



Parks, Reserves and Cemeteries

Asset Management Plan 2021-2031



TE KAUNIHERA Ā ROHE O
WHAKAAHURANGI
STRATFORD
DISTRICT COUNCIL

Long Term Plan 2021-31

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

2021-2031

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EXECUTIVE SUMMARY

The Stratford District

The Stratford District is a land locked area encompassing 2170km² located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui Districts in the Horizons Regional Council. Within the district there are four distinct geographical areas:

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

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

The Parks, Reserves and Cemeteries Activity Management Plan

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

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

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

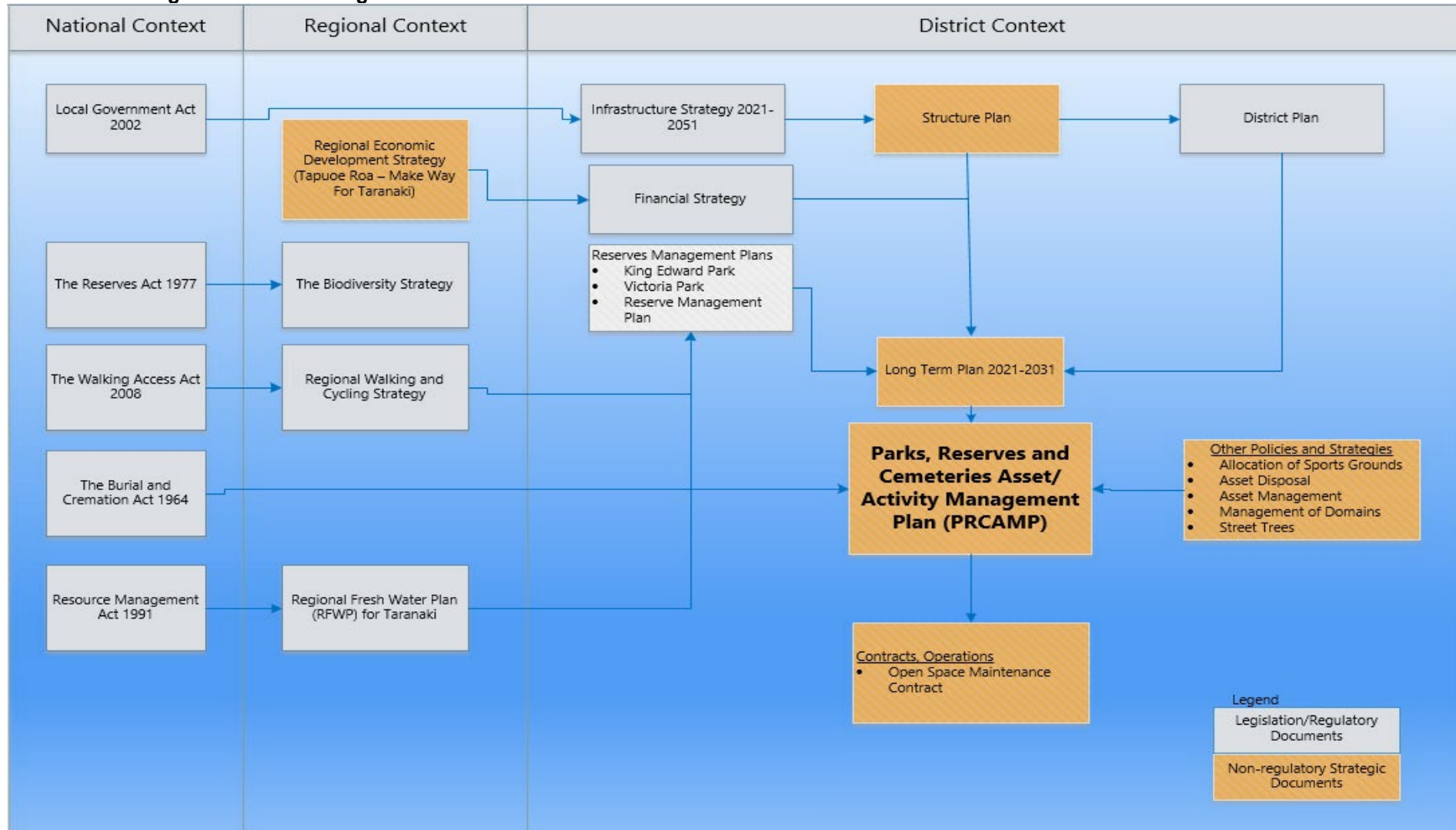
The Strategic and Legislative Context

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

The key central, regional and local government drivers are:

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

The PRCAMP Legislative and Strategic Context



Our Community Outcomes

The Council’s vision for the 2021-2031 Long Term Plan (LTP) is ‘a *progressive, prosperous district where communities are celebrated*’. The Council’s identified *Community Outcomes* to achieve the vision are:

- Vibrant community
- Sustainable environment
- Connected communities
- Enabling Economy

The delivery of good quality infrastructure and the provision of services in a cost-effective manner via effective activity management planning will ensure the achievement of Council’s Community Outcomes.

Community Outcomes		Parks, Reserves and Cemeteries 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"> • Maintaining an attractive and biodiverse natural environment within urban areas; • Providing a range of accessible, safe and healthy recreational facilities and opportunities through the provision of sportsfields, walkways and playgrounds. • Maintaining parks, reserves and cemeteries in a sustainable manner for the future generation; • Ensuring parks, reserves and cemeteries are well maintained and accessible to all. • Delivering on the agreed level of service • Funding capital works which offer value for money for current and future generations of Stratford District ratepayers and ensures the financial security of Council is not compromised.
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>	
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>	
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>	

Our Problems and Benefits Statements

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

Problem Statements	Project	Benefit Statements
Unsafe children's playground	Adrian Street Fort Demolition	<ul style="list-style-type: none"> • Improve community levels of service; • Keeping the playground compliant; • Keeping the community safe
Road safety and visibility	Broadway Roundabout Gardens Upgrade	<ul style="list-style-type: none"> • Improve community levels of service; • Improve safety on key entry points; • Ensuring traffic, pedestrians and contractors are safe
Aging and disintegrating entrance paths	Kopuatama Cemetery Entrance Upgrade	<ul style="list-style-type: none"> • Improve community levels of service; • Cemetery entrance will be appealing; • Keep visitors safe from hazards
Aging and disintegrating entrance paths	Midhirst Old Cemetery Pathway Upgrade	<ul style="list-style-type: none"> • Improve community levels of service; • Historic cemetery entrance will be appealing; • Keep visitors safe from hazards
Trees of Significance not appreciated and accentuated and lost within the park	King Edward Park Pathway to Trees of Significance	<ul style="list-style-type: none"> • Improve community levels of service; • Encourage more recreation in community; • Attract more visitors to King Edward Park
Increased tourism through Whangamomona	Whangamomona Camp Ground Septic Tank Replacement	<ul style="list-style-type: none"> • Improve community levels of service; • Provide quality infrastructure to community; • Ensure community manages increase in tourists

Our Levels of Service and Performance Measures

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

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

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

Our Programme Business Case

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

Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance – Playground	NZSS Compliance – Footbridges
Operations/ Maintenance	Normal Scheduled Maintenance / Operations	✓	✓	✓	✓
	Berm extensions, Kopuatama Cemetery		✓		
	Repaint fences, sheds Kopuatama Cemetery		✓		
	Re-level runway and maintenance, Aerodrome		✓		
	Re-paint grandstand, Victoria Park		✓		
	Clean Memorial Gates, Victoria Park		✓		
	Clean Memorial Gates, King Edward Park		✓		
Renewal/ Replacement	Garden replanting		✓		
	Street tree replacements		✓		
	Heritage trail sign replacements		✓		
Level of Service Improvements	Continued Park and Walkway development	✓	✓		
	Develop children’s bike park		✓		
	Adrian Street Demolition		✓	✓	
	Broadway Roundabouts Garden Upgrade		✓		
	Kopuatama Cemetery Upgrade		✓		
	Midhirst Old Cemetery Pathway Upgrade		✓		
	King Edward Park Pathway to Trees of Significance		✓		
	Whangamomona Camp Ground Septic Tank		✓		

Funding Our Investment Strategy

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

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

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

Generally, the Council expects that:

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

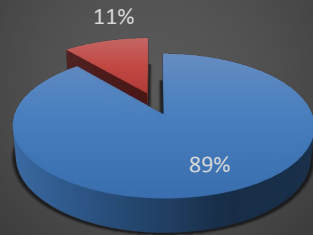
A summary of Council’s Capital Investment funding Strategy over a 10-year period is shown in the Table below. Our total Expenditure projection is provided in Section 9 of the PRCAMP; Total expenditure split for this activity is provided in the figures below.

Our 10 –Year Capital Expenditure Projection

10 –Year Capital Expenditure Projection (‘000)											
Asset Group	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

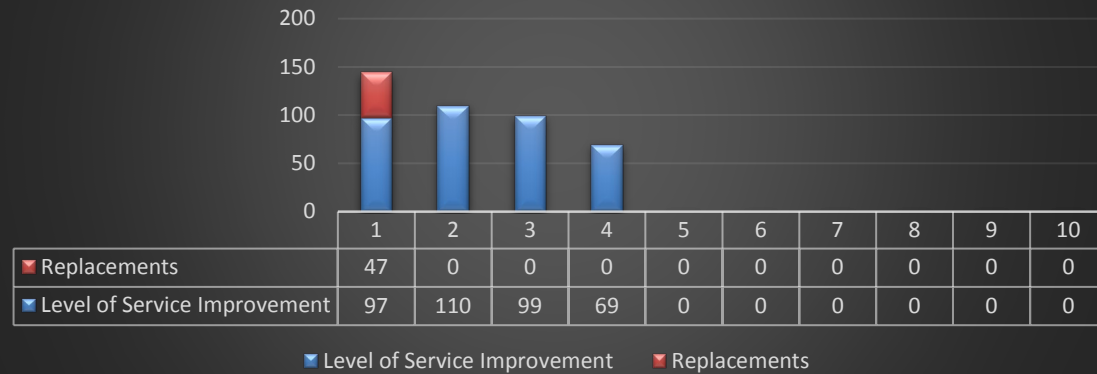
Executive Summary

Parks and Reserves LoS vs Replacements 2021-2031



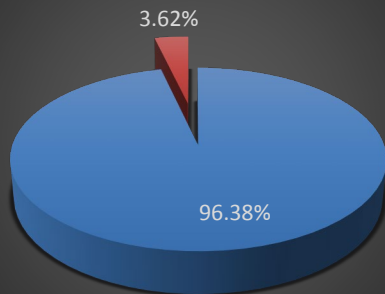
■ Level of Service Improvement ■ Replacements

Annual Parks and Reserves Budget - LoS vs Replacements 2021-2031



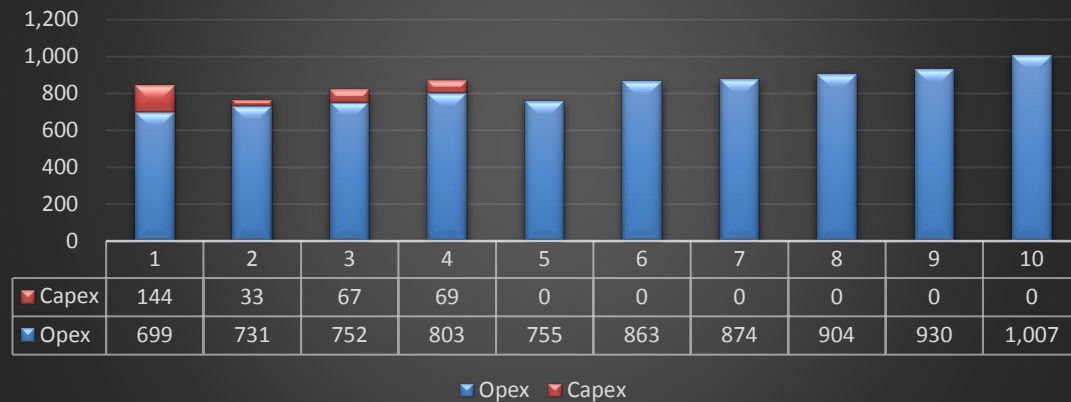
■ Level of Service Improvement ■ Replacements

Parks and Reserves Expenditure 2021-2031

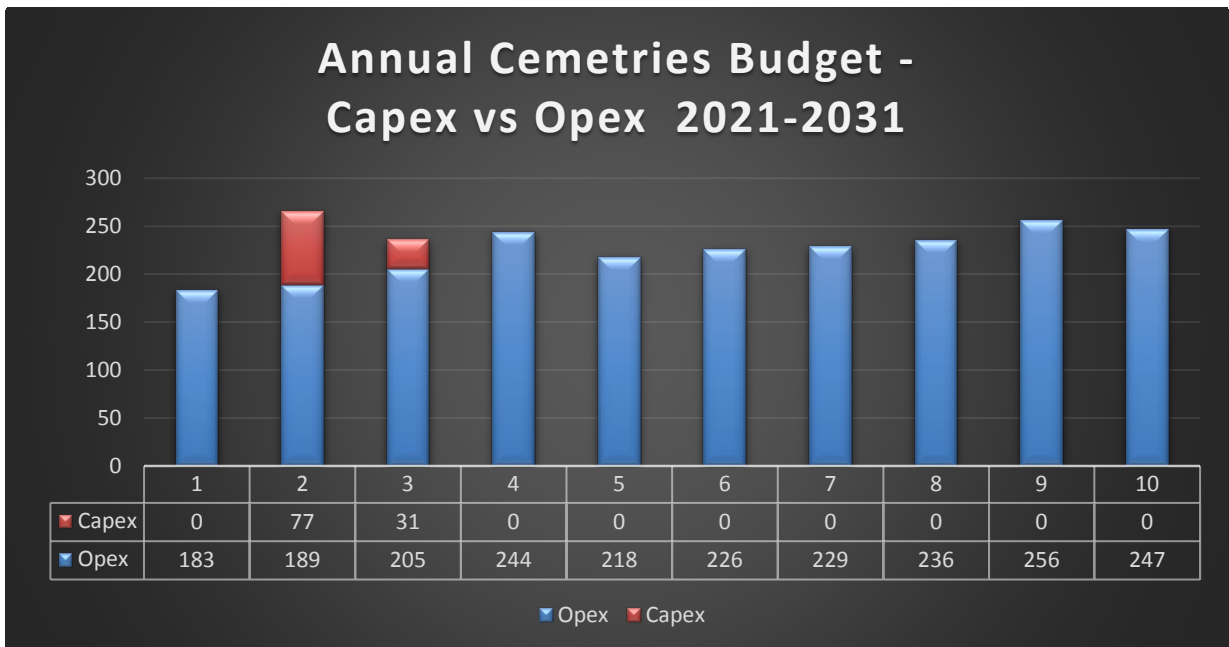
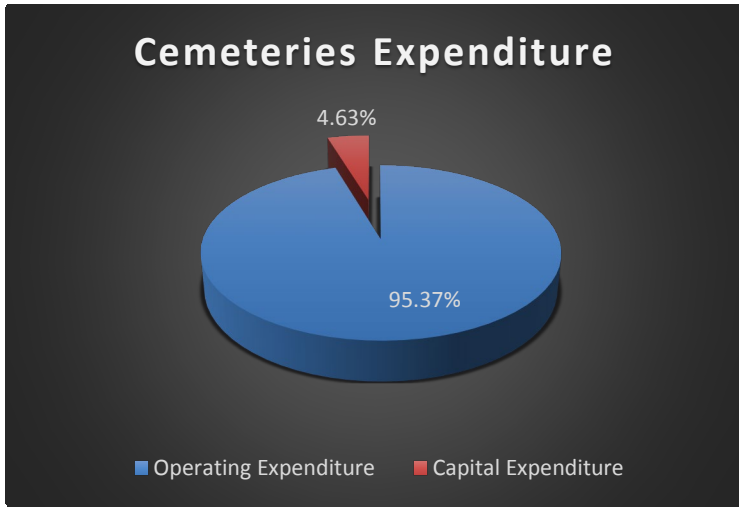


■ Operating Expenditure ■ Capital Expenditure

Annual Parks and Reserves Budget - Capex vs Opex 2021-2031



■ Opex ■ Capex



1.0 Introduction

1.0: INTRODUCTION

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1.1. PURPOSE OF THE PLAN

The Parks, Reserves and Cemeteries Activity Management Plan 2021-2031 ('the PRCAMP') is a 10 Year Strategic Plan for the Stratford District Council ('the Council') which details how the Council will manage the Parks, Reserves, and Cemeteries activities, assets, and services in an efficient, safe, reliable, and sustainable manner to provide value for money for our customers and investors.

The PRCAMP informs the development of the Council's 2021-2031 Long Term Plan (LTP). It shows how the Council will prioritise and address key District park, reserve and cemetery issues, in the face of competing projects and constrained resources. The prioritisation of competing projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS), and also meet legislative objectives and requirements. The PRCAMP proposes work programmes that deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times and for the right price.

The audience for this plan includes our parks, reserves and cemeteries customers, ratepayers, residents, stakeholders, Council representatives, Council staff, contractors, consultants, developers, and members of the public who will take an interest in the future of levels of service the Council will be offering.

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

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 Township on the north bank of the Patea River was cleared in 1877 and was originally named Stratford-on-Patea. It was named after Stratford-Upon-Avon, Shakespeare's birthplace, and the streets were named after Shakespearean characters including Oberon, Cordelia, Juliet and Hamlet. By 1906 the population of Stratford numbered almost 6,000. Other towns throughout the district sprung up as the bush was cleared and new farming districts developed. Schools, hotels, stores and other community facilities were established, however, the 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 150 full-time residents, a hotel, a handful of historic buildings, and the odd goat. (*Refer: Stratford District Council Website.*)

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.

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. (*Refer: Stratford District Plan 2014.*)

1.2.3 DISTRICT MAIN COMMUNITIES

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

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 6690. 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 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 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 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 hotel, 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 150 people live in and around Whangamomona (Statistics NZ 2013).

