



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

# LONG TERM PLAN 2021-2031





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# Summary of information

**The major matters contained within the Long Term Plan are:**

- The significant policies and objectives of the Stratford District Council;
- The community priorities of the Stratford District;
- The nature and scope of the significant activities to be undertaken;
- The performance targets and other measures by which performance may be judged;
- An outline of the indicative costs and sources of funds in total, and for each significant activity in particular terms for the financial years 2021/2022, 2022/2023, 2023/2024 and in general terms for the following seven financial years;
- Revenue and Financing Policy;
- Development and Financial Contributions Policy;
- Significance and Engagement Policy;
- Funding Impact Statement;
- Summaries of assessments of water and sanitary services and solid waste plans;
- Details on Council Controlled Organisations;
- Steps to foster the development of Māori capacity to the decision making processes;
- Significant forecasting assumptions used in the preparation of the Long Term Plan;
- An Audit opinion;
- Local Government (Financial Reporting and Prudence) Regulations 2014 Disclosure Statement;
- Infrastructure Strategy.





# Public consultation

Below is a list of dates and venues of public meetings that were held to consult the community on the Consultation Document.



## What were the key dates?

<b>23 March</b>	Consultation Document adopted by Council
<b>24 March</b>	Consultation period begins and submissions open
<b>1 April to 30 April</b>	Public and community stakeholder meetings available
<b>2 May</b>	Consultation period ends and submissions close
<b>18 May</b>	Hear and consider submissions
<b>By 30 June</b>	Council adopts Long Term Plan 2021 – 2031

## Results of the submission process

**Council received 114 submissions and a hearing was held on Tuesday 18 May with deliberations being undertaken on the same day.**

As a result of the submission process, elected members decided to:

- Proceed with the implementation of universal water metering, unless superseded by the pending outcomes of the three waters reforms.
- Allocate funding for a residential subdivision.
- Not go ahead with the proposed Food and Green Waste Collection.
- Not introduce an Economic Development Targeted Rate at this time.

**STRATFORD  
HAVE  
YOUR  
SAY**



# From our Mayor and Chief Executive

**In front of you lies Stratford District Council's Long Term Plan 2021-2031. This will guide council's operations and capital projects for the next three years, until it comes up for review in 2024, while providing general direction for the next decade.**

Elected members and staff have put in long hours to balance needs, wants and opportunities for the district and had positive response and input from the community. We have also worked hard to maximise investment from external sources to minimise the cost of providing services and amenities for ratepayers.

The four key issues that we sought feedback on were water conservation, waste minimisation; the introduction of an Economic Development targeted rate for commercial properties; and Council undertaking another Residential Subdivision.

This was put to the test via public consultation with 114 submissions received on a wide range of topics. As a result of this feedback Council decided to proceed with the installation of water meters to achieve its water conservation goals and the strong support for another subdivision meant that this is also included in the final plan. Elected members however decided not to proceed with the proposed additional service for food and green waste as well as the Economic Development targeted rate at this point.

With regards to water meters, elected members asked staff to however hold off on any installations until the outcomes of the Government's 3 Water reforms are better understood. This is expected in the latter part of 2021.

We think Stratford has a good vibe at the moment, with significant amounts of new work under way, creating employment opportunities and improving our town and district. We want to keep this momentum going, but are also well aware of the need to not over-burden our ratepayers.



**Neil Volzke**  
District Mayor



**Sven Hanne**  
Chief Executive

The overall rates increase is 4.63% for the 2021/22 financial year with an average rates increase of 4.60% for the 10 years covered by the Long Term Plan. These percentages are the change in council's overall budget, rather than the change that will apply to each or every individual property.

The change that applies to properties is affected by their type, value and shift in value during the recent revaluation and whether it receives council services such as water supply, wastewater or solid waste collection.

The recent strong increase of residential property values has led to an overall shift of the rates burden towards residential and away from rural properties. It is important to note that the same has occurred in reverse as a result of previous revaluation cycles with rural properties picking up a larger share of the overall rates during those cycles. A range of sample rates are provided at the back of this plan.

A handwritten signature in black ink, appearing to read 'Neil Volzke'.

A handwritten signature in black ink, appearing to read 'Sven Hanne'.



# District Profile

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

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

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

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

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

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

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





## The most recent population estimate for the district of 9,880 people is based on Statistics NZ population estimates as at 30 June 2020.

The average age of Stratford District residents is expected to increase from 40 to 42 over the next 30 years.

GDP growth has generally been 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. The biggest increase in jobs in Stratford since 2017 has been in the house construction (building) sector, and in primary education.

The home ownership rate in Stratford is 68% (compared to the national average of 65%). Stratford has good housing affordability compared to the national average: the mortgage as a proportion of income in Stratford is 0.21, compared to 0.34 the national average. The average household size in Stratford is expected to remain at 2.5 individuals over the next 30 years, unlike other districts where it is expected to decline.



The Stratford District Council is represented by 10 Councillors and the Mayor. Stratford district is divided into two wards – an urban ward (6 Councillors) and a rural ward (4 Councillors). The Council currently has no Community Boards. A Māori ward will be established for the 2022 local body election.

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

## District Mayor

### Neil Volzke

**M.** 027 6317 418

**E.** [nvolzke@stratford.govt.nz](mailto:nvolzke@stratford.govt.nz)



## Rural Ward Councillors

### Grant Boyde

**P.** 027 603 2842

**E.** [grant.boyde@stratford.govt.nz](mailto:grant.boyde@stratford.govt.nz)

### Rick Coplestone

**P.** (06) 762 2627

**E.** [rick.coplestone@stratford.govt.nz](mailto:rick.coplestone@stratford.govt.nz)

### Amanda Harris

**P.** (06) 762 3520

**E.** [amanda.harris@stratford.govt.nz](mailto:amanda.harris@stratford.govt.nz)

### Vaughan Jones

**P.** 027 620 2106

**E.** [vaughan.jones@stratford.govt.nz](mailto:vaughan.jones@stratford.govt.nz)

## Urban Ward Councillors

### Peter Dalziel

**P.** (06) 928 4560

**E.** [peter.dalziel@stratford.govt.nz](mailto:peter.dalziel@stratford.govt.nz)

### Jono Erwood

**P.** 027 640 4008

**E.** [jono.erwood@stratford.govt.nz](mailto:jono.erwood@stratford.govt.nz)

### Alan Jamieson

**P.** 027 533 1167

**E.** [alan.jamieson@stratford.govt.nz](mailto:alan.jamieson@stratford.govt.nz)

### Min McKay

**P.** 027 357 6060

**E.** [min.mckay@stratford.govt.nz](mailto:min.mckay@stratford.govt.nz)

### John Sandford

**P.** 027 496 2278

**E.** [john.sandford@stratford.govt.nz](mailto:john.sandford@stratford.govt.nz)

### Gloria Webby

**P.** 021 022 62258

**E.** [gloria.webby@stratford.govt.nz](mailto:gloria.webby@stratford.govt.nz)





# District Mayor and Councillors

**Policy & Services Committee**  
Chair - Deputy Mayor

**Audit & Risk Committee**  
Independent Chair

**Farm & Aerodrome Committee**  
Chair – Elected Member

**Executive Committee**  
Chair – District Mayor

## Chief Executive

Administration and Management  
Human Resources  
Governance  
Long Term Planning  
Health and Safety  
Civil Defence Emergency Management

## Assets

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

## Environmental Services

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

## Community Services

Community Development  
Community Funding  
Information Centre  
Library  
Communications  
Economic Development  
Customer Service  
Swimming Pool

## Corporate Services

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

# Significant Forecasting Assumptions

## Inflation

The forecast financial information includes provision for inflation. Forecasts of price level changes prepared specifically for the local government sector by Business and Economic Research Limited (BERL) have been used to calculate the inflation rates for each year of this plan.

In year 1 there has been no inflation applied to operational revenue and costs, except for energy and

insurance costs which are based on current plus an inflated rate, as we are reasonably confident in forecasting actual revenue and expenditure figures in the immediate year timeframe.

There is a medium-high level of uncertainty about whether these forecasts will be correct, however unless there is an extraordinary period of sustained high inflation, it is unlikely to have too much of an impact on rates.

The inflation rates used from years 11 to 30 for the Infrastructure Strategy are based on the 10 year inflation rates.

If the inflation rates tabled on this page were all to increase by 1% it would impact total operating expenditure for the first three years of the LTP as follows:

	<b>Current (\$000)</b>	<b>1%</b>	<b>Increase (\$000)</b>
Year 1	19,985		20,188
Year 2	20,957		21,190
Year 3	23,420		23,675

	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
<b>Roads</b>	0.00%	3.10%	3.00%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%
<b>Property</b>	0.00%	2.50%	2.30%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
<b>Water</b>	0.00%	3.50%	2.60%	2.70%	2.90%	2.80%	3.20%	3.30%	3.40%	3.10%
<b>Energy</b>	4.00%	3.50%	2.60%	2.70%	2.90%	2.80%	3.20%	3.30%	3.40%	3.10%
<b>Staff</b>	0.00%	2.50%	2.30%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
<b>Other expenses</b>	5.00%	2.50%	2.30%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
<b>FMC Contract</b>	0.00%	3.10%	3.00%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%	2.90%
<b>Sundry Revenue</b>	0.00%	2.50%	2.30%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%	2.20%
<b>Waste Index</b>	0.00%	3.50%	2.60%	2.70%	2.90%	2.80%	3.20%	3.30%	3.40%	3.10%



## SIGNIFICANT FORECASTING ASSUMPTIONS

### Interest

Interest on borrowings is based on the current weighted average rate, plus 0.3% in Year 4, and an increase of 0.5% in Year 7. The average loan term is currently over 5 years and 91% of Council debt is fixed so we do not expect too much fluctuation over the next few years in interest rates.

2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
2.20%	2.20%	2.20%	2.50%	2.50%	2.50%	2.50%	3.00%	3.00%	3.00%

Interest on investments is based on a similar methodology to the above, and increases as does interest on borrowings. It is expected that interest on debt and investments will move in a similar direction and at a similar rate over the next ten years.

2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
1.84%	1.84%	1.84%	2.14%	2.14%	2.14%	2.64%	2.64%	2.64%	2.64%

There is a high level of uncertainty about the interest rate assumption. With forecast interest expenditure on gross external debt in 2021/22 of \$476,756, an increase in interest rates of 1% will result in an additional \$216,708 in interest expenditure. Over the ten years of the LTP, the additional interest expenditure incurred as a result of a 1% increase in the interest rate assumption is \$3,481,729. The interest rate assumption will be reviewed annually during the preparation of the Annual Plan and updated as more current information provides more certainty.

### External Funding

The Funding Assistance Rate (FAR) government roading subsidy is forecast to be 61% in 2021/22 and to remain at this level over the following nine years. This is based on projections supplied by Waka Kotahi. An assumption has also been made that Waka Kotahi will fund all roading projects budgeted for.

There is medium to high level of uncertainty around the FAR rate remaining at 61% over the 10 years of the LTP. The budget for the first 1 – 3 years of the LTP has not yet been approved by Waka Kotahi. If the FAR rate reduced by 1%, this would amount to a loss of Waka Kotahi subsidy in 2021/22 of \$89,279, and \$1,069,770 over the 10 year LTP period.

On 31 May 2021, Waka Kotahi endorsed indicative investment levels as part of the 2021-24 work programme. Council's work programme for this three year period was budgeted for \$20,642,000.

However, Waka Kotahi have indicated funding approval for \$19,700,000. The final funding amount will be determined and approved by late August 2021. Council will only incur operational and capital expenditure for roading up to the maximum amount approved by Waka Kotahi for funding. For the purposes of preparing the Long Term Plan budgets, Council has budgeted for the full work programme requested, and note that there is a risk that this won't be received as indicated by Waka Kotahi recently.

There is also a medium risk that Waka Kotahi may not fund all of the roading projects proposed from Year 4 onwards. The Brecon Road bridge project, for which Council has budgeted grant funding from years 5-6 of the LTP of \$7,015,000 has not yet been approved by Waka Kotahi. This would have a significant impact on the delivery of the project, and it is unlikely that the project would proceed without the Waka Kotahi contribution.

An assumption has been made that up to 100% external funding will be received for certain capital projects – grant funding budgeted of \$8,209,000. There is a high level of uncertainty around whether some of the funding will be received – particularly for the fitness gym (\$84,000), and part of the pool external funding not already confirmed (\$2,500,000), but there is a low level of uncertainty for projects confirmed for Provincial Growth Funding already.

If external funding for the pool of \$2,500,000 is not received, then Council will reduce the scope and associated cost for the pool from \$22,500,000 to the amount available.

## Revaluation of assets

It is assumed that the value of Council assets will be consistent with the most recent asset valuation.

Assets will be revalued every three years, with the next asset revaluation for infrastructure assets to be in 2021/22, and for property assets to be in 2022/23.

The below table shows the inflation rate assumptions (cumulative rates) used for the asset revaluations for the various categories of assets which are taken from the relevant inflation category as published by Business and Economic Research Ltd (BERL, September 2020).

There is a medium to high level of uncertainty that the asset revaluation forecasts are correct. The value of Council assets and subsequent depreciation expense may change as a result of changes in valuation methodologies, or cost changes being significantly different to what has been forecast.

This could lead to an increase or decrease in rates, depending on the outcome at the time. For example, the revaluation for 2021/22 is based on an increase in roading assets of 3.1% and an increase in all other infrastructure assets of 3.5%, resulting in depreciation of \$5,426,000 in 2022/23.

If the increase in values was 4.1% and 4.5% respectively, depreciation for 2022/23 would be \$5,463,000.

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Asset Revaluations - <b>Roading</b>	3.10%	0.00%	0.00%	9.27%	0.00%	0.00%	9.79%	0.00%	0.00%	10.66%
Asset Revaluations - <b>Services Infrastructure</b>	3.50%	0.00%	0.00%	9.06%	0.00%	0.00%	10.00%	0.00%	0.00%	12.05%
Asset Revaluations - <b>Property</b>	0.00%	2.50%	0.00%	0.00%	7.02%	0.00%	0.00%	7.39%	0.00%	0.00%



### Capital Expenditure

Council has forecast for \$125,463,814 of capital expenditure over the 10 years of the LTP, with 40% of the forecasted projects to be delivered in the first three years. The key risk is that the Council is unable to deliver the works programmes as outlined. If the risk occurs then this creates a wave and backload of work, in particular continued delays in the delivery of renewals and upgrades, subsequently that may impact on the achievement of levels of service, potential increased costs from delays and risks to the continuity and delivery of services with the risks of assets failing before they can be replaced. This also comes with the risk that Council rates and borrows to fund a program that can't be delivered in the budgeted timeframe.

There is a medium to high level of uncertainty about the delivery of all projects within the years specified. If any replacement projects can be delayed then that will occur, likewise if any projects need to be prioritised due to asset failure, then they may need to be brought forward.

There is also some uncertainty about the capacity to resource each project to completion phase, and Council is taking on extra resource to greater ensure that projects, particularly those that will increase levels of service, can be delivered on time. The budget from Year 1 includes a new Project Manager, which Council has now completed successful recruitment for, with the candidate to commence in the role in early July 2021.

#### **Skill Shortages**

There is a risk that Council will not be able to recruit and retain staff as required. If this occurs then increased reliance may be placed on contractors, with an impact on costs, or there may be a risk to continuity of service and service levels, and loss of institutional knowledge.

The likelihood of this impacting Council increases with the more technical roles, especially roles that are unique to local government – including Regulatory roles such as building control and planning, and certain engineering roles, and Rates.

Council has developed a staff wellbeing strategy to increase staff retention and is investing in refining its performance measurement and remuneration system. In terms of being able to attract new staff, when a vacancy is anticipated, Council's policy is to recruit immediately and as widely as possible.

Council has also focused on succession planning in recent years with many low to mid-level positions having a clear career progression path.

#### **Contractor Availability**

The ability of Council to deliver many core infrastructure services as well as parks, reserves, cemeteries, and property maintenance depends on the ability of contractors to deliver to agreed expectations. An effective procurement process also relies on there being an adequate number of contractors to bid for Council work, enabling a more competitive process – not just on price but quality of delivery. The inability to get contractors for particular projects has affected the 2020/21 capital programme completion rate due to the significant number of shovel ready projects in the region and nationally. However, this is unlikely to have as large an impact over the next ten years.

There is a moderate to high level of risk that there will be a shortage of contractors or that contractors will not deliver to the agreed standards and specifications within the agreed time.

Council is supporting local industries by running the Mayors Taskforce for Jobs programme – matching people in Stratford who aren't currently working with available jobs in an attempt to bridge any shortage gaps.

#### **Cost Certainty**

There is a medium level of uncertainty around the cost of significant projects, which can be affected by demand and supply at the time, and a change in requirements either as a result of community feedback or legislative requirements. The projected capital expenditure for Brecon Road bridge of \$11,500,000, is based on a consultants estimate and an estimated cost for a business case for funding and contingency amounts, however, this amount could either go up or down and will not be known until after the business case stage is underway. On this bridge project in particular, there is a high level of uncertainty of whether it will go ahead – refer to External Funding section. It is expected that the future replacement of significant assets will be able to be funded from reserves.



## Asset Life

The remaining useful lives of Council assets are recorded in the individual Asset Management Plans and have been taken from the most recent Independent Asset Revaluation.

There is a medium to high level of uncertainty about the expected useful lives which is based upon estimates by actual performance, industry standards, engineer estimates, and valuers. Plant, equipment and infrastructural assets lives range from 2 years to 120 years and were determined either upon initial recognition, or at the asset revaluation cycles. Depreciation and interest costs would increase if replacement capital expenditure was required earlier than anticipated. However, these impacts could be mitigated as capital projects could be reprioritised in the event of early expiration of assets. It is also possible for assets to last longer than their estimated useful life, again mitigating the effects of asset failure before the expected date. Service disruption may occur where

assets fail before their useful life, however, Council are very responsive when it comes to ensuring the core infrastructure services are maintained and operated with minimal disruption. If the three waters reforms were to proceed and Council's water assets are amalgamated into a larger entity, the situation may be different and less priority may be given to restoration of core services in an unplanned event.

There is a low level of uncertainty that Council activities will change and result in decisions not to replace existing assets. Where a decision is made not to replace an asset, this will be factored into capital projections. Council has a comprehensive asset management planning process in place to ensure there is an efficient renewal program.

## Depreciation

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

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

	<b>Years</b>
Buildings	10-100
Plant	5-10
Motor Vehicles	5
Fixtures and Fittings	5-10
Office Equipment	4-10
Roading Base course	15-80
Roading Seal	2-16
Roading Culverts	20-80
Roading Sumps	80
Signs	10
Bridges (including Tunnels)	60-100
Footpaths	20-80
Streetlights	30
Stormwater	20-80
Water Supply Treatment	20-120
Water Supply Reticulation	20-120
Wastewater Treatment	40-80
Wastewater Reticulation	40-80
Street Beautification	10-100

Council is constantly trying to improve the level and accuracy of asset data for core infrastructure recognising the current information could be improved.

## SIGNIFICANT FORECASTING ASSUMPTIONS

### Farm Milk Price

Fonterra sets the milk price for each season. For the purposes of forecasting, Council has used the average of the previous ten years (below) over the next ten years, of \$6.25.

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
\$7.60	\$6.08	\$5.84	\$8.40	\$4.40	\$3.90	\$6.12	\$6.69	\$6.35	\$7.14

There is a medium risk that the price will drop below \$6.25. A drop in the milk price of \$1 will result in revenue reducing by \$75,000, based on estimated milk production to remain consistent over the next ten years at 150,000 kg/milk solids produced annually.

### Population Growth

Population and the number of rateable properties is expected to increase by 0.5% per annum. The Population Projections 2018-2051 report by Infometrics, dated April 2020, forecasts that the Stratford district population will, under a high growth model, increase from around 10,000 to 11,800 over the next 30 years (18% or 0.6% per annum). Council has noticed the upturn in Taranaki's regional growth which appears to be flowing through most of the provincial areas. In recent years there has been an increase in rating units of around 1%. However, it is not expected that this level of increase will be sustainable over the next ten years and so for the purposes of determining rating unit growth for the Long Term Plan, 0.5% growth has been used as a conservative measure.

This level of growth has also been used for the forecast increase in rating units. There is a medium to high level of uncertainty that population and rating unit growth will increase by 0.5% annually, and it may be higher or lower than forecast.

There is currently provision in the District Plan if new infrastructure is required to respond to new development. Those provisions allow Council to obtain

financial contributions from developers to respond to any development work required by Council.

Council has made provision for growth by proposing to invest in a self-funding property development between 2021 and 2023, at a slightly smaller scale to the 2020 Council subdivision. The cost proposed is purely an estimate based on the previous Council subdivision and hasn't taken into account the number of sections, change in land prices, and potential development work required.

The financial outcomes proposed for the subdivision are purely reliant on there being sufficient demand for all sections Council makes available for sale.

Current assets have the capacity to cope with the moderate growth experienced and forecast. It would take consistent growth of 1-3% for a considerable number of years before this would change.

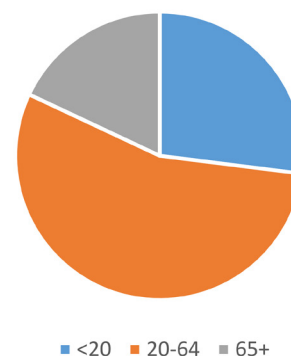
A lower than expected population growth outcome is considered unlikely, but could result in reduced revenue to Council from funding sources other than rates.

### Societal Changes

The average age of Stratford residents is expected to increase over the next 30 years from 40 to 42 years. It is not expected that this increase will have a significant impact on Council services and infrastructure, and there is a low to medium level of uncertainty around this assumption as it is based on Infometrics data and is a trend that doesn't generally change dramatically within 10 years. 580 residents (5% of the district population) are aged 80+.

There are 1,250 Māori population – 48% are under 20. Māori make up 13% of the district population. This is expected to increase slightly over the next 10 – 30 years.

Age of Stratford District Population - 2020





## Resource Consents

The Council regularly reviews regulatory changes that may or will affect the delivery of core services.

This primarily includes updates to resource consents and changes to legislation or national standards.

The assumption in the Long Term Plan is that renewed resource consents will have similar conditions as the expiring resource consents and will not include significant cost triggers and additional expenditure. There is a medium level of uncertainty on this assumption as it is dependent to a high degree on the legislative environment and environmental standards and expectations that exist at the time of renewal.

An assumption has also been made that all resource consent conditions will be met by Council.

There is a low to medium level risk that Council will face some form of non-compliance or breach consent conditions. Council has suitably qualified and skilled staff and appropriate processes and technology to control, monitor and manage consent conditions.

## Legislative Reform

**Resource Management Act reform** – there is potential for the District Plan to be consolidated into a Regional Plan in the near future however no decision has been made on this yet. At this stage, Council has still budgeted for \$1,500,000 in years 3 to 5 of the Long Term Plan to produce a new District Plan to ensure current legislative timeframes are met. Council will monitor the ongoing situation. There is a high level of uncertainty around this, as the Government has announced legislative reform will occur by 2022 and will involve consolidation of planning documents between territorial authorities.

**Three Waters reform** - There is potential for the Water Supply, Wastewater, and Stormwater Activities to no longer be operated by individual territorial authorities in 3-4 years. The current proposal is to amalgamate these activities under a much larger multi-regional entity. The work on this is still underway and no firm decision has been made yet on what the reforms might look like, so the Long Term Plan does not allow for what is being proposed under the Three Water Reforms.

Instead the operating and capital expenditure budget are as per normal with some level of service expenditure required to ensure a sustainable water supply for future generations. If the 3-Water Activities were to be removed from Council, from say Year 4 of the Long Term Plan, this would have an impact on Council assets, debt, revenue, expenditure, and treasury covenants. There is a high level of uncertainty around what will happen, and by when.

## Climate Change

Climate change is expected to affect the Stratford district over the short to long term through an increase in the frequency and intensity of storm events, and a change in rainfall patterns producing more extreme weather events, and an increase in drought 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.

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 asset replacement.

Council has budgeted for projects that will support the districts response to climate change. These include the Walking and Cycling strategy projects (\$3.35M for 10 years), Water Meter Installation (\$2.49M for 10 years) and the reticulation capacity upgrade for the storm water system (\$1.35M for 10 years).

Although the level of uncertainty around what impact Climate Change will have on the district over the next ten years is high, planned expenditure in the LTP does not include provision for any impacts of a natural disaster event. The costs will be addressed as or when they arise. The Revenue and Financing Policy allows for such expenditure to be loan funded if required.

Insurance cover is in place for above ground and below ground infrastructure assets, and Council has a contingency fund of \$500,000 to assist in initial damage control and restoration work required after any significant weather event. Council has deliberately kept the net debt to revenue limit (130%) below the Local Government Funding Agency (LGFA) net debt covenant of 175% to ensure that if borrowing is required urgently for unforeseen circumstances such as to respond to infrastructure damage from an extreme weather event, Council has the capacity to draw down additional funds through the LGFA.

The Infrastructure Strategy discusses climate change and its effects on the district in further detail. At this stage, no assessment has been done on the potential impact of the expected effects of climate change on the community's social, economic and cultural wellbeing. With the Stratford district being heavily reliant on agriculture, an increase in droughts as a result of climate change will have an impact on the viability of the industry, which would have a social and economic impact. Council is committed to working with Venture Taranaki to develop diversification and innovation in the food production industry via the Food Futures project.

### COVID-19

No impact has been factored into the LTP budgets as a result of the Covid-19 pandemic and Council does not anticipate any further lockdowns. There is a low to medium level of uncertainty for this assumption, as the 2020 lockdown did not have a significant impact financially on Council, and is unlikely to occur again now that the Covid-19 vaccine is being administered in New Zealand.

The current situation is indicating only a minor impact overall on the Stratford District Council as a result of Covid-19. Of Council's total revenue, a low portion (10%) is reliant on user fees and charges, the remainder is made up of rates revenue and NZTA funding. Consequently, any future Covid-19 impact has not been factored into Long Term Plan considerations and no impact on revenue or supply chain availability from overseas is anticipated. The Long Term Plan is based on the assumption that the Council will adequately deal with any extraordinary situations as they arise.

The district is also more reliant on industries that haven't been majorly negatively impacted by the effects of Covid-19 such as agriculture, education, health care and other day to day necessity industries.

The food and service industries may experience sporadic closures or lower activity as the country moves in and out of the Covid-19 levels over the next year or so. This could ultimately result in some permanent closures, and reduced revenue coming in to the district. It may also result in Council being unable to achieve its non-financial performance measures that rely on visitor numbers or bookings e.g. library, pool, War Memorial Centre. Council anticipates no effect from Covid-19 from July 2021 onwards, and will explain any under performance results at the time, as is usually done.

With the border closures and quarantining likely to remain in effect for some time, some industries may also experience short-staffing and an inability to maintain capacity or grow due to some industries previously relying heavily on foreign workers, e.g. contracting industry, agricultural industry.

### TET Multi-Sports Centre

The TET Multi Sports Centre was vested to Council on 1 July 2018. Although Council has assumed ownership of the TET Multi Sports Centre building, Council has decided not to fund depreciation of the asset. The assumption has been made that Council will take on minor operational costs and expenses associated with the stadium and in addition has budgeted for \$50,000 of capital expenditure on the stadium each year.

As a decision has not yet been made on the ultimate ownership of the Stadium, the budgets assume the Centre will continue to be run as per previous operations, in that the current lessee will manage the majority of the associated running costs of the building.

There is a medium level of uncertainty on this occurring as negotiations are yet to take place, and consultation with the community may be required in future.





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# Financial Strategy

## Summary of key information

Rates Increase Limit:	< 6%
Borrowing Limit:	Net Debt < 130% of Annual Operating Revenue
Growth assumption:	0.5% annually
Inflation assumption:	Average of 2.4% annually, varies across categories of expenditure
Waka Kotahi Subsidy:	61% over the 10 years of the Long Term Plan
Effects from Covid-19:	Nil

## Introduction

The purpose of the financial strategy is to:

- Provide guidance for elected members and staff when considering proposals for funding and expenditure.
- Make Council funding and expenditure decisions and their overall effects on service levels, rates, debt and investments transparent to ratepayers.
- Ensure that debt, revenue and expenditure (Operating and Capital) are managed in a way that maintains service levels in a financially sustainable way.

This is a ten year Strategy, but will be reviewed 3 yearly in line with the review of the Long Term Plan ("LTP"). Compared to the Financial Strategy adopted in 2018, this Strategy is based on a higher population growth forecast (LTP 2018-28: 0.3%), significant service level increases, and a higher rates increase limit (LTP 2018-28: 4.45%). The Debt Limit is to increase from 100% to acknowledge that increased service levels desired by the community.

## Guiding vision and desired community outcomes

Council's vision is to be "A vibrant, resilient and connected community – in the heart of Taranaki".

The Community Outcomes of a Vibrant Community, a Sustainable Environment, Connected Communities, and an Enabling Economy (based on the local government four wellbeings), guide the services Council provides and the level of service provided by each Council Activity.

Elected members have acknowledged that there is more work to do to achieve these Community Outcomes, above what would be considered business as usual. Capital expenditure on increasing the levels of service provided to the community is expected to be \$57,870,182 over the next ten years, mostly loan funded. This is a major reason why the rates increase limit of 6% has been set higher than the previous rates increase limit – to enable Council to deliver on the increased levels of service within the Long Term Plan.

## Prudence

Council is required to set its operating revenues to cover its projected operating costs unless it is prudent to do otherwise. The test of whether operating revenues are set to cover operating costs is whether the Statement of Comprehensive Revenue and Expense has a balance before Asset Revaluations (Net Surplus figure below) of greater than zero. The financial projections show that Council has met this requirement.

The net surplus includes capital grant funding, e.g Provincial Growth Funding and Waka Kotahi funding for capital expenditure on roading – particularly high in year 2021/22, 2025/26 and 2026/27, and also includes the sale of assets in 2023/24.

As stated in the Revenue and Financing Policy "Prior to determining the amount to be funded by rates, Council identified and exhausted all other funding sources available to each Activity." These include Fees and Charges, Grants and Subsidies, Borrowings, Asset Sales Proceeds, Financial Contributions, and Interest and Dividends from Investments. Fees and charges take into account the principles of user benefits/pays and exacerbator pays, while also recognising that many of the services that Council delivers provide wellbeing outcomes to the community and therefore affordability is also taken into account.

### Long Term Plan forecast of Net Surplus

in \$000's	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
Total operating revenue	29,390	24,088	27,454	25,061	29,646	29,846	27,889	28,628	29,919	30,998
Total operating expense	19,985	20,957	23,420	23,190	23,797	24,072	25,090	25,889	26,412	27,832
Net surplus	9,404	3,131	4,034	1,872	5,849	5,774	2,800	2,739	3,507	3,167



## Significant factors underpinning the financial strategy

### Service Levels

The capital expenditure forecasts in the Long Term Plan provide for increased service levels – notably the new Swimming Pool, Economic Development initiatives, Waste Minimisation/Environmental initiatives, a new Water Supply Trunk Main, the rollout of universal Water Metering, and Roding initiatives with the proposed new Brecon Road Bridge and a significant upgrade to Whangamomona Road. There is no significant cost reductions forecast that would result in a decrease in service levels provided.

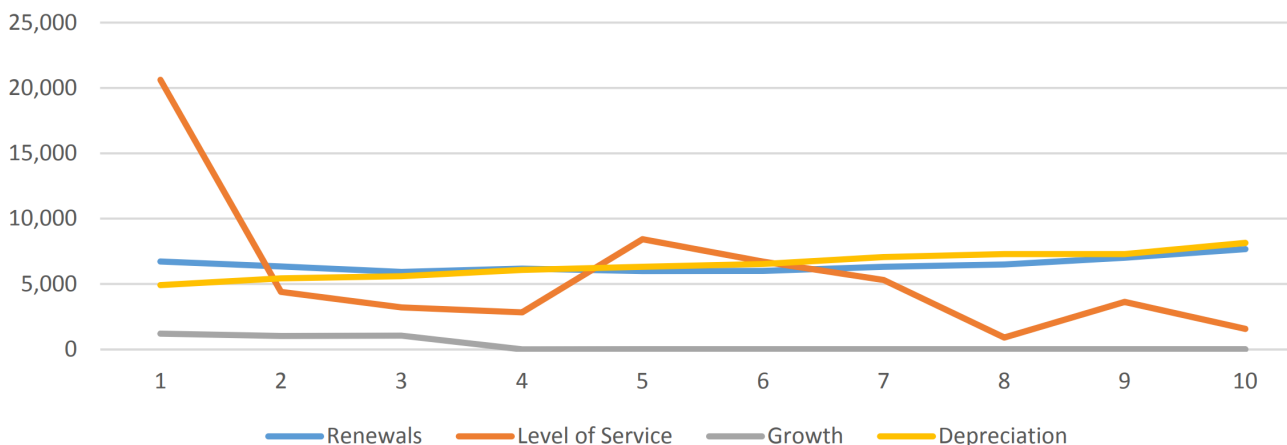
Grants and subsidies will be actively sought to help fund the capital work programme. Recently, the Council has been successful in confirming Government funding for the new Swimming Pool project of \$8,000,000, and the Water Supply second Trunkmain of \$2,390,000.

The majority of the remainder of capital expenditure that relates to increasing service levels shall be loan-funded (some additional grant-funding anticipated). This ensures that the cost of assets providing long term benefits, is spread over the expected life of the asset – aligning with the principle of inter-generational equity.

To continue to deliver the levels of service for an Activity council must ensure that it has made sufficient provision for funding to do the maintenance and asset replacement outlined within its Asset Management Plans. The LTP includes provision for renewal capital works of \$6,721,100 in 2021/22, and \$57,898,957 over the remaining 9 years.

Note: most assets that have been grant funded initially will be fully depreciated in the expectation that Council will fund the replacement of the asset from the appropriate reserve, except for roading where it is expected that the roading subsidy will continue to contribute towards the replacement of roading assets.

## Capital Expenditure Categories and Depreciation Expense (\$'000's)





### **Maintaining Levels of Service**

As the graph indicates above, depreciation over the years is at a similar level to renewals, demonstrating Council's commitment to maintain assets at a rate similar to the rate at which they are failing.

Generally, the Council takes a risk-based approach to monitoring the condition of assets and conducts condition assessments of its critical assets. Where assets have low risk because they are in the first half of their life, condition monitoring is low. If the consequences of running an asset through to failure are high, the Council, through its AMP and systems hold more information on the asset condition. The Council has assessed the risk of sudden asset failure as minor and therefore has not budgeted for the replacement of assets before their useful life. To clarify, Council's strategy is to replace non-critical assets when they fail. This is a common strategy with many Councils, and Stratford has a good track record of fixing failures in a timely manner.

Council insures all infrastructure assets, except Rooding assets, at full reinstatement cost, ensuring that following a risk event, the Council is effectively positioned to return in a timely manner to its preevent state.

### **District Growth**

Population and the number of rateable properties is expected to increase by 0.5% per annum.

Council has noticed the upturn in Taranaki's regional growth which appears to be flowing through most of the provincial areas. In recent years there has been an increase in rating units of around 1%. However, it is not expected that this level of increase will be sustainable over the next ten years and so for the purposes of determining rating unit growth, 0.5% growth has been used as a conservative measure.

The District Plan will be reviewed over the next few years and will take into account any potential change in use of land as a result of any higher than anticipated population growth. There is currently provision in the District Plan if new infrastructure is required to respond to new development. Those provisions allow Council to obtain financial contributions from developers to any response to the development required by Council.

Current assets have the capacity to cope with the moderate growth experienced and forecast. It would take consistent growth of 1-3% for a considerable number of years before this would change.

If growth was to occur at a higher than anticipated level, the Council and the community would have enough time to develop policies and a new financial strategy to cope with that growth. New debt would be the likely

source of funding for any new infrastructure required, after exhausting funding from financial contributions.

In 2019 – 2020, the Council developed a 33 section urban subdivision, with all sections sold within a year. Due to the high demand, Council plans to invest a further \$3,273,575 in a new subdivision, to be self-funding at the time the sections fully sold, and loan funded in the short term.

### **Forecasting Assumptions**

Council has made a number of forecasting assumptions in preparing the 10 year plan. These are outlined in the Long Term Plan under Significant Forecasting Assumptions.

The Council also undertook a review of the current and forecast environment including the demographics, legislative reform, inflation, employment, and facilities available and in high demand in the district – including health and medical, educational and recreational facilities.

In the environmental review Council recognised that there may be a reduced ability to deliver on the planned capital expenditure program. To reduce this risk, additional staffing resource has been added in the project management area to provide greater assurance that projects are delivered on time, unless out of Council's control.

Refer to the Infrastructure Strategy for key forecasting assumptions with regards to infrastructure assets.

Although Council believes it has made prudent assumptions in each case, there is a high level of uncertainty in some assumptions. In most cases Council has some flexibility to cope with changing circumstances. Depending on the issue, Council's response could involve reducing maintenance for a short period, postponing scheduled capital renewals or levels of service capital items, or using "headroom" in Council's borrowing capacity.

## Current position (2021) and end position (2031)

### Treasury Position

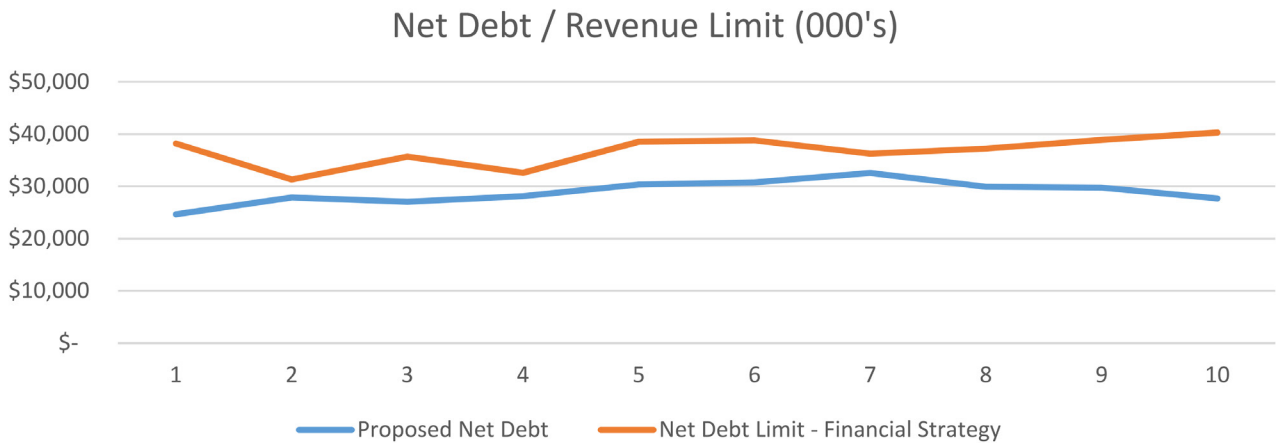
Opening net debt is expected to be \$11,500,000. This is expected to peak to \$32,554,032 by 2028, and gradually reduce down to \$27,667,632 by 2031. Loan funded capital expenditure proposed over the Long Term Plan is \$42,387,122. The Net Debt limit has been set at 130% of annual operating revenue to encourage prudent decision making when considering proposals for funding investment in level of service capital expenditure. Borrowing flows directly through to the rates requirement by increasing the cost of interest.

