staff who have a SDC login and have also been granted the relevant security permissions to access applications relevant to their job role.	1 Low
Records Handling	If hard copy protected records are handled in a way that could cause damage, degradation or disorganisation, then this could lead to loss of protected records, non-compliance with legislation	1 Low	Access to archives is limited to trained staff. Ensure the Information Management Specialist is fully trained in all areas of protected records management. Maintain a register of	1 Low

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
	and potential financial penalties.		archived records, and a process by which records will be archived. Storage area must be restricted and temperature controlled.	
Unapproved online platforms used	If unapproved online platforms are used for Council business, then Council sensitive information and individual private details could be hacked and made available publically.	3 Moderate	All Council information should only be stored on platforms that are approved by IT and gone through proper procedures and checks by IT.	1 Low

FINANCIAL RISKS

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Asset Disposal/ Acquisition	Policy changes result in substantial asset disposal occurs.	1 Low	Officers will require approval from Council for disposal/acquisition of assets.	1 Low
Accessing Funding	If the AMP is incorrect or not developed, then the maintenance funding will be insufficient to provide the levels of service and the Council may miss out on funding and Council has to fully fund projects	3 Moderate	Ensure funding assessments are carried out by sufficiently experienced personnel and business cases are written for funding (AMP). A system should be established to regularly monitor all available funding for council projects.	1 Low
Internal Financial Controls	If internal financial controls are compromised and ineffective, then possible fraud, budget will blowout and there may be a delayed service	6 High	Good quality controls. Implement annual external and internal audit recommendations. Adhere to Procurement and Delegations Policy. Communications of internal controls to all staff. Recommend internal audit programme every year by independent contractor.	1 Low
Procurement contracts	IF procurement contracts entered into are not cost-effective and do not comply with Council's Procurement Policies THEN council projects could go over budget and council procurement could be subject to industry, media, legal scrutiny.	6 High	Ensure procurement policy and procurement manual are appropriate, comply with legislation and good practice, and followed by all staff and significant contracts are reviewed by an independent professional.	1 Low
Population Growth	That growth is higher than	3 Moderate	Increase the level of	2 Moderate

3. Financial Risk Assessment

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
	projected thereby putting pressure on Council to provide additional infrastructure and services.		funding by possible rates increase and other sources of income through fees and charges and adjustment in levels of service.	
Significant Population Reduction TOP TEN RISK	If there is a significant population reduction, resulting in loss of ratepayer base and reduction in property values - then this could result in higher rates for others and significant cost reductions may be required.	5 High	Ensure variable costs are clearly identifiable, and therefore able to be isolated and adjusted if ratepayer base reduced.	4 Moderate
New Regulations require Significant Investment TOP TEN RISK	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then the ability to finance investment could be compromised and rates increases could breach limits.	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High
Theft by Contractors	If contractors have unrestricted access to council property and/or information, then there is an opportunity for theft and consequently loss of Council assets.	4 Moderate	All contractors must go through a pre-qualification process. Visitors to Council buildings must sign in. Access to the building has now been restricted with the use of fobs. Protected records are stored in a safe or locked storage room.	2 Moderate
Inadequate financial provision to fund asset replacement	If there is inadequate financial provision in reserves to fund the replacement of assets, then the Council may have to borrow more than expected, or asset replacement may need to be delayed which may affect service level performance.	3 Moderate	Ensure annual depreciation is based on accurate fixed asset values (replacement cost) and accurate useful lives. Assets should not, unless necessary, be replaced before the end of their useful life.	1 Low
Bribery and Corruption	Perceived Bribery or Corruption from Property contractors,	4 High	Ensure Staff code of conduct is current and regularly reviewed.	3 Moderate
Management Override of Internal Controls	If a Manager uses their unique position to override internal controls, then the financial statements may be incorrect and potential fraud may result.	4 High	Audit and Risk Committee oversight. Internal and External audits annually. Fraud Policy awareness training. Regular review of policies to ensure in line with best practice. SLT to undergo ethics training. Full reference	3 Moderate