Introduction

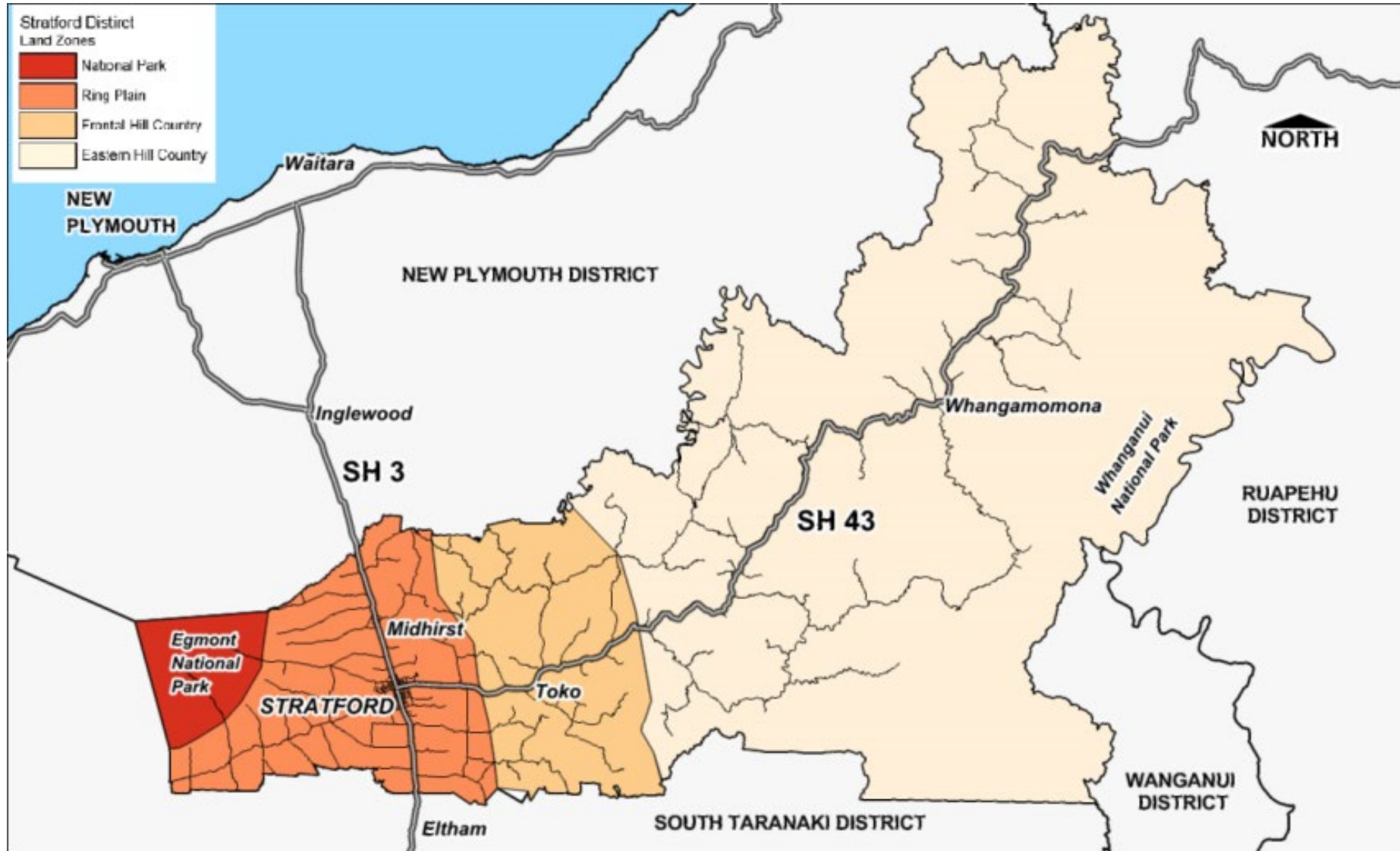


Figure 1 - The Stratford District 2020

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 Roading activities and services; and
- The *Assets Management Team*, comprising the operational and maintenance staff who carry out the direction set by the *Executive Management Team*.

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

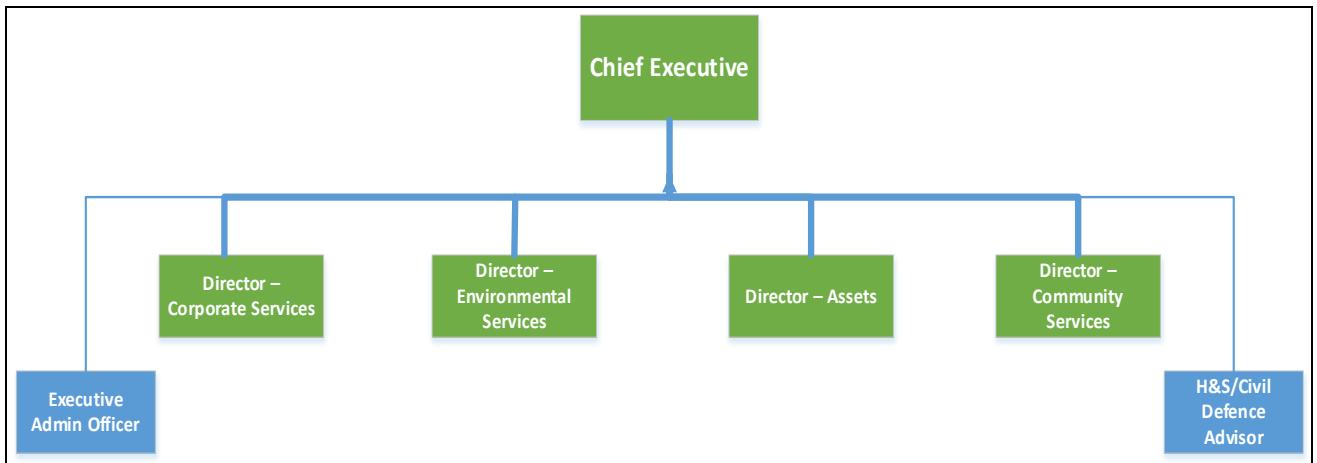


Figure 2 - The Executive Management Team

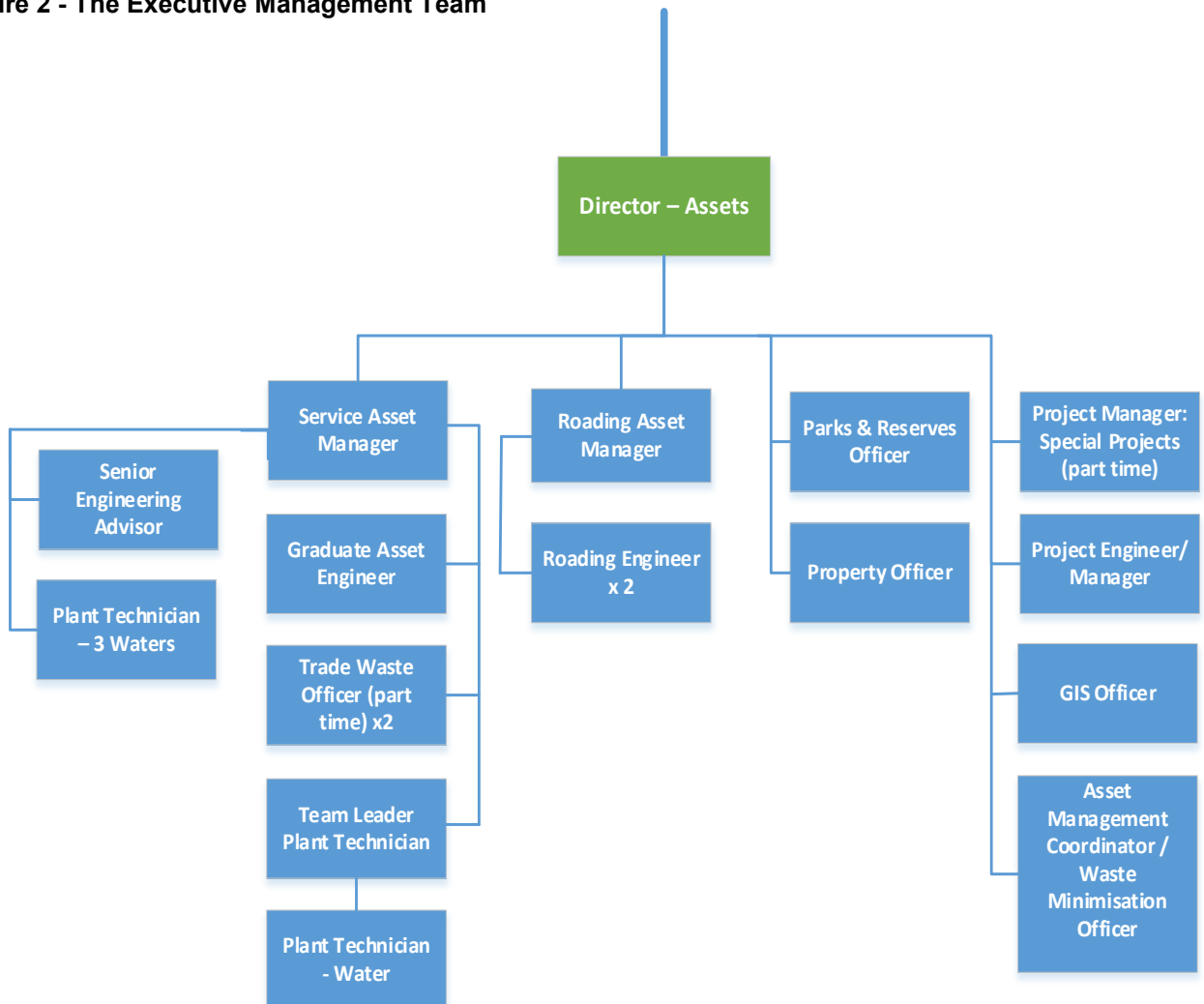


Figure 3 - The Assets Department

1.4. THE PARKS, RESERVES AND CEMETERY ACTIVITY

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

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

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

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

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

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

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

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

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

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

Community Outcomes		Parks, Reserves and Cemeteries Activity Contribution
Vibrant community	<ul style="list-style-type: none"> We celebrate and embrace our community's cultures and traditions. We tell our unique story. We will develop strong relationships with iwi, hapu and marae. 	<ul style="list-style-type: none"> Maintaining an attractive and biodiverse natural environment within urban areas; Providing a range of accessible, safe and healthy recreational facilities and opportunities through the provision of sportsfields, walkways and playgrounds.
Sustainable environment	<ul style="list-style-type: none"> Our natural resources can be enjoyed now and by future generations. We are committed to working towards zero waste. We have well planned and resilient infrastructure that meets the current and future needs of the district. We strive to understand and support Te Ao Māori values and principles. 	<ul style="list-style-type: none"> Maintaining parks, reserves and cemeteries in a sustainable manner for the future generation;
Connected communities	<ul style="list-style-type: none"> Our neighbourhoods are safe and supported We enable positive healthy lifestyles, through access to health, social and recreation services We have a strong sense of belonging We value opportunities to be involved and work together as a community 	<ul style="list-style-type: none"> Ensuring parks, reserves and cemeteries are well maintained and accessible to all. Delivering on the agreed level of service
Enabling economy	<ul style="list-style-type: none"> We are a welcoming and business friendly District We encourage a strong and diverse local economy We promote opportunities to visit, live and invest in the district We support economic opportunities for Māori 	<ul style="list-style-type: none"> Funding capital works which offer value for money for current and future generations of Stratford District ratepayers and ensures the financial security of Council is not compromised.

1.6. OUR PARTNERS, CUSTOMERS AND KEY STAKEHOLDERS

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

Our key partners are those groups or organisations that we are aligned with as owners of the open space issues in our region and district. Our customers are individuals, groups or organisations that either directly or indirectly use services provided by the Parks, Reserves and Cemeteries Activity. Our key stakeholders are individuals, groups or organisations who may or may not be 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	Regulatory body with whom we have strategic alignment.
Utility Owners	New Zealand Utilities Advisory Group (NZUAG) requirements for co-ordinating networks.
Sport Taranaki	To support active sport and recreation in Stratford.
Department of Conservation (DOC)	Providing advice and consent to various activities relative to parks and reserves.
Walking Access Commission	Providing advice and helps negotiate, establish, maintain, and improve public access to the outdoors.
Local Iwi	Liaise mainly in relation to significant projects that may impact on local Maori.
TEMO/Civil Defence	In the event of a Civil Defence emergency they provide advice and work alongside emergency services, lifeline utilities and government departments.
Police/Emergency Services	Liaison with Council in the event of damage to parks, reserves or cemeteries, or injury to those when they were within these open spaces.
Audit New Zealand	Performance monitoring
Contractors; Local community and recreational groups; Ratepayers Associations; The General public; Schools; Lessees; Tourists and Visitors	Liaison with Council in relation to the use, maintenance and management of the assets.

1.6.1 THE CUSTOMER CHARTER

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 Parks, Reserves and Cemeteries AMP at the national, regional and district levels.

2.2. NATIONAL CONTEXT

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

- The Reserves Act 1977
- The Local Government Act 2002
- The Resource Management Act 1991
- The Burial and Cremation Act 1964
- The Walking Access Act 2008
- Public Works Act 1981
- The Building Act 2004
- Fencing Act 1978
- Conservation Act 1987
- Property Law Act 2007

2.2.1 THE RESERVES ACT 1977

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

2.2.2 THE LOCAL GOVERNMENT ACT 2002

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

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

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

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

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

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

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

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

2.2.3 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.

2.2.4 THE BURIAL AND CREMATION ACT 1964

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

2.2.5 THE WALKING ACCESS ACT 2008

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

2.3. REGIONAL CONTEXT

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

2.3.1 THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2017

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

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

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

2.3.2 THE REGIONAL FRESH WATER PLAN

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

2.3.3 THE TARANAKI REGIONAL COUNCIL BIODIVERSITY STRATEGY 2018-2038

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

2.3.4 WALKING AND CYCLING STRATEGY (DRAFT)

This strategy is designed to promote walking and cycling in the region and aims to identify current and future walking and cycling opportunities as part of a regionally integrated network.

2.4. DISTRICT CONTEXT

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

2.4.1 THE LONG TERM PLAN (LTP) 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 and controls aiming to mitigate the detrimental environmental effects of new developments.

2.4.3 THE ANNUAL PLAN

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

2.4.4 RESERVES MANAGEMENT PLANS

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

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

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

Table 3 - District Strategic Drivers

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Communication and Engagement Strategy	Developed in compliance with Section 76AA of the Local Government Act 2002 to set out Council's approach to communicating and engaging with the community.	Ten yearly	Provides a framework for communication and engagement
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.
Significance and Engagement Policy	<p>Developed in compliance with Section 76AA of the LGA 2002, to set out Councils approach to:</p> <ul style="list-style-type: none"> • The assessment of significance during decision-making. It provides direction on the consideration of community views and the level of community engagement that might be desirable to enable Council to develop a clearer understanding of community views and preferences on an issue or proposal. • Community engagement and the ways the community can influence and participate in the decision-making of the Council. 	Three yearly	Determines level of engagement required for asset management planning activities/projects
Procurement Policy	<p>The purpose of this policy is to ensure Council, when procuring goods, works or services;</p> <ul style="list-style-type: none"> • achieves the right outcomes and value for money; • manages risk while allowing staff to exercise business judgement and be innovative; • demonstrates fairness; • reflects best management practice; and • has a local procurement policy applying to works with a monetary value up to a limit prescribed by Council. 	Three yearly	Provides the framework for the purchasing of goods, works and services for Stratford District Council

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Annual Plan (AP)	<p>A regulatory document pursuant to Section 95 of the Local Government Act 2002.</p> <p>The Annual Plan updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure and shows how that year of the LTP will be funded.</p>	Annually	Determines annual KPI targets for performance monitoring
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Reports on annual KPI targets that are determined by the Annual Plan
Assessment of Water and Sanitary Services	<p>Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.</p> <p>This assessment includes an analysis of the quality and quantity of existing cemeteries.</p>	Ten yearly	Identified issues and required actions feed into the AMP in respect of cemeteries
<p>Other Council Policies, By-laws, etc</p> <p>BYLAWS:</p> <ul style="list-style-type: none"> • Cemeteries Bylaw 2020 • Parks and Reserves Bylaw 2020 • Control of Dogs Bylaw 2020 <p>POLICIES:</p> <ul style="list-style-type: none"> • Allocation and Use of Sports Grounds • Licence to Occupy (Draft) • Occupation of unused road reserve (Draft) • Significance and Engagement Policy 	The tools that guide and direct Council activities (see Appendix 2)	As applicable	Support asset management planning and good practice.