In terms of long term liquidity, and access to capital funding, the Council is not expected to breach its LGFA covenants over the next ten years, and based on the proposed net debt forecast, Council may access an additional \$14,294,000 through the LGFA before breaching the net debt to revenue covenant with the LGFA. In the short term, Council has access to a \$1,000,000 loan facility if needed.

The net debt limit is lower than the LGFA covenant of 175% of annual operating revenue, as elected members consider that future generations should not be inheriting a treasury position where debt is at its maximum. Council is mindful that although interest rates are currently at record lows, it may not remain that way in the years to come.

Council investments forecast to provide a financial return include Term Deposit investments of \$4,000,000, and a loan to the Stratford Agricultural and Pastoral Association of \$7,180,000. The forecasts maintain both at the same level over the next ten years, although it is likely the term deposits may need to increase as the level of reserves increases, and there is provision for \$3,680,000 of the \$7,180,000 loan to be repaid in the loan contract within the next 5 years so this may reduce, offsetting one another to some extent.

Council does not expect to breach its Net Debt limit over the next ten years.



**Rates**

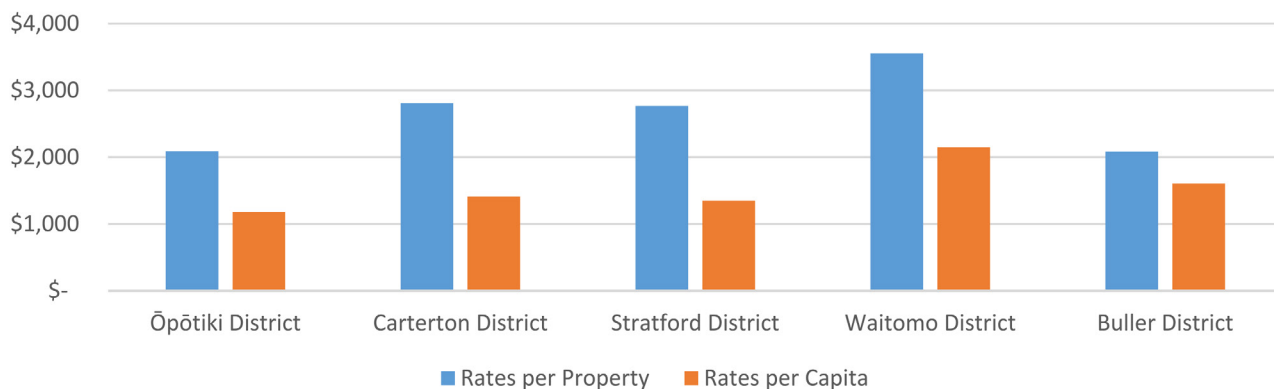
A key challenge is to keep rates at an affordable level while delivering on the Community Outcomes and the increased levels of service desired by the community. Rates are a key source of funding as many of the services provided by Council are unable to be provided privately due to the public benefit associated with these services limiting the economic returns on investment, or there is no practical way to charge for services efficiently.

The level of rates for the 2020/21 year is comparable with other Councils with a similar district population. Refer to the graph below showing Stratford District (9,880 popn) rates levels with comparisons made to Opotiki District (10,020), Carterton District (9,960), Waitomo District (9,710), and Buller District (9,610).

**Council will set rates on the following basis:**

- District wide rates on all properties:
  - General Rates (including a Uniform Annual General Charge)
  - Rooding Rates (for the costs of the rooding activity)
- Targeted rate on serviced and serviceable properties
  - Wastewater Disposal Rates (for sewage disposal from serviceable properties)
  - Solid Waste Collection Rates (for refuse collection from serviceable properties)
  - Water Supply Rates (for water supply to serviceable properties)
- Targeted rate on properties in a specified area:
  - Community Centres (for the maintenance of local community halls)

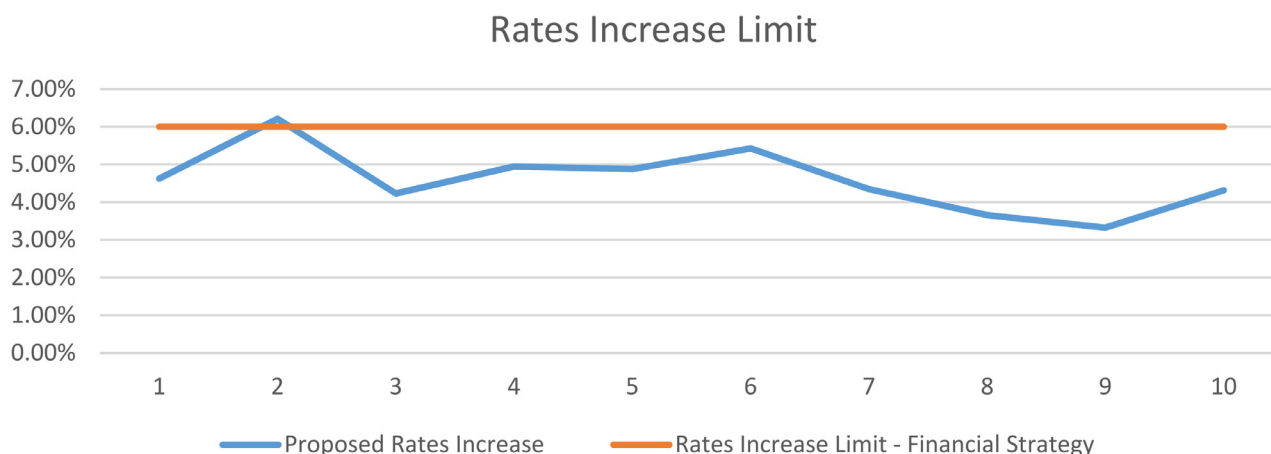
Level of Rates 2020/21 for similar sized Districts





Inter-generational equity is better served by maintaining consistency in the level of rates increases year on year. The rates increase limit is to be set at 6%, up from 4.45% from the previous Long Term Plan. This is to take into account the increased levels of service desired by the community to deliver on the Community Outcomes, as revealed in the pre-consultation and consultation periods of the preparation of the Long Term Plan 2021-31.

The below graph shows the budgeted rates increase over each of the next ten years against the rates increase limit.



The proposed rates increases are less than the rates increase limit set by Council, except for in Year 2 of the Long Term Plan, where significant capital expenditure forecast is expected to increase rates significantly, as a result of significantly increased interest and depreciation on the new swimming pool.

Rates are rising at a level higher than expected

inflation of 2.40% largely due to the operational costs (depreciation and interest) arising from new capital expenditure on service level increases, and many of the fees and charges are not increasing at a rate higher than inflation as it is difficult to continue to keep raising fees and charges year on year. Fees and charges were reviewed by Council as part of the development of the Long Term Plan.

	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029	2029/ 2030	2030/ 2031
<b>Proposed rates increase</b>	<b>4.63%</b>	<b>6.21%</b>	<b>4.23%</b>	<b>4.95%</b>	<b>4.88%</b>	<b>5.43%</b>	<b>4.34%</b>	<b>3.66%</b>	<b>3.32%</b>	<b>4.32%</b>
Rates increase limit - financial strategy	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%	6.00%
	-1.37%	0.21%	-1.77%	-1.05%	-1.12%	-0.57%	-1.66%	-2.34%	-2.68%	-1.68%

### Council Infrastructure and Asset Condition

Council manages Assets with a value of \$328,722,000 (as at 30 June 2020), made up largely of infrastructure assets, including Roothing, Water Supply, Wastewater and Stormwater assets (total infrastructure asset value of \$288,000,000). These assets have very long lives of up to 120 years, and have an estimated replacement value of \$412,549,000.

By the end of the Long Term Plan, June 2031, the value of Council assets is expected to increase to \$518,776,000, as a result of asset revaluations and capital expenditure on new assets to increase levels of service.

The Council's Infrastructure Strategy and Asset Management Plans provide details on asset condition and expectations for asset replacement. Assets are only replaced when at the end of their useful life based on the condition of the asset, rather than at the end of the expected useful life.

### Infrastructure deep dive 1 - Roothing

Council has identified seven bridges that will need to be replaced by Year 10 (2031) at a cost of \$2,000,000. There are a further 14 bridges to be replaced in Years 11 – 20, and a further 36 bridges to be replaced in Years 21-30. The Council's total budget over the next 30 years for bridge replacement is \$16,500,000. These will need to be funded from the rooothing reserve, the Long Term Plan 2021-31 seeks to build the Roothing reserve up from \$600,000 to \$3,632,000 by June 2031 to ensure there are sufficient funds in the reserve to cover this cost, allowing for intergenerational equity.

An increase in Heavy Commercial Vehicles (HCV's) and forestry activity combined, coupled with the current standard of Council rooothing assets in areas where forestry is prevalent, is resulting in reactive investment and inefficient allocation of resources. The preferred response option is to strengthen key rooothing structures to accommodate the HCV's, enabling these vehicles to efficiently use key routes, however there may still be reactive maintenance work required as notice of at least 4-6 months is required from the forestry landowners to enable road strengthening work to be carried out and this is often not achievable. Over the ten years of the Long Term Plan it is forecast that \$2,900,000 will be spent on proactive strengthening of these roads, and \$3,900,000 will be spent on reactive maintenance.

The costs above are expected to be subsidised by Waka Kotahi at 61%

### Infrastructure deep dive 2 – Water Reforms

In July 2020, the Government launched the Three Waters Reform Programme - a three-year programme to reform the water, wastewater and stormwater service delivery arrangements. The work on this is still underway and no firm decision has been made yet on what the reforms might look like, so the Long Term Plan does not allow for potential Water Reforms at all. Instead the operating and capital expenditure budget are as per normal with some level of service expenditure required to ensure a sustainable water supply for future generations. This includes rolling out Universal Water Metering to all residential properties connected to the district's water supply, and investment in a second Trunkmain and a third Water Reservoir.

However, if the 3 Water Activities were to be shifted from Council to another entity, from say Year 4 of the Long Term Plan, this would have an impact on Council assets, debt, revenue, expenditure, and treasury covenants. With everything else remaining the same but overheads being reallocated to other activities, the total rates requirement in Year 4 would drop by \$2,724,611 – or roughly a 13% reduction in rates from the previous year. By Year 4, the debt for the three waters Activities is expected to be \$11,839,272, and it is proposed that this debt, along with any reserve funds – expected to total \$657,087 by Year 4, will be transferred to the new consolidated entity.

Although Council rates would significantly reduce, and the level of debt would too, it does not mean that the community would benefit economically, as the new entity will take over charging Stratford ratepayers the cost of the 3 Water Activities. Also, total annual revenue of \$3,588,274 (Year 4 forecast) would be transferred to the new entity and unable to be used by Council in determining Local Government Funding Agency (LGFA) covenants.

## Policy on giving security for borrowing

Council has the ability to borrow from the LGFA. The accession to LGFA was completed in May 2018, and Council became a guarantor to the LGFA in April 2020.

Borrowings from the Local Government Funding Agency will be under Debenture Trust Deed security documents and a professional trustee has been appointed. The security for the loans is a charge over rates revenue.

Council may also choose to secure certain borrowings by a charge over assets. This will only occur when; there is a direct relationship between the debt and the asset purchase/construction and Council considers a pledge of the physical assets to be a more appropriate mechanism than the general charge over rates.

Any pledging of physical assets must meet the terms and conditions of the debenture trust deed and the Local Government Act 2002 (which prevents water service assets from being used as security for any purpose).

## Financial investments and equity securities

Financial investments of \$11,200,000 is not expected to change over the Long Term Plan. Council also has non-financial investments in property including a farm, and has surplus cash available for investment from time to time.

Council maintains financial investments primarily to allow for:

- investment of surplus cash,
- liquid funds to be available to support Council reserves and/or a Civil Defence Emergency Event requiring significant capital expenditure, and/or
- a return on investment by way of improved community outcomes.

Over the ten years of the LTP, Council has budgeted to receive \$2,520,000 in interest revenue from financial investments.

Council also holds shares in cooperative companies for the farm operation to support the activity which requires the holding of those shares.

Investment and financial instruments will be with entities that have strong credit ratings being equivalent to Standard and Poor's "A1" for short-term and "A" for long term. An exception to this would be for investments in local government or government bonds.

The farm investment is expected to contribute at least \$50,000 per year to subsidise rates, however the Farm and Aerodrome Committee is responsible for the allocation of year end profits and may decide to increase this amount in any year.





# Audit Opinion

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

## To the reader:

### Independent auditor's report on Stratford District Council's 2021-31 Long term Plan

I am the Auditor General's appointed auditor for Stratford District Council (the Council). The Local Government Act 2002 (the Act) requires the Council's long-term plan (plan) to include the information in Part 1 of Schedule 10 of the Act. Section 94 of the Act requires an audit report on the Council's plan. Section 259C of the Act requires a report on disclosures made under certain regulations. I have carried out this work using the staff and resources of Audit New Zealand. We completed our report on 22 June 2021.

## Opinion

### In our opinion:

- the plan provides a reasonable basis for:
  - long term, integrated decision making and co-ordination of the Council's resources; and
  - accountability of the Council to the community;
- the information and assumptions underlying the forecast information in the plan are reasonable; and
- the disclosures on pages 170 to 174 represent a complete list of the disclosures required by Part 2 of the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations) and accurately reflect the information drawn from the plan.

This opinion does not provide assurance that the forecasts in the plan will be achieved, because events do not always occur as expected and variations may be material. Nor does it guarantee the accuracy of the information in the plan.

## Emphasis of matters

Without modifying our opinion, we draw attention to the following disclosure.

### Uncertainty over three waters reform

Without modifying our opinion, we draw attention to the disclosure on page 16 outlining the Government's intention to make three waters reform decisions during 2021. The effect that the reforms may have on three waters services provided is currently uncertain because no decisions have been made. The plan was prepared as if these services will continue to be provided by the Council, but future decisions may result in significant changes, which would affect the information on which the plan has been based.

## Basis of opinion

We carried out our work in accordance with the International Standard on Assurance Engagements (New Zealand) 3000 (Revised): Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. In meeting the requirements of this standard, we took into account particular elements of the Auditor General's Auditing Standards and the International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information that were consistent with those requirements.

We assessed the evidence the Council has to support the information and disclosures in the plan and the application of its policies and strategies to the forecast information in the plan. To select appropriate procedures, we assessed the risk of material misstatement and the Council's systems and processes applying to the preparation of the plan.

### Our procedures included assessing whether:

- the Council's financial strategy, and the associated financial policies, support prudent financial management by the Council;
- the Council's infrastructure strategy identifies the significant infrastructure issues that the Council is likely to face during the next 30 years;
- the Council's forecasts to replace existing assets are consistent with its approach to replace its assets, and reasonably take into account the Council's knowledge of the assets' condition and performance;
- the information in the plan is based on materially complete and reliable information;
- the Council's key plans and policies are reflected consistently and appropriately in the development of the forecast information;
- the assumptions set out in the plan are based on the best information currently available to the Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast financial information has been properly prepared on the basis of the underlying information and the assumptions adopted, and complies with generally accepted accounting practice in New Zealand;
- the rationale for the Council's activities is clearly presented and agreed levels of service are reflected throughout the plan;
- the levels of service and performance measures are reasonable estimates and reflect the main aspects of the Council's intended service delivery and performance; and
- the relationship between the levels of service, performance measures, and forecast financial information has been adequately explained in the plan.

We did not evaluate the security and controls over the electronic publication of the plan.

## Responsibilities of the Council and auditor

### The Council is responsible for:

- meeting all legal requirements affecting its procedures, decisions, consultation, disclosures, and other actions relating to the preparation of the plan;
- presenting forecast financial information in accordance with generally accepted accounting practice in New Zealand; and
- having systems and processes in place to enable the preparation of a plan that is free from material misstatement.

We are responsible for expressing an independent opinion on the plan and the disclosures required by the Regulations, as required by sections 94 and 259C of the Act. We do not express an opinion on the merits of the plan's policy content.

## Independence and quality control

### We have complied with the Auditor General's:

- independence and other ethical requirements, which incorporate the independence and ethical requirements of Professional and Ethical Standard 1 issued by the New Zealand Auditing and Assurance Standards Board; and
- quality control requirements, which incorporate the quality control requirements of Professional and Ethical Standard 3 (Amended) issued by the New Zealand Auditing and Assurance Standards Board.

Other than our work in carrying out all legally required external audits we have no relationship with or interests in the Council or any of its subsidiaries.



Chris Webby, Audit New Zealand  
On behalf of the Auditor General, Palmerston North, New Zealand





# Community Outcomes

## Vision

Council has spent time reviewing its vision statement for the district and will aspire to be:

**A vibrant, resilient, and connected community – in the heart of Taranaki**

## Community outcomes

To the deliver the vision we will develop strategies, policy and procedures that facilitate and encourage a:

- Vibrant Community
- Sustainable Environment
- Connected Communities
- Enabling Economy





Council has a role on behalf of the community it represents in planning, delivering and monitoring parts of this vision.

Council has held workshops to refine the outcomes to better reflect what is important to Stratford. These are then used to provide direction and inform Council on service delivery and use of resources. These community outcomes are:

Community Outcome	What council will do
<p><b>Vibrant community</b></p> 	<ul style="list-style-type: none"> <li>• We celebrate and embrace our community's cultures and traditions</li> <li>• We tell our unique story</li> <li>• We develop strong relationships with iwi, hapu and marae</li> </ul>
<p><b>Sustainable environment</b></p> 	<ul style="list-style-type: none"> <li>• Our natural resources can be enjoyed now and by future generations</li> <li>• We are committed to working towards zero waste</li> <li>• We have well planned and resilient infrastructure that meets the current and future needs of the district</li> <li>• We aim to understand and support Te Ao Māori values and principles</li> </ul>
<p><b>Connected communities</b></p> 	<ul style="list-style-type: none"> <li>• Our neighbourhoods are safe and supported</li> <li>• We enable positive healthy lifestyles, through access to health, social and recreation services</li> <li>• We have a strong sense of belonging</li> <li>• We value opportunities to be involved and work together as a community</li> </ul>
<p><b>Enabling economy</b></p> 	<ul style="list-style-type: none"> <li>• We are a welcoming and business friendly district</li> <li>• We encourage a strong and diverse local economy</li> <li>• We promote opportunities to visit, live and invest in the district</li> <li>• We support economic opportunities for Māori</li> </ul>



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

ACTIVITIES	Vibrant community 	Sustainable environment 	Connected communities 	Enabling economy 
Recreation and Facilities	✓	✓	✓	✓
Community Development	✓		✓	✓
Democracy	✓	✓	✓	✓
Environmental Services		✓	✓	✓
Roading			✓	✓
Stormwater		✓		✓
Wastewater		✓		✓
Solid Waste		✓		✓
Water Supply		✓		✓

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

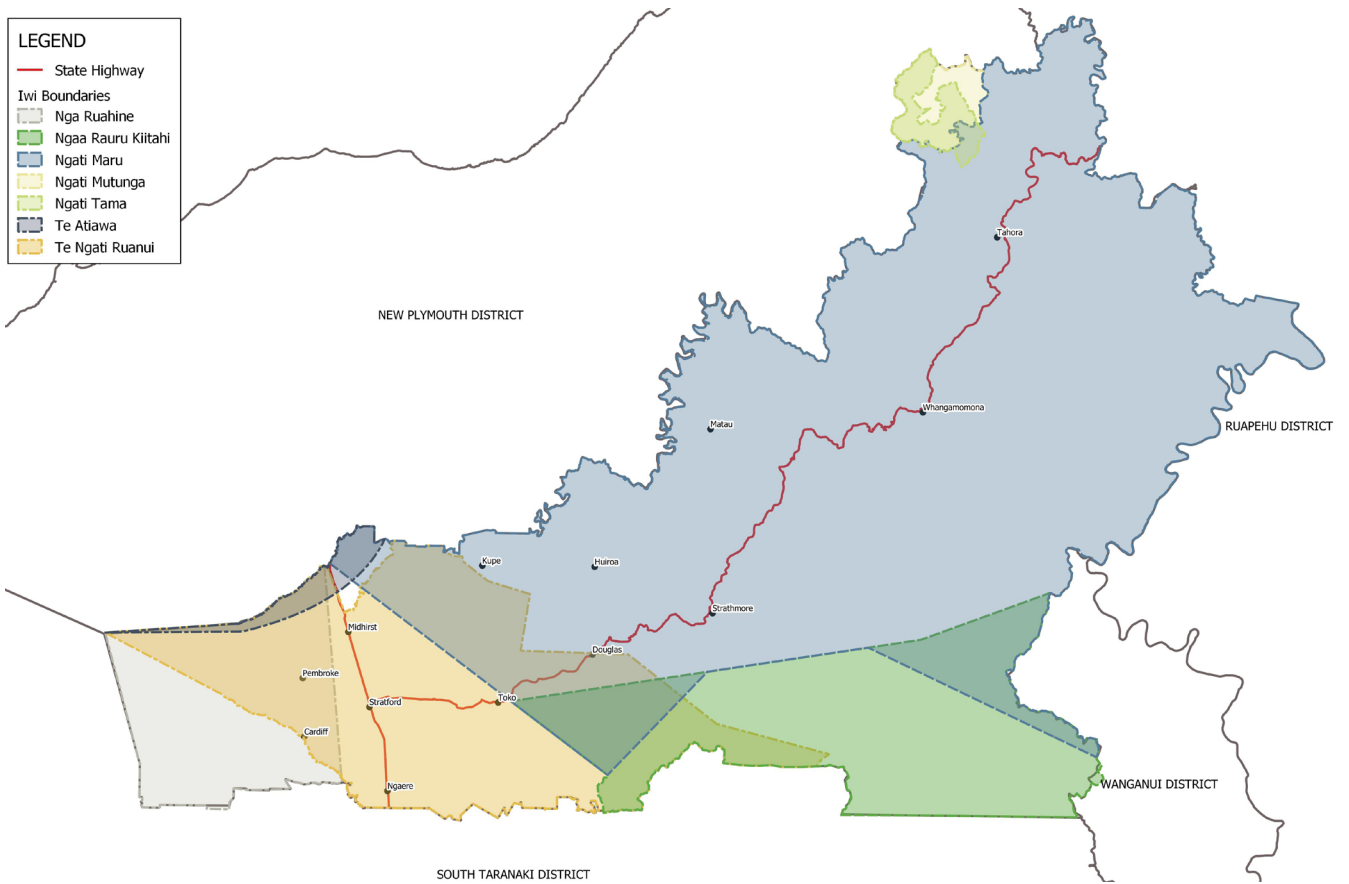
ACTIVITIES	Cultural	Social	Economic	Environmental
Recreation and Facilities	✓	✓	✓	✓
Community Development	✓		✓	✓
Democracy	✓	✓	✓	✓
Environmental Services		✓	✓	✓
Roading			✓	✓
Stormwater		✓		✓
Wastewater		✓		✓
Solid Waste		✓		✓
Water Supply		✓		✓

# Opportunities for Māori Contribution to Decision Making Processes

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

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

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



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

### Statutory

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

### Significance and Engagement

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

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

### Internal Capacity

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

### Working Together

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

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

### Governance

In 2021 Council adopted a bilingual name Te Kaunihera a Rohe o Whakaahurangi Stratford District Council, and is looking forward to continuing the conversation around bilingual language use across Council operations, services and facilities moving forward. In May 2021 Council adopted to include a Maori Ward for the 2022 and 2025 local body elections.



# Council Activities

## Groups of activities

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

Group	Activity	Services
<b>Recreation and Facilities</b>	Aerodrome Civic Amenities Library TSB Pool Complex Parks, Reserves and Cemeteries	Civic Amenities Public toilets Pensioner housing
<b>Community Development</b>	Community Services Economic Development Information Centre Rental and investment properties	Farm Holiday Park Rental properties
<b>Democracy</b>		Democracy Corporate support
<b>Environmental Services</b>	Building services Planning Community health and safety Civil Defence and Emergency Management	District Plan Resource Consents Food and health Alcohol licensing Parking and other bylaws Animal control
<b>Roading</b>	Roading	Construction, maintenance and renewal of roads, footpaths and associated infrastructure
<b>Stormwater</b>	Stormwater	Construction and renewal of stormwater infrastructure
<b>Wastewater</b>	Wastewater	Construction, maintenance and renewal of waste water network and treatment facilities
<b>Solid Waste</b>	Solid Waste	Kerbside collection of refuse and recycling and operation of the transfer station
<b>Water Supply</b>	Water Supply	Construction, maintenance and renewal of water treatment plants and water reticulation network

### Disclosure of significant negative effects on well-being

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





# Recreation and Facilities



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

Long Term Plan 2021-31

# Aerodrome

## 1.1 What We Do

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

## 1.2 Why We Do It

This activity contributes to the community outcomes of:

- Connected Communities – by providing an alternative transport route for people to connect to the district.
- Enabling Economy – promotes district opportunities for economic growth by increasing accessibility.

## 1.3 Significant Negative Effects

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

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

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
The aerodrome meets the needs of users	A high level of satisfaction amongst the users with the condition and maintenance of the aerodrome	>70%	>70%	>70%	>70%	<b>Achieved – 71.5%</b>	Annual aerodrome user survey.
The aerodrome is used by the Stratford community and visitors.	Number of aircraft movements during the year.	>3,500	>3,500	>3,500	>3,500	<b>New Measure</b>	Annual AIMM compliance reporting

## 1.5 Key Future Projects

There are no future projects associated with the Aerodrome activity.

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below.

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

# Civic Amenities

## 1.1 What We Do

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

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

## 1.2 Why We Do It

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

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

This activity contributes to the community outcomes of

- Vibrant Community
- Connected Communities

## 1.3 Significant Negative Effects

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



## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
To provide facilities that are well maintained and utilised.	Buildings legally requiring a Building WoF have a current Building WoF at all times.	100%	100%	100%	100%	Achieved – 100%	Building WoF records
	Annual booking of War Memorial Centre.	>500	>500	>500	>500	Not Achieved – 376	Booking records
	Annual booking of Centennial Restrooms.	>200	>200	>200	>200	Achieved – 205	Booking records
To provide suitable housing for the elderly.	Percentage of resident satisfaction.	>89%	>89%	>89%	>89%	Achieved – 92.8%	Annual Survey of Pensioner Housing tenants.
	Annual Occupancy rate.	>95%	>95%	>95%	>95%	Achieved – 100%	Tenancy records.
To provide clean, well maintained toilet facilities.	Percentage of Stratford District residents satisfied with overall level of service of toilets.	>80%	>80%	>80%	>80%	Achieved – 83%	Annual Residents Survey

## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
<b>Stratford 2035 Projects</b>	Level of Service	\$482,500	\$533,000	\$482,345	\$3,166,237
<b>TET Multi Sports Centre</b>	Level of Service	\$50,000	\$51,300	\$52,400	\$400,700
<b>Demolish Bell Tower</b>	Replacements	\$30,000	\$0	\$0	\$0
<b>Storage Shed</b>	Replacements	\$70,000	\$0	\$0	\$0
<b>War Memorial Centre</b>					
<b>Kitchen and appliance upgrade</b>	Level of Service	\$29,500	\$0	\$0	\$0
<b>Upgrade to LED lighting in carpark</b>	Level of Service	\$0	\$0	\$57,600	\$0
<b>Upgrade roof</b>	Level of Service	\$0	\$0	\$0	\$273,800
<b>Centennial Rest Rooms</b>					
<b>Furniture and appliances</b>	Replacements	\$8,000	\$0	\$0	\$9,500
<b>Pensioner Housing</b>					
<b>Roof replacements</b>	Replacements	\$0	\$0	\$0	\$107,164

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below:

### Civic Amenities

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

### Pensioner Housing

Budget 2020/21		Forecast 2021/22	Projection								
			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	\$000
107	Operating Expenditure	114	133	131	146	139	138	133	156	156	162
65	Revenue	72	79	87	94	102	110	118	127	136	145
42	Net Cost of Service	42	54	45	52	37	28	15	29	20	17
	<b>EXPENDITURE</b>										
32	Operating Costs	32	49	43	58	47	43	39	57	54	61
1	Interest	1	1	0	1	2	2	2	2	2	2
28	Depreciation	33	34	34	34	36	36	36	39	39	39
46	Allocated Overheads	49	50	54	53	54	58	56	58	62	60
107	<b>Total Operating Expenditure</b>	<b>114</b>	<b>133</b>	<b>131</b>	<b>146</b>	<b>139</b>	<b>138</b>	<b>133</b>	<b>156</b>	<b>156</b>	<b>162</b>
1	Principal Loan Repayments	1	1	1	2	3	2	2	2	2	2
0	Capital Expenditure	0	0	0	107	0	0	0	0	0	0
108	<b>Total Expenditure</b>	<b>115</b>	<b>134</b>	<b>132</b>	<b>255</b>	<b>142</b>	<b>141</b>	<b>136</b>	<b>158</b>	<b>158</b>	<b>164</b>
	<b>FUNDED BY:</b>										
65	Charges for Services	72	79	87	94	102	110	118	127	136	145
65	Revenue	72	79	87	94	102	110	118	127	136	145
22	General Rates	23	26	26	35	19	24	15	19	25	27
21	Operational Balance from Reserves	19	28	18	18	19	6	1	10	(4)	(9)
0	Transfer from Reserves	0	0	0	64	0	0	0	0	0	0
0	Loan Funding - Capital	0	0	0	43	0	0	0	0	0	0
0	Other Funding	1	1	1	1	1	1	1	1	1	1
108	<b>Total Funding</b>	<b>115</b>	<b>134</b>	<b>132</b>	<b>255</b>	<b>142</b>	<b>141</b>	<b>136</b>	<b>158</b>	<b>158</b>	<b>164</b>

# Library

## 1.1 What We Do

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

## 1.2 Why We Do It

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

This activity contributes to the community outcomes of:

- Vibrant community
- Connected communities

## 1.3 Significant Negative Effects

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024/31		
To provide a library service which meets the needs of and is being used by Stratford District residents	Number of items (including digital) issued annually	>40,000	>40,000	>40,000	>40,000	New Measure	Monthly statistics from Koha
	% of library users satisfied with library services.	>80%	>80%	>80%	>80%	Achieved – 98%	Annual Residents Survey
	Number of people participating in library events and programmes	>1,200	>1,200	>1,200	>1,200	New Measure	Internal attendance records

## 1.5 Key Future Projects

There are no future projects associated with the Library activity.

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below.

Budget 2020/21 \$000		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
659	Operating Expenditure	733	648	672	682	700	725	732	748	769	783
17	Revenue	14	14	15	15	15	16	16	16	17	17
642	<b>Net Cost of Service</b>	<b>719</b>	<b>634</b>	<b>657</b>	<b>667</b>	<b>685</b>	<b>709</b>	<b>716</b>	<b>732</b>	<b>753</b>	<b>766</b>
	<b>EXPENDITURE</b>										
343	Operating Costs	428	335	343	350	358	367	375	384	393	402
21	Interest	17	16	15	17	16	15	18	17	16	16
93	Depreciation	78	80	81	82	86	87	88	92	93	94
202	Allocated Overheads	210	217	233	232	240	256	251	255	267	271
659	<b>Total Operating Expenditure</b>	<b>733</b>	<b>648</b>	<b>672</b>	<b>682</b>	<b>700</b>	<b>725</b>	<b>732</b>	<b>748</b>	<b>769</b>	<b>783</b>
32	Principal Loan Repayments	30	29	28	27	26	25	24	23	22	21
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
691	<b>Total Expenditure</b>	<b>764</b>	<b>677</b>	<b>700</b>	<b>709</b>	<b>726</b>	<b>749</b>	<b>756</b>	<b>771</b>	<b>791</b>	<b>804</b>
	<b>FUNDED BY:</b>										
17	Charges for Services	14	14	15	15	15	16	16	16	17	17
17	Revenue	14	14	15	15	15	16	16	16	17	17
602	General Rates	585	577	600	607	624	648	653	669	689	703
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
37	Depreciation funded from Reserves	45	46	47	48	49	50	51	53	54	55
0	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
0	Grants and Donations	79	0	0	0	0	0	0	0	0	0
32	Transfer from Reserves	30	29	28	27	26	25	24	23	22	21
3	Other Funding	11	10	10	11	11	10	12	11	10	9
691	<b>Total Funding</b>	<b>764</b>	<b>677</b>	<b>700</b>	<b>709</b>	<b>726</b>	<b>749</b>	<b>756</b>	<b>771</b>	<b>791</b>	<b>804</b>



# Parks, Reserves and Cemeteries

## 1.1 What We Do

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

- (i) 36.7 hectares of passive reserves:
  - Gardens, lawns, trees, and amenity street plantings
  - 2 neighbourhood parks and 3 playgrounds
  
- (ii) 10 hectares of urban active reserves comprising:
  - 2 croquet greens
  - 6 netball/tennis courts
  - 4 rugby fields
  - 1 cricket wicket
  - 2 soccer fields
  - 2 hockey fields
  
- (iii) 9.4 hectares of cemeteries
  - 5.1 hectares in 2 operating cemeteries
  - 4.3 hectares in 5 closed cemeteries
  
- (iv) 14km of walkway including 9 foot bridges.
  
- (v) 5.4 hectares in 19 esplanade reserves.
  
- (vi) Accessory structures and buildings:
  - Grandstand at Victoria Park
  - Toilet block at Victoria Park
  - Croquet pavilion at Victoria Park
  - Memorial Gates at Victoria Park
  - Malone Gates at King Edward Park
  - Netball shelters at King Edward Park
  - Stratford Gateway Structures (2)
  - Skate park at Victoria Park
  - Children's Bike Park at Victoria Park
  - Pump Track at Victoria Park
  - Half basketball court at Victoria Park
  
- (vii) 34.3 hectares in rural domains and reserves.

## 1.2 Why We Do It

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

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

This activity contributes to the community outcomes of:

- Connected communities
- Sustainable environment

### 1.3 Significant Negative Effects

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

### 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024/31		
To provide parks, sports fields and other open spaces that meet community demand	Number of complaints and requests for service.	<40	<40	<40	<40	Achieved – 21	Reporting against corporate CRM system.
	Percentage of Stratford residents satisfied with:						
	• Parks;	>80%	>80%	>80%	>80%	Achieved – 95%	Annual Residents Survey.
	• Sports fields; and	>80%	>80%	>80%	>80%	Achieved – 94%	Annual Residents Survey.
	• Cemeteries.	>80%	>80%	>80%	>80%	Achieved – 81%	Annual Residents Survey.
Safe playgrounds are provided	All playgrounds meet NZ Safety Standards.	No result (Biennial review)	100%	No result (Biennial review)	100%	Achieved – 100%	Biennial playground inspection report and records provided from weekly and quarterly compliance checks by contractor.
Foot Bridges are safe.	All foot bridges meet NZ Safety standards.	No result (Biennial review)	100%	No result (Biennial review)	100%	Achieved – 100%	Biennial bridge inspection Report

## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
<b>Upgrade Broadway round-a-bout gardens</b>	Level of Service	\$60,000	\$0	\$0	\$0
<b>Walkway trees of significance – access maintenance</b>	Level of Service	\$35,000	\$0	\$0	\$0
<b>Walkway upgrade</b>	Level of Service	\$0	\$10,000	\$20,000	\$20,000
<b>Parks upgrade</b>	Level of Service	\$0	\$6,400	\$13,600	\$14,300
<b>Victoria Park – exercise and fitness trail</b>	Level of Service	\$0	\$16,400	\$33,600	\$34,300
<b>Whangamomona Camp Ground – septic tank</b>	Replacements	\$47,000	\$0	\$0	\$0
<b>Cemeteries</b>					
<b>Kopuatama Cemetery – entrance upgrade</b>	Level of Service	\$0	\$76,800	\$0	\$0
<b>Midhirst Cemetery – pathway upgrade</b>	Level of Service	\$0	\$0	\$31,400	\$0



## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below:

### Parks and Reserves

Budget 2020/21 \$000		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
<b>EXPENDITURE</b>											
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	<b>Total Operating Expenditure</b>	<b>699</b>	<b>731</b>	<b>752</b>	<b>803</b>	<b>755</b>	<b>863</b>	<b>874</b>	<b>904</b>	<b>930</b>	<b>1,007</b>
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	<b>Total Expenditure</b>	<b>854</b>	<b>778</b>	<b>833</b>	<b>886</b>	<b>770</b>	<b>877</b>	<b>888</b>	<b>917</b>	<b>943</b>	<b>1,019</b>
<b>FUNDED BY:</b>											
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	897	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	6	7	7	7	7	7	6	5
1,467	<b>Total Funding</b>	<b>854</b>	<b>778</b>	<b>833</b>	<b>886</b>	<b>770</b>	<b>877</b>	<b>888</b>	<b>917</b>	<b>943</b>	<b>1,019</b>

### Cemeteries

Budget 2020/21 \$000		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
<b>EXPENDITURE</b>											
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	<b>Total Operating Expenditure</b>	<b>183</b>	<b>189</b>	<b>205</b>	<b>244</b>	<b>218</b>	<b>226</b>	<b>229</b>	<b>236</b>	<b>256</b>	<b>247</b>
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	<b>Total Expenditure</b>	<b>183</b>	<b>267</b>	<b>240</b>	<b>248</b>	<b>222</b>	<b>230</b>	<b>232</b>	<b>239</b>	<b>259</b>	<b>250</b>
<b>FUNDED BY:</b>											
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	93	109	146	118	123	124	128	146	135
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
0	Loan Funding - Capital	0	77	31	0	0	0	0	0	0	0
1	Other Funding	3	3	3	3	3	3	3	3	3	2
180	<b>Total Funding</b>	<b>183</b>	<b>267</b>	<b>240</b>	<b>248</b>	<b>222</b>	<b>230</b>	<b>232</b>	<b>239</b>	<b>259</b>	<b>250</b>

# Pool Complex

## 1.1 What We Do

Owned and operated by Council, this facility has three heated indoor pools that cater year-round for both recreational and competitive swimming. It provides a place for people to learn-to-swim, particularly for young people, and has a range of fitness programmes, coaching and events.