3. Financial Risk Assessment

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
			checking of at least one recent, direct manager (particularly for financial and management roles). Zero tolerance for any bullying type behaviour.	
Revenue Increasing age demographic on fixed income, how does SDC meet the cost of providing the level of services into the future?	High number of elderly on fixed income pensions. Could affect future levels of service for Property due to cost fluctuations within contractual arrangements	2 Moderate	Factor in to budgets reasonable and sustainable rates increases. Review fees and charges.	3 Moderate

HEALTH AND SAFETY WELLBEING RISKS

4. Health and Safety Wellbeing Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Public Events	If health and safety accidents or incidents occur during events then increased costs can occur to the events, reputation is damaged	4 High	Health and Safety plans are established well in advance to an event being planned. Physical hazards and risks are eliminated Hazard Identification records are kept. Events do not proceed without correct Health and Safety sign off. Good communication to all staff	2 Moderate
Abusive Customers	If abusive customers come into any of the Council's service centres, then there is the risk that council staff or the general public could be harmed or exposed to violence.	4 High	Staff have personal alert alarms if in danger, customer service training and policies on how to deal with situations so they do not escalate..	2 Moderate
Lone Worker	If a staff member is seriously injured or killed during field inspections/site visits, then possible health and safety breaches, death or serious injury.	12 Very High	Quality assurance, Ongoing training/awareness of HSE requirements and responsibilities, Better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site, Use of GPS tracking, mobile phone tracking. Compliance officers to wear body cameras when on duty.	3 Moderate

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Animal Welfare	If an animal that has been impounded is injured or dies due to maltreatment, or animals are mistreated on the council farm then this could result in animal welfare agency scrutiny and possible fines.	3 Moderate	Quality assurance, Ongoing training/awareness of HSE requirements and responsibilities, Vet Care/Assessments. Ensure notification is given to new animals being impounded so that compliance officer ensures the animals are being cared for and regularly fed and have access to water. Monthly farm meetings to bring up any animal welfare issues. Property Manager to regularly visit farm and make visual assessment of cow welfare.	2 Moderate
Council Vehicle accident	If a staff member has an accident in a council vehicle, then this could result in possible death or serious injury and damage to motor vehicle asset.	4 High	All staff must have a full drivers licence, all staff are aware of procedures if there is an accident. Staff driver training to be provided to regular drivers. GPS and mobile phone tracking.	3 Moderate
Staff under Stress	If staff are affected by personal issues or by work pressures and experiencing high levels of stress, then work performance may decline and/or fatigue, illness, unsafe work practices may result.	5 High	Managers are responsible for being aware of the wellbeing of their direct reports. There are various options available for relieving the pressure of staff who are overworked including increasing staff or reallocating work. Ensure access to EAP service is widely known and communicated to all staff. Ensure all staff have a backup option available so they can take annual leave for at least a week at a time.	3 Moderate
Exposure to Hazardous Substances	If staff are affected by exposure to hazardous substances eg chemicals, liquids, fumes and other toxic substances then there are possible risks to staff health and wellbeing.	6 High	All hazardous substances are correctly labelled and stored according to best practice safety procedures and guidelines. Training is mandatory for all staff working with hazardous substances. Use appropriate PPE gear at all times in the vicinity of the hazardous	3 Moderate