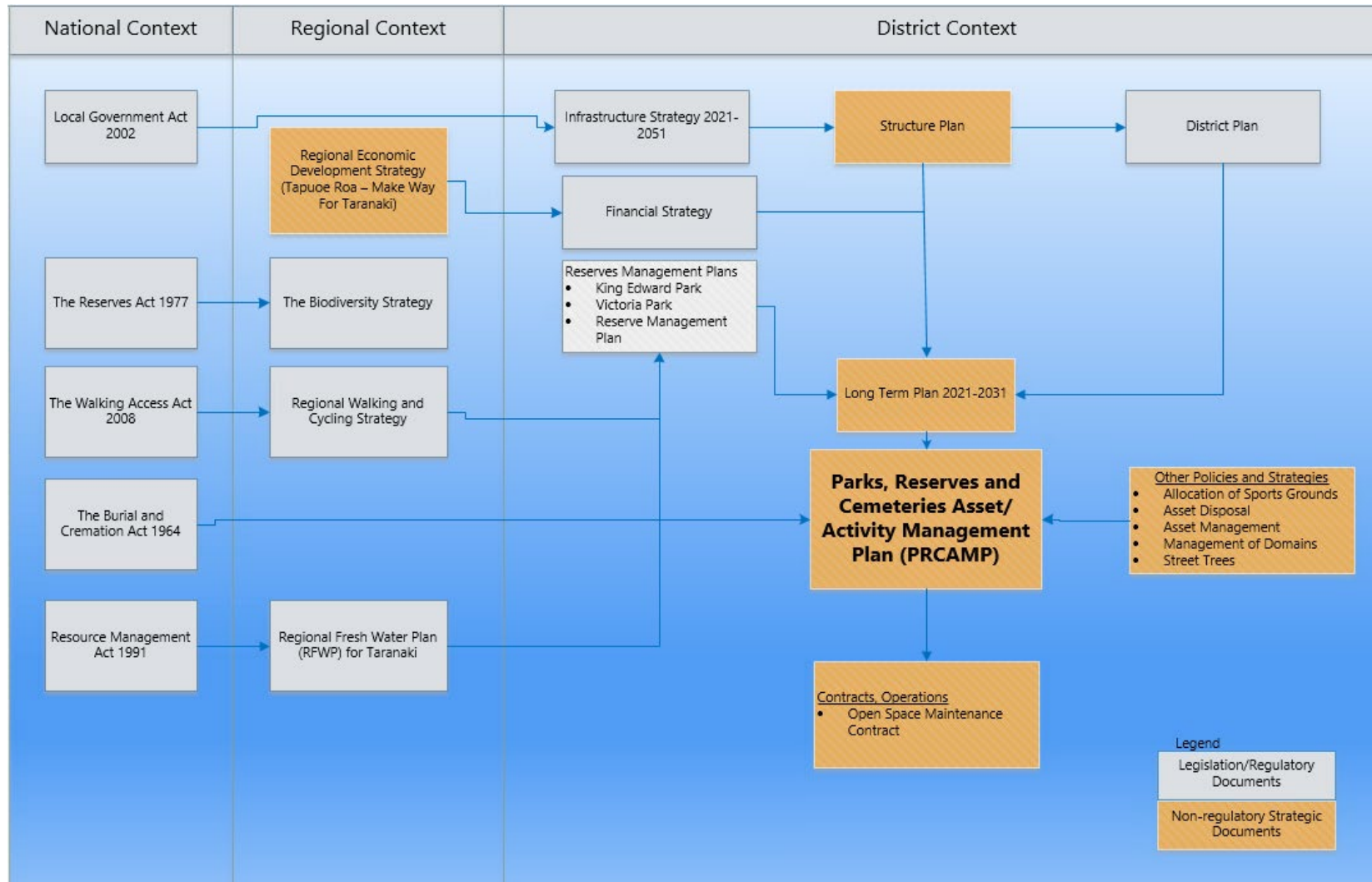


Figure 4 – Strategic and Legislative Framework

3.0

Asset Information

3.0: ASSET INFORMATION

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3.1. ASSET OVERVIEW

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

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

3.2. ASSET VALUATION

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

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

The asset valuations contained in Table 4 were carried out by Telfer Young (Taranaki) as at 31 December 2019. Note that:

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

3.3. USEFUL LIFE

Useful life (Baselife) refers to either;

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

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

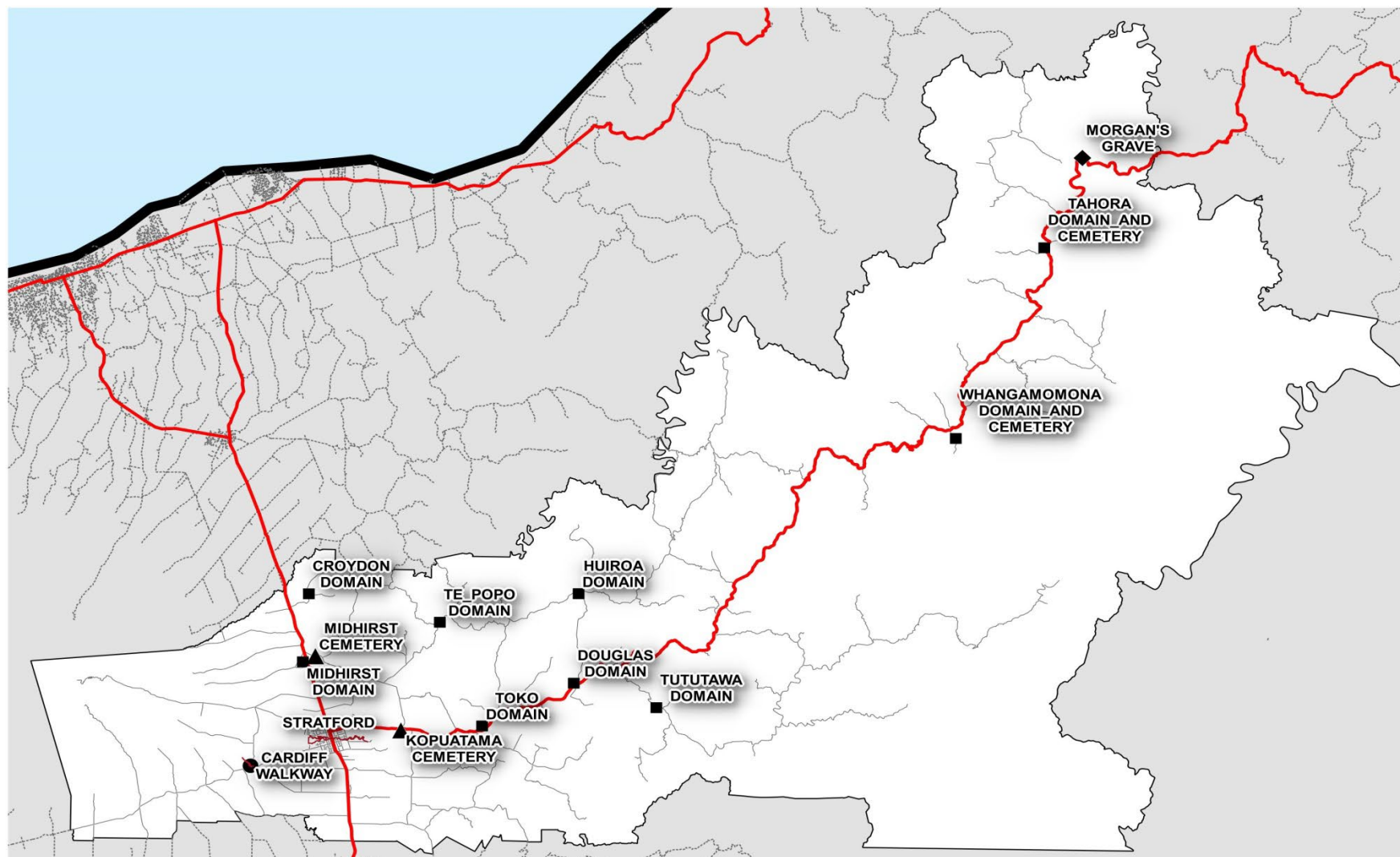


Figure 5 - Principal Rural Reserves and Cemeteries

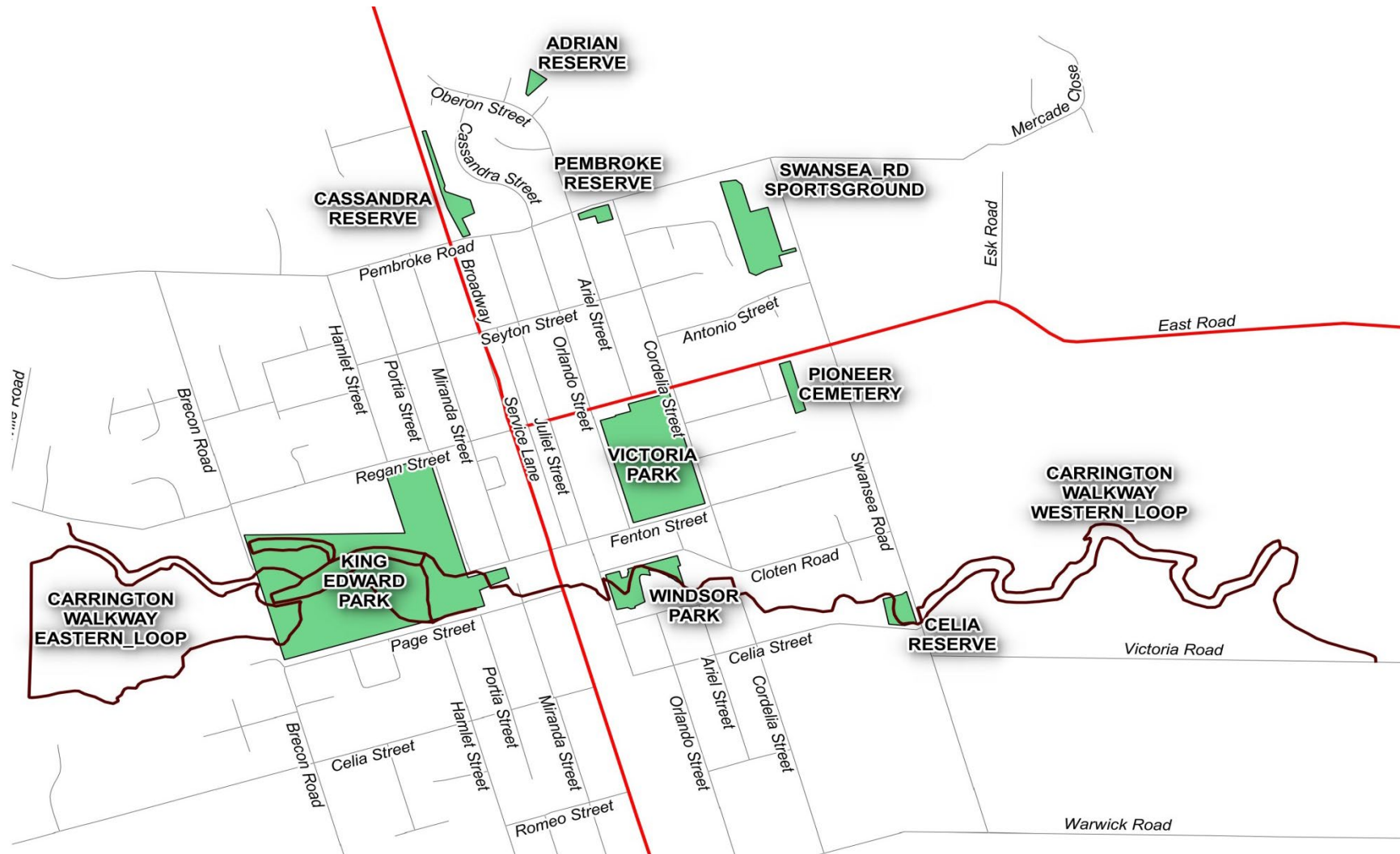


Figure 6 - Principal Urban Reserves and Cemeteries

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

Asset Group	Description	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
				RC	ODRC	AD
Parks	King Edward Park	50	7	1,860,700	897,700	128,242
	Victoria Park	50	28	2,076,300	1,061,400	37,907
	Part Windsor Park	106	7	23,400	1,500	214
	Part Windsor Park	100	31	2,400	700	22
Total				3,962,800	1,961,300	166,385
Neighbourhood Reserves	Adrian Reserve	50	9	20,500	3,690	410
	Part Cassandra Reserve	50	16	14,600	4,672	292
	Celia Reserve	50	6	0	0	0
	Part Pembroke Reserve	100	24	8,000	1,900	79
	Part Pembroke Reserve	68	10	5,300	800	80
Total				48,400	11,062	861
Sportsgrounds	Swansea Sportsground	50	17	170,600	58,000	3,411
Total				170,600	58,000	3,411
Pedestrian Precinct	Prospero Place	50	16	84,900	27,100	1,693
Total				84,900	27,100	1,693
Rural Domains	Part Midhirst Domain	40	6	3,600	540	90
	Part Midhurst Domain	50	26	18,900	9,800	376
	Tahora Domain	50	11	25,100	5,500	500
	Croydon Domain	0	0	0	0	0
	Whangamomona Domain	110	10	932,800	156,000	15,600
	Douglas Domain	100	26	652,300	140,061	5,386
	Te Popo Domain	111	7	158,600	18,500	2,642
	Huiroa Domain	56	7	30,100	3,763	537
	Toko Domain	56	7	14,400	1,800	257

Asset Group	Description	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
				RC	ODRC	AD
	Part Tututawa Domain	100	6	200,400	20,444	3,407
	Part Tututawa Domain	56	7	14,800	1,851	264
	Part Tututawa Domain	68	10	17,100	1,760	176
Total				2,068,100	360,019	29,235
Misc. Reserves	Kohuratahi Pound Reserve	70	26	26,600	3,420	131
	Prospect Road Cemetery Reserve	66	7	2,000	200	28
	Page Street extension Esplanade Reserve	56	7	5,900	700	100
	Elizabeth Grove Esplanade Reserve	66	7	2,100	200	28
	Beautification Areas	50	14	44,000	9,680	691
	Midsummer Esplanade Reserve	100	100	16,305	16,305	163
Total				96,905	30,505	1,141
Cemeteries	Part Midhirst Cemetery	56	7	4,800	600	85
	Part Midhirst Cemetery	100	75	40,800	27,945	372
	Tahora Cemetery	100	79	13,000	6,100	77
	Whangamomona Cemetery	100	79	18,400	7,500	95
	Waipuku Cemetery	50	26	9,200	4,800	184
	Kopuatama Cemetery	70	14	233,900	36,759	2,625
	Pioneer Cemetery	100	61	92,300	45,700	749
Total				412,400	129,404	4,187
Walkways	Carrington Walkway	50	21	629,500	225,000	10,714
Total				629,500	225,000	10,714
Grand Total				7,473,605	2,802,390	217,627

3.4. ASSET INFORMATION SYSTEM

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

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

3.5. INFRASTRUCTURE ASSETS

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

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

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

3.5.1 PARKS

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

King Edward Park

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

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

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

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

Table 6 - King Edward Park Information

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



Figure 7 - King Edward Park

Victoria Park

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

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

Table 7 - Victoria Park Information

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



Figure 8 – Old Victoria Park Map with insert of additions

Windsor Park

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

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

Table 8 - Windsor Park Information

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



Figure 9 - Windsor Park

3.5.2 WALKWAYS

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

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

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

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

3.5.3 PEDESTRIAN PRECINCT

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

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

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

Table 9 - Pedestrian Precinct Information

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

3.5.4 SPORTS GROUND

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

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

Table 10 - Swansea Sports Ground Information

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



Figure 10 - Swansea Sportsground

3.5.5 DISCOVERY TRAIL



Figure 11 - Stratford Discovery Trail Map

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

3.5.6 NEIGHBOURHOOD RESERVES

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

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

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

Table 11 - Adrian Reserve Information

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

Table 12 - Cassandra Reserve Information

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

Table 13 - Celia Reserve Information

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

Table 14 - Pembroke Reserve Information

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

3.5.7 RURAL DOMAINS

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

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

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

Table 15 - Croydon Domain Information

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

Table 16 - Douglas Domain Information

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

Table 17 - Huiroa Domain Information

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

Table 18 - Midhirst Domain Information

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

Table 19 - Tahora Domain Information

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

Table 20 - Te Popo Domain Information

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

Table 21 - Toko Domain Information

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

Table 22 - Tututawa Domain Information

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

Table 23 - Whangamomona Domain Information

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

3.5.8 MISCELLANEOUS RESERVES

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

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

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

3.5.9 CEMETERIES

Operating Cemeteries

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

Table 24 - Kopuatama Cemetery Information

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

Kopuatama is the principal operating cemetery for the Stratford District (Figure 12). The first burial was recorded in July 1906 and the cemetery was designated as a lawn cemetery in the 1950’s. The cemetery has three Services areas for returned services personal. The original Soldiers' Block is just inside the main gate, and no longer available for interments. The new Returned Services area is located at the far end of the cemetery, in a direct line from the main gate.

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



Figure 12 - Layout of Kopuatama Cemetery Stratford



Figure 13 - Proposed extension to the west of existing Kopuatama Cemetery

Table 25 - Midhirst Cemetery Information

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

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

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

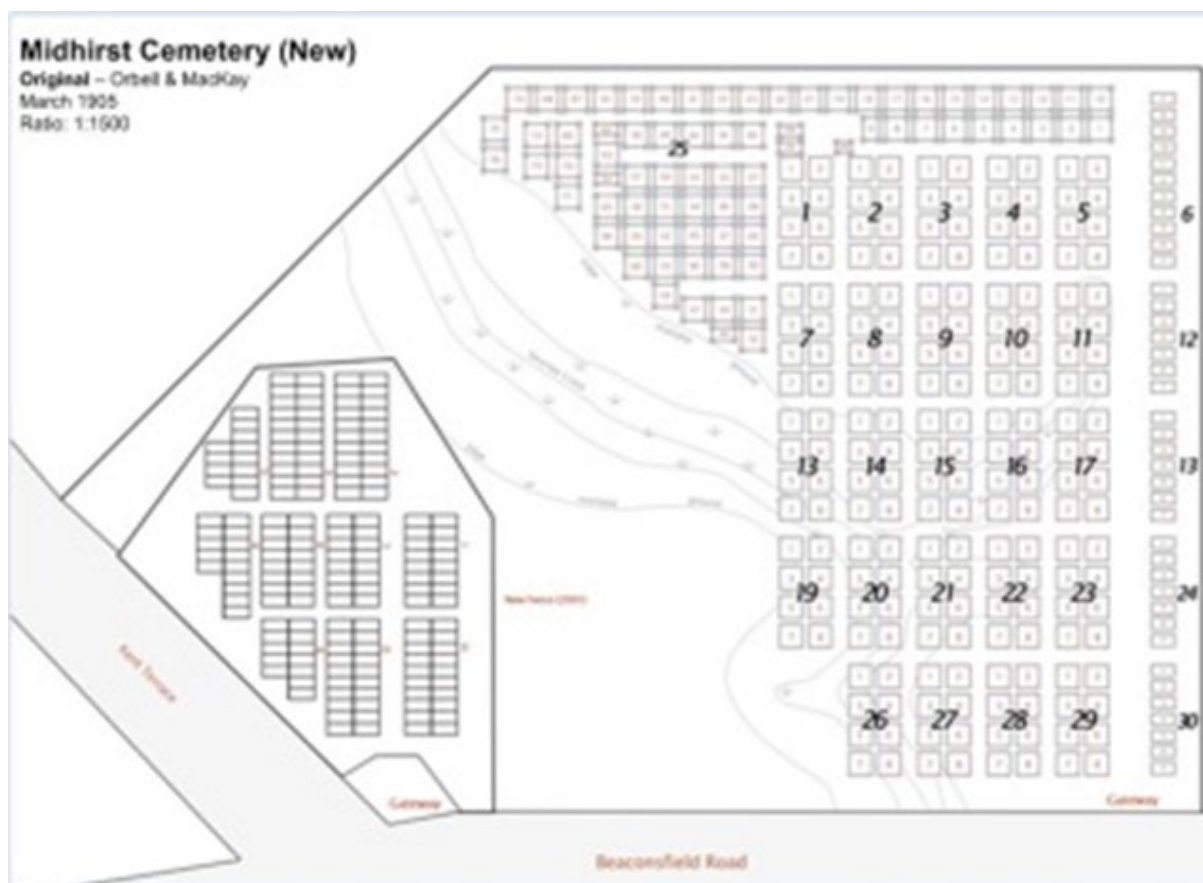


Figure 14 - Layout of Midhirst Cemetery

Closed Cemeteries

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

Table 26 - Waipuku Cemetery Information

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

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

Table 27 - Midhirst Cemetery (old) Information

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

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

Table 28 - Pioneer Cemetery Information

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

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

Table 29 - Whangamomona Cemetery Information

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

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

Table 30 - Tahora Cemetery Information

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

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

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

3.6. ASSET MANAGEMENT MATURITY ASSESSMENT

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

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

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

Table 31 - Parks, Reserves and Cemeteries Asset Management Maturity Index Assessment