A new facility is currently being built on Portia Street, north of the hockey turf. It will have four water spaces including, a 25m main pool, programme/hydrotherapy, learn to swim, and toddler pool with kids splash pad. The building is expected to be completed in 2022/2023.

## 1.2 Why We Do It

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

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

This activity contributes to the community outcomes of:

- Vibrant Community
- Connected Communities
- Enabling Economy

## 1.3 Significant Negative Effects

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

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

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

Environmental & cultural – Any accidental or uncontrolled discharge of pool water or associated chemicals into the neighbouring Patea River would have significant negative impacts on the environmental and cultural wellbeing of the river and the community. This is managed and mitigated through compliance with existing resource consent conditions.

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024/31		
The pool complex will be a safe place to swim.	Number of reported accidents, possible accidents and similar incidents pa.	<80	<80	<80	<80	Achieved - 63	Reported monthly to Council.
	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.	100%	100%	100%	100%	Achieved - 100%	Water quality register.
	PoolSafe accreditation is met	100%	100%	100%	100%	Achieved - 100%	
That the pool facilities meet demand.	Percentage of pool users are satisfied with the pool.	>80%	>80%	>80%	>80%	Achieved - 91%	Annual Residents Survey.
	Number of pool admissions per annum.	>55,000	>55,000	>55,000	>55,000	Not Achieved - 47,779	Reported monthly to Council.

## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
Pool Complex Upgrade	Level of Service	\$16,700,000	\$512,500	\$0	\$0

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below:

Budget 2020/21 \$000		Forecast 2021/22 \$000	Projection								
			2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
1,163	Operating Expenditure	1,208	1,694	1,785	1,823	1,874	1,905	1,958	2,014	2,046	2,056
222	Revenue	231	231	291	291	291	291	291	291	291	291
941	Net Cost of Service	977	1,463	1,494	1,532	1,583	1,614	1,667	1,723	1,755	1,764
	<b>EXPENDITURE</b>										
701	Operating Costs	759	780	846	869	892	914	938	964	988	1,013
165	Interest	122	243	239	261	251	241	277	266	255	245
102	Depreciation	122	459	469	469	502	502	502	539	539	539
195	Allocated Overheads	205	211	230	224	229	249	240	245	263	258
1,163	<b>Total Operating Expenditure</b>	<b>1,208</b>	<b>1,694</b>	<b>1,785</b>	<b>1,823</b>	<b>1,874</b>	<b>1,905</b>	<b>1,958</b>	<b>2,014</b>	<b>2,046</b>	<b>2,056</b>
253	Principal Loan Repayments	221	443	435	418	401	385	370	355	341	327
15,674	Capital Expenditure	16,700	513	0	0	0	0	0	0	0	0
17,089	<b>Total Expenditure</b>	<b>18,130</b>	<b>2,649</b>	<b>2,220</b>	<b>2,241</b>	<b>2,275</b>	<b>2,290</b>	<b>2,327</b>	<b>2,369</b>	<b>2,386</b>	<b>2,383</b>
	<b>FUNDED BY:</b>										
222	Charges for Services	231	231	291	291	291	291	291	291	291	291
222	Revenue	231	231	291	291	291	291	291	291	291	291
938	General Rates	967	1,452	1,484	1,521	1,572	1,604	1,655	1,713	1,745	1,756
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
12,637	Loan Funding - Capital	11,000	513	0	0	0	0	0	0	0	0
3,000	Grants - Capital	5,700	0	0	0	0	0	0	0	0	0
290	Transfer from Reserves	221	443	435	418	401	385	370	355	341	327
3	Other Funding	10	10	10	11	11	10	11	10	9	8
17,089	<b>Total Funding</b>	<b>18,130</b>	<b>2,649</b>	<b>2,220</b>	<b>2,241</b>	<b>2,275</b>	<b>2,290</b>	<b>2,327</b>	<b>2,369</b>	<b>2,386</b>	<b>2,383</b>





**Democracy**



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

Long Term Plan 2021-31



## 1.1 What We Do

### Democracy

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

### Corporate Support

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

## 1.2 Why We Do It

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

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

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

This activity contributes to the community outcomes of:

- Connected Communities
- Vibrant Communities
- Enabling Economy
- Sustainable Environment

## 1.3 Significant Negative Effects

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024/31		
To provide Democracy services in accordance with statutory deadlines.	Agendas and associated reports for all scheduled meetings are available to interested parties in accordance with statutory timeframes.	100%	100%	100%	100%	Achieved – 100%	Meeting Register.
	All Council meetings are publicly notified in accordance with statutory timeframes.	100%	100%	100%	100%	Achieved – 100%	Meeting Register.
Opportunities for the community to participate in decision making is widely publicised	The community is satisfied with how Council keeps them informed.	>80%	>80%	>80%	>80%	Not Achieved – 79%	Annual Residents Survey.
Ensure accountability documents are prepared and meet statutory requirements.	The Annual Report, Annual Plan and Long Term Plan meet statutory deadlines and receive an unmodified audit opinion.	Achieved	Achieved	Achieved	Achieved	Achieved	Audit Opinion.

## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
<b>Computers and peripherals</b>	Replacements	\$128,000	\$162,000	\$81,000	\$1,071,000
<b>Vehicle replacements</b>	Replacements	\$38,000	\$39,500	\$20,000	\$245,000
<b>Miscellaneous equipment</b>	Replacements	\$20,000	\$20,000	\$20,000	\$140,000
Miranda Street Office					
<b>Furniture replacement</b>	Replacements	\$3,000	\$3,100	\$3,100	\$24,000
<b>Kitchen renewals</b>	Replacements	\$0	\$0	\$20,900	\$0
<b>Partial roof replacement</b>	Replacements	\$0	\$0	\$31,400	\$0

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below.

### Democracy

Budget 2020/21 \$000		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
1,097	Operating Expenditure	1,178	1,275	1,258	1,281	1,391	1,352	1,359	1,464	1,440	1,480
0	Revenue	0	0	0	0	0	0	0	0	0	0
<b>1,095</b>	<b>Net Cost of Service</b>	<b>1,178</b>	<b>1,275</b>	<b>1,258</b>	<b>1,281</b>	<b>1,391</b>	<b>1,352</b>	<b>1,359</b>	<b>1,464</b>	<b>1,440</b>	<b>1,480</b>
	<b>EXPENDITURE</b>										
501	Operating Costs	505	583	530	542	645	566	579	665	605	642
595	Allocated Overheads	673	692	728	740	746	785	780	799	835	838
<b>1,097</b>	<b>Total Operating Expenditure</b>	<b>1,178</b>	<b>1,275</b>	<b>1,258</b>	<b>1,281</b>	<b>1,391</b>	<b>1,352</b>	<b>1,359</b>	<b>1,464</b>	<b>1,440</b>	<b>1,480</b>
0	Contingency Reserve Replenishment	0	0	0	0	0	0	0	0	0	0
<b>1,097</b>	<b>Total Expenditure</b>	<b>1,178</b>	<b>1,275</b>	<b>1,258</b>	<b>1,281</b>	<b>1,391</b>	<b>1,352</b>	<b>1,359</b>	<b>1,464</b>	<b>1,440</b>	<b>1,480</b>
	<b>FUNDED BY:</b>										
0	Charges for Services	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	General Rates	0	(0)	0	0	(0)	0	(0)	0	0	0
1,088	UAGC	1,144	1,242	1,225	1,245	1,356	1,318	1,322	1,430	1,409	1,452
9	Other Funding	34	34	33	36	35	34	37	34	31	28
<b>1,097</b>	<b>Total Funding</b>	<b>1,178</b>	<b>1,275</b>	<b>1,258</b>	<b>1,281</b>	<b>1,391</b>	<b>1,352</b>	<b>1,359</b>	<b>1,464</b>	<b>1,440</b>	<b>1,480</b>

### Corporate Support

Budget 2020/21 \$000		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
0	Operating Expenditure	0	0	0	0	0	0	0	0	0	0
70	Revenue	70	70	70	70	70	70	70	70	70	70
<b>(70)</b>	<b>Net Cost of Service</b>	<b>(70)</b>	<b>(70)</b>	<b>(70)</b>	<b>(70)</b>	<b>(70)</b>	<b>(70)</b>	<b>(70)</b>	<b>(70)</b>	<b>(70)</b>	<b>(70)</b>
	<b>EXPENDITURE</b>										
	Operating Costs										
377	- Chief Executive's Department	568	583	598	611	624	638	652	666	681	696
754	- Finance Department	800	820	968	859	879	1,035	919	940	1,108	984
(1,130)	Allocated Overheads Recovered	(1,368)	(1,403)	(1,565)	(1,470)	(1,503)	(1,673)	(1,571)	(1,607)	(1,788)	(1,680)
<b>0</b>	<b>Total Operating Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
189	Capital Expenditure	189	225	177	291	280	124	146	214	157	269
<b>189</b>	<b>Total Expenditure</b>	<b>189</b>	<b>225</b>	<b>177</b>	<b>291</b>	<b>280</b>	<b>124</b>	<b>146</b>	<b>214</b>	<b>157</b>	<b>269</b>
	<b>FUNDED BY:</b>										
70	Charges for Services	70	70	70	70	70	70	70	70	70	70
<b>70</b>	<b>Revenue</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>
(0)	General Rates	0	0	0	0	0	0	0	0	0	0
(70)	UAGC	(70)	(70)	(70)	(70)	(70)	(70)	(70)	(70)	(70)	(70)
189	Transfer from Reserves	189	225	177	291	280	124	146	214	157	269
<b>189</b>	<b>Total Funding</b>	<b>189</b>	<b>225</b>	<b>177</b>	<b>291</b>	<b>280</b>	<b>124</b>	<b>146</b>	<b>214</b>	<b>157</b>	<b>269</b>





# Community Development



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

Long Term Plan 2021-31



# Community Services

## 1.1 What We Do

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

Examples of the current community services activities include:

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

## 1.2 Why We Do It

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

This activity contributes to the community outcomes of:

- Vibrant community
- Connected communities

## 1.3 Significant Negative Effects

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
Event Development that supports and encourages community engagement	Deliver or facilitate community events.	>5	>5	>5	>5	Achieved – 7 (target was 2)	Number of events held are recorded
	Percentage of residents feeling a sense of community.	>80%	>80%	>80%	>80%	Achieved – 94%	Annual Residents Survey

## 1.5 Key Future Projects

There are no future projects associated with the Community Services activity.

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below.

Budget 2020/21 \$000		Forecast									
		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
429	Operating Expenditure	472	445	455	461	467	478	482	488	497	505
21	Revenue	34	34	34	34	34	34	34	34	34	34
408	<b>Net Cost of Service</b>	<b>438</b>	<b>411</b>	<b>421</b>	<b>428</b>	<b>434</b>	<b>444</b>	<b>448</b>	<b>455</b>	<b>464</b>	<b>471</b>
	<b>EXPENDITURE</b>										
306	Operating Costs	349	318	321	325	329	333	336	340	344	348
123	Allocated Overheads	123	127	133	136	139	145	145	148	153	157
429	<b>Total Operating Expenditure</b>	<b>472</b>	<b>445</b>	<b>455</b>	<b>461</b>	<b>467</b>	<b>478</b>	<b>482</b>	<b>488</b>	<b>497</b>	<b>505</b>
	<b>FUNDED BY:</b>										
21	Charges for Services	34	34	34	34	34	34	34	34	34	34
21	Revenue	34	34	34	34	34	34	34	34	34	34
407	General Rates	432	405	415	421	427	438	441	448	458	466
0	UAGC	0	0	0	0	0	0	0	0	0	0
2	Other Funding	6	6	6	7	6	6	7	6	6	5
429	<b>Total Funding</b>	<b>472</b>	<b>445</b>	<b>455</b>	<b>461</b>	<b>467</b>	<b>478</b>	<b>482</b>	<b>488</b>	<b>497</b>	<b>505</b>

# Economic Development

## 1.1 What We Do

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

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

## 1.2 Why We Do It

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

This activity contributes to the community outcomes of:

- Vibrant Community
- Enabling Economy

## 1.3 Significant Negative Effects

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024/31		
To support and promote the economic growth of the district.	Number of client interactions with Venture Taranaki's Business Advisory Service	100%	100%	100%	100%	<i>New Measure</i>	5 start up clinics
	Mentor matches made as requested	100%	100%	100%	100%	<i>New Measure</i>	Venture Taranaki Quarterly reports
Enterprise Partnership and Engagement	Review the Economic Development Strategy	Achieved	N/A	N/A	N/A	<i>New Measure</i>	Year 1 only - Strategy approved by Council

## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
<b>Purchase of land and development</b>	Level of Service	\$1,200,000	\$1,025,000	\$1,049,000	\$0

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below.

### Economic Development

Budget 2020/21 \$000		Forecast 2021/22 \$000	Projection								
			2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
440	Operating Expenditure	618	744	743	790	807	828	843	861	883	900
0	Revenue	0	0	0	0	0	0	0	0	0	0
440	<b>Net Cost of Service</b>	<b>618</b>	<b>744</b>	<b>743</b>	<b>790</b>	<b>807</b>	<b>828</b>	<b>843</b>	<b>861</b>	<b>883</b>	<b>900</b>
<b>EXPENDITURE</b>											
295	Operating Costs	466	588	580	625	639	653	667	682	697	712
145	Allocated Overheads	152	156	162	165	168	175	176	179	186	188
440	<b>Total Operating Expenditure</b>	<b>618</b>	<b>744</b>	<b>743</b>	<b>790</b>	<b>807</b>	<b>828</b>	<b>843</b>	<b>861</b>	<b>883</b>	<b>900</b>
<b>FUNDED BY:</b>											
0	Revenue	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
219	General Rates	305	368	368	391	399	410	417	427	438	447
219	UAGC	305	368	368	391	399	410	417	427	438	447
2	Other Funding	8	8	7	8	8	8	8	8	7	6
440	<b>Total Funding</b>	<b>618</b>	<b>744</b>	<b>743</b>	<b>790</b>	<b>807</b>	<b>828</b>	<b>843</b>	<b>861</b>	<b>883</b>	<b>900</b>

### Council Projects

Budget 2020/21 \$000		Forecast 2021/22 \$000	Projection								
			2022/23 \$000	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000
97	Operating Expenditure	13	11	59	0	0	0	0	0	0	0
0	Revenue	0	0	0	0	0	0	0	0	0	0
97	<b>Net Cost of Service</b>	<b>13</b>	<b>11</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURE</b>											
0	Operating Costs	0	0	0	0	0	0	0	0	0	0
97	Interest	13	11	59	0	0	0	0	0	0	0
0	Allocated Overheads	0	0	0	0	0	0	0	0	0	0
97	<b>Total Operating Expenditure</b>	<b>13</b>	<b>11</b>	<b>59</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
3,719	Principal Loan Repayments	12	68	3,194	0	0	0	0	0	0	0
0	Capital Expenditure	1,200	1,025	1,049	0	0	0	0	0	0	0
3,816	<b>Total Expenditure</b>	<b>1,225</b>	<b>1,104</b>	<b>4,301</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDED BY:</b>											
0	Charges for Services	0	0	0	0	0	0	0	0	0	0
0	Revenue	0	0	0	0	0	0	0	0	0	0
0	General Rates	25	79	(22)	0	0	0	0	0	0	0
3,816	Sales of Sections - Capital	0	0	3,274	0	0	0	0	0	0	0
0	Loan Funding	1,200	1,025	1,049	0	0	0	0	0	0	0
0	Transfer (to) Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves - Capital	0	0	0	0	0	0	0	0	0	0
3,816	<b>Total Funding</b>	<b>1,225</b>	<b>1,104</b>	<b>4,301</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Information Centre

## 1.1 What We Do

The Visitor Information Centre (i-SITE) is co-located with the Stratford District Library which sees a vibrant, community hub situated in the town centre, Prospero Place. Residents and visitors can access a wide range of travel information, booking services and complete NZTA transactions such as car registration and driver licensing.

## 1.2 Why We Do It

This activity provides a range of tourism information related to the Stratford District, Taranaki, and New Zealand. It also acts as an Automotive Association touring agent providing driver licence and vehicle licensing services that otherwise may not have been available.

This activity contributes to the community outcomes of:

- Vibrant community
- Enabling economy

## 1.3 Significant Negative Effects

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024/31		
To provide an Information Centre for visitors, incorporating Automobile Association Agency services that meets the needs of and is being used by the community.	Number of users of AA Agency Service is measured.	>10,000	>10,000	>10,000	>10,000	<b>Not Achieved</b> – 8,842	AA customer count records
	Percentage customers are satisfied with the Information Centre.	>80%	>80%	>80%	>80%	<b>Achieved</b> – 96%	Annual Residents Survey

## 1.5 Key Future Projects

There are no future projects associated with the Information Centre activity.

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below.

Budget 2020/21 \$000		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
312	Operating Expenditure	266	272	285	286	292	306	305	311	324	326
92	Revenue	62	64	65	67	68	70	71	73	74	76
220	<u>Net Cost of Service</u>	<u>204</u>	<u>208</u>	<u>220</u>	<u>219</u>	<u>224</u>	<u>236</u>	<u>234</u>	<u>239</u>	<u>250</u>	<u>250</u>
	<b>EXPENDITURE</b>										
210	Operating Costs	157	160	164	167	171	174	178	181	185	189
1	Depreciation	4	4	4	4	5	5	5	5	5	5
101	Allocated Overheads	104	107	117	114	117	127	122	125	134	132
312	<u>Total Operating Expenditure</u>	<u>266</u>	<u>272</u>	<u>285</u>	<u>286</u>	<u>292</u>	<u>306</u>	<u>305</u>	<u>311</u>	<u>324</u>	<u>326</u>
	<b>FUNDED BY:</b>										
92	Charges for Services	62	64	65	67	68	70	71	73	74	76
92	Revenue	62	64	65	67	68	70	71	73	74	76
218	General Rates	198	203	215	213	219	231	228	233	245	245
0	UAGC	0	0	0	0	0	0	0	0	0	0
2	Other Funding	5	5	5	6	5	5	6	5	5	4
312	<u>Total Funding</u>	<u>266</u>	<u>272</u>	<u>285</u>	<u>286</u>	<u>292</u>	<u>306</u>	<u>305</u>	<u>311</u>	<u>324</u>	<u>326</u>

# Rental and Investment Properties

## 1.1 What We Do

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

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

This activity covers the following:

Farm - manage 160 hectares of land (132 hectares milkable) on a 50/50 share milking basis.

Holiday Park - operate a formal lease for the land.

Rental Properties - Council manages urban and rural land and commercial properties under this activity.

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

## 1.2 Why We Do It

The prudent management of Council owned properties not used in the day-to-day functions of Council ensure these do not become a nuisance and maximises commercial return for Council.

Each property is held for specific reasons and the property portfolio is regularly reviewed to ensure any properties surplus to requirements are disposed of. The key properties and the reason for Council's ownership are described below.

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

The farm surrounds the aerodrome, therefore providing a buffer zone to allow for smooth operations of the aerodrome.

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

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

This activity contributes to the community outcomes of:

- Enabling Economy

### 1.3 Significant Negative Effects

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

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

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

### 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024/31		
Maximum profits from the farm are returned to Council.	Milk production is maximised	>150,000 kg/ms	>150,000 kg/ms	>150,000 kg/ms	>150,000 kg/ms	Achieved – 154,177.7k gs	Milk Supplier's Statements issued by Fonterra.
The Council is meeting national Environmental standards.	The Council farm's Environmental Plan is reviewed annually	Achieved	Achieved	Achieved	Achieved	New Measure	Report to Farm and Aerodrome Committee
Leased property is safe and fit for purpose.	Number of complaints from tenants.	<5	<5	<5	<5	Achieved – 3	Reporting against corporate CRM system.

### 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
Farm					
<b>New storage facility</b>	Level of Service	\$8,000	\$0	\$0	\$0
<b>House components</b>	Level of Service	\$8,500	\$0	\$0	\$0
<b>Landscaping and riparian planting</b>	Level of Service	\$3,500	\$3,600	\$3,700	\$28,100
<b>Install in-shed feed system</b>	Level of Service	\$53,000	\$0	\$0	\$0
<b>Water lines and trough upgrade</b>	Level of Service	\$0	\$12,300	\$12,600	\$0



## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below.

### Farm

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

### Holiday Park

Budget 2020/21 \$000		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
3	Operating Expenditure	2	2	2	2	2	2	2	2	2	2
3	Revenue	3	3	3	3	3	3	3	3	3	3
0	Net Cost of Service	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
	<b>EXPENDITURE</b>										
1	Operating Costs	0	0	0	0	0	0	0	0	0	0
2	Allocated Overheads	2	2	2	2	2	2	2	2	2	2
3	<b>Total Expenditure</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
	<b>FUNDED BY:</b>										
3	Charges for Services	3	3	3	3	3	3	3	3	3	3
3	Revenue	3	3	3	3	3	3	3	3	3	3
0	General Rates	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
0	Other Funding	0	0	0	0	0	0	0	0	0	0
3	<b>Total Funding</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

## Rental Properties

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





# Environmental Services



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

Long Term Plan 2021-31



# Building Services

## 1.1 What We Do

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

## 1.2 Why We Do It

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

This activity contributes to the community outcomes of:

- Enabling Economy
- Sustainable Environment

## 1.3 Significant Negative Effects

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

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

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



## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024/31		
To process applications within statutory timeframes.	Percentage of building consent applications processed within 20 days.	100%	100%	100%	100%	Achieved – 100%, 242 out of 242	Council Records.
	Percentage of inspection requests completed within 24 hours of request.	100%	100%	100%	100%	Achieved – 100%	Council Records.
	Percentage of code compliance certificate applications determined within 20 working days.	100%	100%	100%	100%	Achieved – 100%, 213 out of 213	Council Records.
To retain registration as a Building Consent Authority.	Current registration.	Confirmed	Confirmed	Confirmed	Confirmed	Achieved – expires July 2020	Current IANZ Certification
To process LIMs within statutory timeframes	% of LIMs processed within timeframes.	100%	100%	100%	100%	Not Achieved – 98% 53 of 54	Council Records
Service meets customer expectations.	Percentage of customers using building consent processes are satisfied with the service provided	>80%	>80%	>80%	>80%	Achieved – 83%	Annual Residents Survey

## 1.5 Key Future Projects

There are no future projects associated with the Building Services activity.

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation is shown below.

Budget 2020/21		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	\$000
560	Operating Expenditure	761	802	797	844	833	886	871	920	910	964
256	Revenue	280	297	314	321	328	336	343	350	358	366
304	<b>Net Cost of Service</b>	<b>481</b>	<b>505</b>	<b>483</b>	<b>522</b>	<b>505</b>	<b>550</b>	<b>528</b>	<b>570</b>	<b>552</b>	<b>598</b>
	<b>EXPENDITURE</b>										
322	Operating Costs	472	504	488	527	510	551	533	575	556	601
239	Allocated Overheads	289	297	309	316	323	335	338	345	354	363
560	<b>Total Operating Expenditure</b>	<b>761</b>	<b>802</b>	<b>797</b>	<b>844</b>	<b>833</b>	<b>886</b>	<b>871</b>	<b>920</b>	<b>910</b>	<b>964</b>
	<b>FUNDED BY:</b>										
256	Charges for Services	280	297	314	321	328	336	343	350	358	366
256	Revenue	280	297	314	321	328	336	343	350	358	366
0	General Rates	0	0	0	0	0	0	0	0	0	0
301	UAGC	466	490	469	507	489	536	512	555	539	586
4	Other Funding	15	14	14	16	15	14	16	15	13	12
560	<b>Total Funding</b>	<b>761</b>	<b>802</b>	<b>797</b>	<b>844</b>	<b>833</b>	<b>886</b>	<b>871</b>	<b>920</b>	<b>910</b>	<b>964</b>

# Planning

## 1.1 What We Do

This activity covers:

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

## 1.2 Why We Do It

All of the above functions are required by legislation.

This activity contributes to the community outcomes of:

- Sustainable Environment
- Enabling Economy

## 1.3 Significant Negative Effects

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

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

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
To promote the sustainable management and use of land and public spaces.	To undertake a comprehensive review of the district plan, with notification within statutory timeframes.	N/A	N/A	Notification Required	Release Decisions Year 5	<b>Not Achieved</b>	<i>No timeframe to be met in Year 1</i>  Reports to Council
	To undertake a systematic review of bylaws and related policies as they reach their statutory review dates.	100% within review timeframes	100% within review timeframes	100% within review timeframes	100% within review timeframes	<b>Not Achieved</b>	Reports to Council
To process resource consents within statutory timeframes.	% of non notified applications processed within 20 working days.	100%	100%	100%	100%	<b>Achieved</b> – 100% 72 of 72	Council records
	% of notified applications processed within legislated timeframes for notification, hearings and decisions.	100%	100%	100%	100%	<b>Achieved</b> – 0 notified consent applications	Council records
	% of s223 and s224 applications processed within 10 working days.	100%	100%	100%	100%	<b>Achieved</b> – 100% 36 of 36 applications	Council records
Service meets customer expectations.	Percentage of customers using resource consent processes are satisfied with the service provided	>80%	>80%	>80%	>80%	<b>Achieved</b> – 84%	Council Records

## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
<b>Review District Plan</b>	Operating expenditure	\$0	\$0	\$500,000	\$1,000,000

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation for this activity is shown below.

### District Plan

Budget 2020/21 \$000		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
169	Operating Expenditure	187	192	709	726	741	243	249	250	253	255
0	Revenue	0	0	0	0	0	0	0	0	0	0
169	<b>Net Cost of Service</b>	<b>187</b>	<b>192</b>	<b>709</b>	<b>726</b>	<b>741</b>	<b>243</b>	<b>249</b>	<b>250</b>	<b>253</b>	<b>255</b>
	<b>EXPENDITURE</b>										
78	Operating Costs	81	83	586	588	590	91	93	95	97	99
0	Interest	0	0	11	24	34	31	33	30	27	24
0	Depreciation	0	0	0	0	0	0	0	0	0	0
91	Allocated Overheads	106	109	113	115	117	121	123	125	129	131
169	<b>Total Operating Expenditure</b>	<b>187</b>	<b>192</b>	<b>709</b>	<b>726</b>	<b>741</b>	<b>243</b>	<b>249</b>	<b>250</b>	<b>253</b>	<b>255</b>
0	Principal Loan Repayments	0	0	50	95	136	122	110	99	89	80
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
169	<b>Total Expenditure</b>	<b>187</b>	<b>192</b>	<b>759</b>	<b>822</b>	<b>876</b>	<b>365</b>	<b>359</b>	<b>349</b>	<b>342</b>	<b>335</b>
	<b>FUNDED BY:</b>										
0	Revenue	0	0	0	0	0	0	0	0	0	0
0	General Rates	0	0	0	0	0	0	0	0	0	0
168	UAGC	182	187	254	315	370	360	353	344	337	331
0	Loan Funding - Capital	0	0	500	500	501	0	0	0	0	0
1	Other Funding	5	5	5	6	6	5	6	5	5	4
169	<b>Total Funding</b>	<b>187</b>	<b>192</b>	<b>759</b>	<b>822</b>	<b>876</b>	<b>365</b>	<b>359</b>	<b>349</b>	<b>342</b>	<b>335</b>

### Resource Consents

Budget 2020/21 \$000		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
179	Operating Expenditure	202	207	213	219	223	229	233	238	243	250
35	Revenue	76	83	95	98	100	102	110	112	115	117
144	<b>Net Cost of Service</b>	<b>126</b>	<b>124</b>	<b>118</b>	<b>121</b>	<b>123</b>	<b>127</b>	<b>123</b>	<b>126</b>	<b>129</b>	<b>133</b>
	<b>EXPENDITURE</b>										
81	Operating Costs	95	98	100	102	105	107	109	112	114	117
99	Allocated Overheads	106	109	113	116	119	122	124	127	129	133
179	<b>Total Operating Expenditure</b>	<b>202</b>	<b>207</b>	<b>213</b>	<b>219</b>	<b>223</b>	<b>229</b>	<b>233</b>	<b>238</b>	<b>243</b>	<b>250</b>
	<b>FUNDED BY:</b>										
35	Charges for Services	76	83	95	98	100	102	110	112	115	117
35	Revenue	76	83	95	98	100	102	110	112	115	117
0	General Rates	0	0	0	0	0	0	0	0	0	0
143	UAGC	120	119	112	115	118	122	118	121	124	128
1	Other Funding	5	5	5	6	6	5	6	5	5	4
179	<b>Total Funding</b>	<b>202</b>	<b>207</b>	<b>213</b>	<b>219</b>	<b>223</b>	<b>229</b>	<b>233</b>	<b>238</b>	<b>243</b>	<b>250</b>



# Community Health and Safety

## 1.1 What We Do

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

### Health Act and Food Act

The Council:

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

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

### Sale and Supply of Alcohol Act

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

### Parking and other Bylaw compliance

Bylaws provide an enforcement tool where specific local regulation is required. In some instances bylaws are required to give a specific local interpretation of national legislation. Others, such as the Public Places Bylaw, are passed under the Local Government Act but simply reflect a set of local expectations.

The Council receives an average of 300 complaints concerning infringements of the various bylaws each year.

### Animal Control

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

This covers:

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

The Council operates a dog pound which has capacity for six dogs. The demand for services is relatively consistent.

Under the general bylaw this activity also manages wandering stock on road reserves.

## 1.2 Why We Do It

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

This activity contributes to the community outcomes of:

- Enabling Economy
- Sustainable Environment

## 1.3 Significant Negative Effects

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
To fulfil obligations to improve, promote and protect public health.	Percentage of premises registered under the Food Act, Health Act, Beauty and Tattoo Bylaw, to be inspected for compliance.	100%	100%	100%	100%	Achieved – 100%	Council Records
	Health nuisance and premise complaints are responded to within 1 working day.	100%	100%	100%	100%	Achieved – 100% 22 out of 22 complaints	Council Records
To fulfil obligations as a District Licensing Committee.	Percentage of licensed premises inspected.	100%	100%	100%	100%	Not Achieved – 91% 30 of 33 inspected	Council Records
	Percentage of applications processed within 25 working days (excluding hearings).	100%	100%	100%	100%	Achieved – 100% 81 of 81 applications	Council Records
To monitor and enforce bylaws.	Percentage of complaints responded to within 2 hours.	100%	100%	100%	100%	Achieved – 100% 322 of 322 complaints.	Council Records
To ensure dogs are controlled.	Percentage of known dogs registered.	95%	95%	95%	95%	Not Achieved – 97% 2,072 of 2,132 dogs (target was 98%)	Council Records
	Percentage of dog attack/wandering dog complaints responded to within an hour.	100%	100%	100%	100%	Achieved – 100% 278 of 278 complaints	Council Records

## 1.5 Key Future Projects

There are no future projects associated with the Community Health & Safety activity.

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation for this activity is shown below.

### Food and Health

Budget 2020/21 \$000		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
155	Operating Expenditure	166	170	178	180	184	192	192	196	203	206
15	Revenue	30	31	31	32	33	34	34	35	36	37
140	Net Cost of Service	136	140	147	148	151	158	158	161	168	169
	<b>EXPENDITURE</b>										
81	Operating Costs	89	92	94	96	98	100	102	104	107	109
73	Allocated Overheads	76	79	84	84	86	92	90	92	97	97
155	<b>Total Operating Expenditure</b>	<b>166</b>	<b>170</b>	<b>178</b>	<b>180</b>	<b>184</b>	<b>192</b>	<b>192</b>	<b>196</b>	<b>203</b>	<b>206</b>
	<b>FUNDED BY:</b>										
15	Charges for Services	30	31	31	32	33	34	34	35	36	37
15	Revenue	30	31	31	32	33	34	34	35	36	37
0	General Rates	0	0	0	0	0	0	0	0	0	0
138	UAGC	132	136	143	144	147	154	154	157	164	166
1	Other Funding	4	4	4	4	4	4	4	4	4	3
155	<b>Total Funding</b>	<b>166</b>	<b>170</b>	<b>178</b>	<b>180</b>	<b>184</b>	<b>192</b>	<b>192</b>	<b>196</b>	<b>203</b>	<b>206</b>

### Alcohol Licensing

Budget 2020/21 \$000		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
115	Operating Expenditure	109	112	117	118	121	126	126	129	133	135
35	Revenue	33	34	34	35	36	37	37	38	39	40
80	Net Cost of Service	77	79	83	83	85	89	89	91	95	95
	<b>EXPENDITURE</b>										
66	Operating Costs	58	59	61	62	63	65	66	67	69	70
50	Allocated Overheads	51	53	56	56	57	61	60	61	65	65
115	<b>Total Operating Expenditure</b>	<b>109</b>	<b>112</b>	<b>117</b>	<b>118</b>	<b>121</b>	<b>126</b>	<b>126</b>	<b>129</b>	<b>133</b>	<b>135</b>
	<b>FUNDED BY:</b>										
35	Charges for Services	33	34	34	35	36	37	37	38	39	40
35	Revenue	33	34	34	35	36	37	37	38	39	40
0	General Rates	0	0	0	0	0	0	0	0	0	0
79	UAGC	74	76	80	80	82	87	86	88	92	93
1	Other Funding	3	3	3	3	3	3	3	3	2	2
115	<b>Total Funding</b>	<b>109</b>	<b>112</b>	<b>117</b>	<b>118</b>	<b>121</b>	<b>126</b>	<b>126</b>	<b>129</b>	<b>133</b>	<b>135</b>

## Parking and other Bylaws

Budget 2020/21 \$000		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
141	Operating Expenditure	128	132	136	139	142	146	148	151	155	159
1	Revenue	1	1	1	1	1	1	1	1	1	1
140	<b>Net Cost of Service</b>	<b>127</b>	<b>131</b>	<b>135</b>	<b>138</b>	<b>141</b>	<b>145</b>	<b>147</b>	<b>150</b>	<b>154</b>	<b>158</b>
<b>EXPENDITURE</b>											
71	Operating Costs	50	51	52	53	55	56	57	58	60	61
70	Allocated Overheads	78	81	83	85	87	90	91	93	95	98
141	<b>Total Operating Expenditure</b>	<b>128</b>	<b>132</b>	<b>136</b>	<b>139</b>	<b>142</b>	<b>146</b>	<b>148</b>	<b>151</b>	<b>155</b>	<b>159</b>
<b>FUNDED BY:</b>											
1	Charges for Services	1	1	1	1	1	1	1	1	1	1
1	Revenue	1	1	1	1	1	1	1	1	1	1
0	General Rates	0	0	0	0	0	0	0	0	0	0
139	UAGC	123	127	131	134	136	141	143	146	150	154
1	Other Funding	4	4	4	4	4	4	4	4	4	3
141	<b>Total Funding</b>	<b>128</b>	<b>132</b>	<b>136</b>	<b>139</b>	<b>142</b>	<b>146</b>	<b>148</b>	<b>151</b>	<b>155</b>	<b>159</b>

## Animal Control

Budget 2020/21 \$000		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
201	Operating Expenditure	221	227	237	238	243	254	254	259	270	271
142	Revenue	142	145	148	152	155	158	162	165	169	173
60	<b>Net Cost of Service</b>	<b>80</b>	<b>82</b>	<b>89</b>	<b>87</b>	<b>88</b>	<b>96</b>	<b>92</b>	<b>94</b>	<b>101</b>	<b>98</b>
<b>EXPENDITURE</b>											
102	Operating Costs	122	125	127	130	133	136	139	142	145	148
2	Interest	1	1	1	1	1	1	1	1	1	1
7	Depreciation	5	5	5	5	5	5	5	5	5	5
91	Allocated Overheads	93	96	103	101	103	112	108	111	118	116
201	<b>Total Operating Expenditure</b>	<b>221</b>	<b>227</b>	<b>237</b>	<b>238</b>	<b>243</b>	<b>254</b>	<b>254</b>	<b>259</b>	<b>270</b>	<b>271</b>
0	Principal Loan Repayments	2	2	2	2	2	2	2	2	2	1
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
201	<b>Total Expenditure</b>	<b>223</b>	<b>229</b>	<b>239</b>	<b>240</b>	<b>245</b>	<b>256</b>	<b>256</b>	<b>261</b>	<b>272</b>	<b>273</b>
<b>FUNDED BY:</b>											
142	Charges for Services	142	145	148	152	155	158	162	165	169	173
142	Revenue	142	145	148	152	155	158	162	165	169	173
0	General Rates	0	0	0	0	0	0	0	0	0	0
58	UAGC	77	79	86	84	85	93	89	91	98	96
0	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves - Capital	0	0	0	0	0	0	0	0	0	0
1	Other Funding	5	5	5	5	5	5	5	5	4	4
201	<b>Total Funding</b>	<b>223</b>	<b>229</b>	<b>239</b>	<b>240</b>	<b>245</b>	<b>256</b>	<b>256</b>	<b>261</b>	<b>272</b>	<b>273</b>



# Civil Defence and Emergency Management

## 1.1 What We Do

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

## 1.2 Why We Do It

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

This activity contributes to the community outcomes of:

- Sustainable Environment
- Connected Communities

## 1.3 Significant Negative Effects

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
To maintain effective emergency capability	Recruit, train and maintain a pool of staff and volunteers capable of responding to an emergency event. Number of people trained to at least Foundational level.	>40	>40	>40	>40	New Measure	Takatu Records
To ensure the Stratford District Emergency Operations Centre is fit for purpose.	Annual capability audit undertaken (externally) and quarterly system checks undertaken (internally).	Achieved	Achieved	Achieved	Achieved	New Measure	Council Records

## 1.5 Key Future Projects

There are no future projects associated with the Civil Defence & Emergency Management activity.

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation for this activity is shown below.