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			substances. Regular health checks for staff.	
Playground Equipment Failure	If Playground equipment, or other recreational equipment fails then a member of the public could be seriously injured or killed.	8 High	Biennial playground inspection report and quarterly compliance checks by contractor to bring any issues to attention of council staff.	3 Moderate
Swimming Pool Accident	If a member of the public has an accident in the water or a medical emergency at the Stratford Pool, then this could result in possible death or serious injury.	4 High	Training and qualifications are mandatory for lifeguards, children and elderly are monitored by lifeguard/s at all times. More staff brought on at busier periods.	3 Moderate
Workplace Bullying or Harassment	If Bullying and harassment in the workplace occurs then it can have an impact on the health and wellbeing of staff subject to the bullying and other staff witnessing the behaviour. This may impact on staff productivity and the ability of Council to attract good quality candidates.	4 High	Top down culture against bullying and harassment of any kind, policy is followed through by management, staff are aware of the reporting process. The reporting process to deal with bullying and harassment is fair, transparent, confidential and dealt with in a timely manner.	3 Moderate
Asbestos Related Work	If council buildings are contaminated with asbestos, then there is the possibility of asbestos exposure to staff and the public and increased risk of asbestosis and other lung and pleural disorders.	4 Moderate	Asbestos protocols need to be developed in line with the asbestos regulations. Community needs to be made aware of Asbestos disposal guidelines. Staff involved in building compliance or construction work should be appropriately trained in handling of asbestos materials. Contractors will have their own protocols for handling and disposing of asbestos products.	2 Moderate
Armed Robbery TOP TEN RISK	If there is an armed robbery at any of council's services centres, then there is the potential for death or serious harm.	8 High	Establish emergency procedures, including use of panic buttons. Security cameras in place. Ensure staff are trained to deal with potential threat. Design / limit access to building so that threats are minimised.	4 Moderate
Employee Substance Abuse	If staff are affected by drugs or alcohol while at work, then there is an increased risk of an accident or injury, property	8 High	Ensure staff are aware of drug and alcohol policy. Initial drug testing done prior to employment to filter out	2 Moderate

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	damage, and reduced work performance.		regular users. Utilise EAP.	
Fatigue Management	If Fatigue affects an employee, as a result of working extraordinary hours, then the employee may have limited functionality which could result in personal injury or injury to others. It could also lead to stress and long term mental illness if it is reoccurring and could mean Council is in breach of the Health and Safety Act.	3 Moderate	Ensure employees take regular, quality rest breaks during the working day, in line with the Employment Relations Act (HR Policy requires this). Ensure all staff know their responsibilities in terms of managing fatigue. Ensure shift workers rostered times are manageable. The Vehicle Use Policy has limits on driving a Council vehicle after exceeding max number of work hours. Contractor fatigue management to be reported and monitored through regular contractor meetings.	1 Low
Environmental Liability	Noncompliance with Resource Consent Conditions	2 Moderate	Contractors to produce an environmental management plan as part of their contract conditions.	2 Moderate

OPERATIONAL RISKS

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Contractor - Damage to Property	If maintenance contractor damages council or private property while carrying out contracted work, then council could be liable for damages and additional expenditure.	4 High	Stringent Operational procedures: Daily reporting of compliance. Regular liaison with contractor and regulators to monitor performance to ensure compliance. Contractor pre-approval process. Council has material damage insurance policy, excess \$5k. The contracts require third party public liability insurance to indemnify Council for damages.	3 Moderate
Staff	Staff leaving results in staff skill levels falling below the standard required. Staffing levels are unable to be adequately maintained	2 Low	Staff will have to manage until the positions can be filled, or secondment of consultants which could prove costly.	2 Low
Attracting Qualified Staff	If Council is unable to attract suitably qualified personnel, then services may become	4 High	Internal training and succession planning programs. Ensure market	2 Moderate