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
1	Strategic Direction	Intermediate	<ul style="list-style-type: none"> • Asset Management 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 Direction for the Council.
2	Defining Level of service	Intermediate to Advanced	<ul style="list-style-type: none"> • Level of service and cost relationship understood. 	<ul style="list-style-type: none"> • Existing levels of service are generally maintained however, can be re-defined as result of either legislative requirements or through customer feedback

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
			<ul style="list-style-type: none"> • Customers are consulted on significant service levels and options. • Customer communications plan in place. • Levels of service are integral to decision making and business planning. 	<ul style="list-style-type: none"> • Enabling customers to assess customer values such as accessibility, quality, safety, and sustainability through LOS • This will part of the LTP consultation process and customer satisfaction surveys completed by customers on an annual basis • LOS performance targets are measured through monthly, annual and bi-annual reporting
3	Forecasting future demands	Core to Intermediate	<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 facing SDC. These are included in the AMP as “Problem Statements” • Forecasting is based on population and economic growth statistics in addition to regulatory changes at the central government level • Demand Management is being associated with population growth, signalling demand on all open spaces and a focus on cemetery sites to meet future needs
4	Collecting Asset Information	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. 	<ul style="list-style-type: none"> • Data is collected, updated and validated on an ongoing basis, particularly when new assets are being installed and maintenance occurs on existing assets • Regular maintenance/inspections occur on all open spaces and are then documented in monthly reports, ensuring data can be correlated
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 and physical integrity of an open space asset (e.g. playground equipment) is deduced based on the age, material type and analysis of collected statistical data • The performance, being a measure of whether the asset is delivering level of service requirements, is monitored during routine inspections and asset upgrades

3.7. ASSESSMENT OF ASSET CONDITION

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

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

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

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

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

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

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

Condition Grading

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

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

Table 32 - Condition Grading System

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

3.8. DATA ACCURACY AND CONFIDENCE

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

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

Table 33 - 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 34 - Data Confidence Grading System

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

Table 35 – Asset Data Grading by Asset Group

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

3.9. IMPROVEMENT PLAN

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

Table 36 - Actions Identified for Improving Management of the Asset

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

4.0

Future Growth and Demand

4.0: FUTURE GROWTH AND DEMAND

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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 Parks, Reserves and Cemeteries Services.

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

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

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

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

4.2. DEMAND FORECASTING

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

As part of the planning process Council considers:

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

Key Information gathered during the forecasting process includes:

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

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

4.3. DEMAND DRIVERS AND IMPACTS

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

- Population;
- Economic Development;
- Tourism;
- Land Use Changes;
- 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

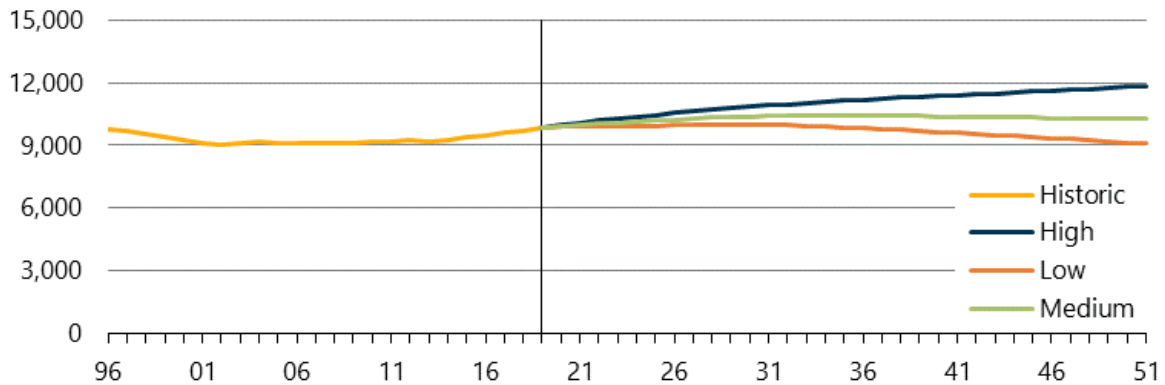


Figure 15 - Stratford District Total Population Projections

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 Parks, Reserves and Cemeteries 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.

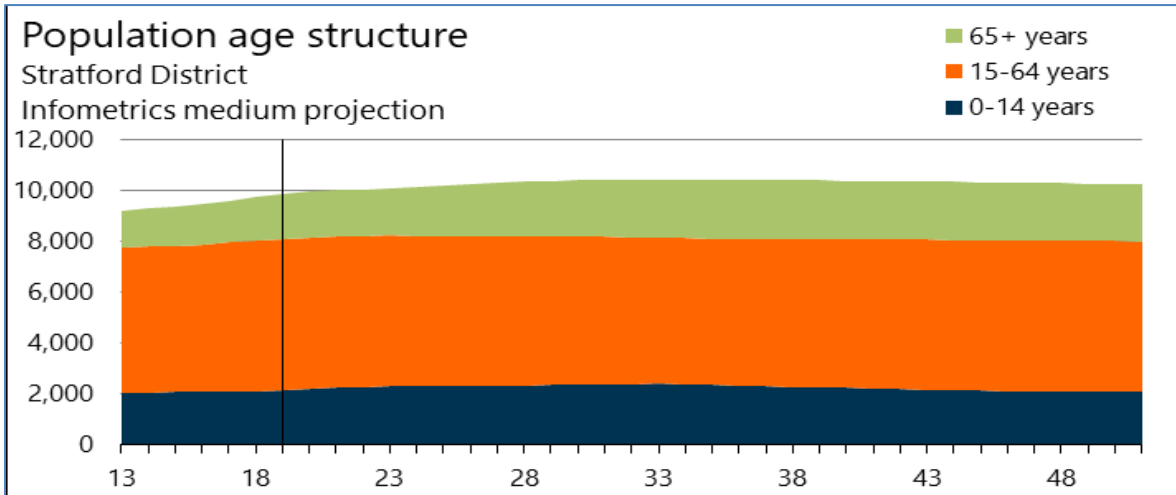


Figure 16 - Stratford District's Population Age Structure

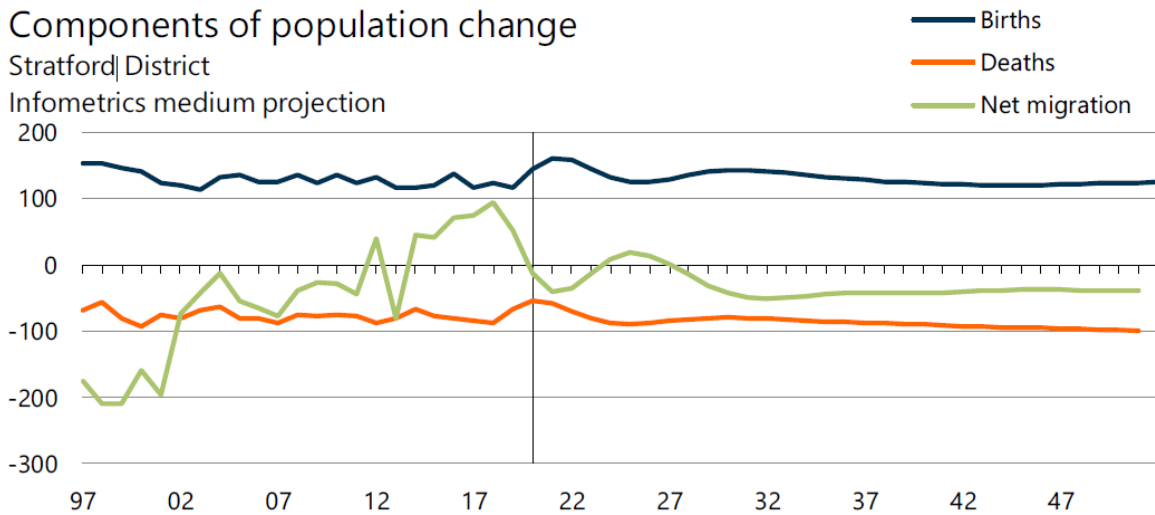


Figure 17 – Components of population change

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

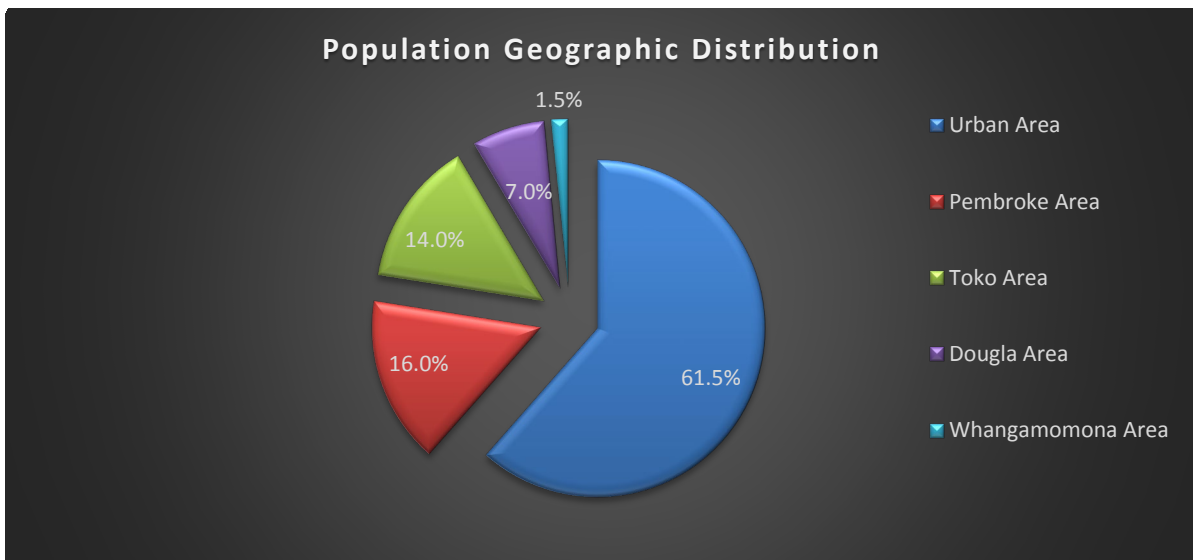


Figure 18 - Current Population Geographic Distribution

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 on the parks and reserves activity and infrastructure are expected to include:

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

Economic History and Forecast

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

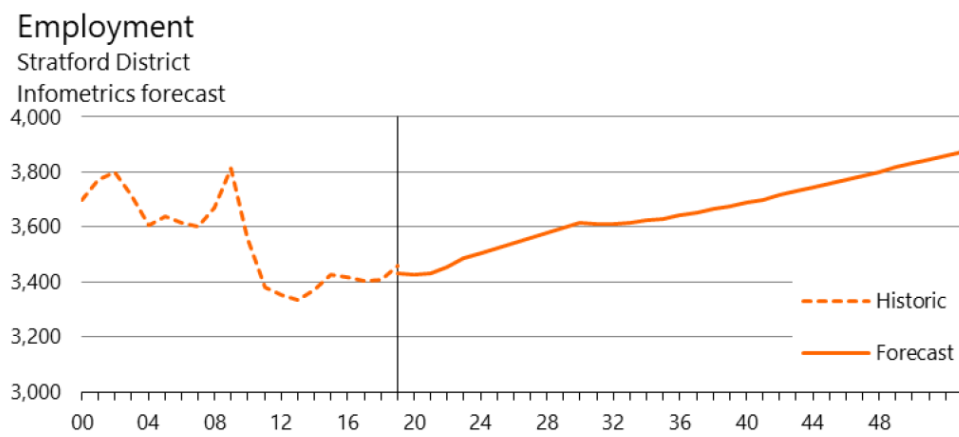


Figure 21 - Employment Forecast for Stratford

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

CLIMATE CHANGE

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

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

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events

- Decreased frost risk
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

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

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

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

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

4.3.3 TOURISM

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

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

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

4.3.4 THE (DRAFT) STRUCTURE PLAN FOR STRATFORD

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

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

4.3.5 REGULATORY CHANGES

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

4.3.6 CUSTOMER NEEDS AND EXPECTATIONS

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

4.4 IMPROVEMENT PLAN

Table 37 Future Growth Improvement Plan

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

5.0

Level of Service Performance

5.0: LEVELS OF SERVICE PERFORMANCE

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

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

This section:

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

5.2. LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

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

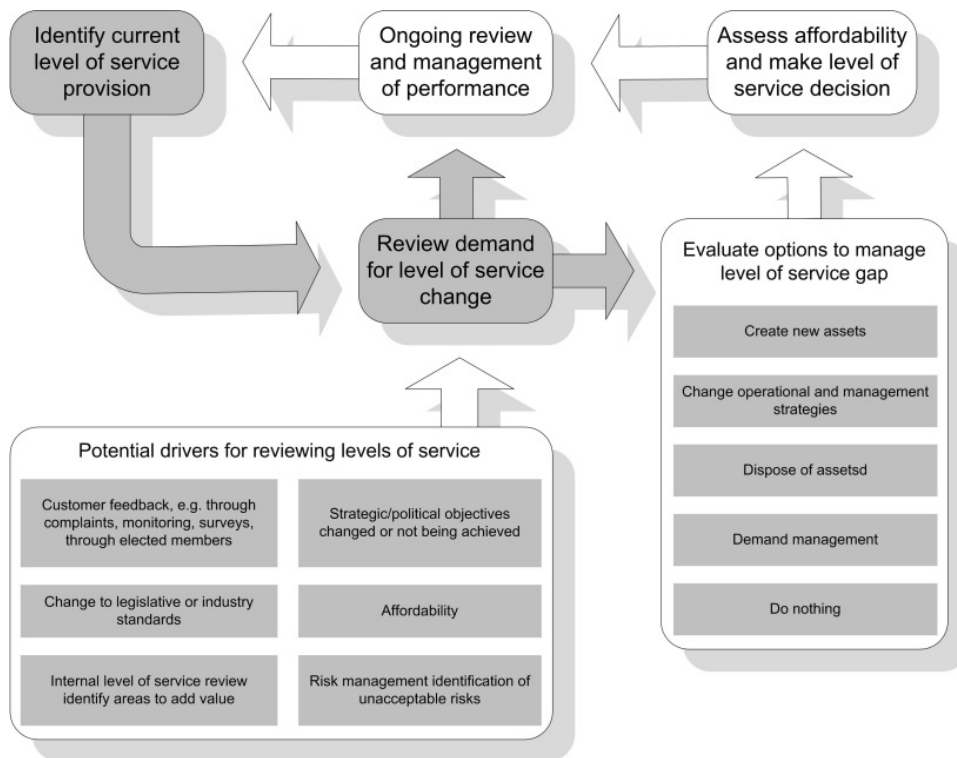


Figure 22 - Level of Service Review Process

5.3. PERFORMANCE MONITORING AND REPORTING

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

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

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

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

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

5.4. CURRENT PERFORMANCE

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

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

Table 38 - Internal Performance Measures

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

5.4.1 COMPLAINTS/REQUESTS FOR SERVICE

The performance targets the number of complaints and requests for service. In 2018/19 there were 106 complaints and requests for service in relation to parks, sportsfields and cemeteries. This is a very large increase on the previous year due to a large number (41) of the complaints and requests related to berm trees that were causing issues by restricting vision from driveways or the roadside. Public toilets (18) were also an issue due to blockages, vandalism and graffiti. In 2019/2020 the target was met.

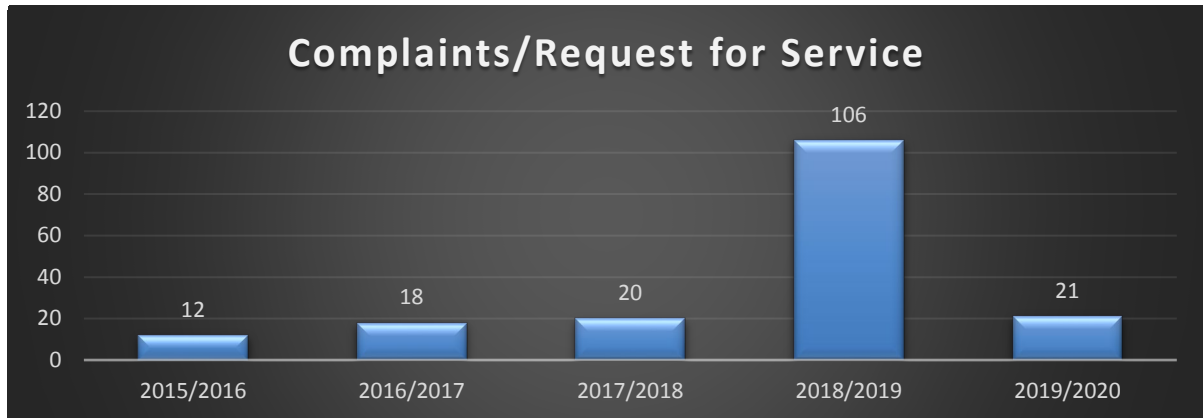


Figure 23 - Complaints/Requests for Service

5.4.2 CUSTOMER SATISFACTION

This is a measure introduced with the 2015-2025 Long Term Plan. The performance targets the percentage of residents satisfied with parks, sportsfields, and cemeteries. The targets are as per Table 16 above. In 2019/20, the Parks and Sportsfields achieved the Level of Service requirements for customer satisfaction. The cemeteries was not achieved. The percentage of people satisfied with parks, sportsfields and cemeteries were:

- 95% for parks;
- 94% for sportsfields; and
- 81% for cemeteries.