### Civil Defence and Emergency Management

Budget 2020/21		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	\$000
231	Operating Expenditure	333	342	294	299	305	310	319	326	335	341
0	Revenue	0	0	0	0	0	0	0	0	0	0
<b>231</b>	<b>Net Cost of Service</b>	<b>333</b>	<b>342</b>	<b>294</b>	<b>299</b>	<b>305</b>	<b>310</b>	<b>319</b>	<b>326</b>	<b>335</b>	<b>341</b>
	<b>EXPENDITURE</b>										
105	Operating Costs	163	167	112	115	117	120	123	125	128	131
1	Depreciation	0	0	0	0	0	0	0	0	0	0
125	Allocated Overheads	170	174	181	184	187	190	195	200	207	209
<b>231</b>	<b>Total Operating Expenditure</b>	<b>333</b>	<b>342</b>	<b>294</b>	<b>299</b>	<b>305</b>	<b>310</b>	<b>319</b>	<b>326</b>	<b>335</b>	<b>341</b>
	<b>FUNDED BY:</b>										
0	Subsidies	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	General Rates	0	0	0	0	0	0	0	0	0	0
229	UAGC	325	333	286	290	296	302	309	317	328	334
2	Other Funding	9	8	8	9	9	8	9	9	8	7
<b>231</b>	<b>Total Funding</b>	<b>333</b>	<b>342</b>	<b>294</b>	<b>299</b>	<b>305</b>	<b>310</b>	<b>319</b>	<b>326</b>	<b>335</b>	<b>341</b>



# Roading



TE KAUNIHERA Ā ROHE O  
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DISTRICT COUNCIL

## 1.1 What We Do

The Roothing activity encompasses the management, construction, maintenance and renewal of rural and urban roads, footpaths, kerb and channel, street lighting and associated infrastructure for the District excluding State Highways. The Roothing network managed by the Stratford District Council totals 597.8km, made up of 556.1km of rural roads and 41.6km of urban streets. State Highways 3 and 43 are maintained by the New Zealand Transport Agency (NZTA). In addition there are over 700km of unformed legal road and a number of bridges 'beyond the maintenance peg' that are not maintained by Council.

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

	Rural	Urban	Total
Sealed km	349.4	41.6	391.1
Unsealed km	<u>206.7</u>	<u>0.01</u>	<u>206.7</u>
	556.1	41.6	597.8

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

## 1.2 Why We Do It

Council is the road controlling authority under the Local Government Act 1974 and 2002 with responsibility for all local roads in the area. It provides an integrated, safe, responsive and sustainable local land transport system for the District. This is a fundamental requirement for every District.

The main users of the network are residents, industries (particularly dairy, forestry and oil), a small commercial sector, and visitors.

This activity contributes to the community Outcomes of:

- Connected communities
- Enabling economy

## 1.3 Significant Negative Effects

### Negative Effects

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

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

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

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



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

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
To provide a safe roading network.	Road safety - The reduction from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	A reduction of at least 1	A reduction of at least 1	A reduction of at least 1	A reduction of at least 1	<b>Not Achieved</b> – Increase of 1 (5 Fatalities and serious injury crashes)	Police CAS Database
To provide a well maintained roading network.	Road Condition – The average quality of ride on sealed road network, measured by smooth travel exposure.	Urban – ≥83% Rural – ≥91%	Urban – ≥83% Rural – ≥91%	Urban – ≥83% Rural – ≥91%	Urban – ≥83% Rural – ≥91%	<b>Achieved</b> – Urban – 88% <b>Not Achieved</b> – Rural – 78%	RAMM Rating Report
	Road maintenance – The percentage of the sealed road network that is resurfaced.	≥5%	≥5%	≥5%	≥5%	<b>Achieved</b> – 5.4%	RAMM Rating Report
	Road maintenance – The percentage of the unsealed road network that has been metal dressed.	≥7%	≥7%	≥7%	≥7%	<b>Achieved</b> – 14.4%	RAMM Report

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
To provide a well maintained roading network.	Footpaths - The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (annual plan, activity management plan, asset management plan, annual works programme or long term plan)	>70%	>72.5%	>75%	>77.5%	Not Achieved - 62%	RAMM Report
	Response to service requests - The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long term plan (note: this information is actually held in the asset management plan not the long term plan).	>88%	>88%	>88%	>88%	Achieved - 100%	RAMM Report. Spreadsheet until connectivity is established between RAMM and Customer Service Requests
	Percentage of residents who are satisfied with:					Not Achieved - 75%	Annual Residents Survey
	• Roading Networks	>80%	>80%	>80%	>80%		
• Footpaths	>80%	>80%	>80%	>80%	Not Achieved - 73%		

## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
<b>Walking and cycling footpath improvements</b>	Level of Service	\$350,000	\$360,800	\$424,700	\$2,688,200
<b>Brecon Road bridge</b>	Level of Service	\$0	\$257,700	\$265,483	\$12,499,500
<b>Whangamomona Road upgrade</b>	Level of Service	\$0	\$0	\$530,900	\$0
<b>Unsealed Road Metalling</b>	Replacements	\$840,000	\$840,975	\$841,943	\$7,957,290
<b>Sealed Road resurfacing</b>	Replacements	\$1,100,000	\$1,101,268	\$1,102,526	\$9,047,937
<b>Drainage Renewals</b>	Replacements	\$700,000	\$700,780	\$701,554	\$5,532,342
<b>Pavement Rehabilitation</b>	Replacements	\$750,000	\$750,878	\$751,749	\$5,278,491
<b>Structure Component Replacement</b>	Replacements	\$835,000	\$650,975	\$577,943	\$4,213,788
<b>Traffic Services</b>	Replacements	\$113,000	\$113,098	\$113,194	\$903,744
<b>Footpath renewals</b>	Replacements	\$170,000	\$175,270	\$180,528	\$1,419,103
<b>Low cost low risk roads</b>	Replacements	\$830,000	\$575,000	\$575,000	\$3,300,000
<b>Sealed Road Resurfacing - Special Purpose Roads</b>	Replacements	\$60,000	\$60,098	\$60,194	\$543,624
<b>Low cost low risk roads - Special Purpose Roads</b>	Replacements	\$15,000	\$15,000	\$15,000	\$165,000

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation for the Roothing activity is shown below.

### Roothing

Budget 2020/21 \$000		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
6,324	Operating Expenditure	6,413	6,448	6,498	7,069	7,230	7,523	8,067	8,185	8,313	8,837
3,830	Revenue	5,689	5,601	5,943	5,974	9,756	8,990	6,144	6,153	6,754	6,921
2,494	<b>Net Cost of Service</b>	<b>725</b>	<b>846</b>	<b>555</b>	<b>1,095</b>	<b>(2,526)</b>	<b>(1,468)</b>	<b>1,923</b>	<b>2,032</b>	<b>1,559</b>	<b>1,916</b>
	<b>EXPENDITURE</b>										
3,368	Operating Costs	3,350	3,370	3,392	3,660	3,765	3,871	3,983	4,095	4,211	4,330
0	Interest	2	6	13	25	63	122	175	172	171	170
2,805	Depreciation	2,885	2,891	2,901	3,191	3,206	3,323	3,704	3,708	3,711	4,117
152	Allocated Overheads	176	181	191	193	196	207	205	210	219	220
6,324	<b>Total Operating Expenditure</b>	<b>6,413</b>	<b>6,448</b>	<b>6,498</b>	<b>7,069</b>	<b>7,230</b>	<b>7,523</b>	<b>8,067</b>	<b>8,185</b>	<b>8,313</b>	<b>8,837</b>
0	Principal Loan Repayments	3	10	24	40	100	195	233	230	228	226
3,107	Capital Expenditure	5,763	5,602	6,141	5,911	12,005	10,639	5,852	5,753	6,613	6,776
9,431	<b>Total Expenditure</b>	<b>12,179</b>	<b>12,060</b>	<b>12,663</b>	<b>13,020</b>	<b>19,335</b>	<b>18,356</b>	<b>14,153</b>	<b>14,168</b>	<b>15,154</b>	<b>15,840</b>
	<b>FUNDED BY:</b>										
169	Charges for Services	243	248	253	258	264	269	275	280	286	293
3,661	NZTA Financial Assistance	5,446	5,353	5,690	5,716	9,492	8,721	5,869	5,873	6,467	6,629
3,830	<b>Revenue</b>	<b>5,689</b>	<b>5,601</b>	<b>5,943</b>	<b>5,974</b>	<b>9,756</b>	<b>8,990</b>	<b>6,144</b>	<b>6,153</b>	<b>6,754</b>	<b>6,921</b>
2,992	Targeted Rates	3,203	3,026	3,344	3,493	3,859	4,347	4,753	4,831	5,120	5,127
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	General Rates	0	(0)	0	0	0	0	0	0	0	0
1,482	Depreciation funded from Reserves	1,611	1,615	1,621	1,784	1,793	1,865	2,081	2,084	2,086	2,314
1,278	Transfer from Reserves - Capital	2,088	1,928	1,917	1,954	2,012	2,147	2,317	2,318	2,521	2,708
(153)	Transfer (to) from Reserves	(558)	(361)	(648)	(558)	(835)	(1,167)	(1,316)	(1,346)	(1,581)	(1,364)
0	Loan Funding - Capital	137	241	476	362	2,741	2,166	163	119	246	126
0	Grants/Donations - Capital	0	0	0	0	0	0	0	0	0	0
2	Other Funding	9	9	9	10	9	9	10	9	8	7
9,431	<b>Total Funding</b>	<b>12,179</b>	<b>12,060</b>	<b>12,663</b>	<b>13,020</b>	<b>19,335</b>	<b>18,356</b>	<b>14,153</b>	<b>14,168</b>	<b>15,154</b>	<b>15,840</b>

### Business Unit

Budget 2020/21 \$000		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
313	Operating Expenditure	391	401	416	423	432	448	452	462	477	484
327	Revenue	390	400	419	439	455	465	480	491	502	513
(14)	<b>Net Cost of Service</b>	<b>1</b>	<b>1</b>	<b>(3)</b>	<b>(16)</b>	<b>(22)</b>	<b>(16)</b>	<b>(29)</b>	<b>(29)</b>	<b>(25)</b>	<b>(29)</b>
	<b>EXPENDITURE</b>										
144	Operating Costs	182	187	191	196	200	204	209	213	218	223
9	Depreciation	6	6	6	6	7	7	7	7	7	7
161	Allocated Overheads	202	208	219	222	226	237	236	242	252	254
313	<b>Total Operating Expenditure</b>	<b>391</b>	<b>401</b>	<b>416</b>	<b>423</b>	<b>432</b>	<b>448</b>	<b>452</b>	<b>462</b>	<b>477</b>	<b>484</b>
	<b>FUNDED BY:</b>										
327	Inhouse services - NZTA Financial Assistance	390	400	419	439	455	465	480	491	502	513
327	<b>Revenue</b>	<b>390</b>	<b>400</b>	<b>419</b>	<b>439</b>	<b>455</b>	<b>465</b>	<b>480</b>	<b>491</b>	<b>502</b>	<b>513</b>
(16)	General Rates	(10)	(9)	(13)	(27)	(33)	(26)	(40)	(39)	(34)	(37)
0	UAGC	0	0	0	0	0	0	0	0	0	0
2	Other Funding	10	10	10	11	11	10	11	10	9	8
313	<b>Total Funding</b>	<b>391</b>	<b>401</b>	<b>416</b>	<b>423</b>	<b>432</b>	<b>448</b>	<b>452</b>	<b>462</b>	<b>477</b>	<b>484</b>



# Stormwater



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

Long Term Plan 2021-31



## 1.1 What We Do

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

- To collect and disperse any excess water from a major rainfall event.
- To provide a system for the normal drainage of stormwater and groundwater, thereby enhancing the life of other infrastructure eg. roads and protecting private property (to the defined level of service).

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

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

## 1.2 Why We Do It

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

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

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

This activity contributes to the community outcomes of:

- Sustainable Environment
- Enabling Economy

### 1.3 Significant Negative Effects

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

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

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

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

### 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
Stormwater system protects property from impacts of flooding.	System adequacy						Reporting against corporate CRM system. Note: specific category to be set up for flooding – to separate between residential & commercial buildings and include count of habitable floors flooded (residential only).
	The number of flooding events that occur in a territorial authority district. "Flooding" in this context means stormwater entering a habitable floor	0	0	0	0	Achieved – 0 – No flooding events meeting the criteria	
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.)	0	0	0	0	Achieved – 0 – No flooding events meeting the criteria	
	For each flooding event, the number of buildings in the central business zone affected by flooding.	0	0	0	0	Achieved – 0 – No flooding events meeting the criteria	

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
Discharge Compliance	Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: <ul style="list-style-type: none"> <li>Abatement notices</li> <li>Infringement notices</li> <li>Enforcement orders, and</li> <li>Convictions received by the territorial authority in relation to those resource consents.</li> </ul>	N/A	N/A	N/A	N/A	Not Applicable	Council does not hold discharge consents for discharge from its stormwater system.
Response Times	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	1 hour	1 hour	1 hour	1 hour	Achieved – 0 – No flooding events meeting the criteria	Work order tracking/reporting through Council's Infrastructure asset management system.
Customer Satisfaction	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system.	<8	<8	<8	<8	Achieved – 0	Reporting against corporate CRM system.

## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
<b>Pipework capacity increase</b>	Level of Service	\$135,000	\$139,700	\$143,300	\$1,129,885
<b>Modelling</b>	Level of Service	\$0	\$31,000	\$0	\$0
<b>Silt retention lake bypass</b>	Level of Service	\$0	\$0	\$265,400	\$0
<b>Safety improvements</b>	Level of Service	\$117,370	\$121,400	\$124,600	\$982,330
<b>Safety improvements</b>	Replacements	\$0	\$0	\$0	\$96,000
<b>Silt retention – Victoria Park</b>	Replacements	\$0	\$0	\$0	\$65,400
<b>Reticulation renewals</b>	Replacements	\$53,000	\$55,000	\$56,000	\$605,000

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation for the Stormwater activity is shown below.

Budget 2020/21		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	\$000
328	Operating Expenditure	363	373	394	436	451	469	515	532	551	597
0	Revenue	0	0	0	0	0	0	0	0	0	0
328	Net Cost of Service	363	373	394	436	451	469	515	532	551	597
	<b>EXPENDITURE</b>										
61	Operating Costs	63	59	61	62	64	66	68	69	71	73
18	Interest	22	27	35	49	54	59	77	83	89	95
141	Depreciation	146	151	157	182	187	193	218	224	230	264
107	Allocated Overheads	132	136	140	143	146	151	153	156	161	164
328	<b>Total Operating Expenditure</b>	<b>363</b>	<b>373</b>	<b>394</b>	<b>436</b>	<b>451</b>	<b>469</b>	<b>515</b>	<b>532</b>	<b>551</b>	<b>597</b>
27	Principal Loan Repayments	41	50	64	78	86	94	102	110	119	127
292	Capital Expenditure	305	347	590	442	343	352	364	376	388	453
647	<b>Total Expenditure</b>	<b>709</b>	<b>770</b>	<b>1,048</b>	<b>956</b>	<b>880</b>	<b>915</b>	<b>981</b>	<b>1,018</b>	<b>1,058</b>	<b>1,176</b>
	<b>FUNDED BY:</b>										
0	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	General Rates	(0)	(0)	0	0	(0)	(0)	(0)	0	0	(0)
326	UAGC	356	367	387	429	444	462	508	526	545	591
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
85	Transfer from Reserves	94	105	121	245	146	155	165	176	186	249
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
234	Loan Funding - Capital	252	292	533	275	283	291	300	310	321	331
2	Grants/Other Funding - Capital	0	0	0	0	0	0	0	0	0	0
1	Other Funding	7	7	6	7	7	7	7	7	6	5
647	<b>Total Funding</b>	<b>709</b>	<b>770</b>	<b>1,048</b>	<b>956</b>	<b>880</b>	<b>915</b>	<b>981</b>	<b>1,018</b>	<b>1,058</b>	<b>1,176</b>





# Wastewater (Sewerage)



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

Long Term Plan 2021-31

## 1.1 What We Do

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

Stratford District Council is responsible for wastewater treatment and reticulation in Stratford Township. The Stratford wastewater system services over 2,500 properties, which is approximately 97 percent of the Stratford urban area. All other dwellings in the district are serviced by on-site wastewater treatment systems.

## 1.2 Why We Do It

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

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

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

This activity contributes to the community outcomes of:

- Sustainable Environment
- Enabling Economy

## 1.3 Significant Negative Effects

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

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

Social, economic, environmental & cultural - Odour is managed through the resource consent process. The upgrade of the oxidation pond treatment system through increased aeration and screening will further minimise the possibility of odour problems.

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

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

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/2 2	Year2 2022/ 23	Year3 2023/2 4	Years 4-10 2024/ 31		
Wastewater is managed without risk to public health.	System and adequacy - The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.	<5	<5	<5	<5	Achieved - 0	Reporting against corporate CRM system.
	Discharge compliance - Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of <ul style="list-style-type: none"> <li>• Abatement notices</li> <li>• Infringement notices</li> <li>• Enforcement orders; and</li> <li>• Convictions,</li> </ul> Received by the territorial authority in relation to those resource consents.	0	0	0	0	Achieved - 0	Consent & compliance documentation.

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
Fault response times	Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:						Work order tracking/reporting through Council's Infrastructure asset management system.
	Attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site; and	1 hour	1 hour	1 hour	1 hour	Achieved – 42 minutes	
	Resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault.	8 hours	8 hours	8 hours	8 hours	Achieved – 4 hours 34 minutes	
Customer satisfaction	The total number of complaints received by the territorial authority about any of the following: <ul style="list-style-type: none"> <li>Sewage odour</li> <li>Sewerage system faults</li> <li>Sewerage system blockages, and</li> <li>The territorial authority's response to issues with its sewerage system,</li> </ul> Expressed per 1000 connections to the territorial authority's sewerage system.	<5	<5	<5	<5	Achieved – 0	Reporting against corporate CRM system.
Trade Waste complaints response times	Attendance time: from the time that Council receives notification to the time that a Trade Waste Officer arrives on site.	<2 working days	<2 working days	<2 working days	<2 working days	New Measure	Work order tracking/reporting through Assetfind a
Trade Waste consent processing	Percentage of trade waste consent applications processed within 15 working days.	100%	100%	100%	100%	New Measure	Authority



## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
<b>Pipework capacity increase</b>	Level of Service	\$150,000	\$155,200	\$159,300	\$722,500
<b>Modelling</b>	Level of Service	\$0	\$51,700	\$0	\$0
<b>Inflow and infiltration programme</b>	Level of Service	\$150,000	\$155,200	\$159,300	\$722,500
<b>Diatomix to enhance growth of good algae</b>	Level of Service	\$500,000	\$0	\$0	\$0
<b>Campervan discharge facility</b>	Level of Service	\$0	\$0	\$7,900	\$36,900
<b>Desludging ponds</b>	Level of Service	\$0	\$0	\$0	\$655,500
<b>Treatment upgrade</b>	Level of Service	\$0	\$0	\$53,000	\$168,300
<b>Infiltration renewals</b>	Replacements	\$183,000	\$189,400	\$194,300	\$1,394,900
<b>Bulk discharge renewals</b>	Replacements	\$0	\$31,000	\$0	\$24,300
<b>Safety renewals</b>	Replacements	\$0	\$0	\$0	\$12,100
<b>Pumps and electrics</b>	Replacements	\$0	\$0	\$31,800	\$0
<b>Campervan discharge facility</b>	Replacements	\$0	\$0	\$0	\$12,100
<b>Routine step/aerate renewals</b>	Replacements	\$30,000	\$31,000	\$31,800	\$251,000

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation for this activity is shown below.

Budget 2020/21 \$000		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
993	Operating Expenditure	1,058	1,073	1,110	1,199	1,206	1,241	1,343	1,346	1,377	1,487
73	Revenue	73	75	77	78	80	82	83	85	87	89
920	Net Cost of Service	985	998	1,034	1,121	1,126	1,159	1,259	1,261	1,289	1,398
	<b>EXPENDITURE</b>										
423	Operating Costs	452	428	439	472	461	473	508	497	510	547
59	Interest	42	53	59	72	76	81	101	103	104	115
300	Depreciation	311	331	340	380	387	394	440	446	451	510
211	Allocated Overheads	254	261	273	275	281	294	294	300	312	315
993	<b>Total Operating Expenditure</b>	<b>1,058</b>	<b>1,073</b>	<b>1,110</b>	<b>1,199</b>	<b>1,206</b>	<b>1,241</b>	<b>1,343</b>	<b>1,346</b>	<b>1,377</b>	<b>1,487</b>
91	Principal Loan Repayments	76	96	107	116	122	129	134	137	139	154
687	Capital Expenditure	1,013	614	638	472	508	500	456	446	449	1,145
1,771	<b>Total Expenditure</b>	<b>2,147</b>	<b>1,783</b>	<b>1,855</b>	<b>1,787</b>	<b>1,836</b>	<b>1,869</b>	<b>1,933</b>	<b>1,930</b>	<b>1,965</b>	<b>2,785</b>
	<b>FUNDED BY:</b>										
73	Charges for Services	73	75	77	78	80	82	83	85	87	89
73	Revenue	73	75	77	78	80	82	83	85	87	89
881	Targeted Rates	936	985	1,021	1,107	1,112	1,146	1,245	1,248	1,278	1,387
36	Transfers (to) from Reserves	36	0	0	0	0	0	0	0	0	0
293	Transfer from Reserves	289	348	365	316	350	340	352	399	410	459
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
485	Loan Funding - Capital	800	362	380	273	281	288	238	184	178	839
3	Other Funding	13	13	12	14	13	13	14	13	12	10
1,771	<b>Total Funding</b>	<b>2,147</b>	<b>1,783</b>	<b>1,855</b>	<b>1,787</b>	<b>1,836</b>	<b>1,869</b>	<b>1,933</b>	<b>1,930</b>	<b>1,965</b>	<b>2,785</b>



# Solid Waste



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**STRATFORD**  
DISTRICT COUNCIL



## 1.1 What We Do

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

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

## 1.2 Why We Do It

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

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

This activity contributes to the community outcomes of:

- Sustainable Environment
- Enabling Economy

## 1.3 Significant Negative Effects

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

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

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

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
The levels of waste generated are reducing.	Waste to landfill per household (municipal kerbside collection only)	<600kg	<600KG	<600KG	<600KG	Achieved - 634kg	Landfill invoices & transactions.
	Percentage (by weight) of council controlled waste stream that is recycled (municipal kerbside collection only).	>20%	>20%	>20%	>20%	Not Achieved - 11%	Recycling facility invoices & transactions.
The waste collection service meets the needs of the community.	Percentage of customers satisfied with the service provided.	>80%	>80%	>80%	>80%	Achieved - 96%	Annual Residents Survey

## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
<b>Transfer Station building renewals</b>	Replacements	\$0	\$10,000	\$0	\$60,100

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation for the Solid waste activity is shown below.

Budget 2020/21 \$000		Forecast		Projection							
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	<b>858</b>	<b>883</b>	<b>910</b>	<b>933</b>	<b>956</b>	<b>981</b>	<b>1,015</b>	<b>1,038</b>	<b>1,066</b>	<b>1,098</b>	<b>1,125</b>
	<b>83</b>	<b>108</b>	<b>110</b>	<b>111</b>	<b>113</b>	<b>115</b>	<b>117</b>	<b>119</b>	<b>121</b>	<b>123</b>	<b>125</b>
	<b>776</b>	<b>776</b>	<b>800</b>	<b>822</b>	<b>843</b>	<b>866</b>	<b>898</b>	<b>919</b>	<b>945</b>	<b>975</b>	<b>1,000</b>
	<b>EXPENDITURE</b>										
	671	682	704	722	741	761	789	809	831	857	883
	25	20	19	18	20	19	18	21	20	20	19
	31	30	31	31	31	33	33	33	35	35	35
	132	152	156	162	164	168	175	176	179	186	188
	<b>858</b>	<b>883</b>	<b>910</b>	<b>933</b>	<b>956</b>	<b>981</b>	<b>1,015</b>	<b>1,038</b>	<b>1,066</b>	<b>1,098</b>	<b>1,125</b>
	12	7	7	7	7	7	7	3	0	0	0
	38	36	35	33	32	31	30	28	27	26	25
	21	0	10	0	11	0	11	0	12	14	12
	<b>928</b>	<b>926</b>	<b>962</b>	<b>974</b>	<b>1,006</b>	<b>1,019</b>	<b>1,063</b>	<b>1,070</b>	<b>1,105</b>	<b>1,138</b>	<b>1,162</b>
	<b>FUNDED BY:</b>										
	83	108	110	111	113	115	117	119	121	123	125
	<b>83</b>	<b>108</b>	<b>110</b>	<b>111</b>	<b>113</b>	<b>115</b>	<b>117</b>	<b>119</b>	<b>121</b>	<b>123</b>	<b>125</b>
	696	756	780	801	820	844	875	891	913	943	968
	19	19	20	20	21	22	22	23	24	24	25
	0	0	0	0	0	0	0	0	0	0	0
	129	36	45	33	43	31	41	28	39	41	37
	2	8	8	7	8	8	8	8	8	7	6
	<b>928</b>	<b>926</b>	<b>962</b>	<b>974</b>	<b>1,006</b>	<b>1,019</b>	<b>1,063</b>	<b>1,070</b>	<b>1,105</b>	<b>1,138</b>	<b>1,162</b>





# Water Supply



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

Long Term Plan 2021-31

## 1.1 What We Do

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

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

## 1.2 Why We Do It

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

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

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

This activity contributes to the community outcomes of:

- Sustainable Environment
- Enabling Economy

## 1.3 Significant Negative Effects

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

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

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

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

## 1.4 Statement of Service Provision

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
Water is safe to drink.	The extent to which the local authority's drinking water supply complies with:						Plant & reticulation performance records in water outlook. Includes water quality sampling programme records as well as any plant non-performances.
	Part 4 of the drinking water standards (bacterial compliance criteria), and	100%	100%	100%	100%	Stratford – Achieved – 100% Midhirst – Achieved – 100% Toko – Achieved – 100%	
	Part 5 of the drinking water standards (protozoal compliance criteria).	100%	100%	100%	100%	Achieved – 100% Midhirst – Achieved – 100% Toko – Achieved – 100%	
	Maintenance of the reticulation network - The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this).	<25%	<25%	<25%	<25%	Achieved Stratford – 21.4% Midhirst – 10.1% Toko – 12.0%	Calculated annually as per NZWWA Water Loss Guidelines.
A reliable water supply is provided.	Fault Response Times – Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:						Work order tracking/reporting through Council's Infrastructure asset management system.
	Attendance for urgent call-outs: from the time that council receives notification to the time that service personnel reach the site.	1 hour	1 hour	1 hour	1 hour	Achieved – 33 minutes	
	Resolution of urgent call-outs: from the time that council receives notification to the time the service personnel confirm resolution of the fault or interruption.	8 hours	8 hours	8 hours	8 hours	Achieved – 2 hours 41 minutes	
A reliable water supply is provided.	Attendance for non-urgent call-outs: from the time that council receives notification to the time that service personnel confirm resolution of the fault or interruption	2 working days	2 working days	2 working days	2 working days	Achieved – 8 hours 1 minute	Work order tracking/reporting through Council's Infrastructure asset management system. Affected property numbers provided via GIS/Asset Management System

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
A reliable water supply is provided.	Resolution of non-urgent call-outs: from the time that council receives notification to the time the service personnel confirm resolution of the fault or interruption	5 working days	5 working days	5 working days	5 working days	Achieved – 11 hours 29 minutes	Work order tracking/reporting through Council's Infrastructure asset management system. Affected property numbers provided via GIS/Asset Management System
	Number of unplanned disruptions:						
	Minor * (between 5 and 50 connections affected)	<6	<6	<6	<6	Not Achieved – 5 (target was <5)	Work order tracking/reporting through Council's Infrastructure asset management system. Affected property numbers provided via GIS/Asset Management System
	Major * (more than 50 connections affected)	<3	<3	<3	<3	Achieved - 0	Work order tracking/reporting through Council's Infrastructure asset management system. Affected property numbers provided via GIS/Asset Management System
Water has a pleasant taste and odour.	Customer Satisfaction - Total number of complaints received for: <ul style="list-style-type: none"> <li>• Drinking water clarity</li> <li>• Drinking water taste</li> <li>• Drinking water odour</li> <li>• Drinking water pressure or flow</li> <li>• Continuity of supply</li> <li>• Council's response to any of these issues</li> </ul> expressed per 1000 connections to council's networked reticulation system.	<32	<32	<32	<32	Achieved: - 2.6	Reporting against corporate CRM system.
	<i>Note: This is understood to be limited to supplied properties within the water supply zones.</i>						
Water has a pleasant taste and odour.	Demand management - The average consumption of drinking water per day per resident within the district (in litres).	<275	<275	<275	<275	Achieved: Stratford - 248.1 Achieved: Midhirst - 262.1 Achieved: Toko - 157.8	Calculated from production records ex SCADA/Water Outlook, deducting commercial users as per water meter records as well as any other non-residential use and losses (as per bench loss), divided by number of residential connections and average number of residents per property.



Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
Water flow and pressure is appropriate for its intended use.	Water pressure at 50 properties within the water supply zone, including any that have complained about pressure and or flow meets council specifications (flow>10L/min & pressure>350kpa)	100%	100%	100%	100%	Achieved – 52 properties tested for water pressure and flow - all passed – 100%	Pressure and flow to be measured at a minimum of 50 properties per annum. Test results recorded by handheld device directly into asset management system against property's point of supply. Where test at tap inside property fails, test will be repeated at point of supply (toby/meter box) to isolate problems with private pipework from public network. Customer is advised if problem with internal plumbing.
Water supply meets fire fighting requirements.	Fire hydrants meet NZFS Code of Practice conditions regarding supply.	100%	100%	100%	100%	Achieved – 31 hydrants were tested and all 31 passed the test – 100%.	Flow & pressure testing carried out by council contractor and or NZ Fire Service to NZ Fire Fighting Code of Practice standards.

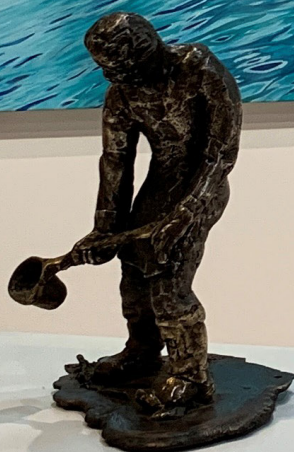
## 1.5 Key Future Projects

Project	Category	2021/22	2022/23	2023/24	2024-31
<b>Universal water metering implementation</b>	Level of Service	\$349,500	\$361,400	\$337,100	\$1,147,000
<b>Second water trunk main</b>	Level of Service	\$1,400,000	\$1,511,100	\$0	\$0
<b>Street work rider mains</b>	Level of Service	\$0	\$31,000	\$31,800	\$143,300
<b>Midhirst reservoir</b>	Level of Service	\$0	\$0	\$0	\$327,100
<b>Pressure reducing and zone valves</b>	Level of Service	\$30,000	\$0	\$0	\$0
<b>Pipe bridges</b>	Replacements	\$0	\$103,500	\$0	\$0
<b>Midhirst resource consent</b>	Replacements	\$100,000	\$103,500	\$106,200	\$0
<b>Hydrants</b>	Replacements	\$14,800	\$15,300	\$15,700	\$123,800
<b>Laterals</b>	Replacements	\$30,600	\$31,600	\$32,500	\$256,100
<b>Meter renewals</b>	Replacements	\$50,000	\$51,700	\$53,100	\$4,184,000
<b>Street work rider mains – 3 waters schemes</b>	Replacements	\$270,000	\$263,900	\$270,700	\$2,188,500
<b>Toko bore</b>	Replacements	\$0	\$134,500	\$0	\$0
<b>Reservoir overflow to pond</b>	Replacements	\$0	\$77,600	\$0	\$0
<b>Reservoir cleaning – 3 water schemes</b>	Replacements	\$50,000	\$0	\$0	\$57,600
<b>Membranes</b>	Replacements	\$150,000	\$0	\$0	\$0
<b>Infrastructure general – 3 water schemes</b>	Replacements	\$29,500	\$30,500	\$31,300	\$246,900

## 1.6 Statement of Prospective Financial Performance

The ten year detailed financial summary including inflation for the Water Supply activity is shown below.

Budget 2020/21 \$000		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
1,904	Operating Expenditure	1,836	1,856	1,991	2,043	2,097	2,160	2,331	2,507	2,531	2,629
445	Revenue	376	390	1,082	1,149	1,242	1,281	1,382	1,489	1,505	1,565
1,459	Net Cost of Service	1,460	1,466	910	894	855	879	949	1,018	1,026	1,064
<b>EXPENDITURE</b>											
860	Operating Costs	736	698	758	727	752	777	784	811	820	846
206	Interest	170	179	187	218	221	222	324	375	360	344
414	Depreciation	429	464	502	555	569	576	642	728	729	817
424	Allocated Overheads	501	515	544	543	555	586	580	593	623	622
1,904	<b>Total Operating Expenditure</b>	<b>1,836</b>	<b>1,856</b>	<b>1,991</b>	<b>2,043</b>	<b>2,097</b>	<b>2,160</b>	<b>2,331</b>	<b>2,507</b>	<b>2,531</b>	<b>2,629</b>
339	Principal Loan Repayments	336	355	373	384	393	396	478	548	531	514
1,001	Capital Expenditure	2,474	2,716	879	1,088	833	897	4,741	523	540	498
3,244	<b>Total Expenditure</b>	<b>4,645</b>	<b>4,926</b>	<b>3,242</b>	<b>3,515</b>	<b>3,323</b>	<b>3,453</b>	<b>7,549</b>	<b>3,577</b>	<b>3,602</b>	<b>3,641</b>
<b>FUNDED BY:</b>											
445	Charges for Services	376	390	1,082	1,149	1,242	1,281	1,382	1,489	1,505	1,565
445	Revenue	376	390	1,082	1,149	1,242	1,281	1,382	1,489	1,505	1,565
1,453	Targeted Rates	1,434	1,441	885	867	828	854	921	992	1,003	1,043
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
339	Transfer from Reserves	930	1,063	776	798	836	892	930	1,034	1,033	1,012
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Cash From Investments	0	0	0	0	0	0	0	0	0	0
1,001	Loan Funding - Capital	480	982	475	673	390	401	4,289	37	38	0
0	Grants/Donations - Capital	1,400	1,025	0	0	0	0	0	0	0	0
6	Other Funding	25	25	25	27	26	25	28	25	23	21
3,244	<b>Total Funding</b>	<b>4,645</b>	<b>4,926</b>	<b>3,242</b>	<b>3,515</b>	<b>3,323</b>	<b>3,453</b>	<b>7,549</b>	<b>3,577</b>	<b>3,602</b>	<b>3,641</b>



# Council Controlled Organisations



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**WHAKAAHURANGI**  
**STRATFORD**  
DISTRICT COUNCIL

Long Term Plan 2021-31



# Percy Thomson Trust

## 1.1 Background

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

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

## 1.2 Nature and Scope of Activities

The Percy Thomson Gallery is located in Prospero Place and provides a total display area of 178m<sup>2</sup>. The arboretum has been established at Cloten Road, and the herbarium is a 'virtual' asset that can be found at [www.taranakiplants.net.nz](http://www.taranakiplants.net.nz).

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

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

Council provides administration services to the Trust.