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	under threat and may cease.		wages are offered for all high demand positions. Recruit off shore option should be available for high-demand positions. Make greater use of consultants if necessary and/or shared services with neighbouring Councils.	
Maintenance Contractor fails to deliver	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	4 High	Careful assessment of tender to ensure contract price viable for contractor to deliver level of service. Regular liaison with contractor to monitor performance and ensure compliance. Contractor pre-approval process must not be bypassed.	3 Moderate
Property design/construction information	If Council does not have adequate information on original design or construction of asset, then there is a greater potential for failure of future work, potential of increased costs and unsafe future construction.	3 Moderate	Carry out regular condition assessment of assets. Reassess use of asset or redesign to suit.	1 Low
Key Person risk	If a key person in the organisation could not work for a significant period of time then this could affect council's ability to perform core functions and duties.	4 High	Ensure Promapp is up to date with all staff day to day processes, if known absence ahead of time ensure an appropriate training plan in place. Make use of local consultants where appropriate. Connect with colleagues from neighbouring three councils to share resource if needed.	2 Moderate
Natural Disaster - Response preparedness TOP TEN RISK	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	15 Very High	Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities.	12 Very High
Disease Outbreak	If there is a human disease	5 High	Health and Safety Advisor	4 Moderate

5. Operational Risk Assessment

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
TOP TEN RISK	outbreak in the district, then this could impact staff and contractors staff and the community access to healthcare is limited so it could result in population decline.		to keep aware of any public health notifications of disease outbreaks. Ensure there is a plan to respond to any notifications. Civil Defence covers infectious human disease pandemics and will take responsibility for local management. Follow Ministry of Health's NZ Influenza Pandemic Action Plan.	
Biosecurity threat risk	If there is a biosecurity threat to animals/dairy farm (eg: MBovis) or plant life then this could close the farm and cause as loss of income. The farm would be closed until MPI clears it for reopening. This could affect the economic wellbeing of the district and the ability of council to financially meet community needs.	4 High	Ensure council takes a proactive approach to working with Biosecurity NZ, MPI, TRC and the community where a threat is identified.	2 Moderate
Critical Asset Failure TOP TEN RISK	If a critical property asset fails, then unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	15 Very High	Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event. Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance. Consider suitable alternative routes to maintain access.	5 High
Heavy/Extreme Rainfall incidents	If the Stratford District experiences heavy rainfall continually over a period then roads may flood, restricting accessibility, landslips and mudslides may restrict road access and cause property damage, productive land areas may flood reducing functions,	8 High	Activity Management Plans and to document critical asset areas and response timeframes in the event of heavy rainfall incidents.	3 Moderate
Government Policy Impacting on Local Government TOP TEN RISK	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	Where a policy change may have a significant impact Council can make a submission regarding the change. Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically, This	8 High

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	
Levels of Service	There are significant increases in customer expectations regarding demand for services and/or the level of service provided	1 Low	To manage expectations around the levels of service which could include being transparent about the levels of service that we can afford.	1 Low
Programming of Works	The approved programme of works is not carried out within agreed timeframes.	1 Low	In the event of an extreme rainfall event, a programme can be deferred following discussions between SDC and the Contractor. Hold regular meetings to discuss contractors performance and ability to deliver the agreed programme. Increasing resources via sub-contractors or additional staff. We could mutually agree to defer some of the programme to later in the year.	1 Low
Consents	The contractor not undertaking the work in accordance with the resource consent conditions. Council can be fined by the Regional Council for breach of conditions.	1 Low	Not negotiable - Consent conditions must be abided by otherwise the consent will be breached. Contractor needs to submit to the Regional Council a methodology about how they are going to undertake the works.	1 Low

REPUTATIONAL AND CONDUCT RISKS

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Solvency of Contractor	If Council engage a contractor that could potentially be insolvent the risk to Council is that they abandon the contract.	12 Very High	Conduct the due diligence process for all contractors.	3 Moderate
Release of incorrect or confidential information	If incorrect or confidential information was given out through social media, media releases, staff actions at the	12 Very High	All Media releases are to be checked off by Dir – Community Services, and signed off by CEO or Mayor. Social	2 Moderate