Figure 24 - Customer Satisfaction – Annual Report

5.4.3 NEW ZEALAND SAFETY STANDARDS

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

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

5.5. DESIRED PERFORMANCE

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

The Council will take into account its Customer Charter in its provision quality service to all our customers. Council will rate its performance against the key performance indicators (KPI's) or targets as per Table 40 below.

Table 39 - 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.

Table 40 - Performance Measures – Targets and Trends

Level of Service	Performance Measure	Outcome Category	Trend			Current	Target				How Measured
			2017/18	2018/19	2019/20	2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024-2031	
Number of complaints and requests for service	Number of complaints and request for service to be <40	Council Measure	20	106	21	<40	<40	<40	<40	<40	Reporting against corporate CRM system.
Customer Satisfaction	Percentage of Stratford residents satisfied with:										Annual Residents Survey
	• Parks;	Council Measure	96.8%	94.1%	95%	>80%	>80%	>80%	>80%	>80%	
	• Sportsfields; and	Council Measure	92.8%	95.9%	94%	>80%	>80%	>80%	>80%	>80%	
	• Cemeteries.	Council Measure	80.9%	78%	81%	>80%	>80%	>80%	>80%	>80%	
NZSS Compliance	All playgrounds meet NZ Safety Standards.	Council Measure	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	Biennial playground inspection report and records provided from weekly and quarterly compliance checks by contractor.
NZSS Compliance	All foot bridges meet NZ Safety standards.	Council Measure	100%	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	Biennial bridge inspection Report

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 and highlights the investment projects necessary to address these problems and the benefits of each identified investment project.

6.2. OUR BUSINESS CASE

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

6.3. OUR PROBLEM STATEMENTS

Between July and September 2020, Council staff prepared and presented *Early Conversation* 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 parks and reserves 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 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 6 main problems/issues identified and *workshopped* as part of the Early Conversations are in Table 41.

Table 41 - Early Conversations Workshopped

Early Conversations Workshopped	Content Manager Document Reference
Adrian Street Fort Demolition	D20/8076
Broadway Roundabout Gardens Upgrade	D20/17458
Kopuatama Cemetery Entrance Upgrade	D20/17459
Midhirst Old Cemetery Pathway Upgrade	D20/17461
King Edward Park Pathway to Trees of Significance	D20/17463
Whangamomona Camp Ground Septic Tank Replacement	D20/19679

6.3.1 ADRIAN STREET FORT DEMOLITION

The demolition of the Adrian Street playground fort has been a key discussion since its non-compliance with NZ Safety standards inspection. There is no on-going maintenance and no bark underneath the fort to provide adequate protection if falls occur. The fort is not assessed against the NZ building standards, or for structural integrity, however, it is assessed against the NZS 5828:2015 for playground equipment. Current issues with the fort are:

- No protection against falling; and
- The height of the rails and distance of the stairs have neck and head entrapment gaps.

The key driver for the proposed fort project is public safety.



Figure 25 - Adrian Street Fort

6.3.2 BROADWAY ROUNDABOUT GARDENS UPGRADE

The Broadway Roundabout Gardens are located at the two roundabouts on Broadway. The addition of the new gardens and hedging to the roundabouts in 2015, is aesthetically pleasing and valued, however, there is need to consider the future maintenance options while balancing safety at these key entry intersections.

These roundabouts are aging and plants within them growing at a fast rate. Currently, our contractors are completing regular monthly maintenance at the gardens including weeding and trimming of hedges. This programmed maintenance is expected to increase in frequency as the plants mature. As contractors continue to prune back the gardens, the faster they grow and the more unattractive they become – this is due to the woody part growing more and being seen more, rather than the greenery of the gardens.

There have also been numerous CRMS (Customer Request Management System) complaints since 2015 in regards to the height of the roundabouts and people also complaining to the contractors, while the contractors are on-site.



Figure 26 - Broadway Roundabouts

6.3.3 KOPUATAMA CEMETERY ENTRANCE UPGRADE

Kopuatama Cemetery is one of our key community assets. While the continuation of berm installations and ground maintenance continues, there are no projects to ensure the cemetery appearance develops and matures. The construction of the Wall of Remembrance in 2015, aesthetically added to the cemetery and has given families another option to remember their loved ones, who have passed away. As there are limited options regarding cemetery renovations, not much else can occur, aside from on-going maintenance.

The cemetery entrance paths are aging and disintegrating in parts and on-going maintenance costs will increase over the next few years. As contractors, funeral processions and public utilise these entrances, the more worn and unattractive they become.



Figure 27 - Kopuatama Cemetery

6.3.4 MIDHIRST OLD CEMETERY PATHWAY UPGRADE

Midhirst Closed Cemetery is one of our key historical community assets. While the continuation of ground and tree maintenance continues, there are no projects to ensure the cemetery's appearance endures. As it is up to families to maintain and make necessary repairs to their loved ones headstones, due to the age of the cemetery this rarely occurs. Therefore, it is up to our contractors to keep the cemetery as well maintained as possible and as there are limited options regarding cemetery renovations, not much else can occur, aside from on-going maintenance.

The cemetery paths are aging and disintegrating in parts and on-going maintenance costs will increase over the next few years. As with age and public and contractor utilisation these entrances become more worn and unattractive. There was no maintenance programme adopted for Midhirst Closed Cemetery in the 2018-2028 LTP.



Figure 28 - Midhirst Old Cemetery

6.3.5 KING EDWARD PARK PATHWAY TO TREES OF SIGNIFICANCE

It is expected that the walkway through the Trees of Significance within the Discovery Trail at King Edward Park (KEP) will become one of our town centre’s key attractions.

While the garden and tree maintenance at the KEP continues, there is need to accentuate the trees of significance within one of Stratford’s most popular walking tracks. The addition of accessible paths and clearance around the trees can highlight this walkway’s trees of significance.

If the trees of significance are not accentuated, they may never be appreciated as they will be lost within the park. This is lost opportunity for Stratford to showcase one of its many attraction sites to the community and tourists alike. It is expected that the trees will be signposted along with key information including historical uses about each tree. This will present an important avenue for both the young and older generation alike.

The circle in Figure 29 shows the existing location of these trees of significance.



Figure 29 - Trees of Significance

6.3.6 WHANGAMOMONA CAMP GROUND SEPTIC TANK REPLACEMENT

Whangamomona Camp Ground, owned by the Council, is managed by the Whangamomona Domain Committee which also manages the Camp Ground. This camp ground requires a replacement septic system to continue to support the continued running of the camp ground.

With the imminent sealing of the last section of SH43, tourism traffic through Whangamomona is likely to increase leading to more pressure on the current system. This project links directly to the community outcome vision of affordable quality services and infrastructure in meeting the current and future needs of the Whangamomona community by providing good quality infrastructure.

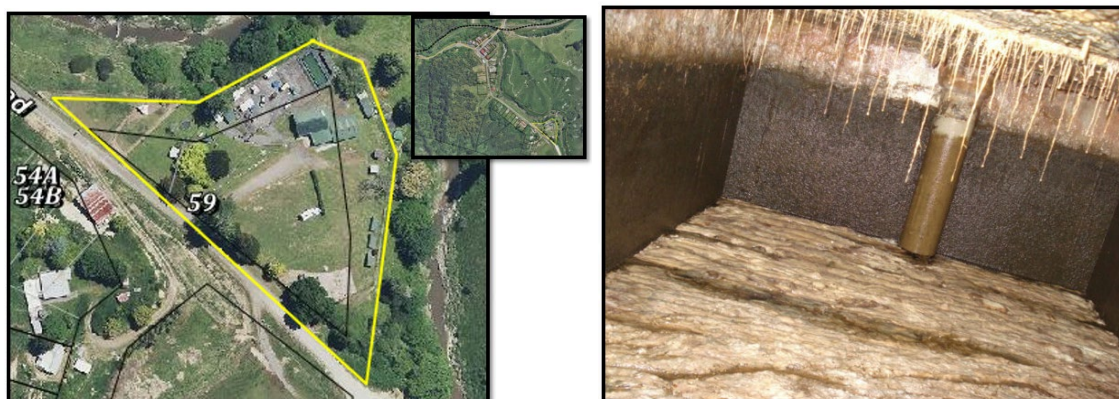


Figure 30 - Whangamomona Septic Tank and Fat Build Up

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 42 below and include:

- Improved community levels of service;
- Support for community recreation services;
- Support for children’s recreation;
- Encouragement of more active modes of transport in children.

Table 42 - Summary of Problem and Benefit Statements

Problem Statements	Project	Benefit Statements
Unsafe children’s playground	Adrian Street Fort Demolition	<ul style="list-style-type: none"> • Improve community levels of service; • Keeping the playground compliant; • Keeping the community safe
Road safety and visibility	Broadway Roundabout Gardens Upgrade	<ul style="list-style-type: none"> • Improve community levels of service; • Improve safety on key entry points; • Ensuring traffic, pedestrians and contractors are safe
Aging and disintegrating entrance paths	Kopuatama Cemetery Entrance Upgrade	<ul style="list-style-type: none"> • Improve community levels of service; • Cemetery entrance will be appealing; • Keep visitors safe from hazards
Aging and disintegrating entrance paths	Midhirst Old Cemetery Pathway Upgrade	<ul style="list-style-type: none"> • Improve community levels of service; • Historic cemetery entrance will be appealing; • Keep visitors safe from hazards
Trees of Significance not appreciated and accentuated and lost within the park	King Edward Park Pathway to Trees of Significance	<ul style="list-style-type: none"> • Improve community levels of service; • Encourage more recreation in community; • Attract more visitors to King Edward Park
Increased tourism through Whangamomona	Whangamomona Camp Ground Septic Tank Replacement	<ul style="list-style-type: none"> • Improve community levels of service; • Provide quality infrastructure to community; • Ensure community manages increase in tourists

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

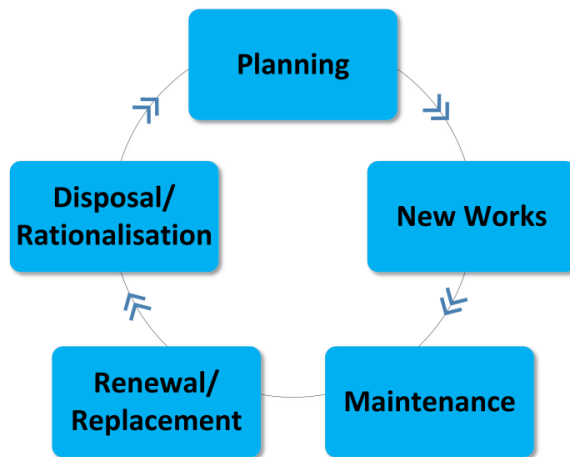


Figure 31 - Lifecycle Asset Management

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

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

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

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

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

7.2. PROCUREMENT POLICY

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

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

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

7.3. MANAGEMENT STRATEGIES

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

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

These strategies and policies are presented in Figure 32.

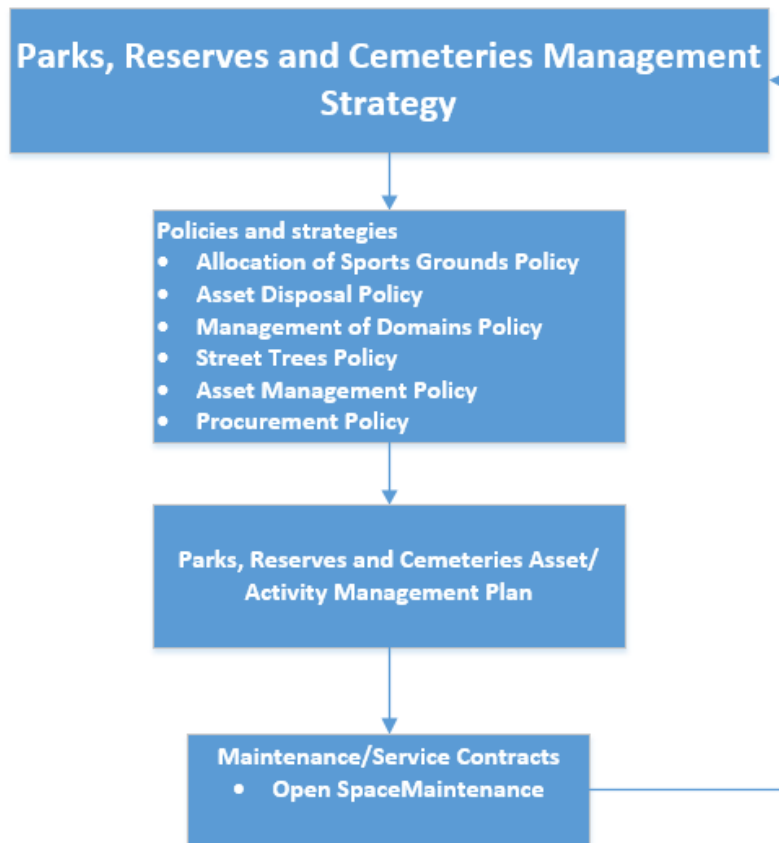


Figure 32 – Parks Reserves and Cemeteries Asset Management Strategies

7.4. CONTRACTUAL ARRANGEMENTS

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

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

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

The contract is for an initial period of three years from 1 July 2019 which will expire on 30 June 2022 but incorporated two 2 year roll-over periods in the event Council is satisfied with the contractor's performance.

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 43 below and shows the identified projects necessary to achieve our internal measures, as per Section 5 of this report.

The identified projects are grouped under three main categories of:

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

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

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

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

Table 43 –Identified Projects and Performance Measures

Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance _ Playground	NZSS Compliance _ Footbridges
Operations/ Maintenance	Normal Scheduled Maintenance / Operations	✓	✓	✓	✓
	Berm extensions, Kopuatama Cemetery		✓		
	Repaint fences, sheds Kopuatama Cemetery		✓		
	Re-level runway and maintenance, Aerodrome		✓		
	Re-paint grandstand, Victoria Park		✓		
	Clean Memorial Gates, Victoria Park		✓		
	Clean Memorial Gates, King Edward Park		✓		
Renewal/ Replacement	Garden replanting		✓		
	Street tree replacements		✓		
	Heritage trail sign replacements		✓		

Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance _ Playground	NZSS Compliance _ Footbridges
Level of Service Improvements	Continued Park and Walkway development	✓	✓		
	Develop children’s bike park		✓		
	Adrian Street Demolition		✓	✓	
	Broadway Roundabouts Garden Upgrade		✓		
	Kopuatama Cemetery Upgrade		✓		
	Midhirst Old Cemetery Pathway Upgrade		✓		
	King Edward Park Pathway to Trees of Significance		✓		
	Whangamomona Camp Ground Septic Tank		✓		

7.5.1 OPERATIONS AND MAINTENANCE

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

The operation and maintenance of assets is undertaken through:

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

The previous expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 33. The planned works are presented in Table 44 below.

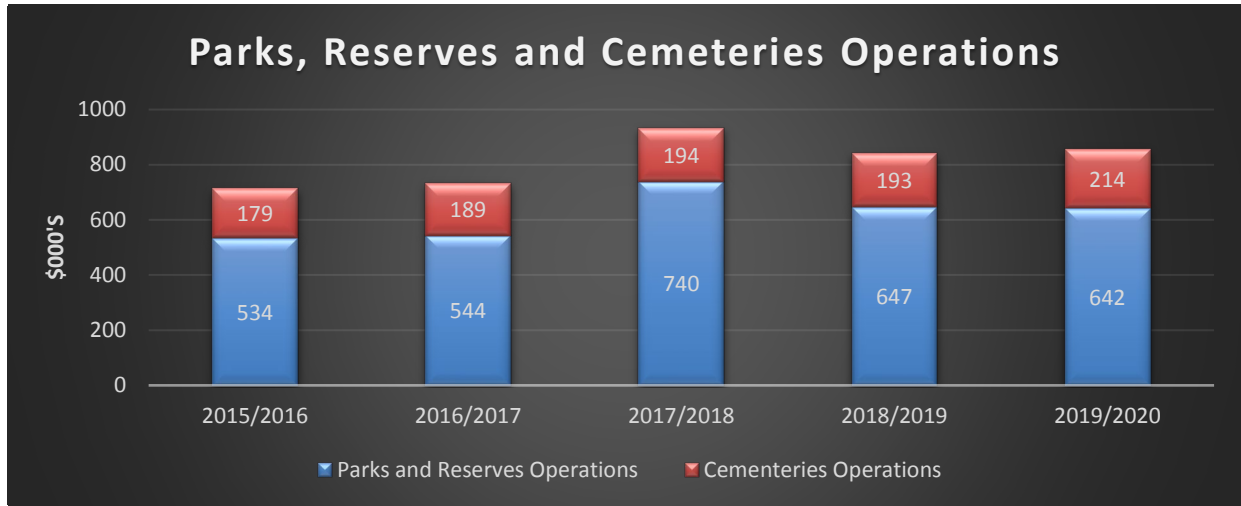


Figure 33 - Parks, Reserves and Cemeteries Expenditure Trends

Table 44 - Planned Operation and Maintenance Works

Project	2021/22	2022/23	2023/24	2024-2031
Project 1 – Berm Extensions, Kopuatama Cemetery	\$5,212	\$5,125	\$5,243	\$40,074

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

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

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

Project	2021/22	2022/23	2023/24	2024-2031
Project 2 – Repaint fences/sheds, Kopuatama Cemetery				\$11,948

Problem Statement General wear and tear

Benefits of investment Preservation of building and structure components

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

Project	2021/22	2022/23	2023/24	2024-2031
Project 3 – Re-level runway and maintenance, Aerodrome	\$5,000	\$4,920	\$5,243	\$40,074

Problem Statement General concern with upkeep of runway

Benefits of investment Preservation of runway and surrounding areas

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

Project	2021/22	2022/23	2023/24	2024-2031
Project 4 – Re-paint Grandstand, Victoria Park				\$78,144

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	2021/22	2022/23	2023/24	2024-2031
Project 5 – Clean Memorial Gates, Victoria Park		\$2,050		\$4,681

Problem Statement General wear and tear of historical structure

Benefits of investment Preservation of historic gates

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

Project	2021/22	2022/23	2023/24	2024-2031
Project 6 – Clean Memorial Gates, King Edward Park		\$2,050		\$4,681

Problem Statement General wear and tear of historical structure

Benefits of investment Preservation of historic gates

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

7.5.2 RENEWAL/REPLACEMENT

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

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

The previous expenditure figures for assets renewal/replacement, as detailed in the Annual Plan, are presented in Figure 34. The planned works are presented in Table 46 below.