## 1.3 Why We Do It

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



## 1.4 Performance Measures

Level of Service	Performance Measure	Target				Actual 2019/20	How Measured
		Year 1 2021/22	Year2 2022/23	Year3 2023/24	Years 4-10 2024/31		
Delivery of art exhibitions	Deliver proposed art exhibitions which will include at least 1 local, 1 regional and 1 National.	Deliver proposed art exhibitions which will include local, regional and at least 1 National.	Deliver proposed art exhibitions which will include local, regional and at least 1 National.	Deliver proposed art exhibitions which will include local, regional and at least 1 National.	Deliver proposed art exhibitions which will include local, regional and at least 1 National.	Not Achieved	Art Gallery Records
	Number of visitors to the Gallery to be not less than 20,000 per year	>20,000	>20,000	>20,000	>20,000	Not Achieved: 19,433	Door Count
Development and maintenance of arboretum	Develop and maintain the arboretum to the standards in the Facilities Management Contract.	Develop and maintain the arboretum to the standards in the Facilities Management Contract.	Develop and maintain the arboretum to the standards in the Facilities Management Contract.	Develop and maintain the arboretum to the standards in the Facilities Management Contract.	Develop and maintain the arboretum to the standards in the Facilities Management Contract.	Achieved Note: The arboretum has been maintained by Stratford District Council on behalf of the Trust, and meets the standards as set out in the Facilities Management Contract. The planting programme was also maintained, and continued on in conjunction with the plantings/replacement of native trees.	Council Records
Delivery of Herbarium	Explore alternative options to achieve this measure	To be reset following the conclusion of the 2021/22 review.	To be reset following the conclusion of the 2021/22 review.	To be reset following the conclusion of the 2021/22 review.	To be reset following the conclusion of the 2021/22 review.	Not Achieved	Dependent on option selected





# Financial Statements



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DISTRICT COUNCIL

Long Term Plan 2021-31



# Prospective Statement of Comprehensive Revenue and Expense

Budget 2020/21 \$000		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
	<b>REVENUE</b>										
13,321	Rates Revenue (Note 1)	13,950	14,816	15,443	16,207	16,997	17,919	18,698	19,382	20,026	20,890
2,345	User Charges for Services	2,563	2,626	2,763	2,819	2,871	2,920	2,981	3,032	3,084	3,138
7,341	Subsidies and Grants	12,625	6,394	5,723	5,750	9,492	8,721	5,869	5,873	6,467	6,629
139	Finance Revenue	206	206	206	240	240	240	296	296	296	296
0	Development & Financial Contributions	0	0	0	0	0	0	0	0	0	0
3,816	Other Revenue - sale of land	0	0	3,274	0	0	0	0	0	0	0
44	Sundry Revenue	46	46	46	46	46	46	46	46	46	46
<b>27,005</b>	<b>TOTAL REVENUE</b>	<b>29,390</b>	<b>24,088</b>	<b>27,454</b>	<b>25,061</b>	<b>29,646</b>	<b>29,846</b>	<b>27,889</b>	<b>28,628</b>	<b>29,919</b>	<b>30,998</b>
	<b>EXPENSE</b>										
4,157	Employee Benefit Expenses	4,819	4,932	5,045	5,071	5,182	5,296	5,413	5,532	5,653	5,778
9,478	Other Direct Operating Costs	9,777	9,962	10,693	11,262	11,470	11,363	11,473	11,879	12,262	12,689
0	Cost of sales - subdivision	0	0	1,372	0	0	0	0	0	0	0
665	Finance Costs	477	637	720	781	829	890	1,151	1,192	1,204	1,226
4,810	Depreciation and Amortisation	4,912	5,426	5,589	6,077	6,316	6,523	7,054	7,286	7,292	8,139
<b>19,111</b>	<b>TOTAL OPERATING EXPENSE</b>	<b>19,985</b>	<b>20,957</b>	<b>23,420</b>	<b>23,190</b>	<b>23,797</b>	<b>24,072</b>	<b>25,090</b>	<b>25,889</b>	<b>26,412</b>	<b>27,832</b>
	<b>NET SURPLUS/(DEFICIT) BEFORE TAX</b>										
7,894	<b>NET SURPLUS/(DEFICIT) BEFORE TAX</b>	9,404	3,131	4,034	1,872	5,849	5,774	2,800	2,739	3,507	3,167
0	Income Tax Expense	0	0	0	0	0	0	0	0	0	0
7,894	<b>SURPLUS/(DEFICIT) AFTER TAX</b>	9,404	3,131	4,034	1,872	5,849	5,774	2,800	2,739	3,507	3,167
	<b>Surplus/Deficit attributable to:</b>										
7,894	Stratford District Council	9,404	3,131	4,034	1,872	5,849	5,774	2,800	2,739	3,507	3,167
	<b>OTHER COMPREHENSIVE REVENUE AND EXPENSE</b>										
	Loss on sale of financial assets at fair value through other comprehensive revenue and expense	0	0	0	0	0	0	0	0	0	0
	Revaluation of financial assets at fair value through other comprehensive revenue and expense	0	0	0	0	0	0	0	0	0	0
(48)	Staff Gratuities Expenditure	0	0	0	0	0	0	0	0	0	0
0	Gains/(Loss) on property revaluation	7,708	1,394	0	25,556	4,140	0	33,334	4,684	0	43,194
(48)	<b>Total Other Comprehensive Revenue and Expense</b>	7,708	1,394	0	25,556	4,140	0	33,334	4,684	0	43,194
7,847	<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE</b>	17,113	4,525	4,034	27,428	9,989	5,774	36,134	7,423	3,507	46,360
	<b>Total Comprehensive Revenue and Expense attributable to:</b>										
7,847	Stratford District Council	17,113	4,525	4,034	27,428	9,989	5,774	36,134	7,423	3,507	46,360

Budget 2020/21 \$000		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
	<b>Depreciation Allocated to each Group of Activities</b>										
712	Recreation and Facilities	794	1,222	1,301	1,368	1,526	1,571	1,589	1,710	1,717	1,965
303	Democracy	252	270	290	301	335	359	354	356	340	353
88	Community Development	55	55	56	57	62	61	61	66	65	65
7	Environmental Services	5	5	5	5	5	5	5	5	5	5
2,814	Roading	2,891	2,897	2,907	3,197	3,213	3,330	3,711	3,715	3,718	4,124
141	Stormwater Drainage	146	151	157	182	187	193	218	224	230	264
300	Wastewater (Sewerage)	311	331	340	380	387	394	440	446	451	510
31	Solid Waste	30	31	31	31	33	33	33	35	35	35
414	Water Supply	429	464	502	555	569	576	642	728	729	817
<b>4,810</b>	<b><u>TOTAL DEPRECIATION ALLOCATED TO EACH GROUP OF ACTIVITIES</u></b>	<b>4,912</b>	<b>5,426</b>	<b>5,589</b>	<b>6,076</b>	<b>6,315</b>	<b>6,522</b>	<b>7,053</b>	<b>7,285</b>	<b>7,291</b>	<b>8,138</b>



# Prospective Statement of Financial Position

Budget 2020/21		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	\$000
	<b>Current Assets</b>										
981	Cash and Cash Equivalents	675	433	957	1,402	2,401	3,855	5,589	7,352	9,178	11,025
3,000	Financial Investments	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200	11,200
0	Inventory	960	1,268	0	0	0	0	0	0	0	0
1,026	Debtors and Other Receivables	1,049	1,049	1,049	1,049	1,049	1,049	1,049	1,049	1,049	1,049
<b>5,007</b>	<b>Total Current Assets</b>	<b>13,884</b>	<b>13,950</b>	<b>13,206</b>	<b>13,651</b>	<b>14,650</b>	<b>16,104</b>	<b>17,838</b>	<b>19,601</b>	<b>21,427</b>	<b>23,274</b>
	<b>Non-Current Assets</b>										
921	Investment in Other Financial Assets	865	865	865	865	865	865	865	865	865	865
0	Investment in CCO's and other Entities (Note 3)	0	0	0	0	0	0	0	0	0	0
344,534	Property, Plant & Equipment	369,658	377,082	381,571	410,051	422,290	428,466	466,372	471,159	474,496	518,776
<b>345,455</b>	<b>Total Non-Current Assets</b>	<b>370,523</b>	<b>377,947</b>	<b>382,436</b>	<b>410,916</b>	<b>423,155</b>	<b>429,331</b>	<b>467,237</b>	<b>472,024</b>	<b>475,361</b>	<b>519,641</b>
<b>350,462</b>	<b>TOTAL ASSETS</b>	<b>384,407</b>	<b>391,897</b>	<b>395,642</b>	<b>424,568</b>	<b>437,805</b>	<b>445,435</b>	<b>485,075</b>	<b>491,625</b>	<b>496,789</b>	<b>542,915</b>
	<b>Current Liabilities</b>										
2,067	Creditors and Other Payables	3,823	3,823	3,823	3,823	3,823	3,823	3,823	3,823	3,823	3,823
11	Provisions	7	7	7	7	7	3	0	0	0	0
117	Employee Benefit Liabilities	183	183	183	183	183	183	183	183	183	183
1,500	Borrowings	3,652	3,949	3,921	4,072	4,397	4,583	4,934	4,847	5,013	4,989
<b>3,695</b>	<b>Total Current Liabilities</b>	<b>7,665</b>	<b>7,962</b>	<b>7,934</b>	<b>8,085</b>	<b>8,410</b>	<b>8,592</b>	<b>8,940</b>	<b>8,853</b>	<b>9,019</b>	<b>8,995</b>
	<b>Non-Current Liabilities</b>										
23,036	Borrowings	32,869	35,544	35,290	36,644	39,573	41,250	44,409	43,623	45,114	44,903
45	Provisions	31	24	17	10	3	0	0	0	0	0
46	Employee Benefit Liabilities	49	49	49	49	49	49	49	49	49	49
<b>23,127</b>	<b>Total Non-Current Liabilities</b>	<b>32,949</b>	<b>35,617</b>	<b>35,356</b>	<b>36,703</b>	<b>39,625</b>	<b>41,299</b>	<b>44,458</b>	<b>43,672</b>	<b>45,163</b>	<b>44,952</b>
	<b>Public Equity</b>										
181,362	Accumulated comprehensive revenue and expense	193,974	196,391	198,887	199,404	203,181	206,419	206,326	206,080	206,516	206,557
7,099	Reserves / Special Funds	8,206	8,921	10,459	11,814	13,886	16,422	19,314	22,299	25,370	28,496
135,197	Asset Revaluation Reserves	141,612	143,006	143,006	168,562	172,703	206,037	210,721	210,721	253,915	
<b>323,659</b>	<b>Total Equity</b>	<b>343,793</b>	<b>348,318</b>	<b>352,351</b>	<b>379,780</b>	<b>389,770</b>	<b>395,543</b>	<b>431,677</b>	<b>439,100</b>	<b>442,608</b>	<b>488,968</b>
<b>350,481</b>	<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>384,407</b>	<b>391,897</b>	<b>395,642</b>	<b>424,568</b>	<b>437,805</b>	<b>445,435</b>	<b>485,075</b>	<b>491,625</b>	<b>496,789</b>	<b>542,915</b>

## Notes to the above statements

Budget 2020/21		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	\$000
	<b>Note 1</b>										
	Rates Revenue consists of:										
12,895	- Rates	13,574	14,426	14,361	15,058	15,755	16,638	17,316	17,893	18,522	19,325
445	- Targeted rates for metered water supply	376	390	1082	1149	1242	1281	1382	1489	1505	1565
<b>13,340</b>	<b>Total Rates Revenue</b>	<b>13,950</b>	<b>14,816</b>	<b>15,443</b>	<b>16,207</b>	<b>16,997</b>	<b>17,919</b>	<b>18,698</b>	<b>19,382</b>	<b>20,026</b>	<b>20,890</b>
	<b>Note 2</b>										
	Subsidies and Grants consists of:										
3,666	- Subsidies from NZTA for financial assistance	5,446	5,353	5,690	5,716	9,492	8,721	5,869	5,873	6,467	6,629
3,676	- Grants	7179	1041	34	34	0	0	0	0	0	0
<b>7,341</b>	<b>Total Subsidies and Grants Revenue</b>	<b>12,625</b>	<b>6,394</b>	<b>5,723</b>	<b>5,750</b>	<b>9,492</b>	<b>8,721</b>	<b>5,869</b>	<b>5,873</b>	<b>6,467</b>	<b>6,629</b>
	<b>Note 3</b>										
	<b>Investment in CCO's and other Entities</b>										
\$100	- Percy Thomson Trust	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
\$10	- Stratford Health Trust	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
\$10	- Stratford Community House Trust	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
<b>\$120</b>	<b>Total Investment in CCO's and other</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>

# Prospective Statement of Changes in Net Assets/Equity

Budget 2020/21		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	\$000
	<b>NET ASSETS/EQUITY - OPENING BALANCES</b>										
175,066	Accumulated comprehensive revenue and expense	185,352	193,974	196,391	198,887	199,404	203,181	206,419	206,326	206,080	206,516
5,549	Reserves / Special Funds	7,424	8,206	8,921	10,459	11,814	13,886	16,422	19,314	22,299	25,370
135,197	Asset Revaluation Reserves	133,904	141,612	143,006	143,006	168,562	172,703	172,703	206,037	210,721	210,721
<b>315,812</b>	<b>TOTAL NET ASSETS/ EQUITY - Opening Balance</b>	<b>326,680</b>	<b>343,793</b>	<b>348,318</b>	<b>352,352</b>	<b>379,780</b>	<b>389,769</b>	<b>395,543</b>	<b>431,677</b>	<b>439,100</b>	<b>442,607</b>
	<b>CHANGES IN NET ASSETS/EQUITY</b>										
6,296	Accumulated comprehensive revenue and expense	8,622	2,416	2,497	516	3,777	3,238	(93)	(246)	437	41
1,550	Reserves / Special Funds	782	715	1,538	1,355	2,072	2,536	2,892	2,985	3,071	3,126
0	Asset Revaluation Reserves	7,708	1,394	0	25,556	4,140	0	33,334	4,684	0	43,194
<b>7,847</b>	<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE</b>	<b>17,113</b>	<b>4,525</b>	<b>4,034</b>	<b>27,428</b>	<b>9,989</b>	<b>5,774</b>	<b>36,134</b>	<b>7,423</b>	<b>3,507</b>	<b>46,360</b>
	<b>NET ASSETS/EQUITY - CLOSING BALANCES</b>										
181,362	Accumulated comprehensive revenue and expense	193,974	196,391	198,887	199,404	203,181	206,419	206,326	206,080	206,516	206,557
7,099	Reserves / Special Funds	8,206	8,921	10,459	11,814	13,886	16,422	19,314	22,299	25,370	28,496
135,197	Asset Revaluation Reserves	141,612	143,006	143,006	168,562	172,703	172,703	206,037	210,721	210,721	253,915
<b>323,659</b>	<b>TOTAL NET ASSETS/EQUITY - Closing Balance</b>	<b>343,793</b>	<b>348,318</b>	<b>352,351</b>	<b>379,780</b>	<b>389,770</b>	<b>395,543</b>	<b>431,677</b>	<b>439,100</b>	<b>442,608</b>	<b>488,968</b>

# Prospective Cash Flow Statement

Budget 2020/21 \$000		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
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
	<b>Cash was Provided From:</b>										
12,876	Rates	13,574	14,426	14,361	15,058	15,755	16,638	17,316	17,893	18,522	19,325
445	Water Supply Targeted Rate	376	390	1,082	1,149	1,242	1,281	1,382	1,489	1,505	1,565
3,661	NZTA Financial Assistance	5,446	5,353	5,690	5,716	9,492	8,721	5,869	5,873	6,467	6,629
139	Interest Revenue	206	206	206	240	240	240	296	296	296	296
3,836	Sale of land	0	0	3,274	0	0	0	0	0	0	0
44	Sundry Revenue	46	46	46	46	46	46	46	46	46	46
3,676	Grants and Donations	7,179	1,041	34	34	0	0	0	0	0	0
2,345	Other Revenue	2,563	2,626	2,763	2,819	2,871	2,920	2,981	3,032	3,084	3,138
<b>27,020</b>		<b>29,390</b>	<b>24,088</b>	<b>27,454</b>	<b>25,061</b>	<b>29,646</b>	<b>29,846</b>	<b>27,889</b>	<b>28,628</b>	<b>29,919</b>	<b>30,998</b>
	<b>Cash was Applied To:</b>										
9,532	Supply of Goods and Services	9,784	9,969	10,700	11,269	11,477	11,370	11,476	11,879	12,262	12,689
4,157	Payments to Employees	4,819	4,932	5,045	5,071	5,182	5,296	5,413	5,532	5,653	5,778
665	Interest Paid on Public Debt	477	637	720	781	829	890	1,151	1,192	1,204	1,226
<b>14,355</b>		<b>15,080</b>	<b>15,537</b>	<b>16,465</b>	<b>17,120</b>	<b>17,488</b>	<b>17,556</b>	<b>18,039</b>	<b>18,603</b>	<b>19,120</b>	<b>19,693</b>
<b>12,665</b>	<b>NET CASH FROM OPERATING ACTIVITIES</b>	<b>14,310</b>	<b>8,550</b>	<b>10,989</b>	<b>7,941</b>	<b>12,158</b>	<b>12,290</b>	<b>9,850</b>	<b>10,024</b>	<b>10,799</b>	<b>11,305</b>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
	<b>Cash was Provided From:</b>										
0	Sale of Investments	0	0	0	0	0	0	0	0	0	0
0		0	0	0	0	0	0	0	0	0	0
	<b>Cash was Applied To:</b>										
21,909	Purchase of Fixed Assets	28,535	11,764	10,183	9,001	14,414	12,698	11,626	7,389	10,629	9,225
0	Purchase of Investments	0	0	0	0	0	0	0	0	0	0
<b>21,909</b>		<b>28,535</b>	<b>11,764</b>	<b>10,183</b>	<b>9,001</b>	<b>14,414</b>	<b>12,698</b>	<b>11,626</b>	<b>7,389</b>	<b>10,629</b>	<b>9,225</b>
<b>(21,909)</b>	<b>NET CASH FROM INVESTING ACTIVITIES</b>	<b>(28,535)</b>	<b>(11,764)</b>	<b>(10,183)</b>	<b>(9,001)</b>	<b>(14,414)</b>	<b>(12,698)</b>	<b>(11,626)</b>	<b>(7,389)</b>	<b>(10,629)</b>	<b>(9,225)</b>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
	<b>Cash was Provided From:</b>										
14,566	Loans Received	13,821	2,972	(282)	1,505	3,255	1,863	3,509	(873)	1,656	(234)
<b>14,566</b>		<b>13,821</b>	<b>2,972</b>	<b>(282)</b>	<b>1,505</b>	<b>3,255</b>	<b>1,863</b>	<b>3,509</b>	<b>(873)</b>	<b>1,656</b>	<b>(234)</b>
	<b>Cash was Applied To:</b>										
4,530	Repayment of Public Debt	0	0	0	0	0	0	0	0	0	0
<b>4,530</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>10,036</b>	<b>NET CASH FROM FINANCING ACTIVITIES</b>	<b>13,821</b>	<b>2,972</b>	<b>(282)</b>	<b>1,505</b>	<b>3,255</b>	<b>1,863</b>	<b>3,509</b>	<b>(873)</b>	<b>1,656</b>	<b>(234)</b>
792	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	<b>(404)</b>	<b>(241)</b>	<b>524</b>	<b>445</b>	<b>998</b>	<b>1,455</b>	<b>1,734</b>	<b>1,763</b>	<b>1,826</b>	<b>1,847</b>
3,189	<b>TOTAL CASH RESOURCES AT 1 JULY</b>	<b>1,079</b>	<b>675</b>	<b>433</b>	<b>957</b>	<b>1,402</b>	<b>2,401</b>	<b>3,855</b>	<b>5,589</b>	<b>7,352</b>	<b>9,178</b>
3,981	<b>TOTAL CASH RESOURCES AT 30 JUNE</b>	<b>675</b>	<b>433</b>	<b>957</b>	<b>1,402</b>	<b>2,401</b>	<b>3,855</b>	<b>5,589</b>	<b>7,352</b>	<b>9,178</b>	<b>11,025</b>

# Prospective Statement of Net Public Debt

Budget 2020/21 \$000		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
	<b>PUBLIC DEBT</b>										
14,500	Opening Balance (reforecasted in Year 1)	22,700	36,521	39,493	39,211	40,716	43,970	45,834	49,343	48,470	50,126
10,036	Loan Funded Capital less Loan Repayments	13,821	2,972	(282)	1,505	3,255	1,863	3,509	(873)	1,656	(234)
<b>24,536</b>	<b>Closing Balance</b>	<b>36,521</b>	<b>39,493</b>	<b>39,211</b>	<b>40,716</b>	<b>43,970</b>	<b>45,834</b>	<b>49,343</b>	<b>48,470</b>	<b>50,126</b>	<b>49,893</b>
23,555	Net Debt	35,846	39,060	38,253	39,313	41,570	41,978	43,754	41,118	40,948	38,868
	<b>BORROWING HIGHLIGHTS</b>										
5.00%	Interest Expense as a % of Rates Revenue	3.42%	4.30%	4.66%	4.82%	4.88%	4.96%	6.15%	6.15%	6.01%	5.87%
87.23%	Net Debt as a % of Annual Operating Revenue	121.97%	162.16%	139.34%	156.87%	140.22%	140.65%	156.88%	143.63%	136.86%	125.39%

# Prospective Statement of Movements in Reserves

	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
<b>GENERAL RENEWAL RESERVE</b>										
Opening Balance	4,049	4,558	5,629	6,851	7,908	9,300	10,923	12,559	14,246	15,982
Interest Credited	19	21	26	37	42	50	72	83	94	105
Transfers In	1,093	1,539	1,639	1,719	1,913	1,982	1,995	2,121	2,112	2,372
Transfers Out	(602)	(489)	(442)	(698)	(563)	(409)	(431)	(517)	(471)	(575)
<b>Closing Balance</b>	<b>4,558</b>	<b>5,629</b>	<b>6,851</b>	<b>7,908</b>	<b>9,300</b>	<b>10,923</b>	<b>12,559</b>	<b>14,246</b>	<b>15,982</b>	<b>17,883</b>
<b>ROADING RENEWAL RESERVE</b>										
Opening Balance	953	700	412	425	437	675	1,157	1,786	2,450	3,152
Interest Credited	4	3	2	2	2	4	8	12	16	21
Transfers In	3,443	3,252	3,549	3,748	4,041	4,490	5,020	5,054	5,292	5,482
Transfers Out	(3,700)	(3,543)	(3,538)	(3,738)	(3,806)	(4,012)	(4,399)	(4,402)	(4,607)	(5,022)
<b>Closing Balance</b>	<b>700</b>	<b>412</b>	<b>425</b>	<b>437</b>	<b>675</b>	<b>1,157</b>	<b>1,786</b>	<b>2,450</b>	<b>3,152</b>	<b>3,632</b>
<b>CONTINGENCY RESERVE</b>										
Opening Balance	504	504	507	509	509	509	509	509	509	509
Interest Credited	2	2	2	3	3	3	3	3	3	3
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	(2)	0	0	(3)	(3)	(3)	(3)	(3)	(3)	(3)
<b>Closing Balance</b>	<b>504</b>	<b>507</b>	<b>509</b>	<b>509</b>	<b>509</b>	<b>509</b>	<b>509</b>	<b>509</b>	<b>509</b>	<b>509</b>
<b>ASSET SALE PROCEEDS RESERVE</b>										
Opening Balance	1,036	1,040	1,045	1,050	1,056	1,061	1,067	1,074	1,081	1,088
Interest Credited	5	5	5	6	6	6	7	7	7	7
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>1,040</b>	<b>1,045</b>	<b>1,050</b>	<b>1,056</b>	<b>1,061</b>	<b>1,067</b>	<b>1,074</b>	<b>1,081</b>	<b>1,088</b>	<b>1,095</b>
<b>DISTRICT PLAN REVIEW RESERVE</b>										
Opening Balance	0	0	0	0	0	0	0	0	0	0
Interest Credited	0	0	0	0	0	0	0	0	0	0
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TURF REPLACEMENT RESERVE</b>										
Opening Balance	30	40	51	61	71	82	92	103	113	124
Interest Credited	0	0	0	0	0	0	1	1	1	1
Transfers In	10	10	10	10	10	10	10	10	10	10
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>40</b>	<b>51</b>	<b>61</b>	<b>71</b>	<b>82</b>	<b>92</b>	<b>103</b>	<b>113</b>	<b>124</b>	<b>135</b>
<b>FARM RESERVE</b>										
Opening Balance	0	0	0	0	0	0	0	0	0	0
Interest Credited	0	0	0	0	0	0	0	0	0	0
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>STAFF GRATUITIES RESERVE</b>										
Opening Balance	149	149	150	151	151	152	153	154	155	156
Interest Credited	1	1	1	1	1	1	1	1	1	1
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>149</b>	<b>150</b>	<b>151</b>	<b>151</b>	<b>152</b>	<b>153</b>	<b>154</b>	<b>155</b>	<b>156</b>	<b>157</b>
<b>MAYOR'S RELIEF FUND RESERVE</b>										
Opening Balance	5	5	5	5	5	5	5	5	5	5
Interest Credited	0	0	0	0	0	0	0	0	0	0
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>ELSIE FRASER BEQUEST RESERVE</b>										
Opening Balance	65	66	59	62	0	3	18	39	53	80
Interest Credited	0	0	0	0	0	0	0	0	0	1
Transfers In	20	20	20	20	22	22	22	23	23	23
Transfers Out	(19)	(28)	(18)	(82)	(19)	(6)	(1)	(10)	4	9
<b>Closing Balance</b>	<b>66</b>	<b>59</b>	<b>62</b>	<b>0</b>	<b>3</b>	<b>18</b>	<b>39</b>	<b>53</b>	<b>80</b>	<b>113</b>
<b>RMA FINANCIAL CONTRIBUTIONS RESERVE</b>										
Opening Balance	595	598	601	604	607	610	613	617	621	626
Interest Credited	3	3	3	3	3	3	4	4	4	4
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>598</b>	<b>601</b>	<b>604</b>	<b>607</b>	<b>610</b>	<b>613</b>	<b>617</b>	<b>621</b>	<b>626</b>	<b>630</b>
<b>STORMWATER RESERVE</b>										
Opening Balance	341	436	534	637	655	786	922	1,083	1,249	1,420
Interest Credited	2	2	2	3	4	4	6	7	8	9
Transfers In	146	151	157	182	187	193	218	224	230	264
Transfers Out	(53)	(55)	(56)	(167)	(59)	(61)	(63)	(65)	(67)	(122)
<b>Closing Balance</b>	<b>436</b>	<b>534</b>	<b>637</b>	<b>655</b>	<b>786</b>	<b>922</b>	<b>1,083</b>	<b>1,249</b>	<b>1,420</b>	<b>1,572</b>



<b>WATER SUPPLY RESERVE</b>										
Opening Balance	(293)	(461)	(708)	(612)	(475)	(352)	(273)	(85)	156	384
Interest Credited	(1)	(2)	(3)	(3)	(3)	(2)	(2)	(1)	1	3
Transfers In	429	464	502	555	569	576	642	728	729	817
Transfers Out	(595)	(709)	(403)	(414)	(443)	(496)	(452)	(486)	(502)	(498)
<b>Closing Balance</b>	<b>(461)</b>	<b>(708)</b>	<b>(612)</b>	<b>(475)</b>	<b>(352)</b>	<b>(273)</b>	<b>(85)</b>	<b>156</b>	<b>384</b>	<b>705</b>
<b>SOLID WASTE RESERVE</b>										
Opening Balance	108	102	88	85	73	76	68	73	69	64
Interest Credited	0	0	0	0	0	0	0	0	0	0
Transfers In	30	31	31	31	33	33	33	35	35	35
Transfers Out	(36)	(45)	(33)	(43)	(31)	(41)	(28)	(39)	(41)	(37)
<b>Closing Balance</b>	<b>102</b>	<b>88</b>	<b>85</b>	<b>73</b>	<b>76</b>	<b>68</b>	<b>73</b>	<b>69</b>	<b>64</b>	<b>62</b>
<b>WASTEWATER RESERVE</b>										
Opening Balance	404	468	549	633	816	980	1,167	1,397	1,591	1,781
Interest Credited	2	2	3	3	4	5	8	9	10	12
Transfers In	311	331	340	380	387	394	440	446	451	510
Transfers Out	(249)	(252)	(258)	(200)	(228)	(211)	(218)	(262)	(271)	(305)
<b>Closing Balance</b>	<b>468</b>	<b>549</b>	<b>633</b>	<b>816</b>	<b>980</b>	<b>1,167</b>	<b>1,397</b>	<b>1,591</b>	<b>1,781</b>	<b>1,997</b>
<b>TOTAL PROJECTED RESERVES</b> (excluding Asset Revaluation Reserves)	<b>8,206</b>	<b>8,921</b>	<b>10,459</b>	<b>11,814</b>	<b>13,886</b>	<b>16,422</b>	<b>19,314</b>	<b>22,299</b>	<b>25,370</b>	<b>28,496</b>
<b>ASSET REVALUATION RESERVES</b>										
Opening Balance	133,904	141,612	143,006	143,006	168,562	172,703	172,703	206,037	210,721	210,721
Transfers In	7,708	1,394	0	25,556	4,140	0	33,334	4,684	0	43,194
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>141,612</b>	<b>143,006</b>	<b>143,006</b>	<b>168,562</b>	<b>172,703</b>	<b>172,703</b>	<b>206,037</b>	<b>210,721</b>	<b>210,721</b>	<b>253,915</b>
<b>TOTAL PROJECTED RESERVES</b> (including Asset Revaluation Reserves)	<b>149,818</b>	<b>151,927</b>	<b>153,465</b>	<b>180,376</b>	<b>186,588</b>	<b>189,124</b>	<b>225,351</b>	<b>233,020</b>	<b>236,091</b>	<b>282,411</b>

## The purpose of each Reserve Fund and the activities to which the fund relates to are disclosed below:

### Purpose of each reserve fund

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

- Council Created Reserves
- Restricted Reserves
- General Renewals Reserve

The purpose of the reserves are as follows:

#### General Renewals Reserve (All activities)

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

#### Roading Renewals Reserve (Roading)

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

#### Contingency Reserve (All activities)

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

### **Asset Sales Proceeds Reserve (All activities)**

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

### **Staff Gratuities Reserve (All activities)**

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

### **Mayor's Relief Fund (Community)**

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

### **Turf Replacement Reserve (Parks and Reserves)**

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

### **Farm Reserve (Farm)**

This reserve was created to accumulate funds annually to contribute to rates as recommended by the Farm and Aerodrome Committee.

## **Restricted Reserves**

### **Elsie Fraser Bequest Reserve (Pensioner Housing)**

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

### **RMA/Financial Contributions Reserve (All activities)**

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

## **Targeted Rate Reserves**

### **Water Supply, Solid Waste and Wastewater Reserves (Water Supply, Solid Waste and Waste Water activities)**

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





# Capital Expenditure



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

Long Term Plan 2021-31



# Capital Expenditure Programme

	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
<b><u>Roading</u></b>										
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
<b><u>Stormwater</u></b>										
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
<b><u>Water Supply</u></b>										
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
<b><u>Solid Waste</u></b>										
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
<b><u>Wastewater (Sewerage)</u></b>										
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
<b><u>Recreation and Facilities</u></b>										
Level of Service Improvement	16,877	673	209	122	329	56	57	58	60	61
Replacements	161	6	59	114	7	7	7	7	17	8
<b><u>Community Development</u></b>										
Meet Additional Demand	1,200	1,025	1,049	0	0	0	0	0	0	0
Level of Service Improvement	556	549	499	553	113	116	7	4	2,394	7
Replacements	0	0	0	0	0	0	0	0	0	0
<b><u>Administration</u></b>										
Replacements	186	222	121	288	277	121	142	210	153	266
<b>TOTAL PROJECTS (excl GST)</b>	<b>28,535</b>	<b>11,764</b>	<b>10,183</b>	<b>9,001</b>	<b>14,414</b>	<b>12,698</b>	<b>11,626</b>	<b>7,389</b>	<b>10,629</b>	<b>9,225</b>
<b><u>FUNDING</u></b>										
Loans	14,600	4,109	3,587	2,267	4,136	3,318	5,054	714	3,237	1,365
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
<b>TOTAL (excl GST)</b>	<b>28,535</b>	<b>11,764</b>	<b>10,183</b>	<b>9,001</b>	<b>14,414</b>	<b>12,698</b>	<b>11,626</b>	<b>7,389</b>	<b>10,629</b>	<b>9,225</b>





# Prospective Accounting Policies



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

Long Term Plan 2021-31



## Reporting Entity

The prospective financial statements of the Stratford District Council are for the years ended 30 June 2022 to 30 June 2031.

The Stratford District Council (Council) is a territorial local authority governed by the provisions of the Local Government Act 2002 (the Act) and is domiciled in New Zealand.

The financial statements in this Long Term Plan (LTP) are those of the Council as a separate legal entity and not of the Council group.

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

The financial information contained within this document is in terms of FRS 42: Prospective Financial Information. It has been prepared to enable the public to participate in the decision making processes regarding the services to be provided by Council over the financial years 2021-2031 and to provide a broad accountability mechanism of Council to the community.

The operations of Council have been divided into the following Groups of Activities:

- Recreation and Facilities.
- Democracy.
- Community Development.
- Environmental Services.
- Rooding.
- Stormwater.
- Wastewater (Sewerage)
- Solid waste.
- Water Supply.

Council also advise caution that the information in these statements may not be appropriate for purposes other than those described.

The prospective financial statements were authorised for issue by Council on 22 June 2021. The Mayor and Chief Executive that authorise the issue of the prospective financial statements by Council are responsible for the prospective financial statements presented, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures. No actual results have been incorporated in these prospective financial statements. It is not intended to update the prospective financial statements subsequent to presentation.

## Measurement Base

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

## Accounting Policies

The following accounting policies which materially affect the measurement of results and financial position have been applied consistently to all years presented from 1 July 2021 unless otherwise stated.

### 1 Basis of Preparation of the Financial Statements

The prospective financial statements have been prepared in accordance with the requirements of the Local Government Act 2002: Part 6, Section 93 and Part 1 of Schedule 10, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZ GAAP).

These financial statements have been prepared in accordance with NZ GAAP. They comply with NZ PBE IPSAS, and other applicable Financial Reporting Standards, as appropriate for public benefit entities. Council is a tier 2 reporting entity using the public sector Public Benefit Entity Accounting Standards, as it has expenses between \$2.0m and \$30.00m, and is not publicly accountable.

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

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000). The functional currency of Council is New Zealand dollars.

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

The 2020/21 Annual Plan adopted by the Council in June 2020 has been provided as a comparator for these prospective financial statements. The closing balance in this comparative differs from the opening position used to prepare these prospective financial statements, which is based on the most up-to-date forecast information.

### 2 Budget Figures

The budget figures have been prepared in accordance with NZ GAAP and comply with NZ PBE IPSAS, and other applicable Financial Reporting Standards, using accounting policies that are consistent with those adopted in preparing these financial statements. Then as a tier 2 reporting entity, Council uses the public sector Public Benefit Entity Accounting Standards.

Council has not presented group prospective financial statements because it believes that the parent prospective financial statements are more relevant to users. The main purpose of prospective financial statements is to provide users with information about the core services that the Council intends to provide ratepayers, the expected cost of those services and as a consequence how much Council requires by way of rates to fund the intended levels of service. The level of rates funding required is not affected by subsidiaries except to the extent that Council obtains distributions from, or further invests in, those subsidiaries. Such effects are included in the prospective financial statements of Council.

### 3 Revenue

Revenue is measured at the fair value of consideration received or receivable.

#### Rates Revenue

The following policies for rates have been applied:

- General rates, targeted rates (excluding water-by-meter), and uniform annual general charges are recognised at the start of the financial year to which the rates resolution relates. They are recognised at the amounts due. The Council considers the effect of payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue.

- Rates arising from late payment penalties are recognised as revenue when rates become overdue.
- Revenue from water-by-meter rates is recognised on an accrual basis based on usage. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis.
- Rate remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its rates remission policy.
- Rates collected on behalf of the Taranaki Regional Council (TRC) are not recognised in the financial statements, as the Council is acting as an agent for the TRC.

#### Development and Financial Contributions

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

#### New Zealand Transport Agency roading subsidies

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

#### Other grants received

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

#### Building and Resource Consent revenue

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

#### Entrance Fees

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

#### Transfer Station Fees

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

#### Sales of Goods

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

#### Infringement Fees and Fines

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

#### Vested or Donated Physical Assets

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



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

#### Interest and Dividends

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

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

#### Sale of Land

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

### **4 Inventories**

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

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

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

### **5 Borrowing Costs**

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

### **6 Grant Expenditure**

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

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

### **7 Income Tax**

Income tax expense includes current tax and deferred tax.

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

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

Deferred tax is measured at tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the entity expects to recover or settle the carrying amount of its assets and liabilities.

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

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

In general, local authorities are only subject to income tax on income derived from a council-controlled organisation and income derived as a port operator.

## **8 Leases**

### Finance Leases

A finance lease is a lease that transfers to the lessee substantially all the risks and rewards incidental to ownership of an asset, whether or not title is eventually transferred.

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.

The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

### Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

## **9 Cash and Cash Equivalents**

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

## **10 Debtors and Other Receivables**

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

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

Rates are "written-off":

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

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

## **11 Non-Current Assets Held For Sale**

Non-current assets held for sale are classified as such if their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

Non-current assets are not depreciated or amortised while they are classified as held for sale.

## **12 Property, Plant and Equipment**

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

Unrestricted	Council is able to sell these assets without restrictions.
Restricted	The disposal of these assets is limited by legislation, or in the manner in which they were vested, or cannot be physically uplifted and sold.

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

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

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

Property, plant and equipment are valued as follows:

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

### Revaluation

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

Council's land and building assets have been revalued by Telfer Young (Taranaki) Limited, independent valuers as at 1 January 2020 at fair value as determined from market-based evidence.

Council's infrastructure assets consisting of Stormwater, Waste Water and Water Supply were revalued by Infrastructure Associates Ltd, independent valuers, as at 1 July 2018 in accordance with Financial Reporting Standard (PBE IPSAS 17) and the New Zealand Infrastructure Asset Valuation and Depreciation Guidelines.

Roading assets (except land under roads) have been revalued by the independent valuers, Calibre Consultants Ltd, as at 1 July 2018.

Roading Corridor Land is valued on the fair value of adjacent land. This assumes land in its bare state without the benefit of roading, water supply, sewer etc. The valuation takes into consideration the sale of vacant land in the area which is suitably adjusted to reflect an unimproved state.

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

### Public Benefit Entity Revaluation

Revaluation increases and decreases relating to individual assets within a class of assets are offset. Revaluation increases and decreases in respect of assets in different classes are not offset. Where the carrying amount of a class of assets is increased as a result of a revaluation,

the net revaluation increase is credited to the revaluation reserve. The net revaluation increase shall be recognised in the Statement of Comprehensive Revenue and Expenses to the extent that it reverses a net revaluation decrease of the same class of assets previously recognised in the Statement of Comprehensive Revenue and Expense. A net revaluation decrease for a class of assets is recognised in the Statement of Comprehensive Revenue and Expense, except to the extent that it reverses a revaluation increase previously recognised in the revaluation reserve to the extent of any credit balance existing in the revaluation reserve in respect of the same class of asset.

#### Impairment

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

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

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

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

#### Disposals

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

#### Subsequent Costs

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

#### Security

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

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

#### Additions

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

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

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

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



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

### **13 Intangible Assets**

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

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

- Software 3-10 years.

### **14 Depreciation**

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

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

	<u>Years</u>
Buildings	10-100
Plant	5-10
Motor Vehicles	5
Fixtures and Fittings	5-10
Office Equipment	4-10
Roading Basecourse	15-80
Roading Seal	2-16
Roading Culverts	20-80
Roading Sumps	80
Signs	10
Bridges (including Tunnels)	60-100
Footpaths	20-80
Streetlights	30
Stormwater	20-80
Water Supply	50-120
Sewerage	40-80
Street Beautification	10-100

### **15 Business Unit**

Business Unit gains or losses are recorded in the equity of the Stratford District Council.

### **16 Goods and Services Tax (GST)**

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

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

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

Commitments and contingencies are disclosed exclusive of GST.

## 17 Cost of Service Statements

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

### Cost Allocation

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

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

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

## 18 Financial Instruments

Council is party to financial instruments as part of its normal operations. The 2020/21 comparative annual plan forecast information was prepared using different financial instrument accounting policies, due to IPSAS 41, than what was applied in the LTP forecast financials. Refer to the Annual Plan 2020/21 statement of accounting policies for a comparison. There is no significant impact to Council's reporting as a result of the policy change.

## 19 Other Financial Assets

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

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

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

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

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

The classification of a financial asset depends on its cash flow characteristics and the Council and group's management model for managing them. A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal outstanding, and is held within a management model whose objective is to collect the contractual cash flows of the asset.