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	services desks, LGOIMA requests, council meetings, and/or functions THEN risk of damaged reputation, ratepayer distrust and actions from Local Government ministry and/or Privacy Commissioner.		Media Policy in place for clear guidance of social media use. Front counter training needs and communication guidelines established - a resource centre (knowledge base) maintained for FAQ's from public. Consider implementing a Privacy Impact Assessment for how council handles personal information.	
Online Passwords	If online passwords are shared or used inappropriately, then there is the risk that staff can access or hack Council owned systems and release sensitive information.	4 High	Ensure that where a staff member leaves and they have access to logins accessible online that the passwords are changed and access ceases. Limit use of online accounts.	2 Moderate
Contractor Damage or Breach	If Council and/or council contractors are found to be liable for public/environmental damage, or any actions that are unsafe or non-compliant with legislation and applicable policies and standards, then fines, possible injury, long-term damage, reputational damage could result.	12 Very High	Appropriate procedures and guidelines are in place to monitor contractor actions and our own including health and safety audits, contractor meetings/KPI's. The Council requires all physical works contractors to go through a thorough health and safety pre-qualification process and become approved before commencing any physical work. All relevant staff are kept up to date with pre-approved contractors register. Mini audits and random checks should be built into contracts. Contractor public liability insurance	3 Moderate

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			required for all major contracts.	
CCO and other Out-sourced Functions	If Council's non-core activities (farm, aerodrome) or CCO (Percy Thomson Trust) operate in a way that has potential for non-compliance with the law or potential for financial loss THEN there may be legal, financial, environmental and health implications.	4 High	Ensure regular meetings between council staff and external operators are held and there is good reporting and monitoring of key risks and KPI's by council staff. CCO's must report six-monthly to Council. Farm Business plan is prepared annually, separate to the Annual Plan, which contains all other council operations.	3 Moderate
Elected Members Communication	If elected members disclose commercially sensitive or confidential information to the public, then this could damage the reputation and public trust of elected members and council staff.	6 High	Ensure elected members have a good awareness and understanding of the SDC Code of Conduct. Induction for new councillors should be thorough and cover communication with the public, in private, and at Council meetings.	3 Moderate
Elected Members - Decision Making TOP TEN RISK	Elected members make significant decisions in relation to the Long Term Plan budget setting. This has an impact on the Property Activity Management Plan and the work programmes that are developed throughout the 3 year period. This could have an impact on the levels of service for the community.	12 Very High	Relies on the accuracy and quality of the advice given by staff to elected members -	4 Moderate
Council employees abuse members of the public TOP TEN RISK	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	Refer to the Staff Code of Conduct.	4 Moderate

APPENDIX 2 - PROPERTY OPERATIONAL DOCUMENTS

Consents	Commencement Date	Expiry Date	CM Reference
2257-3 Abstraction from Patea River for Stratford public swimming pool	24/09/2003	1/06/2022	D17/20464
0409-3 Discharge to Patea River (Public Swimming Pool)	24/09/2003	1/06/2022	D17/20426
3038-2 Discharge to Kahouri Stream (treated dairy farm effluent)	20/06/2003	1/12/2022	D17/20466
1858-3 Discharge to Puakai Stream (treated dairy farm effluent)	7/05/2012	1/12/2028	D17/20463
Policies	Commencement Date	Review Date	CM Reference
Housing for the Elderly	11/12/2018	2021/2022	D18/35504
Procurement Policy	11/06/2019	2022/2023	D18/29563(v3)
Asset Management	26/05/2020	2023/2024	D20/4330
Bylaws	Commencement Date	Review Date	CM Reference
Public Places and Nuisances Bylaw (Draft)			
Strategies	Commencement Date	Review Date	CM Reference
Infrastructure Strategy 2021-2051	1/02/2021	2050/2051	D21/2700
Contracts	Commencement Date	Review Date	CM Reference
Building Facilities Maintenance Contract	1/07/2019	1/06/2022	D19/15965
Whangamomona Lawn Mowing	1/03/2020	28/02/2023	D20/36899