Table 45 - 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>

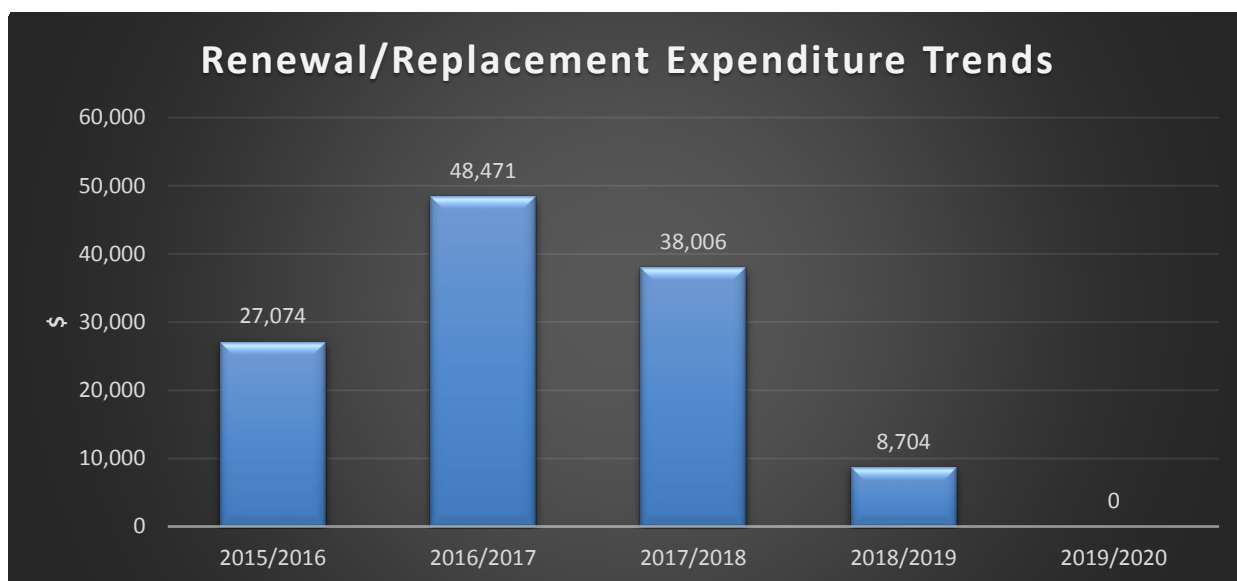


Figure 34 - Renewal/Replacement Expenditure Trends

Table 46 - Planned Renewal/Replacement Works

Project	2021/22	2022/23	2023/24	2024-2031
Project 1 – Garden Replantings		\$40,928		

Problem Statement Garden plants either simply die or are damaged or stolen over time, requiring replacement

Benefits of investment Maintain attractive appearance of town gardens

Consequences of non- investment Deterioration of town appearance

Project 2 – Street tree replacements		\$40,928		
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Problem Statement Street trees simply die or are damaged over time or stolen as early planting, requiring replacement

Benefits of investment Maintain attractive appearance of town landscape and improve environment

Consequences of non- investment Deterioration of town appearance

7.5.3 LEVEL OF SERVICE IMPROVEMENTS

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

The previous expenditure figures for level of service improvements, as detailed in the Annual Plan, are presented in Figure 35. The planned works are presented in Table 47 below.

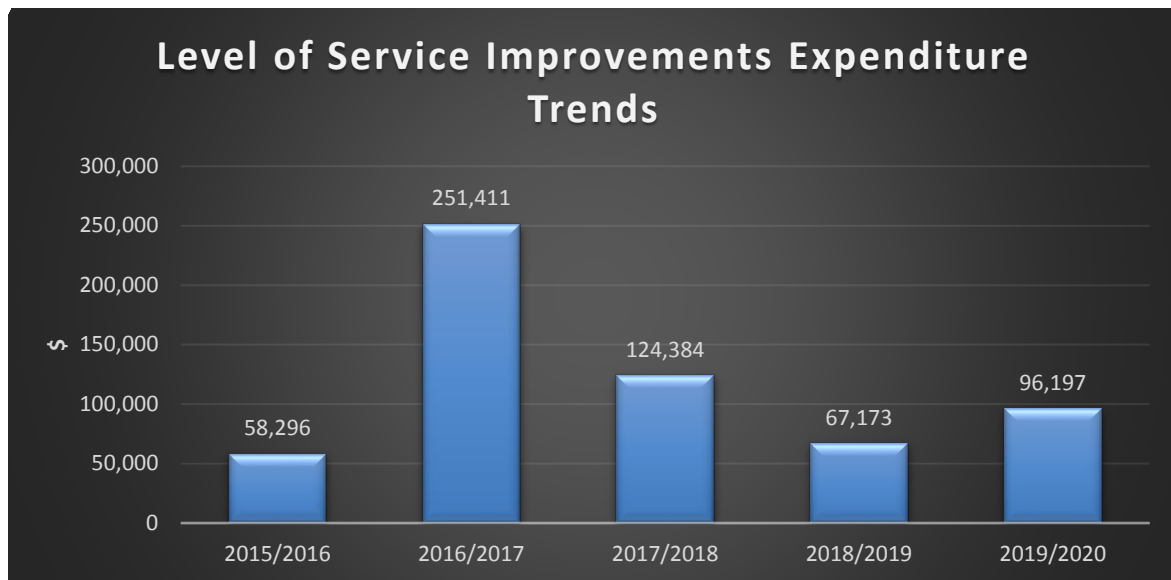


Figure 35 – Levels of Service Expenditure Trends

Table 47 - Planned level of Service Improvement Works

Project	2021/22	2022/23	2023/24	2024-2031
Project 1 – Continued Park and Walkway development		\$16,810	\$35,232	\$36,757

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

Benefits of investment Increased usage of asset and improved safety

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

Project 2 – Develop children’s bike park	\$521,200			
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Problem Statement Parents are obliged to travel some distance for their children to learn to ride in a safe and structured environment

Benefits of investment Children will be able to learn traffic safety and to ride in a convenient location and safe environment

Consequences of non-investment Parents will be obliged to continue to travel or allow their children to learn to ride on the streets or in other less safe environments

Project 3 – Adrian Street Demolition	\$2,000			
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Problem Statement Fort is non-compliant with NZ Safety Standards

Benefits of investment Assists Council in meeting obligation to keep community safe within council owned areas

Consequences of non-investment Risk of injury to members of the public

Project 4 – Broadway Roundabouts Garden Upgrade	\$60,000			
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Problem Statement Roundabouts are ageing and risk to contractors while completing maintenance

Benefits of investment Removal of gardens will minimise maintenance and balance safety at key entry points

Consequences of non-investment Risk of injury to traffic users, pedestrians or contractors

Project 5 – Kopuatama Cemetery Upgrade		\$76,875		
---	--	-----------------	--	--

Problem Statement Pathways are disintegrating becoming unattractive and damaged

Benefits of investment Creating an appealing cemetery entrance, in conjunction with other cemetery renovations

Consequences of non-investment Maintenance costs will increase and the paths will become trip hazards

Project 6 – Midhirst Old Cemetery Pathway Upgrade			\$31,457	
--	--	--	-----------------	--

Problem Statement Cemetery paths are ageing and disintegrating with no future maintenance programme

Benefits of investment To ensure this historical cemetery has a well-maintained entrance for visitors

Consequences of non-investment The paths will fall into further disrepair, creating more trip hazards

Project 7 – King Edward Park Pathway to Trees of Significance	\$35,000			
--	-----------------	--	--	--

Problem Statement By not providing accessible paths to the trees of significance, the trees will never be seen

Benefits of investment The pathways will accentuate the trees of significance within one of Stratford's most popular walking tracks

Consequences of non-investment The trees of significance won't be appreciated as they are hidden away from walkway tracks

Project 8 – Whangamomona Camp Ground Septic Tank Replacement	\$47,000			
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Problem Statement Increase in visitors to Whangamomona leading to more pressure on current septic tank

Benefits of investment To provide quality service, infrastructure and future needs to the community

Consequences of non-investment Closure to the campground may need to be considered

Project 9 – Exercise Fitness Trail – Grant Funded		\$16,810	\$35,232	\$36,757
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Problem Statement Not providing recreational space for community and visitors of all ages

Benefits of investment To provide free exercise equipment for the entire community and visitors of all ages

Consequences of non-investment Space will only be utilised by younger age groups

7.6. DISPOSAL STRATEGY

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

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

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

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

8.0

Risk Management

8.0: RISK MANAGEMENT

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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 [Appendix 1](#).

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

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

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

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

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

8.3. RISK ASSESSMENT PROCESS

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

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

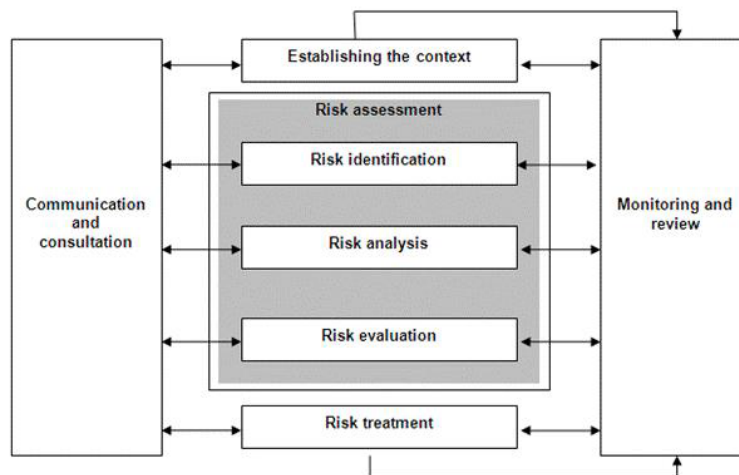


Figure 36 - Risk Management Process

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 37 - 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 assumptions¹ 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](#).

¹ statements that are presumed to be true without concrete evidence to support them

8.5 TOP TEN RISKS

The Stratford District Council has identified the top ten Parks, Reserves and Cemeteries risks from the 6 categories in the Risk Management Framework ([Appendix 1](#)) in Table 48.

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 48 - Top Ten Identified Parks, Reserves and Cemeteries Risks

	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
1.	Compliance and Legislation	Property and Parks - Non-Compliance	8 High	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.	4 Moderate
2.	Compliance and Legislation	Activity Management Plans	6 High	Ensure maintenance contractor and Council staff members are trained and up to date with all legislative requirements impacting on property and park assets. Ensure maintenance contracts have robust out-clauses that cover a range of situations where non-compliance or unsatisfactory work is identified. Council has secured public liability insurance and statutory liability insurance.	4 High
3.	Financial	Significant Population Reduction	5 High	If AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised	4 High
4.	Financial	New Regulations require Significant Investment	6 High	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.	4 High
				Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High

	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
5. 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 High
6. 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, 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
7. 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.	4High
8. 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.	4 High
	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	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	8 High

	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
9.	Operational	investment has become redundant.		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.	
10.	Reputational And Conduct	Elected members make significant decisions in relation to the Long Term Plan budget setting. This has an impact on the Property Activity Management Plan and the work programmes that are developed throughout the 3 year period. This could have an impact on the levels of service for the community.	12 Very High	Relies on the accuracy and quality of the advice given by staff to elected members -	4 High

8.6 RISK RESPONSE

The Stratford District Council has a suite of response strategies for the potential risks identified above, They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 49 below.

Table 49 - Risk Response Strategies and Definitions

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

8.7 SIGNIFICANT NEGATIVE EFFECTS

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

8.8 CRITICALITY

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

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

8.8.1 CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level. **Activity level criticality** is based on the criticality criteria shown in Table 50 and Table 51 provides the **Activity Level Criticality Rating** with examples. **Corporate level criticality** ranks activities based on the criticality of the service the activity provides at corporate level as illustrated in Table 52 below.

Table 50 - Activity Level Criticality Criteria

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

Table 51 - Activity Level Criticality Rating and Examples

Rating ID	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).	Operational Cemeteries
2	High	Critical, no redundancy - Failure of equipment does not compromise H&S but affects production or Level of Service	Sportsgrounds
3	Medium	Critical with redundancy - Failure of equipment does not compromise H&S but affects production or Level of Service	Victoria Park Playground and Skate Park
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	Rural Domains
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	Closed Cemeteries

Table 52 - 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 53. The identified critical assets are ranked according to their functional criticality, activity and corporate level criticality.

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

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

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

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

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

Following the review we have undertaken the following:

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

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

Table 53 - List of Critical Park, Reserve, and Cemetery Assets

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functional Criticality	Activity Level	Corporate Level		
1	2	1	2	Operational Cemeteries	Availability of burial sites essential for public health. In addition to the public health aspect, inability for a family to bury a family member in a timely fashion can have psychological effects.
2	10	2	5	Primary Sportsgrounds	These are limited in number, generally specialist in nature and have a high public profile. There would be a

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functional Criticality	Activity Level	Corporate Level		
					significant impact on recreational activities if these are unavailable.
3	15	3	5	Victoria Park Playground and Skate Park	This is the district's largest and most popular playground. There would be an impact if these are unavailable but it would not be significant to the individual user although the number of users is high.
4	20	4	5	Primary Rural Domains	At times these can have reasonably high levels of use and the impact of unavailability would impact accordingly.
4	20	4	5	Secondary Sportsgrounds	Used primarily for training purposes. There would be impact on users if these were unavailable but other facilities are available.
4	20	4	5	Secondary Playgrounds	Impact would not be significant to the individual user; however, the number of users is high.
4	20	4	5	Walkways	Impact would not be significant to the individual user; however, the number of users is high.
5	25	5	5	Closed Cemeteries	Due to the age of these facilities and limited visitation the impact of unavailability would be minimal.
5	25	5	5	Secondary Rural Domains	Due to the minimal use of these reserves the impact of unavailability would be minimal.

8.9 EMERGENCY RESPONSE

8.9.1 CIVIL DEFENCE

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

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

8.9.2 FIRE

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

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

8.9.3 LIFELINES

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

8.9.4 INCIDENT RESPONSE PLANS

Stratford District Council has an Incident Response Plan for this activity. The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level. (See Table 54).

Table 54 - Incident Response Levels

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, Parks and Property Manager
Level 4	<ul style="list-style-type: none"> Decision making solely by Stratford District Council, Parks and Property Manager and 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 are to be included. This information is included in the following table. Insurance Arrangements as at 30 June 2020 are as follows:

Figure 38 - 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	-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
Central Government assistance		
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

As described in Section 2 of this plan, the Stratford District Council undertook an assessment of water and sanitary services in 2021. In relation to cemetery services currently provided by Stratford District Council the assessment concluded:

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

The Action for the 2018 and 2021 Assessments are for the Council to:

- *Complete the study currently on hold to identify the feasibility of re-opening the existing Whangamomona cemetery;*
- *Commence the feasibility study to extend the capacity of the Stratford Cemetery due in the next few years*

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

8.12 HEALTH AND SAFETY

8.12.1 HEALTH AND SAFETY ADVISOR

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

8.12.2 HEALTH AND SAFETY POLICY

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

8.12.3 INCIDENT/ACCIDENT REPORTING

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

9.0

Investment Funding Strategy

9.0: INVESTMENT FUNDING STRATEGY

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9.5 RELIABILITY OF OUR INVESTMENT STRATEGY 121

9.6 FINANCIAL STATEMENTS AND PROJECTIONS **ERROR! BOOKMARK NOT DEFINED.**

9.1 OVERVIEW

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

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

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

9.2 FINANCIAL STANDARDS

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

9.3 FUNDING AND FINANCIAL POLICIES

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

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

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

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

Generally, the Council expects that:

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

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

A summary of Council's Investment Funding Strategy is shown in Figures 39 and 40. Tables 55 to 57 provide the financial projections for the activities.