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

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

### Initial recognition of concessionary loans

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

#### Subsequent measurement of financial assets at amortised cost

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

#### *Subsequent measurement of financial assets at FVTOCRE*

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

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

#### *Subsequent measurement of financial assets at FVTSD*

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

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

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

#### *Expected credit loss allowance (ECL)*

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

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

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

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

## 21 Payables

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

### Borrowings

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

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

### Employee entitlements

#### Short-term employee entitlements

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

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

#### Long-term employee entitlements

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

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

#### Presentation of employee entitlements

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

## 22 Provisions

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

## 23 Equity

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

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

### Restricted reserves

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

Restricted reserves include those subject to specific conditions accepted as binding by the Council and which may not be revised by the Council without reference to the Courts or a third



party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

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

#### Property revaluation reserve

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

#### Fair value through other comprehensive revenue and expense reserve

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

## **24 Critical Accounting Estimates and Assumptions**

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

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

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

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

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

## **25 Rounding Errors**

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

## **26 Critical Judgements in Applying Accounting Policies**

Management has exercised the following critical judgements in applying accounting policies for the year ended 30 June 2022:

#### Classification of property

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

## **27 Changes in Accounting Policies**

Early adoption of PBE IPSAS 41, Financial Instruments, has been applied from 1 July 2021. See note 18 above for the impact on financial statements.

Other than the above, there have been no changes in accounting policies.





# Funding Impact Statement



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

Long Term Plan 2021-31



## Introduction

This Statement sets out the information required by Schedule 10 of the Local Government Act 2002 (LGA). It details the rating mechanisms to be used to cover the estimated expenses for the years of the plan.

The Funding Impact Statement should be read in conjunction with Council's Revenue and Financing Policy.

*Important: All charges are GST inclusive, and funds raised are GST exclusive.*

## Definition of Separately Used or Inhabited Parts of a Rating Unit (SUIP)

A SUIP is a Separately Used or Inhabited Part of a rating unit and includes any part of a rating unit that is used or inhabited by any person. This definition applies to the application of the UAGC, the Solid Waste targeted rate, Wastewater targeted rate, and the Community Centre targeted rate.

This definition includes separately used parts, whether or not actually occupied at any particular time, which are provided by the owner for rental or other form of occupation on an occasional or long term. For the purpose of this definition, vacant land and vacant premises are separately used by the owner as a property available for separate sale, or provided by the owner for rental (or other form of occupation).

For a commercial rating unit (other than motels/hotels), this includes a building or part of a building that is, or is capable of being, separately tenanted, leased or subleased, and is not integral to the commercial operation. Motels/hotels are treated as one SUIP even if each accommodation unit may be capable of separate habitation.

For a residential rating unit, this includes a building or part of a building which is used, or is capable of being used, as an independent unit. An independent unit is any unit containing either separate cooking and living facilities, or a separate entrance; and that has its own toilet or bathroom facilities.

Separate parts of buildings, after the first, that are uninhabitable and declared unsanitary under the Health Act 1956 or the Building Act 2004 are not SUIPs.

EXAMPLES	NO. OF SUIP'S per rating unit
Single Dwelling	1
Dwelling plus granny flat	2
Six flats	6
Corner dairy with integral dwelling attached	1
Dwelling with nail business within dwelling	1
Dwelling with hair salon in structure detached from main house	2
Three retail shops and one industrial building	4
Garden centre with separate café	2
Farm with 1 dwelling	1
Farm with 3 dwellings	3
Farm run-off	1
Farm with 1 dwelling plus a contracting business	2
Hotel/Motel with six rooms (one commercial business activity)	1
Hotel/Motel with attached restaurant	2
Caravan park with six cabins (one commercial business activity)	1
Rest home with 10 self-contained residential units	11



## General Rate

Council set a general rate under section 13 of the Local Government (Rating) Act 2002 (LGRA) calculated on the capital value of each rateable rating unit within the district.

The general rate is set with no differential.

The rate (in cents per dollar of capital value) for 2021/22 is 0.13200 cents, raising \$3,991,276.

General rates will be used to fund all activities that are not covered by the uniform annual general charge, targeted rates or other funding mechanisms outlined in the Revenue and Financing Policy.

## Uniform Annual General Charge

Council set a UAGC under section 15 of the LGRA in respect of every separately used or inhabited part of a rateable rating unit within the district.

The UAGC for 2021/22 is \$767.00 per SUIP, raising \$3,253,935.

## Targeted Rate - Roading

Council set a targeted rate under section 16 in respect of roading and street services based on the capital value of each rating unit within the District.

The roading rate (in cents per dollar of capital value) under section 16 for 2021/22 is 0.10593 cents, raising \$3,203,000.

The roading rate will be used to fund roading and street services activities within the District.

## Targeted Rate – Solid Waste

Council set a targeted rate under section 16 of the LGRA for refuse collection on the basis of an amount per each separately used or inhabited part of a rating unit from which Council is prepared to collect a container of refuse, as part of its normal refuse disposal service, in the Stratford and Midhirst domestic collection area.

The solid waste rate under section 16 for 2021/22 is \$334.00, raising \$755,644.

The solid waste rate will be used to fund the urban domestic refuse collection activity.

## Targeted Rate – Waste Water (Sewerage)

Council set a targeted rate under section 16 of the LGRA for sewerage as a fixed amount per separately used or inhabited part of a rating unit which is connected to a public sewerage drain, and a targeted rate under Schedule 3, Clause 8 of the LGRA as a fixed amount per rating unit for serviceable properties. Serviceable properties are properties that have Council waste water reticulation services adjacent, contiguous or nearby to the serviceable properties and the property boundary is within 30 metres of a public wastewater drain, but are not connected.

The Waste Water rate for properties connected is \$389.00, and for serviceable properties is \$194.50, being 50% of the targeted rate.

For all non-commercial properties the differential factor is 1 (base) and the amount is \$389.00 per SUIP.

Commercial properties are differentiated by use as follows:

Commercial base category (all commercial rating units not included in any other commercial category) and the differential factor is also 1 (base) and the amount is \$384 per SUIP

- Commercial 2 (commercial rating units used for an activity requiring 2 toilets) differential factor 150% of base and the amount is \$583.50 per SUIP.
- Commercial 3 (commercial rating units used for an activity requiring 3 toilets) differential factor 200% of base and the amount is \$778.00 per SUIP.
- Commercial 4 (commercial rating units used for an activity requiring 4 toilets) differential factor 225% of base and the amount is \$875.25 per SUIP.
- Commercial 5 (commercial rating units used for an activity requiring 5 toilets) differential factor 250% of base and the amount is \$972.50 per SUIP.
- Commercial 6 (commercial rating units used for an activity requiring 6 toilets) differential factor 275% of base and the amount is \$1,069.75 per SUIP.
- Commercial 7 (commercial rating units used for an activity requiring 7 toilets) differential factor 300% of base and the amount is \$1,167.00 per SUIP.
- Commercial Large (commercial rating units used for an activity requiring 8 or more toilets) differential factor 325% of base and the amount is \$1,264.25 per SUIP.

The sewerage system rate for 2021/22 is to raise \$935,998 and will be used to fund the waste water activity.

## Targeted Rate – Water Supply

Council set a targeted rate under section 16 of the LGRA for water supply on the basis of an amount per rating unit connected to the Stratford, Midhirst, or Toko Water Supply, and a targeted rate under Schedule 3, Clause 8 of the LGRA as a fixed amount per rating unit for serviceable properties. Serviceable properties are properties that have Council water reticulation services adjacent, contiguous or nearby to the serviceable properties and the property boundary is within 100 metres of a water main, but are not connected.

The Water Supply rate for properties connected is \$552.00, and for serviceable properties is \$276.00, being 50% of the targeted rate, is raising \$1,430,083.

In addition, Council set a targeted rate for extraordinary water supply under section 19 of the LGRA on the basis of an amount per unit of water supplied in the Stratford Water Supply Area, the Midhirst Water Supply area, and the Toko Water Supply Area to any rating unit which has been fitted with a water meter.

The Stratford water supply rate under section 19 for 2021/22 is \$1.94 per cubic metre of supply in excess of 250 cubic metres per annum, raising \$364,110.

The Midhirst water supply rate under section 19 for 2021/22 is \$1.94 per cubic metre of supply in excess of 250 cubic metres per annum, raising \$9,246.

The Toko water supply rate under section 19 for 2021/22 is \$1.94 per cubic metre of supply in excess of 250 cubic metres per annum, raising \$2,306.

The water supply rates will be used to fund the water supply activities in the Stratford, Midhirst and Toko areas.

## Targeted Rates – Community Centres

Council sets targeted rates under section 16 of the LGRA for community centres on the basis of an amount per separately used or inhabited part of a rating unit in the listed community areas. This rate uses a fixed charge based on the location of the rating unit.

The community centre rates for 2021/22 are:

- A fixed charge of \$23.00 within the Wharehuia/Te Popo Community Centre area per SUIP collecting \$2,700.
- A fixed charge of \$13.80 within the Pembroke Road Community Centre area per SUIP collecting \$1,524.
- A fixed charge of \$34.50 within the Toko Community Centre area per SUIP collecting \$4,410.
- A fixed charge of \$17.25 within the Pukengahu Community Centre area per SUIP collecting \$500.
- A fixed charge of \$17.25 within the Midhirst Community Centre area per SUIP collecting \$4,560.
- A fixed charge of \$11.50 within the Makahu Community Centre area per SUIP collecting \$500.
- A fixed charge of \$30.00 within the Cardiff Community Centre area per SUIP collecting \$2,269.

The community centres rate will be used to fund the operating costs of the community centres and will raise \$16,774.

Please refer to Council's website for the boundary map for each listed area.

## Payment Due Dates and Penalties

All rates, except those for metered water supply, will be payable in four equal instalments due on:

1 <sup>st</sup> Instalment:	25 August 2021
2 <sup>nd</sup> Instalment:	24 November 2021
3 <sup>rd</sup> Instalment:	23 February 2022
4 <sup>th</sup> Instalment:	25 May 2022

Pursuant to Sections 57 and 58 of the LGRA the following penalties on unpaid rates (excluding metered water rates) will be added:

- A charge of 10% on so much of any instalment that has been assessed after 1 July 2021 and which remains unpaid after the due date for that instalment. The penalty will be added on the following dates:
  - 1<sup>st</sup> Instalment 1 September 2021
  - 2<sup>nd</sup> Instalment 1 December 2021
  - 3<sup>rd</sup> Instalment 2 March 2022
  - 4<sup>th</sup> Instalment 1 June 2022
- A charge of 10% on so much of any rates assessed before 1 July 2021 which remain unpaid on 1 July 2021. The penalty will be added on 12 July 2021.
- A continuing additional penalty of 10% on so much of any rates assessed before 1 July 2021, to which a penalty has been added under the immediately preceding bullet point, and which remain unpaid six months after the previous penalty was added. The penalty will be added on 10 January 2022.
- Penalties imposed are exempt from GST.

## Payment Due Dates for Metered Water Supply

A charge of 10% on any amount outstanding for the quarter which remains unpaid on the following dates will be added on the dates below:

Period	Due Date	Penalty Date
1 July to 30 September 2021	10 December 2021	17 December 2021
1 October to 31 December 2021	11 March 2022	18 March 2022
1 January to 31 March 2022	10 June 2022	17 June 2022
1 April to 30 June 2022	9 September 2022	16 September 2022

## Early Payment

Sections 55 and 56 of the Local Government (Rating) Act 2002 empowers Council to allow for the early payment of rates.

- Council proposes to accept early payment of all rates assessed for the 2021/22 year, but no discount will be applied for early payment. (Section 55).
- Council proposes to accept early payment of all rates assessed for the 2022/2023 and subsequent years, but no discount will be applied for early payment. These payments will be applied to general rates or individual targeted rates if requested by the ratepayer, otherwise they will be applied against future general rates. (Section 56).

## Payment Locations – All rates and charges

Direct Debits are the preferred method of payment. Direct Debit Authority Forms are available at our Council office, or online.

Payments can be made online by going to <https://www.stratford.govt.nz> and clicking on "Pay Online".

Mail and electronic payments shall be deemed to be received at the Council Office on day of receipt.

The Council accepts payments by cash, eftpos or credit card between the hours of 8.30 am to 4.30 pm, Monday to Friday, at the Council offices, Miranda Street, Stratford.

# Stratford District Council Funding Impact Statement for the Financial Years 2021 to 2031

## For the Whole of Council

	Annual Plan		Long Term Plan								
	2020/21 \$000	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)
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	6,854	7,245	8,194	8,310	8,770	9,112	9,416	9,506	9,908	10,178	10,799
Targeted rates	6,467	6,705	6,622	7,133	7,437	7,885	8,503	9,192	9,474	9,849	10,091
Subsidies and grants for operating purposes	1,883	1,984	1,911	1,918	2,081	2,140	2,201	2,264	2,328	2,393	2,461
Fees and charges	2,345	2,563	2,626	2,763	2,819	2,871	2,920	2,981	3,032	3,084	3,138
Interest and dividends from investments	139	206	206	206	240	240	240	296	296	296	296
Local authorities fuel tax, fines, infringement fees, and other receipts	44	46	46	46	46	46	46	46	46	46	46
<b>Total operating funding (A)</b>	<b>\$17,730</b>	<b>\$18,749</b>	<b>\$19,604</b>	<b>\$20,375</b>	<b>\$21,392</b>	<b>\$22,294</b>	<b>\$23,325</b>	<b>\$24,284</b>	<b>\$25,083</b>	<b>\$25,845</b>	<b>\$26,830</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	13,631	14,596	14,894	15,738	16,332	16,652	16,659	16,885	17,411	17,916	18,467
Finance costs	665	477	637	720	781	829	890	1,151	1,192	1,204	1,226
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$14,296</b>	<b>\$15,073</b>	<b>\$15,530</b>	<b>\$16,458</b>	<b>\$17,113</b>	<b>\$17,481</b>	<b>\$17,549</b>	<b>\$18,036</b>	<b>\$18,603</b>	<b>\$19,120</b>	<b>\$19,693</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$3,434</b>	<b>\$3,676</b>	<b>\$4,074</b>	<b>\$3,917</b>	<b>\$4,279</b>	<b>\$4,813</b>	<b>\$5,776</b>	<b>\$6,248</b>	<b>\$6,480</b>	<b>\$6,725</b>	<b>\$7,137</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	5,454	10,641	4,484	3,805	3,669	7,352	6,521	3,606	3,545	4,074	4,168
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	10,036	13,821	2,972	(282)	1,505	3,255	1,863	3,509	(873)	1,656	(234)
Gross proceeds from sale of assets	3,816	-	-	3,274	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$19,306</b>	<b>\$24,462</b>	<b>\$7,456</b>	<b>\$6,797</b>	<b>\$5,174</b>	<b>\$10,607</b>	<b>\$8,384</b>	<b>\$7,115</b>	<b>\$2,672</b>	<b>\$5,730</b>	<b>\$3,934</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	1,200	1,025	1,049	-	-	-	-	-	-	-
- improve the level of service	17,865	20,614	4,399	3,211	2,825	8,423	6,706	5,308	901	3,621	1,563
- replace existing assets	4,044	6,721	6,340	5,923	6,176	5,991	5,992	6,318	6,488	7,008	7,662
Increase (decrease) in reserves	831	(397)	(234)	531	452	1,005	1,462	1,737	1,763	1,826	1,847
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$22,740</b>	<b>\$28,138</b>	<b>\$11,530</b>	<b>\$10,714</b>	<b>\$9,453</b>	<b>\$15,419</b>	<b>\$14,160</b>	<b>\$13,363</b>	<b>\$9,152</b>	<b>\$12,455</b>	<b>\$11,072</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$3,434)</b>	<b>(\$3,676)</b>	<b>(\$4,074)</b>	<b>(\$3,917)</b>	<b>(\$4,279)</b>	<b>(\$4,812)</b>	<b>(\$5,776)</b>	<b>(\$6,248)</b>	<b>(\$6,480)</b>	<b>(\$6,725)</b>	<b>(\$7,138)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

The Funding Impact Statement is required under the Local Government Act 2002 Schedule and conforms to the Local Government (Financial Reporting) Regulations 2014.

Generally accepted accounting practice does not apply to the preparation of the Funding Impact Statement as stated in Section 111(2) of the Local Government Act.

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



	Annual Plan		Long Term Plan								
	2020/21	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)	(\$000)
Surplus of operating funding from Funding Impact Statement	3,434	3,676	4,074	3,917	4,279	4,813	5,776	6,248	6,480	6,725	7,137
Subsidies and grants for capital expenditure	5,454	10,641	4,484	3,805	3,669	7,352	6,521	3,606	3,545	4,074	4,168
Gross proceeds from sale of assets	3,816	-	-	3,274	-	-	-	-	-	-	-
Depreciation	(4,810)	(4,912)	(5,426)	(5,589)	(6,077)	(6,316)	(6,523)	(7,054)	(7,286)	(7,292)	(8,139)
<b>Net Surplus before taxation in Prospective Statement of Revenue and Expense</b>	<b>\$7,894</b>	<b>\$9,404</b>	<b>\$3,131</b>	<b>\$5,407</b>	<b>\$1,872</b>	<b>\$5,849</b>	<b>\$5,774</b>	<b>\$2,800</b>	<b>\$2,739</b>	<b>\$3,507</b>	<b>\$3,167</b>

## For Recreation and Facilities

	Annual Plan		Long Term Plan								
	2020/21	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)	(\$000)
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	3,205	3,046	3,678	3,858	4,091	4,224	4,423	4,496	4,682	4,886	5,338
Targeted rates	14	17	17	17	17	17	17	17	17	17	17
Subsidies and grants for operating purposes	-	79	-	-	-	-	-	-	-	-	-
Fees and Charges	471	496	508	580	592	604	616	629	643	656	671
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	11	47	46	46	50	49	46	51	47	43	39
<b>Total operating funding (A)</b>	<b>\$3,702</b>	<b>\$3,686</b>	<b>\$4,250</b>	<b>\$4,500</b>	<b>\$4,750</b>	<b>\$4,894</b>	<b>\$5,103</b>	<b>\$5,194</b>	<b>\$5,388</b>	<b>\$5,602</b>	<b>\$6,064</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	2,099	2,178	2,169	2,260	2,409	2,380	2,485	2,520	2,617	2,730	2,928
Finance costs	206	161	296	305	349	349	343	398	384	406	428
Internal charges & overheads applied	783	809	833	895	883	915	969	947	965	1,025	1,017
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$3,088</b>	<b>\$3,149</b>	<b>\$3,298</b>	<b>\$3,459</b>	<b>\$3,640</b>	<b>\$3,644</b>	<b>\$3,796</b>	<b>\$3,865</b>	<b>\$3,967</b>	<b>\$4,161</b>	<b>\$4,373</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$614</b>	<b>\$537</b>	<b>\$951</b>	<b>\$1,041</b>	<b>\$1,109</b>	<b>\$1,250</b>	<b>\$1,306</b>	<b>\$1,329</b>	<b>\$1,421</b>	<b>\$1,441</b>	<b>\$1,692</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	3,676	5,700	16	34	34	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	12,477	11,366	652	104	122	(120)	(380)	(471)	(453)	1,908	(506)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$16,152</b>	<b>\$17,066</b>	<b>\$668</b>	<b>\$137</b>	<b>\$156</b>	<b>(\$120)</b>	<b>(\$380)</b>	<b>(\$471)</b>	<b>(\$453)</b>	<b>\$1,908</b>	<b>(\$506)</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	16,503	16,877	673	209	122	329	56	57	58	60	61
- replace existing assets	11	161	6	59	114	7	7	7	7	17	8
Increase (decrease) in reserves	251	565	940	911	1,030	794	863	794	902	3,272	1,117
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$16,764</b>	<b>\$17,603</b>	<b>\$1,620</b>	<b>\$1,179</b>	<b>\$1,266</b>	<b>\$1,129</b>	<b>\$926</b>	<b>\$858</b>	<b>\$968</b>	<b>\$3,349</b>	<b>\$1,186</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$613)</b>	<b>(\$537)</b>	<b>(\$952)</b>	<b>(\$1,041)</b>	<b>(\$1,109)</b>	<b>(\$1,250)</b>	<b>(\$1,305)</b>	<b>(\$1,329)</b>	<b>(\$1,421)</b>	<b>(\$1,441)</b>	<b>(\$1,692)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## For Roading

	Annual Plan		Long Term Plan								
	2020/21	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)	(\$000)
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	(16)	(10)	(9)	(13)	(27)	(33)	(26)	(40)	(39)	(34)	(37)
Targeted rates	2,992	3,203	3,026	3,344	3,493	3,859	4,347	4,753	4,831	5,120	5,127
Subsidies and grants for operating purposes	1,833	1,905	1,911	1,918	2,081	2,140	2,201	2,264	2,328	2,393	2,461
Fees and Charges	496	633	648	673	698	718	734	755	771	788	805
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	5	19	19	19	20	20	19	21	19	17	16
<b>Total operating funding (A)</b>	<b>\$5,309</b>	<b>\$5,750</b>	<b>\$5,595</b>	<b>\$5,941</b>	<b>\$6,265</b>	<b>\$6,704</b>	<b>\$7,273</b>	<b>\$7,753</b>	<b>\$7,910</b>	<b>\$8,285</b>	<b>\$8,372</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	3,512	3,533	3,557	3,584	3,856	3,965	4,076	4,192	4,309	4,429	4,553
Finance costs	-	2	6	13	25	63	122	175	172	171	170
Internal charges & overheads applied	312	379	389	410	414	422	444	442	451	471	475
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$3,824</b>	<b>\$3,913</b>	<b>\$3,952</b>	<b>\$4,007</b>	<b>\$4,295</b>	<b>\$4,450</b>	<b>\$4,641</b>	<b>\$4,808</b>	<b>\$4,932</b>	<b>\$5,071</b>	<b>\$5,197</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$1,485</b>	<b>\$1,837</b>	<b>\$1,643</b>	<b>\$1,934</b>	<b>\$1,970</b>	<b>\$2,254</b>	<b>\$2,632</b>	<b>\$2,945</b>	<b>\$2,978</b>	<b>\$3,213</b>	<b>\$3,174</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	1,829	3,541	3,443	3,771	3,635	7,352	6,521	3,606	3,545	4,074	4,168
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	134	231	452	322	2,640	1,971	(71)	(110)	18	(100)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$1,829</b>	<b>\$3,675</b>	<b>\$3,674</b>	<b>\$4,224</b>	<b>\$3,957</b>	<b>\$9,992</b>	<b>\$8,492</b>	<b>\$3,535</b>	<b>\$3,435</b>	<b>\$4,092</b>	<b>\$4,068</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	-	350	619	1,221	929	7,028	5,554	417	306	630	324
- replace existing assets	3,107	5,413	4,983	4,920	4,983	4,977	5,085	5,436	5,446	5,983	6,452
Increase (decrease) in reserves	207	(251)	(285)	17	16	242	485	628	660	692	467
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$3,313</b>	<b>\$5,512</b>	<b>\$5,317</b>	<b>\$6,157</b>	<b>\$5,928</b>	<b>\$12,247</b>	<b>\$11,124</b>	<b>\$6,480</b>	<b>\$6,412</b>	<b>\$7,305</b>	<b>\$7,243</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$1,485)</b>	<b>(\$1,837)</b>	<b>(\$1,643)</b>	<b>(\$1,934)</b>	<b>(\$1,970)</b>	<b>(\$2,254)</b>	<b>(\$2,632)</b>	<b>(\$2,945)</b>	<b>(\$2,978)</b>	<b>(\$3,213)</b>	<b>(\$3,175)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## For Water Supply

	Annual Plan		Long Term Plan								
	2020/21	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)	(\$000)
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	1,898	1,810	1,831	1,966	2,016	2,071	2,135	2,303	2,481	2,508	2,609
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	6	25	25	25	27	26	25	28	25	23	21
<b>Total operating funding (A)</b>	<b>\$1,904</b>	<b>\$1,836</b>	<b>\$1,856</b>	<b>\$1,991</b>	<b>\$2,043</b>	<b>\$2,097</b>	<b>\$2,160</b>	<b>\$2,331</b>	<b>\$2,507</b>	<b>\$2,531</b>	<b>\$2,629</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	860	736	698	758	727	752	777	784	811	820	846
Finance costs	206	170	179	187	218	221	222	324	375	360	344
Internal charges & overheads applied	424	501	515	544	543	555	586	580	593	623	622
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$1,490</b>	<b>\$1,407</b>	<b>\$1,391</b>	<b>\$1,489</b>	<b>\$1,488</b>	<b>\$1,528</b>	<b>\$1,584</b>	<b>\$1,689</b>	<b>\$1,779</b>	<b>\$1,802</b>	<b>\$1,812</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$414</b>	<b>\$429</b>	<b>\$464</b>	<b>\$502</b>	<b>\$555</b>	<b>\$569</b>	<b>\$576</b>	<b>\$642</b>	<b>\$728</b>	<b>\$729</b>	<b>\$817</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	1,400	1,025	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	662	144	628	102	289	(3)	4	3,811	(511)	(493)	(514)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$662</b>	<b>\$1,544</b>	<b>\$1,653</b>	<b>\$102</b>	<b>\$289</b>	<b>(\$3)</b>	<b>\$4</b>	<b>\$3,811</b>	<b>(\$511)</b>	<b>(\$493)</b>	<b>(\$514)</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	587	1,780	1,904	369	673	390	401	4,289	37	38	-
- replace existing assets	414	695	812	510	414	443	496	452	486	502	498
Increase (decrease) in reserves	75	(502)	(599)	(274)	(243)	(268)	(316)	(288)	(306)	(305)	(195)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$1,076</b>	<b>\$1,973</b>	<b>\$2,117</b>	<b>\$605</b>	<b>\$845</b>	<b>\$565</b>	<b>\$581</b>	<b>\$4,453</b>	<b>\$217</b>	<b>\$236</b>	<b>\$303</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$414)</b>	<b>(\$429)</b>	<b>(\$464)</b>	<b>(\$502)</b>	<b>(\$555)</b>	<b>(\$569)</b>	<b>(\$576)</b>	<b>(\$642)</b>	<b>(\$728)</b>	<b>(\$729)</b>	<b>(\$817)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## For Wastewater (Sewerage)

	Annual Plan		Long Term Plan								
	2020/21	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)	(\$000)
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	881	936	985	1,021	1,107	1,112	1,146	1,245	1,248	1,278	1,387
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	73	73	75	77	78	80	82	83	85	87	89
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	3	13	13	12	14	13	13	14	13	12	10
<b>Total operating funding (A)</b>	<b>\$957</b>	<b>\$1,022</b>	<b>\$1,073</b>	<b>\$1,110</b>	<b>\$1,199</b>	<b>\$1,206</b>	<b>\$1,241</b>	<b>\$1,343</b>	<b>\$1,346</b>	<b>\$1,377</b>	<b>\$1,487</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	423	452	428	439	472	461	473	508	497	510	547
Finance costs	59	42	53	59	72	76	81	101	103	104	115
Internal charges & overheads applied	211	254	261	273	275	281	294	294	300	312	315
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$693</b>	<b>\$747</b>	<b>\$742</b>	<b>\$771</b>	<b>\$819</b>	<b>\$819</b>	<b>\$847</b>	<b>\$902</b>	<b>\$900</b>	<b>\$926</b>	<b>\$978</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$264</b>	<b>\$275</b>	<b>\$331</b>	<b>\$340</b>	<b>\$380</b>	<b>\$387</b>	<b>\$394</b>	<b>\$440</b>	<b>\$446</b>	<b>\$451</b>	<b>\$510</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	394	724	266	272	157	158	160	104	47	39	685
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$394</b>	<b>\$724</b>	<b>\$266</b>	<b>\$272</b>	<b>\$157</b>	<b>\$158</b>	<b>\$160</b>	<b>\$104</b>	<b>\$47</b>	<b>\$39</b>	<b>\$685</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	485	800	362	380	273	281	288	238	184	178	839
- replace existing assets	202	213	252	258	200	228	211	218	262	271	305
Increase (decrease) in reserves	(29)	(15)	(17)	(26)	64	36	54	88	47	41	50
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$658</b>	<b>\$998</b>	<b>\$597</b>	<b>\$612</b>	<b>\$536</b>	<b>\$545</b>	<b>\$553</b>	<b>\$544</b>	<b>\$493</b>	<b>\$490</b>	<b>\$1,195</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$264)</b>	<b>(\$274)</b>	<b>(\$330)</b>	<b>(\$340)</b>	<b>(\$380)</b>	<b>(\$387)</b>	<b>(\$394)</b>	<b>(\$440)</b>	<b>(\$446)</b>	<b>(\$451)</b>	<b>(\$510)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## For Stormwater

	Annual Plan		Long Term Plan								
	2020/21	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)	(\$000)
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	326	356	367	387	429	444	462	508	526	545	591
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	2	7	7	6	7	7	7	7	7	6	5
<b>Total operating funding (A)</b>	<b>\$328</b>	<b>\$363</b>	<b>\$373</b>	<b>\$394</b>	<b>\$436</b>	<b>\$451</b>	<b>\$469</b>	<b>\$515</b>	<b>\$532</b>	<b>\$551</b>	<b>\$597</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	61	63	59	61	62	64	66	68	69	71	73
Finance costs	18	22	27	35	49	54	59	77	83	89	95
Internal charges & overheads applied	107	132	136	140	143	146	151	153	156	161	164
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$187</b>	<b>\$217</b>	<b>\$222</b>	<b>\$237</b>	<b>\$254</b>	<b>\$264</b>	<b>\$276</b>	<b>\$297</b>	<b>\$308</b>	<b>\$321</b>	<b>\$332</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$141</b>	<b>\$146</b>	<b>\$151</b>	<b>\$157</b>	<b>\$182</b>	<b>\$187</b>	<b>\$193</b>	<b>\$218</b>	<b>\$224</b>	<b>\$230</b>	<b>\$264</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	207	212	242	469	197	197	197	198	200	202	204
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$207</b>	<b>\$212</b>	<b>\$242</b>	<b>\$469</b>	<b>\$197</b>	<b>\$197</b>	<b>\$197</b>	<b>\$198</b>	<b>\$200</b>	<b>\$202</b>	<b>\$204</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	234	252	292	533	275	283	291	300	310	321	331
- replace existing assets	58	53	55	56	167	59	61	63	65	67	122
Increase (decrease) in reserves	56	52	46	36	(63)	42	38	53	48	44	16
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$348</b>	<b>\$358</b>	<b>\$393</b>	<b>\$626</b>	<b>\$379</b>	<b>\$384</b>	<b>\$390</b>	<b>\$416</b>	<b>\$424</b>	<b>\$433</b>	<b>\$468</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$141)</b>	<b>(\$146)</b>	<b>(\$151)</b>	<b>(\$157)</b>	<b>(\$182)</b>	<b>(\$187)</b>	<b>(\$193)</b>	<b>(\$218)</b>	<b>(\$224)</b>	<b>(\$230)</b>	<b>(\$264)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## For Solid Waste

	Annual Plan		Long Term Plan								
	2020/21	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)	(\$000)
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	19	19	20	20	21	22	22	23	24	24	25
Targeted rates	696	756	780	801	820	844	875	891	913	943	968
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	83	108	110	111	113	115	117	119	121	123	125
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	-	8	8	7	8	8	8	8	8	7	6
<b>Total operating funding (A)</b>	<b>\$799</b>	<b>\$890</b>	<b>\$917</b>	<b>\$940</b>	<b>\$963</b>	<b>\$988</b>	<b>\$1,022</b>	<b>\$1,041</b>	<b>\$1,066</b>	<b>\$1,098</b>	<b>\$1,125</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	671	682	704	722	741	761	789	809	831	857	883
Finance costs	25	20	19	18	20	19	18	21	20	20	19
Internal charges & overheads applied	132	152	156	162	164	168	175	176	179	186	188
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$828</b>	<b>\$853</b>	<b>\$879</b>	<b>\$903</b>	<b>\$925</b>	<b>\$949</b>	<b>\$982</b>	<b>\$1,006</b>	<b>\$1,031</b>	<b>\$1,063</b>	<b>\$1,090</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>(\$29)</b>	<b>\$37</b>	<b>\$38</b>	<b>\$38</b>	<b>\$38</b>	<b>\$40</b>	<b>\$40</b>	<b>\$36</b>	<b>\$35</b>	<b>\$35</b>	<b>\$35</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(38)	(36)	(35)	(33)	(32)	(31)	(30)	(28)	(27)	(26)	(25)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>(\$38)</b>	<b>(\$36)</b>	<b>(\$35)</b>	<b>(\$33)</b>	<b>(\$32)</b>	<b>(\$31)</b>	<b>(\$30)</b>	<b>(\$28)</b>	<b>(\$27)</b>	<b>(\$26)</b>	<b>(\$25)</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- replace existing assets	32	-	10	-	11	-	11	-	12	14	12
Increase (decrease) in reserves	(99)	-	(8)	4	(5)	9	(1)	7	(4)	(5)	(2)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(\$66)</b>	<b>\$0</b>	<b>\$2</b>	<b>\$4</b>	<b>\$6</b>	<b>\$9</b>	<b>\$10</b>	<b>\$7</b>	<b>\$8</b>	<b>\$9</b>	<b>\$10</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>\$29</b>	<b>(\$36)</b>	<b>(\$37)</b>	<b>(\$37)</b>	<b>(\$38)</b>	<b>(\$40)</b>	<b>(\$40)</b>	<b>(\$35)</b>	<b>(\$35)</b>	<b>(\$35)</b>	<b>(\$35)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## For Democracy

	Annual Plan		Long Term Plan								
	2020/21	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)	(\$000)
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	1,018	1,074	1,172	1,155	1,175	1,286	1,248	1,252	1,360	1,339	1,382
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	70	70	70	70	70	70	70	70	70	70	70
Internal charges and overheads recovered	1,130	1,368	1,403	1,565	1,470	1,503	1,673	1,571	1,607	1,788	1,680
Local authorities fuel tax, fines, infringement fees, and other receipts	9	34	34	33	36	35	34	37	34	31	28
<b>Total operating funding (A)</b>	<b>\$2,228</b>	<b>\$2,547</b>	<b>\$2,678</b>	<b>\$2,823</b>	<b>\$2,751</b>	<b>\$2,894</b>	<b>\$3,025</b>	<b>\$2,930</b>	<b>\$3,070</b>	<b>\$3,228</b>	<b>\$3,160</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	1,632	1,874	1,986	2,096	2,012	2,148	2,240	2,150	2,272	2,393	2,322
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges & overheads applied	595	673	692	728	740	746	785	780	799	835	838
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$2,228</b>	<b>\$2,547</b>	<b>\$2,678</b>	<b>\$2,823</b>	<b>\$2,751</b>	<b>\$2,894</b>	<b>\$3,025</b>	<b>\$2,930</b>	<b>\$3,070</b>	<b>\$3,228</b>	<b>\$3,160</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- replace existing assets	189	189	225	177	291	280	124	146	214	157	269
Increase (decrease) in reserves	(189)	(189)	(225)	(177)	(291)	(280)	(124)	(146)	(214)	(157)	(269)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



## For Community Development

	Annual Plan		Long Term Plan								
	2020/21	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)	(\$000)
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	640	1,243	1,402	1,325	1,396	1,427	1,475	1,487	1,521	1,569	1,594
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	635	623	625	627	629	632	634	637	639	641	644
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	5	21	21	21	23	22	21	23	21	19	17
<b>Total operating funding (A)</b>	<b>\$1,279</b>	<b>\$1,887</b>	<b>\$2,048</b>	<b>\$1,973</b>	<b>\$2,048</b>	<b>\$2,081</b>	<b>\$2,130</b>	<b>\$2,147</b>	<b>\$2,182</b>	<b>\$2,230</b>	<b>\$2,256</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	726	1,224	1,316	1,326	1,384	1,406	1,439	1,467	1,491	1,526	1,556
Finance costs	151	59	56	103	49	48	47	56	56	56	57
Internal charges & overheads applied	344	476	490	521	521	531	563	556	567	596	597
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$1,221</b>	<b>\$1,759</b>	<b>\$1,862</b>	<b>\$1,949</b>	<b>\$1,953</b>	<b>\$1,986</b>	<b>\$2,049</b>	<b>\$2,079</b>	<b>\$2,115</b>	<b>\$2,178</b>	<b>\$2,210</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$59</b>	<b>\$128</b>	<b>\$186</b>	<b>\$24</b>	<b>\$95</b>	<b>\$95</b>	<b>\$81</b>	<b>\$68</b>	<b>\$67</b>	<b>\$51</b>	<b>\$46</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(3,746)	1,200	910	(2,177)	(34)	(30)	(16)	(3)	3	18	23
Gross proceeds from sale of assets	3,816	-	-	3,274	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$70</b>	<b>\$1,200</b>	<b>\$910</b>	<b>\$1,097</b>	<b>(\$34)</b>	<b>(\$30)</b>	<b>(\$16)</b>	<b>(\$3)</b>	<b>\$3</b>	<b>\$18</b>	<b>\$23</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	1,200	1,025	1,049	-	-	-	-	-	-	-
- improve the level of service	-	556	549	499	553	113	116	7	4	2,394	7
- replace existing assets	97	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	31	(428)	(478)	(426)	(492)	(48)	(50)	58	66	(2,324)	62
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$128</b>	<b>\$1,328</b>	<b>\$1,096</b>	<b>\$1,121</b>	<b>\$61</b>	<b>\$65</b>	<b>\$66</b>	<b>\$65</b>	<b>\$70</b>	<b>\$70</b>	<b>\$69</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$59)</b>	<b>(\$127)</b>	<b>(\$186)</b>	<b>(\$24)</b>	<b>(\$95)</b>	<b>(\$95)</b>	<b>(\$81)</b>	<b>(\$68)</b>	<b>(\$68)</b>	<b>(\$52)</b>	<b>(\$46)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## For Environmental Services