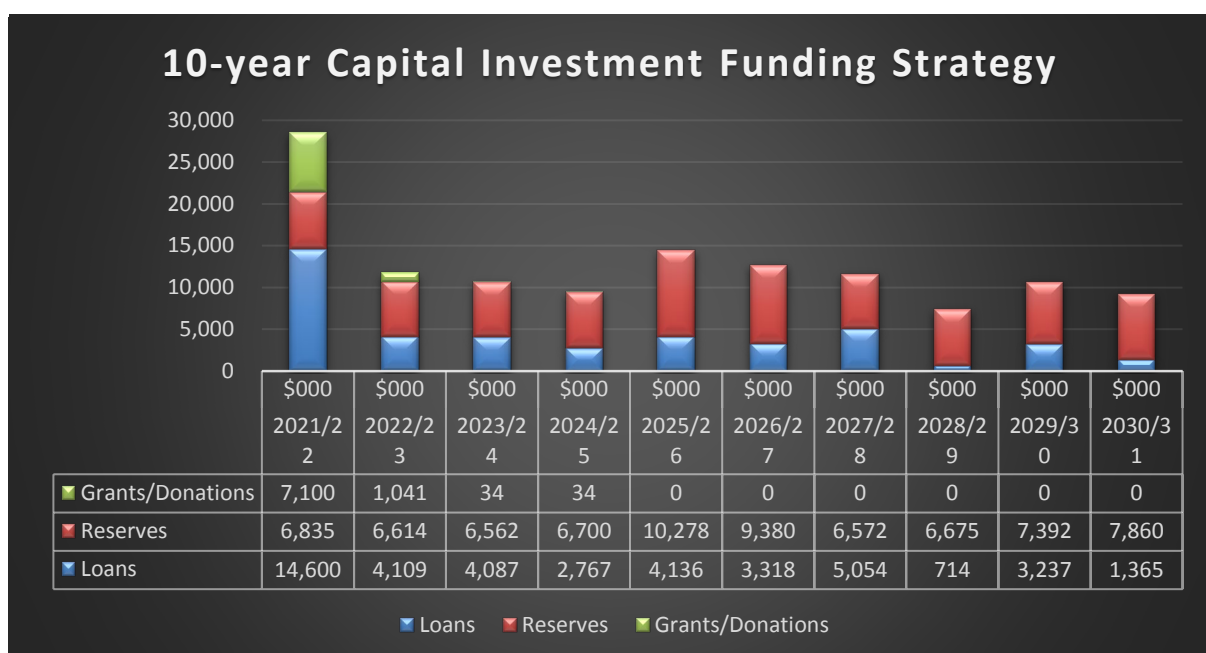


Figure 39 – All Assets Capital Investment Funding Strategy

Investment Funding Summary

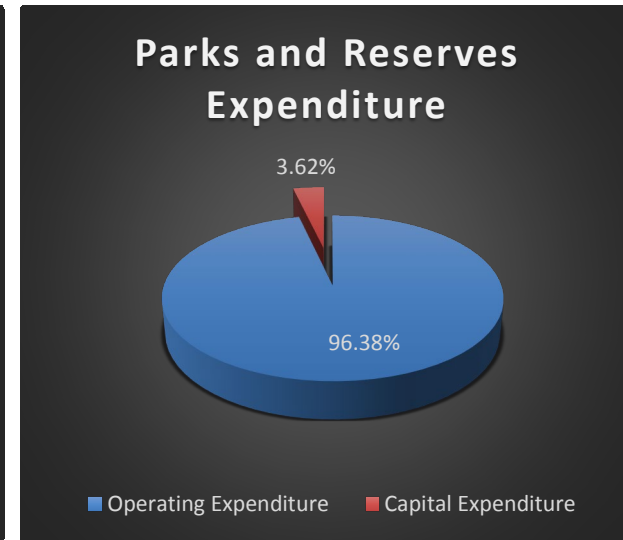
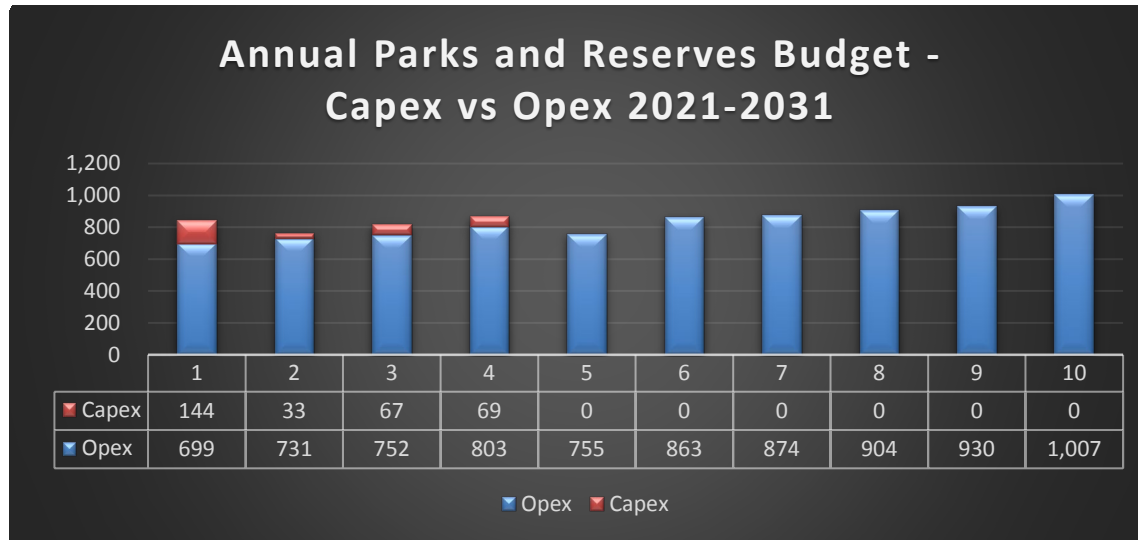


Figure 40: Parks and Reserves Expenditure Split – Operating vs Capital

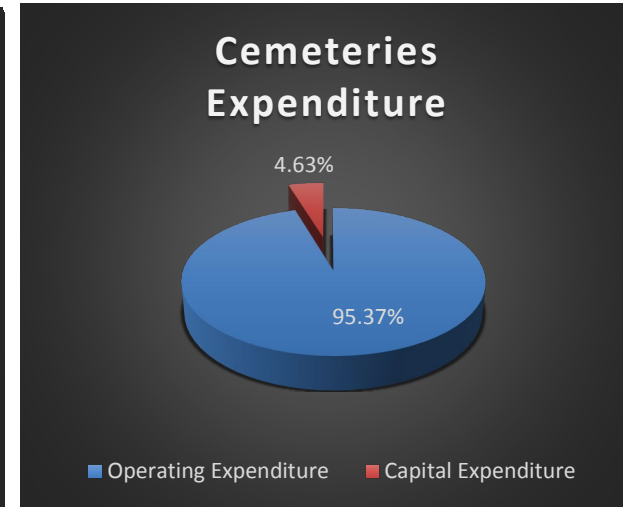
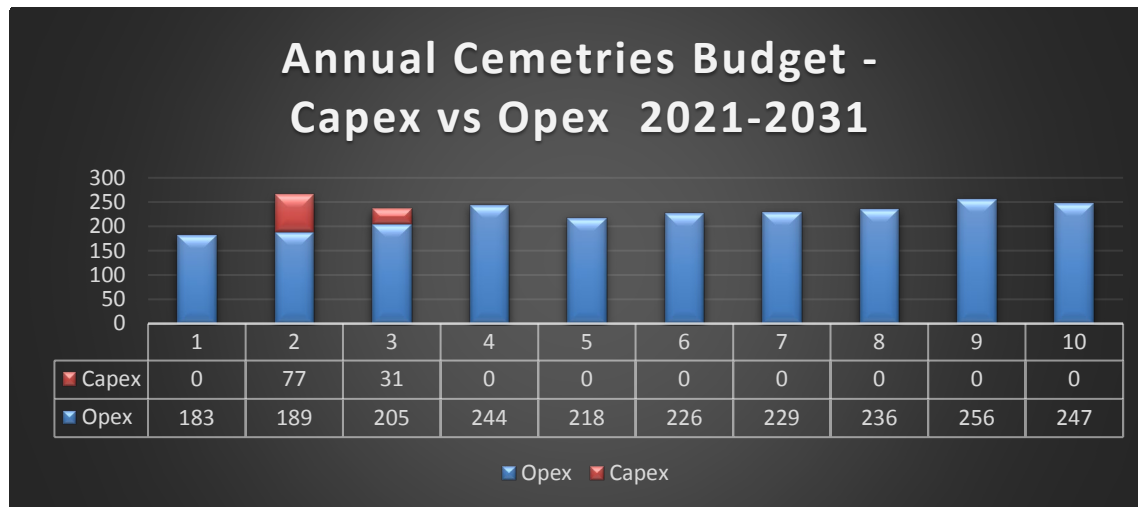


Figure 41 - Cemeteries Expenditure Split – Operating vs Capital

9.5 RELIABILITY OF OUR INVESTMENT STRATEGY

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

- The Council attracts revenue from *Fees and Charges*, however; the main funding source is Rates. Rates will be confirmed for the 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 parks, reserves and cemetery services; and
- The Council is confident in its ability to raise funds within our financial strategy limits, and is reasonably certain that it would secure loans at affordable interest rate throughout this period.

9.6 FINANCIAL STATEMENTS AND PROJECTIONS

Table 55 - 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

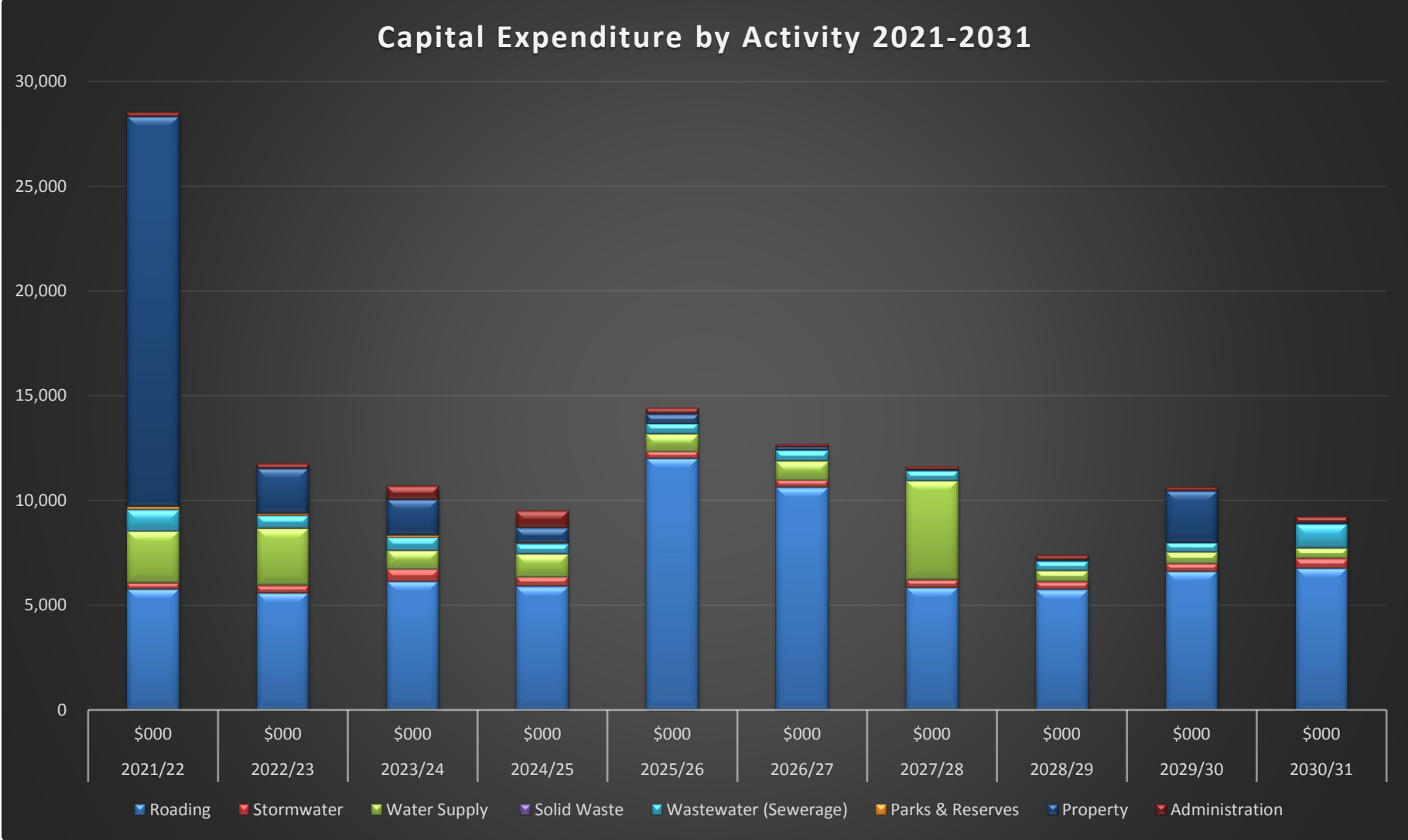


Figure 42 Capital Expenditure by Activity - All Assets

Table 56 - Parks and Reserves Total Expenditure and Funding Projection

Budget 2017/18 \$000	Parks and Reserves	Forecast	Projection								
		2021/22 \$000	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
778	Operating Expenditure	699	731	752	803	755	863	874	904	930	1,007
9	Revenue	9	9	9	10	10	10	10	10	11	11
769	Net Cost of Service	690	722	743	793	745	853	864	893	920	996
EXPENDITURE											
498	Operating Costs	468	487	498	544	533	582	594	612	630	708
6	Interest	6	7	8	9	9	9	10	10	9	9
144	Depreciation	93	102	104	107	118	118	118	127	127	127
130	Allocated Overheads	131	135	143	142	95	154	152	155	164	162
778	Total Operating Expenditure	699	731	752	803	755	863	874	904	930	1,007
9	Principal Loan Repayments	12	13	14	15	15	14	14	13	12	12
680	Capital Expenditure	144	33	67	69	0	0	0	0	0	0
1,467	Total Expenditure	854	778	833	886	770	877	888	917	943	1,019
FUNDED BY:											
9	Charges for Services	9	9	9	10	10	10	10	10	11	11
9	Revenue	9	9	9	10	10	10	10	10	11	11
777	General Rates	693	726	746	796	748	856	867	896	923	1,000
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
626	Grants and Donations	0	16	34	34	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
(10)	Transfer (to) Turf Replacement Reserve	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
54	Loan Funding - Capital	97	16	34	34	0	0	0	0	0	0
9	Transfer from Reserves	59	13	14	15	15	14	14	13	12	12
2	Other Funding	7	7	7	7	7	7	7	7	6	6
1,467	Total Funding	854	778	833	886	770	877	888	917	943	1,019

Table 57 - Cemeteries Total Expenditure and Funding Projection

Budget 2017/18 \$000	Cemeteries	Forecast	Projection								
		2021/22 \$000	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
180	Operating Expenditure	183	189	205	244	218	226	229	236	256	247
85	Revenue	92	95	97	99	101	103	106	108	110	113
95	Net Cost of Service	90	94	108	145	117	122	123	128	145	134
EXPENDITURE											
113	Operating Costs	118	121	125	161	132	136	140	144	160	152
0	Interest	0	1	2	3	2	2	3	3	3	2
9	Depreciation	7	7	15	18	19	19	19	20	20	20
58	Allocated Overheads	58	60	64	63	64	68	67	69	73	72
180	Total Operating Expenditure	183	189	205	244	218	226	229	236	256	247
0	Principal Loan Repayments	0	2	4	4	4	4	4	4	3	3
0	Capital Expenditure	0	77	31	0	0	0	0	0	0	0
180	Total Expenditure	183	267	240	248	222	230	232	239	259	250
FUNDED BY:											
85	Charges for Services	92	95	97	99	101	103	106	108	110	113
85	Revenue	92	95	97	99	101	103	106	108	110	113
94	General Rates	87	92	108	146	118	124	125	129	146	138
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
180	Total Funding	183	267	240	248	222	230	232	239	259	250

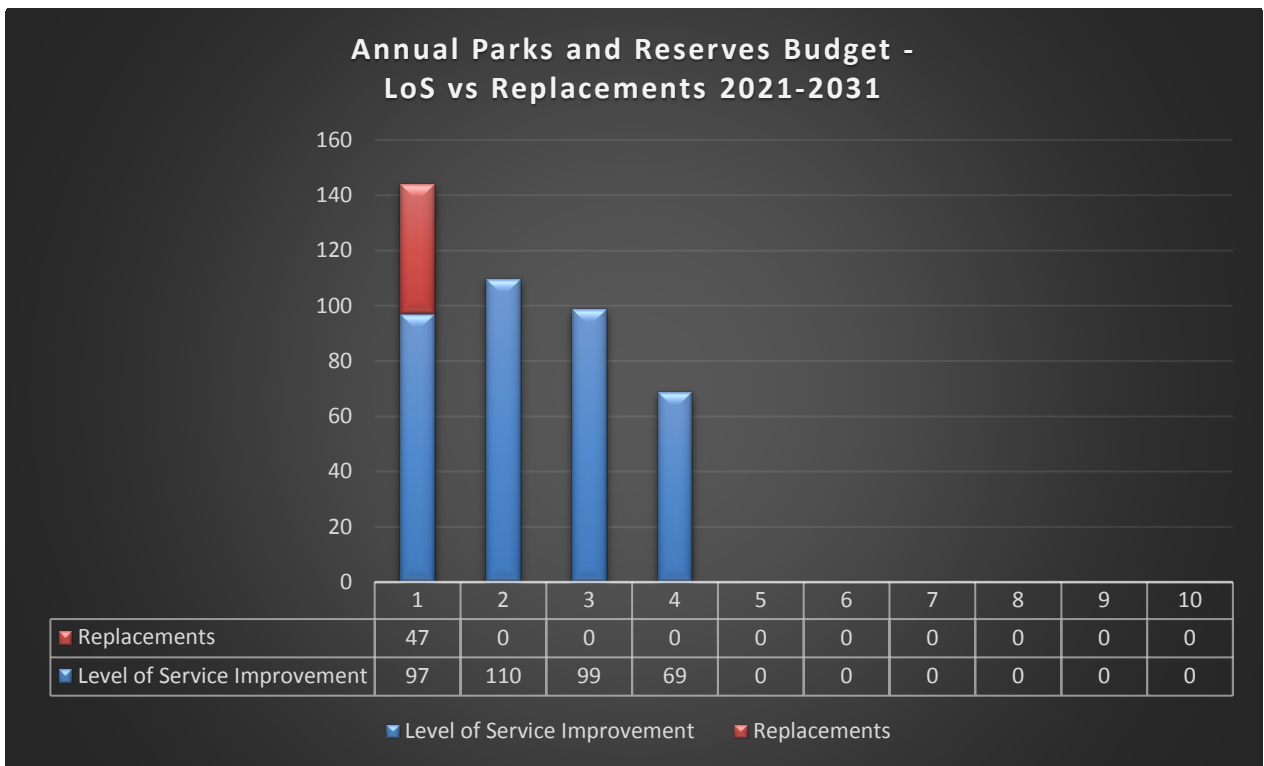
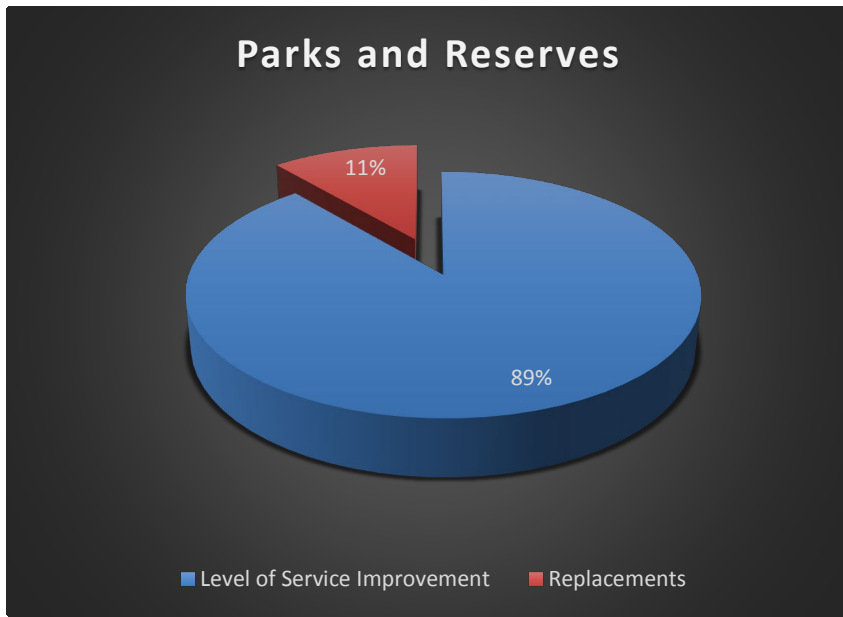


Figure 43: 10-year Capital Expenditure Budget – Parks and Reserves

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. It enables Council to improve the way it manages infrastructure assets and the services they provide.

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

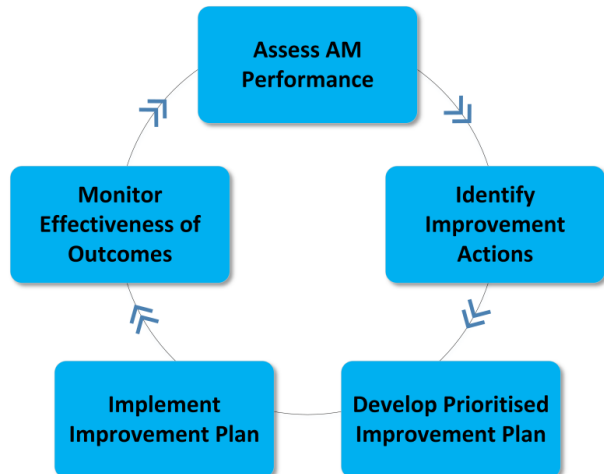


Figure 44 - Asset Management Improvement Process

10.2 ASSET MANAGEMENT PRACTICES

10.2.1 ASSET MANAGEMENT POLICY

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

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

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

10.2.2 ASSET MANAGEMENT GOALS AND OBJECTIVES

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

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

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

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

10.2.3 ACTIVITY MANAGEMENT PLAN DEVELOPMENT

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

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

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

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the ongoing development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 42 below shows a graphical display of the AMP development process.

10.2.4 ASSET MANAGEMENT MATURITY

The five levels of activity management plan maturity are shown in Figure 43 and are; Aware, Basic, Core, Intermediate, and Advanced. We have assessed that our asset management system maturity is predominantly at the 'core' level. It is largely based on the long-term knowledge of the asset management team. It contains asset data that has been collected over time and held in asset management information systems.

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

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

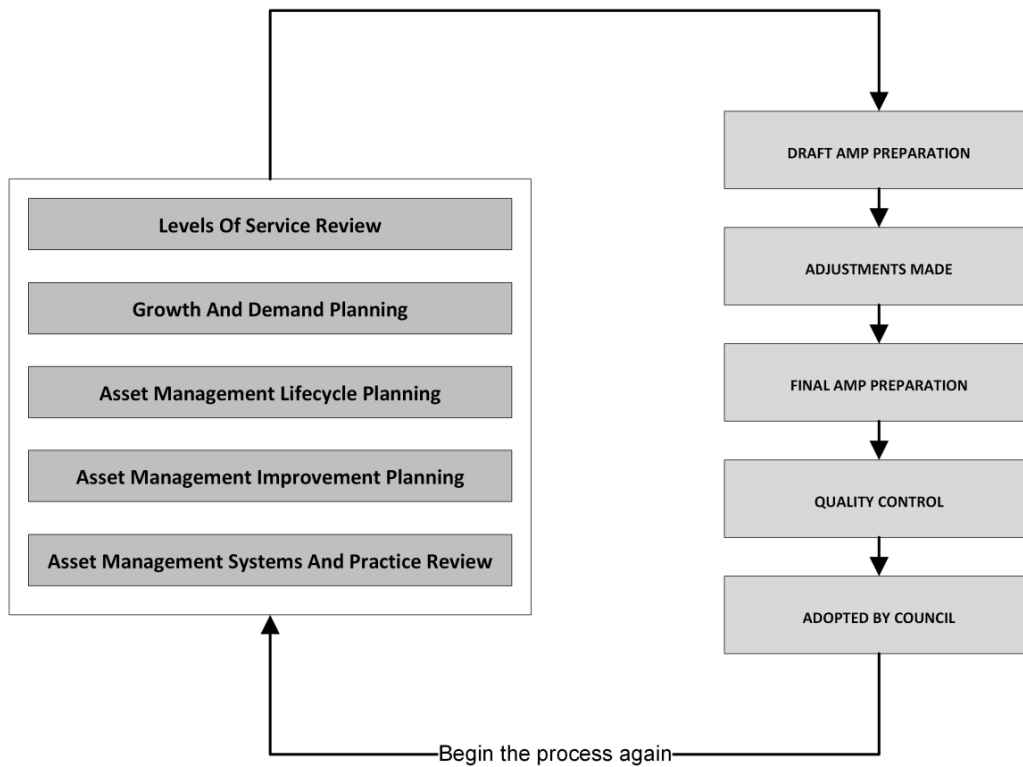


Figure 45 - Activity Management Plan Development Process

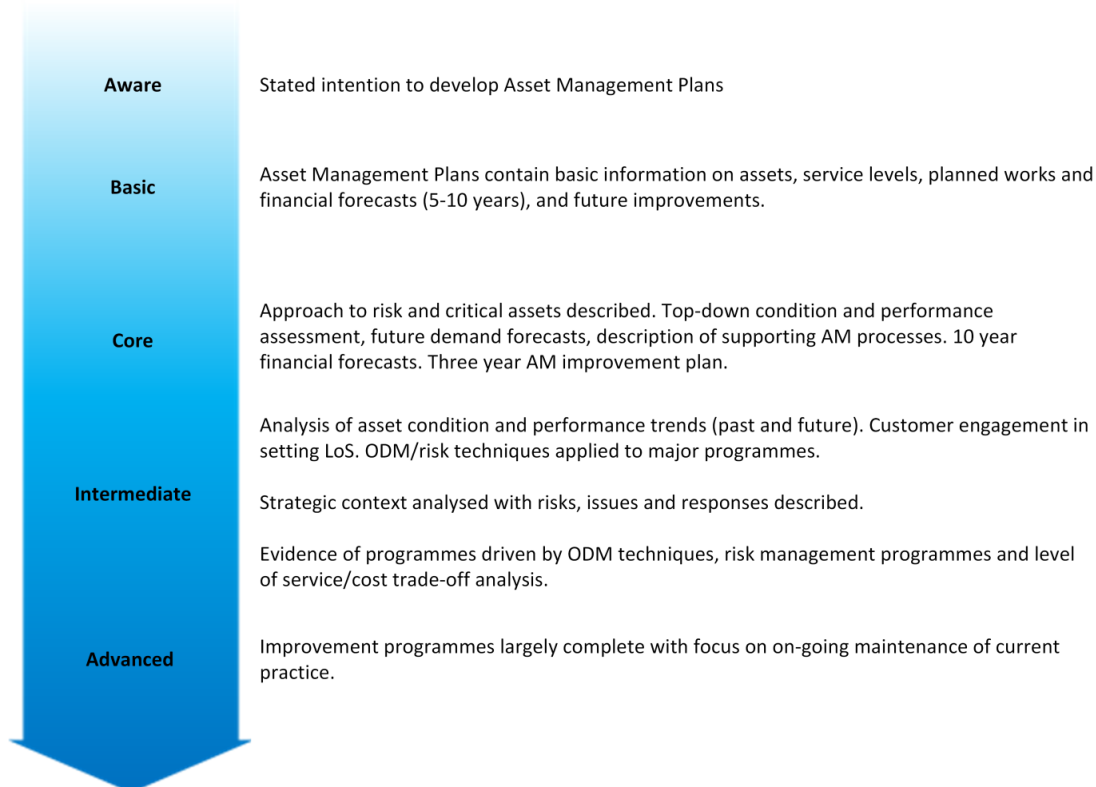


Figure 46 - Asset Management System Maturity Index

10.3 ASSET MANAGEMENT IMPROVEMENT PLAN

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

Table 58 - Asset Management Improvement Plan

Asset Management Practice Area	Improvement/s Made	Date in Place	Future Improvements	Section Identified	Responsibility	Due Date
Parks and Reserves Bylaw	New Parks and Reserves Bylaw and Cemeteries Bylaw created	2020	Review of the Parks and Reserves Bylaw and the Cemeteries to ensure effective management, regulation and protection of the parks and reserves	2.4	Parks, Reserves & Cemeteries Officer Director, Assets	Ongoing
Asset Register Data	Process for verifying data accuracy now in place and documented in Activity Management Plan.	2016	Verifying existing data held in AssetFinda against hard copy inspection forms and contractor reports	3.4	Parks, Reserves & Cemeteries Officer Director, Assets	Ongoing
Asset Condition	Condition Grading System now in place and documented in Activity Management Plans.	2016	Continue to use information collected from maintenance tasks to update asset condition data	3.6	Parks, Reserves & Cemeteries Officer	Ongoing
Asset Information		2016	Inspection of Domains Yearly on-site inspections will occur to ensure that all Reserves are managed and maintained in accordance with their Management Agreements.	3.5.7	Parks, Reserves & Cemeteries Officer	Ongoing
Future Growth and Demand	Enable identification of areas that are likely to experience significant pressures and plan accordingly.	2016	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing Parks, Reserves and Cemeteries assets and activities.	4.3.1	Parks, Reserves & Cemeteries Officer Director, Assets	Ongoing

Asset Management Improvement Plan and Monitoring

Asset Management Practice Area	Improvement/s Made	Date in Place	Future Improvements	Section Identified	Responsibility	Due Date
Levels of Service and Performance Management	Department of Internal Affairs (DIA) Mandatory Performance Measures in place.	2015-2017	Reviewed annually to ensure they are still relative	5.4	Parks, Reserves & Cemeteries Officer Director, Assets	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	Parks, Reserves & Cemeteries Officer Director, Assets	Ongoing
Management Systems	Management Strategies are in place for the overall management of the infrastructure	2015	Strategies are prepared and reviewed as required	7.3	Parks, Reserves & Cemeteries 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	Parks, Reserves & Cemeteries Officer	Ongoing
Risk Management	AMP risks now aligned with the Corporate risks	2020	Continuous review of the risks for Parks, Reserves and Cemeteries	8.5	Parks, Reserves & Cemeteries Officer	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	Parks, Reserves & Cemeteries Officer Director, Assets	Ongoing

Asset Management Improvement Plan and Monitoring

Asset Management Practice Area	Improvement/s Made	Date in Place	Future Improvements	Section Identified	Responsibility	Due Date
AM Plans	Document template updated to better reflect IIMM, Audit requirements. Draft documents saved to TRIM to enable direct contribution from Asset Managers.	2020	Ongoing and the AMP's next review is due 2023	10.2.3	Parks, Reserves & Cemeteries Officer Asset Management Coordinator	Ongoing
AM Policy Development	Asset Management Policy developed and adopted by Council on 26/01/2016	2016	Review completed May 2020. Next review due May 2023	10.2.1	Parks, Reserves & Cemeteries Officer Director, Assets	2023

APPENDICES

Appendix 1 - Parks, Reserves and Cemeteries Risk Assessment

Appendix 2 - Parks, Reserves and Cemeteries Operational Documents

Appendix 1 - Parks, Reserves and Cemeteries Risk Assessment

COMPLIANCE AND LEGISLATION RISKS

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Legislation Changes	If changes to legislation or case law occur and are not implemented by staff, then council may be acting illegally and in breach of legislation.	4 High	Regular review and update Legislative Compliance Register. Staff training and attending relevant industry conferences. Regular policy review to ensure policies and procedures are in line with legislation changes.	2 Moderate
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
Property and Parks - Non-Compliance	If Council does not comply with its obligations under	8 High	Ensure maintenance contractor and Council	4 Moderate

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
TOP TEN RISK	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.		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.	
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	8 High	Backups done daily and stored off-site. Most critical data is in the cloud, data centre is	3 Moderate

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
	to respond to customers, data unavailable, potential permanent loss of data.		overseas so workers 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-	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.	1 Low

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
	compliance with legislation and potential financial penalties.		Maintain a register of 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 projected thereby putting pressure on Council to	3 Moderate	Increase the level of funding by possible rates increase and other	2 Moderate

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
	provide additional infrastructure and services.		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 checking of at least one recent, direct manager (particularly for financial	3 Moderate

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
			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
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	3 Moderate	Quality assurance, Ongoing training/awareness of HSE requirements and responsibilities, Vet Care/Assessments.	2 Moderate

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	welfare agency scrutiny and possible fines.		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.	
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 substances. Regular health checks for staff.	3 Moderate
Playground Equipment Failure	If Playground equipment, or other recreational equipment fails then a member of the public could	8 High	Biennial playground inspection report and quarterly compliance checks by contractor to	3 Moderate

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	be seriously injured or killed.		bring any issues to attention of council staff.	
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
Dog Attack	If a dog attacks a member of the public and the dog control team have been slow or negligent in responding to complaints, then the council may be liable for costs, and the public safety may be compromised.	4 High	Compliance officer to respond immediately to dog complaints. Ensure all dogs in the district are registered and the dog bylaw is complied with. Dogs are microchipped. Ensure dog pound is secure and access is restricted.	1 Low
Muscular discomfort - Ergonomics	If muscular pain or discomfort or eye strain occurs as a result of the work environment and setting, then this will impact on staff health and wellbeing and long term comfort at work.	2 Moderate	Apply ACC Habit At Work guidelines. Workstation assessments should be carried out to reduce the likelihood of onset of long term discomfort and pain conditions.	1 Low
Armed Robbery TOP TEN RISK	If there is an armed robbery at any of council's	8 High	Establish emergency procedures, including	4 Moderate

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	services centres, then there is the potential for death or serious harm.		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.	
Employee Substance Abuse	If staff are affected by drugs or alcohol while at work, then there is an increased risk of an accident or injury, property damage, and reduced work performance.	8 High	Ensure staff are aware of drug and alcohol policy. Initial drug testing done prior to employment to filter out regular users. Utilise EAP.	2 Moderate
Dangerous Roads due to weather events	If there are dangerous road conditions that are not managed and communicated to the contractors there is the potential for car accidents and possible road fatalities.	2 Moderate	Ensure communication with contractors around potential weather events that may cause damage to the roads.	1 Low
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
Road Closures – unplanned	If there are un-planned road closures due to collapse of culvert/bridges/landslides,	4 High	Coordination between services around alternative routes into	3 Moderate

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	then access to reserves, parks and cemeteries for contractors could be affected		reserves, parks and cemeteries.	
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 under threat and may cease.	4 High	Internal training and succession planning programs. Ensure market 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.	2 Moderate
Maintenance Contractor fails to deliver	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	8 High	Careful assessment of tender to ensure contract price viable for contractor to deliver level of service. Regular liaison with contractor to monitor performance and ensure compliance. Contractor pre-approval process must not be bypassed.	3 Moderate
Property design/construction information	If Council does not have adequate information on original design or construction of asset, then there is a greater potential for failure of future work, potential of increased costs	3 Moderate	Carry out regular condition assessment of assets. Reassess use of asset or redesign to suit.	1 Low

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	and unsafe future construction.			
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 TOP TEN RISK	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
Biosecurity threat risk	If there is a biosecurity threat to animals, or plant life then this could affect the economic wellbeing of the district and the ability of council to financially meet community needs.	4 High	Ensure council takes a proactive approach to working with Biosecurity NZ, MPI, TRC and the community where a threat is identified.	2 Moderate
Critical Asset Failure TOP TEN RISK	If a critical property asset fails, then unexpected financial burden may arise and there could be	15 Very High	Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil	4 High

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	significant disadvantage and risk to the community.		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.	
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 could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	8 High
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	1 Low

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			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.	
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 services desks, LGOIMA requests, council meetings, and/or functions THEN risk of damaged reputation, ratepayer distrust and actions from Local Government ministry and/or Privacy Commissioner.	12 Very High	All Media releases are to be checked off by Dir – Community Services, and signed off by CEO or Mayor. Social Media Policy in place for clear guidance of social media use. Front counter training needs and communication guidelines established - a resource centre (knowledge base) maintained for FAQ's from public. Consider implementing a Privacy Impact	2 Moderate

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			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 required for all major contracts.	3 Moderate
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	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	3 Moderate

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	health implications.		prepared annually, separate to the Annual Plan, which contains all other council operations.	
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 High
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

Appendix 2 - Parks, Reserves and Cemeteries Operational Documents

Consents	Commencement Date	Expiry Date	CM Reference
NIL			
Policies	Commencement Date	Review Date	CM Reference
Allocation and Use of Sports Grounds	11/12/2018	2021/2022	D18/35501
Asset Management	26/05/2020	2023/2024	D20/4330
Street Trees	2/08/2016	2020/2021	D16/8890
Management of Domains	11/12/2018	2021/2022	D18/35508
Procurement Policy	11/06/2019	2022/2023	D18/29563(v3)
Bylaws	Commencement Date	Review Date	CM Reference
Cemeteries Bylaw	1/02/2020	2029/2030	D20/1919
Parks and Reserves Bylaw	1/02/2020	2029/2030	D20/1921
Public Places and Nuisances Bylaw (draft)			D20/1850
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
Open Space Maintenance Contract	1/07/2019	1/06/2022	D19/5521