	Annual Plan		Long Term Plan								
	2020/21	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)	(\$000)
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	1,255	1,499	1,547	1,561	1,668	1,725	1,795	1,762	1,819	1,832	1,888
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	484	561	590	625	639	653	667	687	702	718	734
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	12	49	48	48	52	51	48	53	49	45	40
<b>Total operating funding (A)</b>	<b>\$1,752</b>	<b>\$2,109</b>	<b>\$2,186</b>	<b>\$2,233</b>	<b>\$2,359</b>	<b>\$2,428</b>	<b>\$2,510</b>	<b>\$2,503</b>	<b>\$2,570</b>	<b>\$2,595</b>	<b>\$2,662</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	905	1,131	1,180	1,620	1,674	1,670	1,225	1,222	1,280	1,276	1,337
Finance costs	2	1	1	12	25	35	32	34	31	28	25
Internal charges & overheads applied	837	969	997	1,043	1,058	1,080	1,124	1,130	1,153	1,194	1,213
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$1,744</b>	<b>\$2,101</b>	<b>\$2,178</b>	<b>\$2,676</b>	<b>\$2,757</b>	<b>\$2,785</b>	<b>\$2,381</b>	<b>\$2,386</b>	<b>\$2,464</b>	<b>\$2,498</b>	<b>\$2,574</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$8</b>	<b>\$8</b>	<b>\$8</b>	<b>(\$442)</b>	<b>(\$398)</b>	<b>(\$357)</b>	<b>\$130</b>	<b>\$117</b>	<b>\$106</b>	<b>\$96</b>	<b>\$87</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	(2)	(2)	448	403	363	(124)	(112)	(100)	(91)	(82)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$0</b>	<b>(\$2)</b>	<b>(\$2)</b>	<b>\$448</b>	<b>\$403</b>	<b>\$363</b>	<b>(\$124)</b>	<b>(\$112)</b>	<b>(\$100)</b>	<b>(\$91)</b>	<b>(\$82)</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	8	6	5	5	5	5	5	5	5	5	5
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$8</b>	<b>\$6</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$8)</b>	<b>(\$8)</b>	<b>(\$7)</b>	<b>\$443</b>	<b>\$398</b>	<b>\$358</b>	<b>(\$129)</b>	<b>(\$117)</b>	<b>(\$106)</b>	<b>(\$96)</b>	<b>(\$87)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Sample Rating Comparisons

	Annual Plan 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
		Forecast	LTP Projection									
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Residential - Capital Value</b>	<b>\$180,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$275,000</b>	
Uniform Annual General Charge	678.00	767.00	816.00	817.00	860.00	902.00	914.00	917.00	958.00	961.00	994.00	
Solid Waste	310.00	334.00	342.00	350.00	356.00	364.00	376.00	380.00	388.00	398.00	407.00	
Water Supply*	573.00	552.00	556.00	338.00	330.00	314.00	322.00	345.00	370.00	372.00	386.00	
Water Consumption**	0.00	0.00	0.00	337.99	378.05	412.83	430.00	468.45	509.80	520.42	546.87	
Wastewater	376.00	389.00	407.00	420.00	453.00	452.00	464.00	501.00	500.00	509.00	550.00	
Roading Rate	199.55	291.29	275.26	304.16	317.73	350.94	395.32	432.33	439.37	465.67	466.30	
General Rate***	267.61	363.01	429.33	438.30	462.57	476.18	498.30	504.16	523.31	545.65	588.05	
<b>Total Rates (excl TRC)</b>	<b>2,404.15</b>	<b>2,696.30</b>	<b>2,825.58</b>	<b>3,005.45</b>	<b>3,157.35</b>	<b>3,271.95</b>	<b>3,399.62</b>	<b>3,547.94</b>	<b>3,688.47</b>	<b>3,771.74</b>	<b>3,938.21</b>	
<b>Movement \$</b>		<b>292.15</b>	<b>129.28</b>	<b>179.87</b>	<b>151.90</b>	<b>114.60</b>	<b>127.67</b>	<b>148.32</b>	<b>140.54</b>	<b>83.26</b>	<b>166.48</b>	
<b>Movement %</b>		<b>12.15%</b>	<b>4.79%</b>	<b>6.37%</b>	<b>5.05%</b>	<b>3.63%</b>	<b>3.90%</b>	<b>4.36%</b>	<b>3.96%</b>	<b>2.26%</b>	<b>4.41%</b>	
<b>Residential - Capital Value</b>	<b>\$280,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	<b>\$380,000</b>	
Uniform Annual General Charge	678.00	767.00	816.00	817.00	860.00	902.00	914.00	917.00	958.00	961.00	994.00	
Solid Waste	310.00	334.00	342.00	350.00	356.00	364.00	376.00	380.00	388.00	398.00	407.00	
Water Supply*	573.00	552.00	556.00	338.00	330.00	314.00	322.00	345.00	370.00	372.00	386.00	
Water Consumption**	0.00	0.00	0.00	422.49	472.57	516.04	537.50	585.57	637.25	650.52	683.59	
Wastewater	376.00	389.00	407.00	420.00	453.00	452.00	464.00	501.00	500.00	509.00	550.00	
Roading Rate	310.41	402.52	380.36	420.30	439.05	484.93	546.26	597.40	607.12	643.47	644.34	
General Rate***	416.28	501.61	593.25	605.65	639.19	657.99	688.55	696.65	723.11	753.99	812.57	
<b>Total Rates (excl TRC)</b>	<b>2,663.68</b>	<b>2,946.13</b>	<b>3,094.61</b>	<b>3,373.44</b>	<b>3,549.80</b>	<b>3,690.97</b>	<b>3,848.32</b>	<b>4,022.61</b>	<b>4,183.49</b>	<b>4,287.98</b>	<b>4,477.50</b>	
<b>Movement \$</b>		<b>282.45</b>	<b>148.48</b>	<b>278.83</b>	<b>176.36</b>	<b>141.17</b>	<b>157.35</b>	<b>174.30</b>	<b>160.88</b>	<b>104.49</b>	<b>189.52</b>	
<b>Movement %</b>		<b>10.60%</b>	<b>5.04%</b>	<b>9.01%</b>	<b>5.23%</b>	<b>3.98%</b>	<b>4.26%</b>	<b>4.53%</b>	<b>4.00%</b>	<b>2.50%</b>	<b>4.42%</b>	
<b>Rural - Capital Value</b>	<b>\$1,670,000</b>	<b>\$1,840,000</b>	<b>\$1,840,000</b>	<b>\$1,840,000</b>	<b>\$1,840,000</b>	<b>\$1,840,000</b>	<b>\$1,840,000</b>	<b>\$1,840,000</b>	<b>\$1,840,000</b>	<b>\$1,840,000</b>	<b>\$1,840,000</b>	
Uniform Annual General Charge	678.00	767.00	816.00	817.00	860.00	902.00	914.00	917.00	958.00	961.00	994.00	
Roading Rate	1,851.36	1,949.02	1,841.73	2,035.14	2,125.91	2,348.10	2,645.06	2,892.66	2,939.76	3,115.77	3,119.95	
General Rate***	2,482.79	2,428.87	2,872.58	2,932.63	3,095.01	3,186.07	3,334.05	3,373.26	3,501.39	3,650.88	3,934.56	
<b>Total Rates (excl TRC)</b>	<b>5,012.15</b>	<b>5,144.89</b>	<b>5,530.31</b>	<b>5,784.77</b>	<b>6,080.91</b>	<b>6,436.17</b>	<b>6,893.11</b>	<b>7,182.91</b>	<b>7,399.15</b>	<b>7,727.65</b>	<b>8,048.50</b>	
<b>Movement \$</b>		<b>132.74</b>	<b>385.41</b>	<b>254.47</b>	<b>296.14</b>	<b>355.25</b>	<b>456.94</b>	<b>289.80</b>	<b>216.24</b>	<b>328.50</b>	<b>320.85</b>	
<b>Movement %</b>		<b>2.65%</b>	<b>7.49%</b>	<b>4.60%</b>	<b>5.12%</b>	<b>5.84%</b>	<b>7.10%</b>	<b>4.20%</b>	<b>3.01%</b>	<b>4.44%</b>	<b>4.15%</b>	
<b>Rural - Capital Value</b>	<b>\$3,980,000</b>	<b>\$5,790,000</b>	<b>\$5,790,000</b>	<b>\$5,790,000</b>	<b>\$5,790,000</b>	<b>\$5,790,000</b>	<b>\$5,790,000</b>	<b>\$5,790,000</b>	<b>\$5,790,000</b>	<b>\$5,790,000</b>	<b>\$5,790,000</b>	
Uniform Annual General Charge	678.00	767.00	816.00	817.00	860.00	902.00	914.00	917.00	958.00	961.00	994.00	
Roading Rate	4,412.23	6,133.06	5,795.44	6,404.06	6,689.67	7,388.86	8,323.32	9,102.44	9,250.64	9,804.53	9,817.65	
General Rate***	5,917.07	7,643.02	9,039.25	9,228.23	9,739.18	10,025.73	10,491.38	10,614.75	11,017.98	11,488.37	12,381.03	
<b>Total Rates (excl TRC)</b>	<b>11,007.29</b>	<b>14,543.08</b>	<b>15,650.69</b>	<b>16,449.29</b>	<b>17,288.86</b>	<b>18,316.58</b>	<b>19,728.70</b>	<b>20,634.20</b>	<b>21,226.62</b>	<b>22,253.89</b>	<b>23,192.68</b>	
<b>Movement \$</b>		<b>3,535.79</b>	<b>1,107.61</b>	<b>798.59</b>	<b>839.57</b>	<b>1,027.73</b>	<b>1,412.12</b>	<b>905.49</b>	<b>592.42</b>	<b>1,027.28</b>	<b>938.79</b>	
<b>Movement %</b>		<b>32.12%</b>	<b>7.62%</b>	<b>5.10%</b>	<b>5.10%</b>	<b>5.94%</b>	<b>7.71%</b>	<b>4.59%</b>	<b>2.87%</b>	<b>4.84%</b>	<b>4.22%</b>	
<b>Rural - Capital Value</b>	<b>\$7,110,000</b>	<b>\$6,560,000</b>	<b>\$6,560,000</b>	<b>\$6,560,000</b>	<b>\$6,560,000</b>	<b>\$6,560,000</b>	<b>\$6,560,000</b>	<b>\$6,560,000</b>	<b>\$6,560,000</b>	<b>\$6,560,000</b>	<b>\$6,560,000</b>	
Uniform Annual General Charge	678.00	767.00	816.00	817.00	860.00	902.00	914.00	917.00	958.00	961.00	994.00	
Roading Rate	7,882.15	6,948.69	6,566.16	7,255.72	7,579.32	8,371.49	9,430.22	10,312.96	10,480.87	11,108.41	11,123.28	
General Rate***	10,570.44	8,659.45	10,241.37	10,455.47	11,034.38	11,359.03	11,886.61	12,026.39	12,483.23	13,016.18	14,027.56	
<b>Total Rates (excl TRC)</b>	<b>19,130.58</b>	<b>16,375.14</b>	<b>17,623.53</b>	<b>18,528.19</b>	<b>19,473.70</b>	<b>20,632.51</b>	<b>22,230.83</b>	<b>23,256.34</b>	<b>23,922.10</b>	<b>25,085.59</b>	<b>26,144.84</b>	
<b>Movement \$</b>		<b>-2,755.45</b>	<b>1,248.39</b>	<b>904.66</b>	<b>945.51</b>	<b>1,158.82</b>	<b>1,598.31</b>	<b>1,025.52</b>	<b>665.76</b>	<b>1,163.49</b>	<b>1,059.25</b>	
<b>Movement %</b>		<b>-14.40%</b>	<b>7.62%</b>	<b>5.13%</b>	<b>5.10%</b>	<b>5.95%</b>	<b>7.75%</b>	<b>4.61%</b>	<b>2.86%</b>	<b>4.86%</b>	<b>4.22%</b>	

	Annual Plan 2020/21	2021/22 Forecast	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
			LTP Projection								
			\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Commercial - Capital Value</b>	<b>\$190,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>	<b>\$230,000</b>
Uniform Annual General Charge	678.00	767.00	816.00	817.00	860.00	902.00	914.00	917.00	958.00	961.00	994.00
Water Supply*	573.00	552.00	556.00	338.00	330.00	314.00	322.00	345.00	370.00	372.00	386.00
Water Consumption**	642.00	582.72	595.43	506.98	567.08	619.25	645.00	702.68	764.70	780.63	820.31
Wastewater	376.00	389.00	407.00	420.00	453.00	452.00	464.00	501.00	500.00	509.00	550.00
Roading Rate	210.63	243.63	230.22	254.39	265.74	293.51	330.63	361.58	367.47	389.47	389.99
General Rate***	282.47	303.61	359.07	366.58	386.88	398.26	416.76	421.66	437.67	456.36	491.82
<b>Total Rates (excl TRC)</b>	<b>2,762.11</b>	<b>2,837.96</b>	<b>2,963.72</b>	<b>2,702.95</b>	<b>2,862.69</b>	<b>2,979.02</b>	<b>3,092.39</b>	<b>3,248.92</b>	<b>3,397.85</b>	<b>3,468.46</b>	<b>3,632.12</b>
<b>Movement \$</b>		<b>75.85</b>	<b>125.77</b>	<b>-260.77</b>	<b>159.74</b>	<b>116.33</b>	<b>113.37</b>	<b>156.53</b>	<b>148.93</b>	<b>70.61</b>	<b>163.66</b>
<b>Movement %</b>		<b>2.75%</b>	<b>4.43%</b>	<b>-8.80%</b>	<b>5.91%</b>	<b>4.06%</b>	<b>3.81%</b>	<b>5.06%</b>	<b>4.58%</b>	<b>2.08%</b>	<b>4.72%</b>
<b>Commercial - Capital Value</b>	<b>\$870,000</b>	<b>\$1,020,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
Uniform Annual General Charge	678.00	767.00	816.00	817.00	860.00	902.00	914.00	917.00	958.00	961.00	994.00
Water Supply*	573.00	552.00	556.00	338.00	330.00	314.00	322.00	345.00	370.00	372.00	386.00
Water Consumption**	1,070.00	971.20	992.39	844.97	945.13	1,032.08	1,075.00	1,171.13	1,274.50	1,301.04	1,367.18
Wastewater	376.00	389.00	407.00	420.00	453.00	452.00	464.00	501.00	500.00	509.00	550.00
Roading Rate	964.48	1,080.44	1,020.96	1,128.18	1,178.49	1,301.66	1,466.28	1,603.54	1,629.65	1,727.22	1,729.53
General Rate***	1,293.43	1,346.44	1,592.41	1,625.70	1,715.71	1,766.19	1,848.22	1,869.96	1,940.99	2,023.86	2,181.11
<b>Total Rates (excl TRC)</b>	<b>4,954.91</b>	<b>5,106.07</b>	<b>5,384.76</b>	<b>5,173.84</b>	<b>5,482.34</b>	<b>5,767.94</b>	<b>6,089.51</b>	<b>6,407.63</b>	<b>6,673.14</b>	<b>6,894.12</b>	<b>7,207.83</b>
<b>Movement \$</b>		<b>151.16</b>	<b>278.68</b>	<b>-210.91</b>	<b>308.49</b>	<b>285.60</b>	<b>321.57</b>	<b>318.12</b>	<b>265.51</b>	<b>220.98</b>	<b>313.71</b>
<b>Movement %</b>		<b>3.05%</b>	<b>5.46%</b>	<b>-3.92%</b>	<b>5.96%</b>	<b>5.21%</b>	<b>5.58%</b>	<b>5.22%</b>	<b>4.14%</b>	<b>3.31%</b>	<b>4.55%</b>

## Number of Rating Units Per Year

Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Rating Units	4,788	4,812	4,836	4,860	4,884	4,909	4,933	4,958	4,983	5,008

- \* The reduction of the Water Supply Targeted Rate in year 4 is as a result of a shift in funding of this Activity towards a usage based charge, reducing the fixed targeted rate.
- \*\* Annual water Consumption is estimated at 200-250 m3 for residential, and 300-500 m3 for commercial based on the property value - at \$1.73 per cubic metre in 2023/24.
- \*\*\* The reduction of the general rate in year 1 is a result of the recent property revaluation, to be applied to rates from 1 July 2021, which lead to an increase in the total capital value of rateable properties in the district by \$370,000,000 or 12%. This resulted in a lower rate per dollar of capital value as the valuation increase is higher than the general rates increase (decrease). This is also the reason for the reduction in the Roding Rate in year 1.



# Balancing the Budget

## Introduction

In terms of the Local Government Act 2002, Council is balancing the budget over the period of the Long Term Plan due to the budgeted operating income exceeding budgeted operating expenditure. There are some areas of expenditure that Council has resolved not to fund, which are discussed further.

## Local Government Act 2002

The financial statements within this plan do contain a balanced budget as outlined in Section 100 of the Local Government Act 2002 (the Act) for 2018/2019 and subsequent years. Council is required under the Act to generate sufficient revenue to cover operational costs including depreciation.

The ten year detailed financial summary including inflation is shown below.

Budget 2020/21 \$000		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
	<b>Funding:</b>										
	Depreciation funded from reserves (unfunded)										
1,482	- Roading	1,611	1,615	1,621	1,784	1,793	1,865	2,081	2,084	2,086	2,314
0	- Bridges	0	0	0	0	0	0	0	0	0	0
88	- Buildings	255	261	262	263	280	281	282	300	301	302
0	- Infrastructure	0	0	0	0	0	0	0	0	0	0
14,566	Loan Proceeds for Capital Expenditure	14,600	4,109	4,087	2,768	4,637	3,318	5,054	714	3,237	1,365
2,732	Capital Expenditure funded from reserves	4,077	4,253	3,942	4,267	4,210	4,245	4,467	4,689	4,897	5,303
96	Operational Expenditure funded from reserves	503	334	629	540	816	1,161	1,315	1,336	1,584	1,373
	<b>Less Expenditure</b>										
4,610	Total loan repayments	859	1,217	4,449	1,343	1,462	1,535	1,625	1,667	1,661	1,678
0	Net transfer to loan repayment reserve	0	0	0	0	0	0	0	0	0	0
10	Rates transferred to Reserve	10	10	10	10	10	10	10	10	10	10
125	Interest transferred to reserves	34	38	41	53	60	72	105	124	144	164
48	Staff Gratuities	0	0	0	0	0	0	0	0	0	0
12	Landfill aftercare provision	7	7	7	7	7	7	3	0	0	0
21,909	Capital Expenditure	28,535	11,764	10,183	9,001	14,414	12,698	11,626	7,389	10,629	9,225
<b>7,894</b>	<b>Net Surplus (Deficit) before other comprehensive revenue and expense</b>	<b>9,404</b>	<b>3,131</b>	<b>5,407</b>	<b>1,872</b>	<b>5,849</b>	<b>5,774</b>	<b>2,800</b>	<b>2,739</b>	<b>3,507</b>	<b>3,167</b>

## Use of Reserves

Council is forecasting to record overall surpluses in each year of the Long Term Plan, however, in some activities, Council has resolved not to set revenue to fund all of the costs relating to that activity. In some cases Council has resolved to use reserves to fund some specific expenditure. This is particularly the case where Council actively uses the Reserves, built up by surpluses recorded from targeted rate activities, to fund the capital expenditure and in limited cases one off operating expenditure of those activities.

## Intergenerational Equity

Council considers the issue of intergenerational equity when funding depreciation in areas where it may not be fair to impose a cost for depreciation to this generation. Intergenerational equity requires today's ratepayers to meet the costs of utilising Council's assets and not expecting them to meet the full cost of long term assets that will benefit ratepayers in future generations.

Council has given careful consideration to the required funding for the provision and maintenance of certain assets throughout their useful life, and the equitable allocation of responsibility for this funding. Council does not consider it equitable for current ratepayers to fund the financing cost of interest and principal repayments on loans and at the same time fund depreciation for the eventual replacement of the asset.

## Funding of Depreciation

Council primarily uses the Depreciation Reserve to fund:

**Replacements/Renewals** – works to upgrade, refurbish, or replace existing facilities with facilities of equivalent capacity or performance capability.

**Capital expenditure** – expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential.

Depreciation is calculated on a straight line basis on all applicable property, plant and equipment, excluding land. The depreciation rates are set for the assets to be written off, less their estimated residual values, over their useful lives. Council does not consider it prudent to fund full depreciation on assets that may or may not be replaced, and doubt exists as to the form of the possible replacement, as a result a portion of the depreciation is funded on those assets. Assets that have an alternative funding source also have not had depreciation funded in full.

### The Assets are:

Assets	Rationale For Not Funding Depreciation
Library books	Not funded to the extent of book renewals
Civic Amenities	May not be replaced
Roading (part)	NZTA's portion of subsidy

Depreciation on some assets of Council are not fully funded. Those assets are the ones that Council elected not to replace at the end of their useful life; and those that Council expects to receive funding for by way of grants.





# Revenue and Financing Policy



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

Long Term Plan 2021-31

## Overview

This Policy provides a summary of Council's funding policies in respect of both operating and capital expenditure for each Council Activity. The Policy is reviewed at least every three years. The last review was completed prior to the adoption of the Long Term Plan 2018-28. This policy comes into effect from 1 July 2021.

The Council must undertake services in a financially prudent and sustainable way for the Council and the community as a whole. Funding decisions made by elected members and the rationale underpinning the decisions are set out in this Policy.

In accordance with section 101(3) of the Local Government Act 2002, in funding each activity the Council has considered:

- The community outcomes to which each activity contributes;
- An analysis of who benefits from the activity;
- The period of time the benefits are expected to occur;
- The extent to which the actions or inaction of a particular person or group contributes to the need to undertake the activity, and
- The costs and benefits of funding the activity distinctly from other activities, and
- The overall impact of any allocation of liability for revenue needs on the four wellbeing outcomes of the community.

Council has also taken into account legislative requirements in setting rates and determining sources of funding. For example the Local Government (Rating) Act 2002 provides that all rates set on a uniform fixed amount basis (including the UAGC, but excluding water and wastewater uniform targeted rates) must not exceed 30% of the total rates revenue. Other legislation, such as the Sale and Supply of Alcohol Act 2012, set out statutory fees for various types of regulatory services, and these fees must not be exceeded. The Resource Management Act 1991 specifies the circumstances in which local authorities may require financial contributions from developers to meet the costs of their impact on the environment, including their impact on the demand for infrastructure.

## Initial Funding Options considered

Prior to determining the amount to be funded by rates, Council identified and exhausted all other funding sources available to each Activity. These include:

### **Fees and Charges**

Fees and charges are usually either full or part charges to recover the costs of delivering the services. Fees and charges are usually only set for services that a user has discretion to use or not, and where it is efficient for the Council to collect the fee or charge.

### **Grants and Subsidies**

These are provided by external agencies and are usually for an agreed, specified purpose. The major source of grants and subsidies is the New Zealand Transport Agency (NZTA) which provides subsidies for road maintenance, renewals and improvements. For all other grants and subsidies, applications will be made wherever they are available.



## **Borrowing**

Debt will be used to fund new capital assets.

Debt may also be used to fund operational expenditure where that expenditure provides benefits over many years. An example of this is the development of the District Plan, where expenditure occurs over a 2-3 year period, but the benefits are received over a 10+ year period.

## **Proceeds from Asset Sales**

Sale proceeds may be used to fund new or replacement assets. The Council has established an Asset Sales Proceeds Reserve to ring-fence sale proceeds that have not been specifically tagged for any other purpose, for the purpose of funding new or replacement assets – with any decision on the funding of asset purchases from this reserve to be made by elected members on a case by case basis.

## **Financial Contributions**

Financial Contributions may be required as part of Council's Development and Financial Contributions Policy, and used to fund operating or capital expenditure as per the requirements in the District Plan. As there is some uncertainty about whether Council will charge Financial Contributions in the years ahead or to what extent, no amount has been budgeted for Financial Contributions in the Long Term Plan. Any actual Financial Contributions collected will be transferred to the Financial Contributions Reserve, with any funding decisions from the reserve to be made by elected members on a case by case basis.

## **Interest and Dividends from Investments**

If the investment income relates to a specific Activity that has a reserve established for a targeted rate, then investment income will go towards funding that Activity. Otherwise, it will be part of a corporate treasury fund that nets off the overall general rates requirement. It is expected that the Farm will contribute at least \$50,000 a year to offset the general rates requirement.

## **Rating Options**

When considering how rates are to be applied to ratepayers, Council has considered the following principles:

- Who benefits from providing the activity,
- Who causes the need to provide the specific service to the community,
- The ability of ratepayers, users, and exacerbators to pay for the costs of the activity,
- Intergenerational equity – where the cost aligns with the time period over which the benefits are received,
- Operating an efficient rating system, that is cost effective to administer, and transparent to ratepayers.

## **General Rates**

These are generally used to fund activities that benefit a wide portion of the community, and where it is considered fair and efficient to use this rating tool.

General rates are applied by a specific rate in the dollar per Capital Value of a rating unit. The general rates requirement is determined after all other funding (including other rates funding) options have been netted off total operating expenditure. No differentials are used in the application of general rates.

## **Targeted Rates**

These will be used where Council requires transparency in funding for a particular activity and where the funds collected will be ring-fenced for funding that Activity only.

Targeted rates may be applied on the basis of ratepayers who use or are able to use a service, to properties in a specified area, or over the district as a whole. They may be applied by rating unit or by a separately used or inhabited part of a rating unit (or "SUIP", defined later on in this policy).

## **UAGC (Uniform Annual General Charge)**

The UAGC is applied as a fixed rate per SUIP.



This rate will be used for activities where it is considered that each SUIP benefits from the activity by a similar amount.

## Definition of SUIP

A SUIP is a Separately Used or Inhabited Part of a rating unit and includes any part of a rating unit that is used or inhabited by any person. This definition applies to the application of the UAGC, the Solid Waste targeted rate, Wastewater targeted rate, and the Community Centre targeted rate.

This definition includes separately used parts, whether or not actually occupied at any particular time, which are provided by the owner for rental or other form of occupation on an occasional or long term. For the purpose of this definition, vacant land and vacant premises are separately used by the owner as a property available for separate sale, or provided by the owner for rental (or other form of occupation).

For a commercial rating unit (other than motels/hotels), this includes a building or part of a building that is, or is capable of being, separately tenanted, leased or subleased, and is not integral to the commercial operation. Motels/hotels are treated as one SUIP even if each accommodation unit may be capable of separate habitation.

For a residential rating unit, this includes a building or part of a building which is used, or is capable of being used, as an independent unit. An independent unit is any unit containing either separate cooking and living facilities, or a separate entrance; and that has its own toilet or bathroom facilities.

Separate parts of buildings, after the first, that are uninhabitable and declared unsanitary under the Health Act 1956 or the Building Act 2004 are not SUIPs.

EXAMPLES	NO. OF SUIP'S per rating unit
Single Dwelling	1
Dwelling plus granny flat	2
Six flats	6
Corner dairy with integral dwelling attached	1
Dwelling with nail business within dwelling	1
Dwelling with hair salon in structure detached from main house	2
Three retails shops and one industrial building	4
Garden centre with separate café	2
Farm with 1 dwelling	1
Farm with 3 dwellings	3
Farm run-off	1
Farm with 1 dwelling plus a contracting business	2
Hotel/Motel with six rooms (one commercial business activity)	1
Hotel/Motel with attached restaurant	2
Caravan park with six cabins (one commercial business activity)	1
Rest home with 10 self-contained residential units	1

# Groups of Activities

<i>Group</i>	<i>Activity</i>	<i>Description of Activity</i>	<i>Time Period of Benefits</i>	<i>Direct Beneficiaries of Activity</i>	<i>Community Outcomes (Rationale for Activity)</i>	<i>Funding Sources (excl capital for all except Roading)</i>
Recreation and Facilities	Aerodrome	Provides opportunities for local air transport, recreation and light commercial needs. Council owns the land, the apron pad, car parking, site drainage, landscaping. The Stratford Aero Club owns the clubrooms, hangars and the fuel pump.	Operational - annual	Aerodrome users / aeroclub members	Connected Communities, Enabling Economy	General rates 60-80% User Charges 20-40%
	Civic Amenities	Range of community facilities including public toilets, bus shelters, rural halls, structures, War Memorial Centre, Clock Tower, Pensioner Housing.	Operational - annual	Community, tourists, users of the facilities. Some facilities are considered to be of low benefit and won't be replaced, therefore the asset is not depreciated i.e. Centennial Restrooms, Rural Halls, TET Stadium.	Connected Communities, Vibrant Community	General rates 80-90% Targeted rate <5% (SUIP) User charges 10-20% Grants/donations <10%
	Library	Provides physical access to books, and online access to digital books and articles. Provides free wi-fi, some learning opportunities, school holiday programmes.	Operational - annual	Library users, community	Vibrant Community, Connected Communities	General rates 90-100% User charges <10%

	Parks, Reserves and Cemeteries	Provision of recreation opportunities, open spaces, and cemeteries for use by all.	Operational - annual	Users, the community also benefits from having areas available for recreation. Cemeteries are an important part of a community.	Sustainable Environment, Connected Communities	Cemeteries: General rates 45-65% User charges 40-55%  Parks and Reserves: General rates 95-99% User charges 1-5%
	TSB Pool Complex	Provision of swimming pool facilities	Operational - annual	Users. The business community also benefits from visitors to the pool.	Vibrant Community, Enabling Economy, Connected Communities	General rates 75-90% User charges 10-20%
Community Development	Community Services	Support community groups in the Stratford district to achieve their goals i.e. Positive Ageing, Central Taranaki Safe Trust, Iwi groups, Youth Council, and providing events that benefit the community and recognise and enhance cultural wellbeing, including events that celebrate Maori culture.	Operational - annual	Community, groups and individuals receiving support from Council	Vibrant Community, Connected Communities	General rates >90% Grants and/or user charges <10%
	Economic Development	Supports the growth of the district and promotes the district as a place to do business and a great place to live.	Operational - annual	Ratepayers (property owners), business owners.	Enabling Economy, Vibrant Community	UAGC 50% General rates 50%
	Information Centre	Provides a booking service for tourists and residents, also a tourist gift shop, and an AA.	Operational - annual	Tourists, users of the I-Site and AA, community.	Enabling Economy, Vibrant Community	General rates 70-80% User charges 20-30%
	Rental and Investment Properties	Council owns properties for strategic or investment purposes - includes Farm, and other commercial properties.	Varies, depending on the intended future use of the property.	Ratepayers expectation is that the investments should contribute towards rates however this is not	Enabling Economy	User charges >100%

				always the case for some rental properties in the short term.		
Democracy	Democracy	Includes all governance processes, meetings, elections, and community involvement in the democratic process.	Election costs - once every three years	Stratford district community	Connected Communities, Vibrant Community, Enabling Economy, Sustainable Environment	UAGC 100%
Environmental Services	Building Services	Receives and processes applications for building consents. Monitoring and compliance of building work in the district.	Operational - annual	Users, ratepayers	Enabling Economy, Sustainable Environment	UAGC 55-65% User charges 35-45%
	Planning	Development and administration of the District Plan. Issuing of resource consents.	District Plan costs - spread over the life of the plan	Community, users, all ratepayers	Sustainable Environment, Enabling Economy	UAGC 75-85% User charges 15-25%
	Community Health and Safety	Regulation and enforcement of legislation and bylaws relating to health, food, alcohol, animal control, and general nuisance.	Operational - annual	Users (affected business owners, dog owners), exacerbators, community.	Sustainable Environment, Enabling Economy	UAGC 60-70% User charges 30-40%
	Civil Defence and Emergency Management	Regional shared service for civil defence emergency management and preparedness.	Benefits are primarily received at the time of a Civil Defence event only.	The district and community, all ratepayers	Sustainable Environment, Connected Communities	UAGC 100%
Roading	Roading	Management, construction and maintenance of rural and urban roads, footpaths, street lighting and associated infrastructure, excluding state highways.	Operational - annual	Road users, community and ratepayers	Connected Communities, Enabling Economy	Targeted rate (incl reserves) 30-55% (rate per \$CV) NZTA Grant 40-65% User charges <5%



Stormwater	Stormwater	Provision of stormwater reticulation and collection services, and minimising excess water from a major rainfall event, and allowing for normal drainage of stormwater and groundwater.	Operational - annual	The CBD and residents, community and ratepayers	Enabling Economy, Sustainable Environment	UAGC 100%
Wastewater	Wastewater	The operation, maintenance and management of the reticulation network and treatment plant, managing the disposal of sewerage.	Desludging of oxidation pond – capital cost occurs once every 15-20 years.	Properties connected to wastewater system, users of the discharge facility, commercial users.	Enabling Economy, Sustainable Environment	Targeted rate 85-95% (by SUIP, commercial differential) User charges 5-15%
Solid Waste	Solid Waste	Waste and recycling collection service to households in urban areas and a transfer station in Stratford.	Landfill aftercare provision \$12k a year to 2022/23	Properties within rubbish collection area, transfer station users, the community (bins on Broadway collected - UAGC funded).	Enabling Economy, Sustainable Environment	Targeted rate 85-95% (SUIP) User charges 5-15% UAGC <5%
Water Supply	Water Supply	Council operates three water supplies, water treatment plant and manages the reticulation systems and associated infrastructure to supply the district with clean drinking water.	Operational - annual	Properties to which water is supplied, community.	Enabling Economy, Sustainable Environment	For years 1 and 2: Targeted rate 70-80% (by rating unit) Targeted rate 20-30% (variable, based on usage)  From year 3 onwards: Targeted rate 35-45% (by SUIP) Targeted rate 55-65% (variable, based on usage)

## **Funding of Capital Expenditure**

Schedule 10 of the Local Government Act requires Councils to, in relation to each group of activities, and for each financial year covered by the Long Term Plan, include a statement of the amount of capital expenditure budgeted to a) meet additional demand for an activity, b) improve the level of service, and c) replace existing assets. This is outlined in the Funding Impact Statements in the Long Term Plan 2021-31. The funding source for each type of capital expenditure is explained below.

### **Renewal projects**

Renewal projects restore or replace components of an asset or the entire asset to maintain the current level of service (original size, condition or capacity). These projects will be funded from capital reserves built up from funded depreciation. Where the reserve is not sufficient to meet the programmed renewals and the work is deemed necessary, then an internal loan will be used to recognise the overdrawn reserve account, and repaid from a contribution from the reserve over a period that matches with the benefit received from the expenditure.

### **Level of Service projects**

Increasing the levels of service expenditure is the creation of new assets or improvements to existing assets that result in a higher level of service able to be delivered by the Council. These projects will be funded by loans and repaid from operational funding sources. It is considered that debt funding is a fair funding mechanism for significant improvements to the community that will benefit future generations over a number of years.

### **Growth Related projects**

These relate to the additional investment required to serve growth in existing services due to new areas being serviced, or growth in the district. These projects will be funded from financial contributions, with any additional funding requirement to be funded by loans as above (Level of Service projects).

### **Emergency Capital Expenditure**

Where an entire asset is damaged by an extraordinary event, e.g. a natural disaster, all efforts will be made to claim under Council's insurance policies where possible, with any excess payable to be covered by Council's Contingency Reserve. If neither of these funding sources are sufficient or available, then Council may fund any emergency capital expenditure requirements through borrowing.



# Development and Financial Contributions Policy



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## Introduction

Section 102(2) of the Local Government Act 2002 requires the Council to adopt a policy on development contributions (money or land required from developers under the provisions of the Local Government Act 2002) or financial contributions (money or land required from developers under the provisions of the Resource Management Act 1991 and the Stratford District Plan).

Requiring developers to pay the actual costs of extending services is considered to be an appropriate method of encouraging an efficient, consolidated, compact pattern of land use. It is recognised that the true costs of service provision for an extended network would include not only the actual cost of the extension, but also a share of the costs that have been invested by the community in the establishment of the existing service network.

As a general rule, the Council will use financial mechanisms to ensure that ratepayers do not subsidise land developers who are seeking to extend service networks to serve their subdivisions and developments while there is still spare capacity on the existing network.

## Development Contributions

Development contributions are provided for under Sections 201 through 211 of the Local Government Act 2002.

The Stratford District Council does not have a policy on development contributions due to the complex methodology imposed by the legislation and the requirement to demonstrate growth in order to apply and collect development contributions. The Council has not budgeted for any growth expenditure in the Long Term Plan 2021-31, except for a subdivision which is anticipated to be self-funding.

## Financial Contributions

Financial contributions (whether cash, land, works or services) may be required from developers where the cost of providing or upgrading the public infrastructure or utility service can be attributed to a development.

Section 106 of the Local Government Act 2002 sets out the requirements for a Financial Contributions Policy, which a local authority must adopt under Section 102(2)(d).

The Resource Management Act 1991 requires the Council to manage the effects of subdivision and development in a manner that promotes the sustainable management of the district's natural and physical resources. Contributions from developers provide a means of offsetting, avoiding, remedying or mitigating the adverse effects of such activities. Contributions may be required as conditions of resource consents pursuant to that Act.

The purposes, circumstances and maximum amounts of any financial contribution are detailed in C1 and C2 of the Stratford District Plan.

Council requires financial contributions as conditions of resource consents to ensure that any adverse effects from subdivision and development on the natural and physical resources of the district are minimised. Such contributions may be in the form of cash, land, or physical works, and may include, as stated in C2 of the Stratford District Plan:

- Provision of new roads, private ways, access lots, service lanes and access-ways.
- Provision for maintaining, upgrading and/or widening of existing roads.
- Provision of stock underpasses.
- Provision for footpaths.
- The provision of off-street parking.
- The carrying out of earthworks including excavation, filling and compaction.
- The carrying out of landscape design and land rehabilitation, including (but not limited to) the revegetation of modified or cleared land and the planting of trees and shrubs.
- The provision of fencing or screening.
- Provision of water supply.
- Provision for sewerage system systems.
- Provision for stormwater control and disposal systems, including during construction of any works.
- Provision for electricity supply.
- Provision for gas supply.
- Provision for street lighting.
- Provision for telephone supply.
- Provision of –
  - land for public open space, public recreation, community facilities or community purposes and for other reserves purposes; and/or

- cash, for the purpose of upgrading or maintaining public open space, upgrading land or facilities for public recreation, upgrading land or facilities used for community purposes, or for the provision of street furniture.
- The protection of –
  - notable trees and areas of indigenous forest;
  - outstanding natural features and landscapes;
  - heritage resources;
  - ecologically sensitive areas, including (but not limited to) wetlands and habitats of indigenous flora and fauna;
  - riparian margins, through the creation of esplanade strips or esplanade reserves."

## **Financial Contributions Reserve**

All Financial Contributions received will go into the Financial Contributions Reserve, with the balance to be reported to elected members annually.

Council may, from time to time, request that expenditure that relates to the following, be funded from this reserve.

- Enabling kaitiakitanga and preservation of the natural environment for future generations.
- Sustainable development.
- Comprehensive social, recreational and cultural facilities accessible to all.
- Clean air, water and land; and
- A diverse natural environment that is accessible to all

## **Review of Financial Contributions**

A review of what development Financial Contributions may be collected for, and how, and the maximum amounts that can be collected for each type of development must be carried out in conjunction with a review of the District Plan, as the Financial Contributions Policy must align with the District Plan.





# Significance and Engagement Policy



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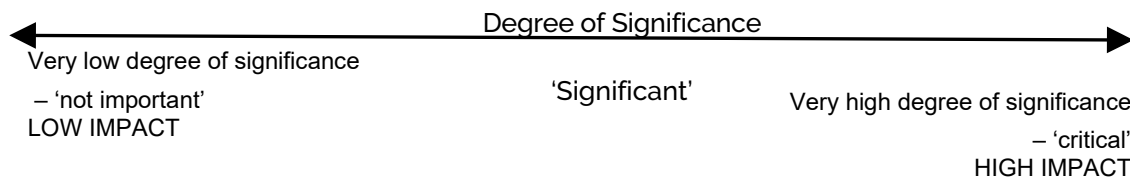
## Purpose

The purpose of this policy is to inform and enable Stratford District Council and the community to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities. This will determine the level of research and assessment and information to be provided, and the nature and extent of public input.

### This policy will tell you:

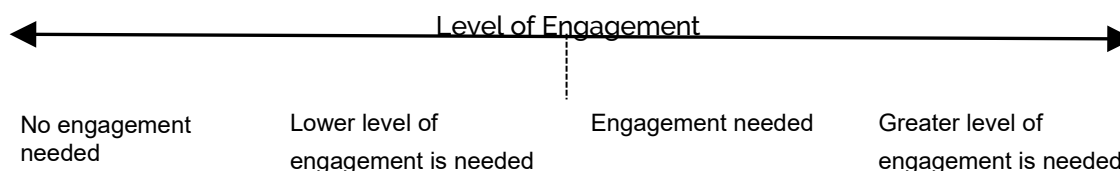
- When the community can expect to be engaged in Council's decision-making processes.
- How the Council is likely to engage with the community.
- How Council will assess the significance of the decisions.

## Determining Significance



1. Local authorities make decisions about a wide range of matters and most will have a degree of significance but not all issues will be considered to be 'significant'. An assessment of the degree of significance of proposals and decisions, and the appropriate level of engagement, will be considered in the early stages of a proposal before decision making occurs.
2. Council will take into account the following matters when assessing the degree of significance of decisions and the appropriate level of engagement:
  - The impact on the community, how many people are affected and by how much;
  - The impact on levels of service provided by Council or the way in which services are delivered;
  - The level of community interest already apparent; or the potential to generate community interest;
  - Possible environmental, social and cultural impacts, including the likely impact on Māori cultural values and their relationship to land and water;
  - Whether the decision is reversible, and the likely impact on future generations;
  - Whether the ownership or function of a strategic asset(s) listed in *Appendix 1* of this policy is affected;
  - The degree of impact on Council's expenditure or debt levels. Significance may be triggered where unbudgeted expenditure is more than 5% of the annual total expenditure or gross debt increases by more than 20%.
3. In determining significance, Council may take into account knowledge it has previously gained about community opinion e.g. community plans, community outcomes, previous public debate, media coverage and public submission.
4. It may be that only one of the above criteria applies but to such a high degree that the decision will be considered 'significant'. At the other end, several criteria may be applicable but to only a low degree and therefore will be considered to have a lower level of significance.
5. In general, the more significant an issue, the greater the need for community engagement.
6. *Appendix 2* of this policy sets out how the criteria will be used to assess significance.

## Engagement



Engagement provides an opportunity for the public to express a view on the decision or proposal being considered by the Council. The community views expressed through an engagement process will be considered and taken into account, along with other information such as costs and benefits, legislative requirements and technical advice.

### When the Council will engage

1. There are situations where Council is required to undertake a special consultative procedure as set out in Section 83 of the Local Government Act 2002 or where Council will carry out consultation in accordance with or giving effect to Section 82 of the LGA 2002 on certain matters (regardless of whether they are considered significant as part of this policy).
2. In other engagement processes, however, there are no explicit statutory or legal rules constraining or defining community engagement processes. The LGA 2002 has given local authorities the ability to determine this as appropriate for their communities.
3. In some cases, including where a decision is close to, but does not exceed, the significance test under this policy, the Council may decide to consult or undertake some other form of engagement on the matter.
4. The Engagement Guide (refer to *Appendix 2*) identifies the form of engagement Council may use to respond to some decisions. It also provides examples of types of issues and how and when communities could expect to be engaged in the decision-making process.

### Principles of engagement

When engagement takes place, other than simply providing information, we will:

- Seek to hear from everyone affected by a decision;
- Ask for views early in the decision-making process so that there is enough time for feedback to be provided and for this to be considered properly;
- Listen and consider views in an open and honest way;
- Respect everyone's point of view;
- Provide information that is clear and easy to understand;
- Consider different ways in which the community can share views with us; and
- Ensure that the engagement process is efficient and cost effective.

Council will also take into consideration that the community can feel 'over consulted'.

Council will ensure that, when conducting any engagement or consultation process in relation to a significant decision, it will provide clear information on:

- What is being proposed
- Why it is being proposed
- What options we have
- What the impacts are (if any)
- How you can have a say
- The timeframes
- How we will communicate the outcome to you

In addition we may add – if we know:

- What our preferred option is
- Any costs and rating impact

### Engagement with Māori

Council acknowledges its unique relationship with Māori and will support this through:

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

### **When Council may not engage**

There are times when it is not appropriate or possible to engage with the community on certain matters.

Examples of this include where Council:

- Has determined the matter is not of a nature or significance that requires consultation (s82(4)(c) LGA 2002).
- Already has a sound understanding of the views and preferences of the persons likely to be affected by or interested in the matter (s82(4)(d) LGA 2002).
- Is maintaining confidentiality or commercial sensitivity (s82(4)(d) LGA 2002).
- Has determined the cost of consultation as outweighing the benefits of it (s82(4)(e) LGA 2002).
- Is acting with urgency in a crisis (for example, under the Civil Defence Emergency Management Act 2002).
- Has a clear direction on a strategy or plan as part of its business as usual operations, and has already made up its mind about an issue, therefore cannot carry out meaningful engagement.
- Has consulted on the issue in the last 24 months.

Where the above listed circumstances apply and consultation is not to be undertaken, the Council is still required to give consideration to the views and preferences of persons likely to be affected by, or to have an interest in, the matter (s78(1) LGA 2002). The LGA 2002 requires that this consideration be in proportion to the significance of the matters affected by the decision (s79(1)).

### **Relevant Legislation and References**

- Local Government Act 2002
- Privacy Act 1993
- Local Government Official Information and Meetings Act 1987
- Civil Defence Emergency Management Act 2002
- Stratford District Council Communication and Engagement Strategy

## Appendix 1 – Strategic Assets

Section 5 of the Local Government Act 2002 states:

- a) any asset or group of assets listed in accordance with section 76AA(3) by the local authority; and
- b) any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy; and
- c) any equity securities held by the local authority in—
  - (i) a port company within the meaning of the Port Companies Act 1988;
  - (ii) an airport company within the meaning of the Airport Authorities Act 1966

In respect to "strategic assets", a key consideration is whether the assets are essential to the continued delivery of an "outcome" that Council considers important for the well-being of the community.

Decisions to transfer ownership or control of a strategic asset to or from Council or to construct, replace or abandon a strategic asset cannot be made unless they are first included in the Long Term Plan.

For the purpose of section 76AA(3) of the LGA 2002, Council considers the following assets to be strategic assets:

- The roading network, footpath, streetlights and parking
- Water supply schemes
- Wastewater scheme
- Reserves listed and managed under the Reserves Act
- Stormwater network
- Housing for the Elderly
- Swimming pool
- Library
- War Memorial Centre
- Cemeteries
- Percy Thomson Trust

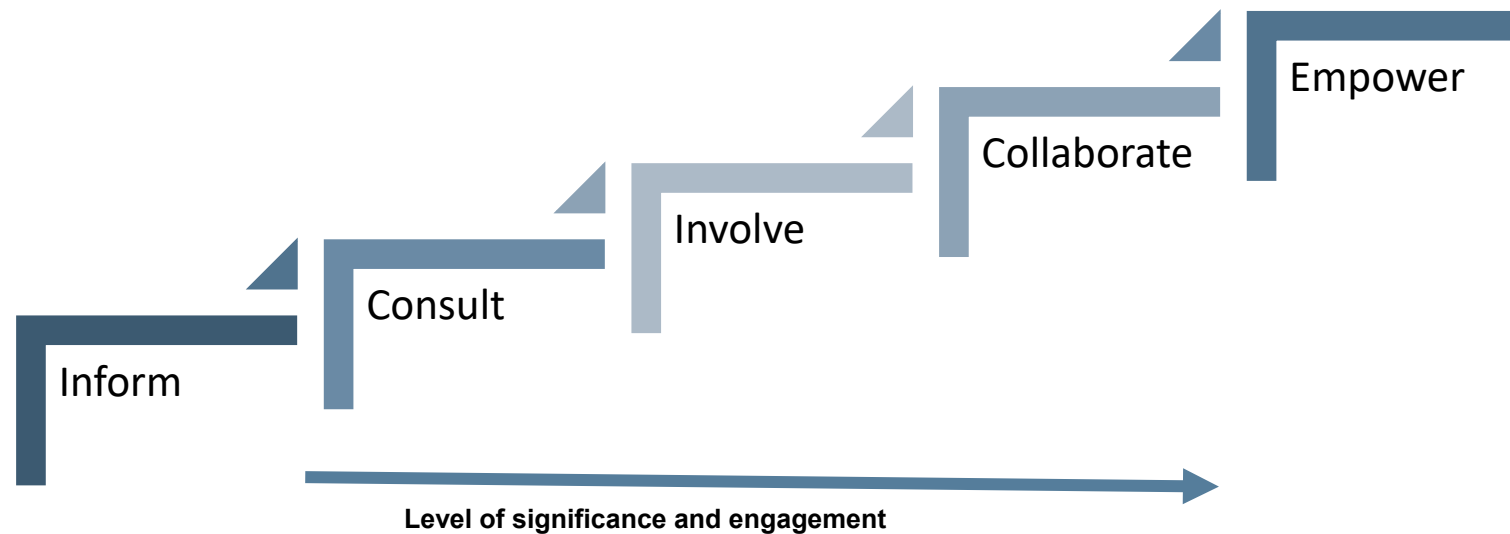


## Appendix 2 – Engagement Guide

The International Association for Public Participation (IAP2) Spectrum demonstrates the possible types of engagement Council can have with the community. This model also shows the increasing level of public impact as you progress through the spectrum from left to right - 'inform' through to 'empower'. In simply 'informing' stakeholders, there is no expectation of receiving feedback and consequently there is a low level of public impact. At the other end of the spectrum, 'empowering' stakeholders to make decisions implies an increase in expectations and therefore an increased level of public impact.

Differing levels of engagement may be required during the varying phases of decision-making on an issue, and for different stakeholders. You can see more on this model in Council's Communication and Engagement Strategy.

It will not always be appropriate or practicable to conduct processes at the 'collaborate' or 'empower' end of this spectrum. Many minor issues will not warrant such an involved approach. Time and money may also limit what is possible on some occasions.



Level of Significance	<i>Low</i>	<i>Moderate</i>	<i>High</i>		
Key Considerations	<ul style="list-style-type: none"> <li>Affects individuals</li> <li>Has very little public interest</li> <li>Low consequences for the district</li> <li>Low impact on Council being able to perform its role</li> <li>Expenditure incurred is less than a set percentage of the budgeted annual total expenditure</li> <li>Unbudgeted expenditure is less than a set percentage of the annual total expenditure</li> </ul>	<ul style="list-style-type: none"> <li>Affects sub-group of the community</li> <li>Has moderate public interest</li> <li>Moderate consequences for the district</li> <li>Moderate impact on Council being able to perform its role</li> <li>Expenditure incurred is more than a set percentage of the budgeted annual total expenditure</li> <li>Unbudgeted expenditure is more than a set percentage of the annual total expenditure</li> <li>Moderately difficult to reverse</li> <li>Flows from a prior decision but with some notable variations</li> </ul>	<ul style="list-style-type: none"> <li>Affects a wide range of people</li> <li>Has high public interest</li> <li>Large consequences for the district</li> <li>Large impact on the Council being able to perform its role</li> <li>Expenditure incurred is more than a set percentage of the budgeted annual total expenditure</li> <li>Unbudgeted expenditure is more than a set percentage of the annual total expenditure.</li> <li>Highly difficult to reverse</li> <li>Does not have a strong and logical flow from a prior decision</li> </ul>		
Depending on the level of significance, Council will apply one of the below engagement processes. For example: A decision of high significance could be anywhere between Consult and Empower.					
Level of Engagement	Inform	Consult	Involve	Collaborate	Empower
What does it involve	One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.	Two-way communication designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making.	Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision-making.	Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.	The final decision making is in the hands of the public. Under the LGA 2002, the Mayor and Councillors are elected to make decisions on behalf of their constituents.
Types of issues Council may use this for	Water Restrictions	Rate Remission Policy	District Plan	Community or Economic Development Strategy	Election voting systems (MMP, STV or first past the post)
Tools Council may use	Website Social Media Flyer Public Notices	Formal submissions Hearings User Focus groups On-line surveys	Community workshops Focus groups	External working groups (involving community experts)	Binding referendum Local body elections
When the community can expect to be involved	This process could mean Council would generally advise the community once a decision is made.	This process could mean Council would advise the community once a draft decision is made and may provide the community with up to four weeks to participate and respond.	This process could mean Council would generally provide the community with a greater lead in time to allow them time to be involved in the process.	Council would generally involve the community at the start to scope the issue, again after information has been collected and again when options are being considered.	Council would generally provide the community with a greater lead in time to allow them time to be involved in the process, e.g. typically a month or more.





# Variations



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# Variation Between LTP and Assessment of Water and Sanitary Services and Solid Waste Plans

Section 125 of the Local Government Act 2002 requires the Council to, 'from time to time, assess the provision, within its district, of Water Services and other Sanitary Services'. The most recent assessment undertaken was in 2018. The water and sanitary services assessed are:

- Water Supply;
- Wastewater - Sewage collection, treatment and disposal;
- Stormwater Drainage;
- Solid Waste - Refuse collection and disposal;
- Cemeteries; and
- Public Toilets.

The overall description in Council's *Assessment of Water and Sanitary Services 2018* remains correct. While no significant changes have occurred since 2018, a number of actions are being considered. These additional recommended actions are indicated below as '2021 Recommended Actions', where appropriate.

No actions are recommended for the Stormwater service.

2018 Recommended Actions	Response to date	2021 Recommended Actions	Update
1. Water Supply			
Scope options to secure access to additional surface and/or ground water for the Stratford community within the next 10 years.	Feasibility Study to commence in 2021 as part of the 2021-2031 LTP projects	None	N/A
2. Wastewater			
Continue to address ground water infiltration into the wastewater reticulation within the Stratford community.	Ongoing - as part of Council's annual maintenance/rehabilitation programme of works.	Monitor the impacts of septic tank discharges from the Midhirst residential areas in the streams, due to a high concentration of septic tanks in Midhirst.	To commence from July 2021
Continue to extend the wastewater reticulation to areas of medium to high density housing within the Stratford community.	Ongoing – as and when required	None	N/A
Review the proposed new District Plan to ensure section sizes are suitable for septic tank usage.	District Plan review ongoing	None	N/A



3. Solid Waste			
Review Council's Solid Waste By-law to allow data collection from private contractors.	Bylaw reviewed and adopted.		
Review refuse/recycling needs for the Whangamomona community.	Preliminary reviews commenced, final review expected to be completed by December 2021	None	N/A
4. Cemeteries			
Complete the study currently on hold to identify the feasibility of re-opening the existing Whangamomona cemetery.	Ongoing, to be completed by December 2022.	Commence the feasibility study to extend the capacity of the Stratford Cemetery – due in the next few years	Ongoing
5. Public Toilets			
Install signage at Midhirst notifying travellers that there are public toilet facilities 5km down the road in Stratford. Once in place, monitor signage at Midhirst to identify its effectiveness.	To be programmed for completion by July 2022. Monitoring to commence immediately after.	None	N/A
Undertake a study to evaluate the need for toilet facilities on State Highway 43 at or in the vicinity of Toko.	Preliminary reviews commenced, study to be completed by December 2022	None	N/A
Commence collecting usage data from Council toilet facilities with data collection technology to identify public toilet facility requirements.	Ongoing	None	N/A



# Disclosure Statement



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## For the period commencing 1 July 2021.

### What is the purpose of this statement?

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

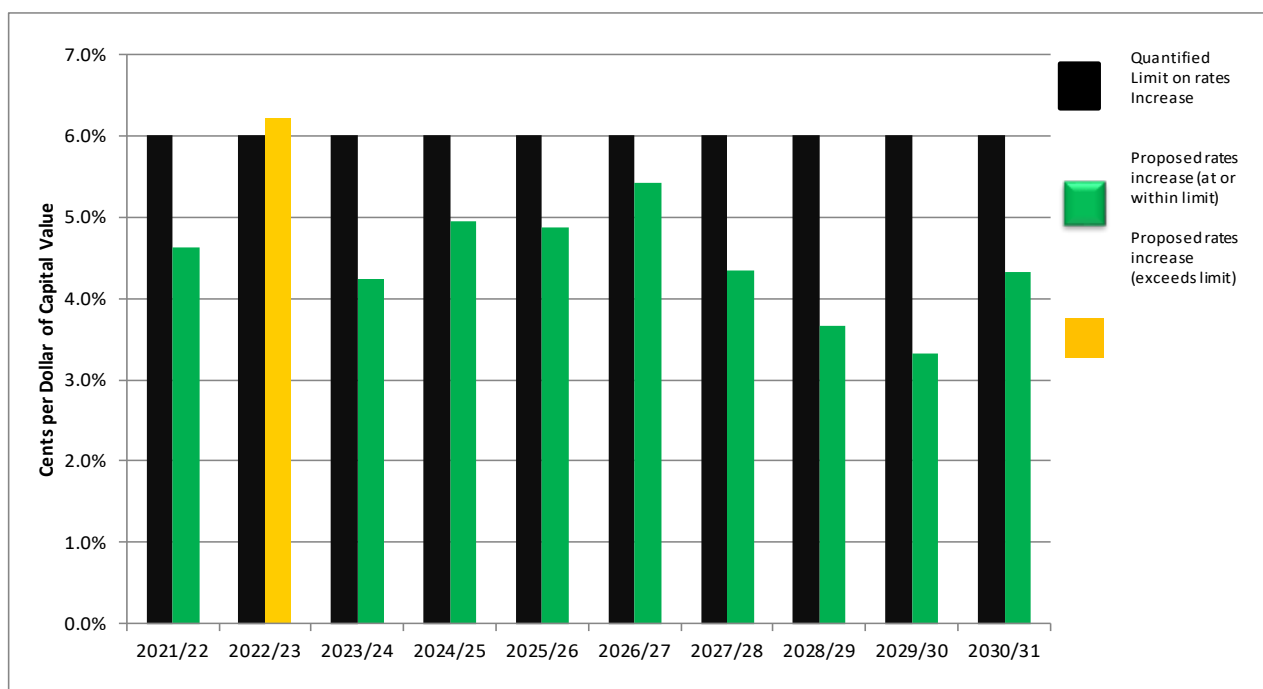
The council is required to include this statement in its long-term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement. These can be viewed on [www.legislation.govt.nz](http://www.legislation.govt.nz) under Local Government (Financial Reporting and Prudence) Regulations 2014.

### Rates affordability benchmark

The council meets the rates affordability benchmark if its planned rates increases equal or are less than each quantified limit on rates increases.

### Rates (increases) affordability

The following graph compares the council's planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this long-term plan. The quantified limit is 6.0%.



Council has exceeded the rates (increases) limit in year 2 of the Long Term Plan. In 2022/23, Council expects to have completed the new swimming pool, and the resulting increase in depreciation and interest costs just for the pool contributes to 53% of the rates increase. The Civic Amenities and Economic Development Activities also contribute significantly to the rates increase in year 2, as new service level initiatives are introduced with the town centre strategy development.

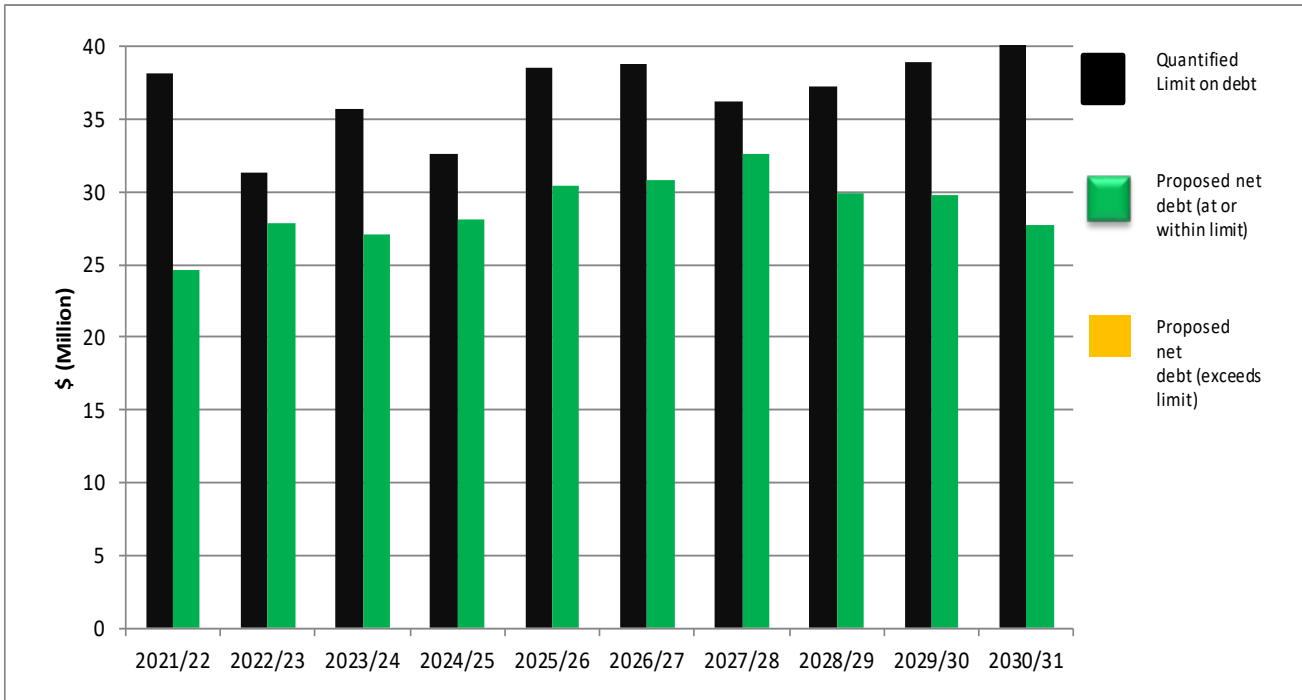


## Debt affordability benchmark

The council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

The formula used for the Debt Affordability benchmark in the Annual Report will change, and has been altered in the Long Term Plan to take additional financial assets into consideration, specifically the new loan (December 2020) to the Stratford Agricultural and Pastoral Association. This is now net debt / operating revenue, where net debt equals total debt less financial assets.

The following graph compares the council's planned debt with a quantified limit on borrowing contained in the financial strategy included in this long term plan. The quantified limit is that net debt (total borrowings minus cash holdings) is capped at below 130% of annual total revenue.

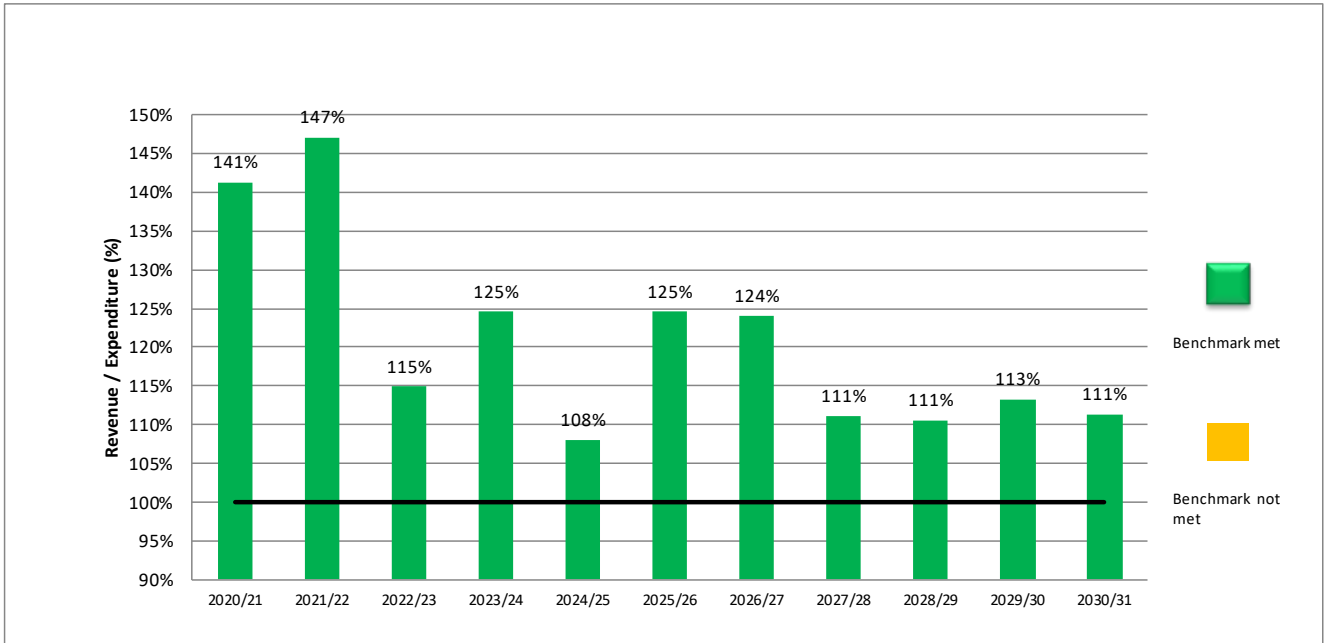


Net debt is within the quantified debt limits over the 10 years of the long term plan.



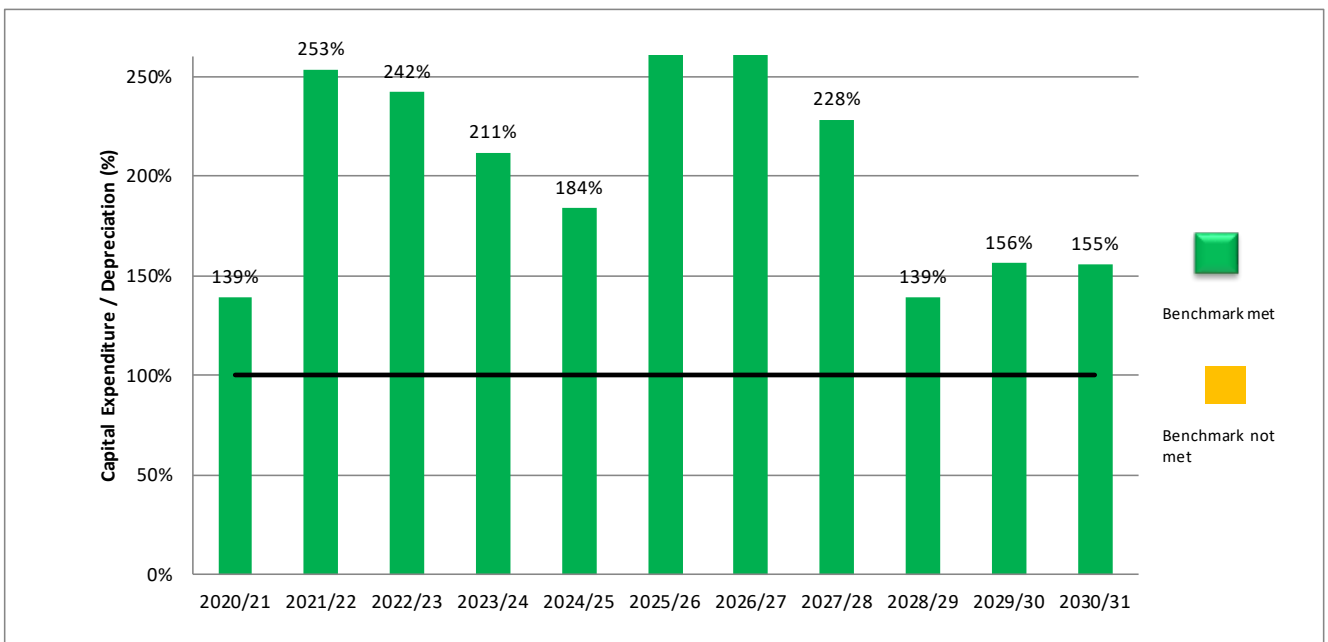
## Balanced budget benchmark

The following graph displays the council's planned revenue (excluding development contributions, financial contributions, vested assets and revaluations of property, plant or equipment) as a proportion of planned operating expenses (excluding losses on revaluations of property, plant or equipment). The council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses, as is budgeted for over the next 10 years of the long term plan.



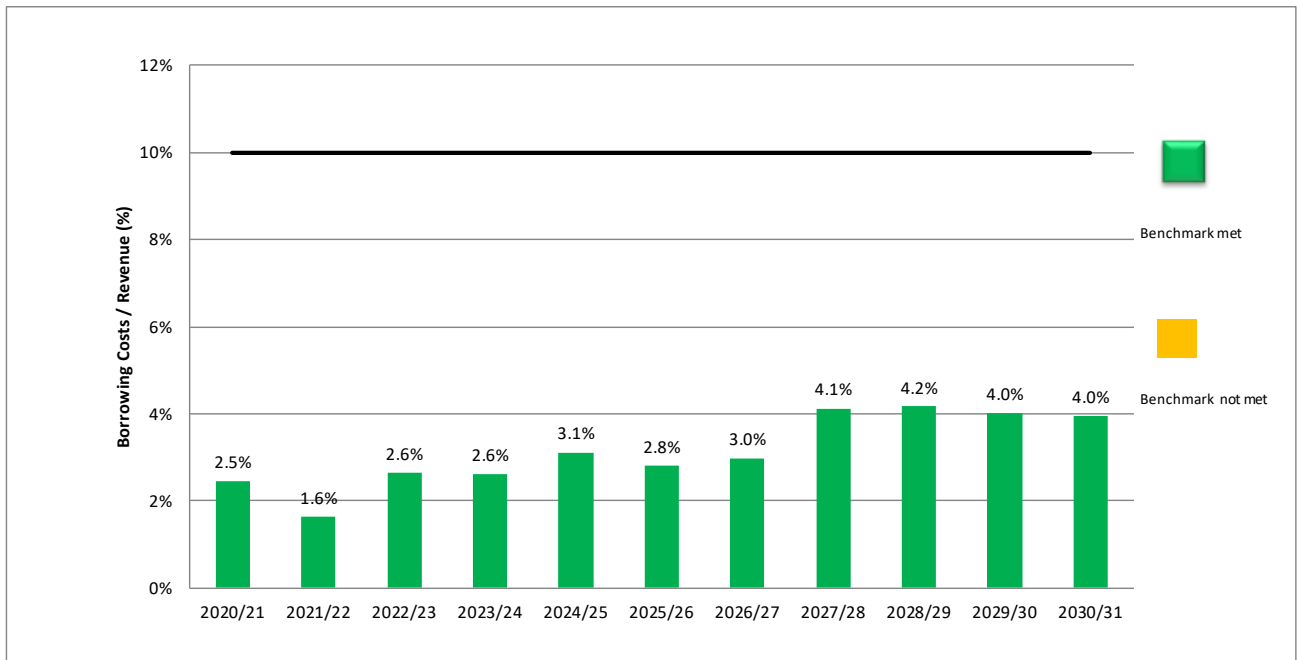
## Essential services benchmark

The following graph displays the council's planned capital expenditure on network services as a proportion of expected depreciation on network services. The council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services, as is budgeted for over the next 10 years of the long term plan.



## Debt servicing benchmark

The following graph displays the council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets and revaluations of property, plant, or equipment). Council meets the debt servicing benchmark if its planned borrowing costs equal, or are less than, 10 percent of its planned revenue, as is budgeted for over the next 10 years of the long term plan.



Because Statistics New Zealand projects the Council's population will grow as fast as the national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 10% of its planned revenue."



# Infrastructure Strategy



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

Long Term Plan 2021-31

**DOCUMENT QUALITY ASSURANCE**

	<b>NAME</b>	<b>DATE</b>
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# 1. Introduction

Section 101B of the LGA requires that the Council must, as part of its Long Term Plan (LTP), prepare and adopt an Infrastructure Strategy for a period of a least 30 consecutive years.

The Infrastructure Strategy (IS) 2021-2051 is a significant infrastructure strategy developed by the Stratford District Council ('the Council') spanning the 30-year period between 2021 and 2051. The IS has been prepared along with the LTP 2021-2051, for the purposes of identifying:

- significant infrastructure issues for the Council over the 30-year period;
- the principal options for the management of those issues; and
- Implications of the identified options.

The IS considers a number of asset and lifecycle management issues including:

- response to growth in the service demand and increase in service levels;
- Maintenance or improvement of public health and environmental outcomes;
- Asset resilience through appropriate risk management.

It presents an overview of how the Council will manage its core infrastructure assets over the 30-year planning horizon. The IS presents the most likely cost scenario for the management of the

assets, following the identification of the long-term significant issues and options.

The Council has an important stewardship role for the infrastructure assets and for the services they deliver. Council's vision for its significant infrastructure assets is: *'Infrastructure is resilient, fit for purpose, affordable and meets the needs of today without compromising the needs of tomorrow'*.

Infrastructure provides the foundation for efficient delivery of services and enables population and economic growth. It supports the fabric of modern living and is taken for granted until something fails or no longer provides the expected service. Infrastructure enables the Council to achieve desired community outcomes and meet asset ownership goals and objectives.

The IS aims to ensure core services provided by Council meet the agreed level of service and the infrastructure assets that deliver them are fit for purpose and can meet the needs of a changing community today and in the future. The IS will guide Council's decision making process and inform the community of the Council's long-term priorities with respect to the core services it delivers. It presents the Council's approach for addressing identified issues within the core local government infrastructure categories.

This Stratford District Council IS covers the four core local government infrastructure categories:

- Roading (and transport);
- Stormwater and drainage
- Sewer treatment and disposal;
- Water supply

Flood protection and control is addressed where it falls under each respective core service category. This IS describes the:

- Growth and Demand Drivers;
- Significant Issues the Council will address over the next 30 years;
- Options for addressing the identified issues, including the Council's preferred option;
- Significant Assumptions underpinning the strategy including Risks, Consequence, Mitigation;
- Level of Service, Risk and Lifecycle Management Strategies;
- Council's 30-year Investment Funding Strategy, including Capital and Operating Expenditure;
- Timeline for Investment.
- The IS is reviewed and updated every three years in line with the LTP.

## 2. Mission, Vision, Values, Priorities and Community Outcomes

The Stratford District Council is the 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;
- 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 vibrant, resilient, and connected community – in the heart of Taranaki'

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

<b>Integrity</b>	<i>Be loyal to the organisation and trustworthy, honest and courteous with everyone we deal with.</i>
<b>Teamwork</b>	<i>Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.</i>
<b>Excellence</b>	<i>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.</i>
<b>Pride</b>	<i>Take pride in our performance and our organisation.</i>
<b>Commitment</b>	<i>Have commitment and respect for each other, our business and our customers.</i>
<b>Innovation</b>	<i>Examine alternatives, challenge the obvious and have a flexible attitude.</i>

The Council's key **Priorities** over the next 30 years are to:

- Ensure the provision of long-term, affordable core services to the community;
- Maintain agreed levels of service;
- Optimise the replacement of ageing infrastructure;
- Maintain compliance with legislative requirements; and
- Manage changing customer expectations and needs in a cost-effective manner.

The Council's **Community Outcomes** have been identified in workshops with Elected Members and reviewed as part of the LTP process.

An assessment of the achievement of the Community Outcomes through the delivery of the four Core Infrastructure Services of Roading; Water; Wastewater and Stormwater, is provided below.

## Achievement of Community Outcomes through the delivery of Core Services

Community Outcomes		Roading	Water	Wastewater	Stormwater
<b>Vibrant community</b>	<ul style="list-style-type: none"> <li>We celebrate and embrace our community's cultures and traditions</li> <li>We tell our unique story</li> <li>We will develop strong relationships with iwi, hapu, and marae</li> </ul>	✓	✓	✓	✓
<b>Sustainable environment</b>	<ul style="list-style-type: none"> <li>Our natural resources can be enjoyed now and by future generations.</li> <li>We are committed to working towards zero waste</li> <li>We have well planned and resilient infrastructure that meets the current and future needs of the district</li> <li>We strive to understand and support Te Ao Māori values and principles</li> </ul>	✓	✓	✓	✓
<b>Connected communities</b>	<ul style="list-style-type: none"> <li>Our neighbourhoods are safe and supported</li> <li>We enable positive healthy lifestyles, through access to health, social and recreation services</li> <li>We have a strong sense of belonging</li> <li>We value opportunities to be involved and work together as a community</li> </ul>	✓	✓	✓	✓
<b>Enabling economy</b>	<ul style="list-style-type: none"> <li>We are a welcoming and business friendly District</li> <li>We encourage a strong and diverse local economy</li> <li>We promote opportunities to visit, live and invest in the district</li> <li>We support economic opportunities for Māori</li> </ul>	✓	✓	✓	✓



### 3. District Overview

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The Stratford District is a beautiful land-locked area situated in the heart of the Taranaki region and encompassing approximately 2,170km<sup>2</sup> of land. To the north, west and south of the district are the New Plymouth and South Taranaki districts in the Taranaki region; to the east, the district is bordered by the Ruapehu and Whanganui districts within the Horizons region.

Within the Stratford District are four distinct geographical areas:

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

The district's population as at 2020 ranks 10th smallest out of the 67 districts in New Zealand. The rural landscape supports large farming, forestry and Department of Conservation reserves. The Stratford District is a growing tourist destination owing to key attractions such as the Te Papakura o

Taranaki, the Manganui Ski Field, Forgotten World Highway (SH43), Dawson and Mt Damper Falls.

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

Stratford 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 with a population of approximately 9880 (Statistics NZ, June 2020) is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District. The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

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.

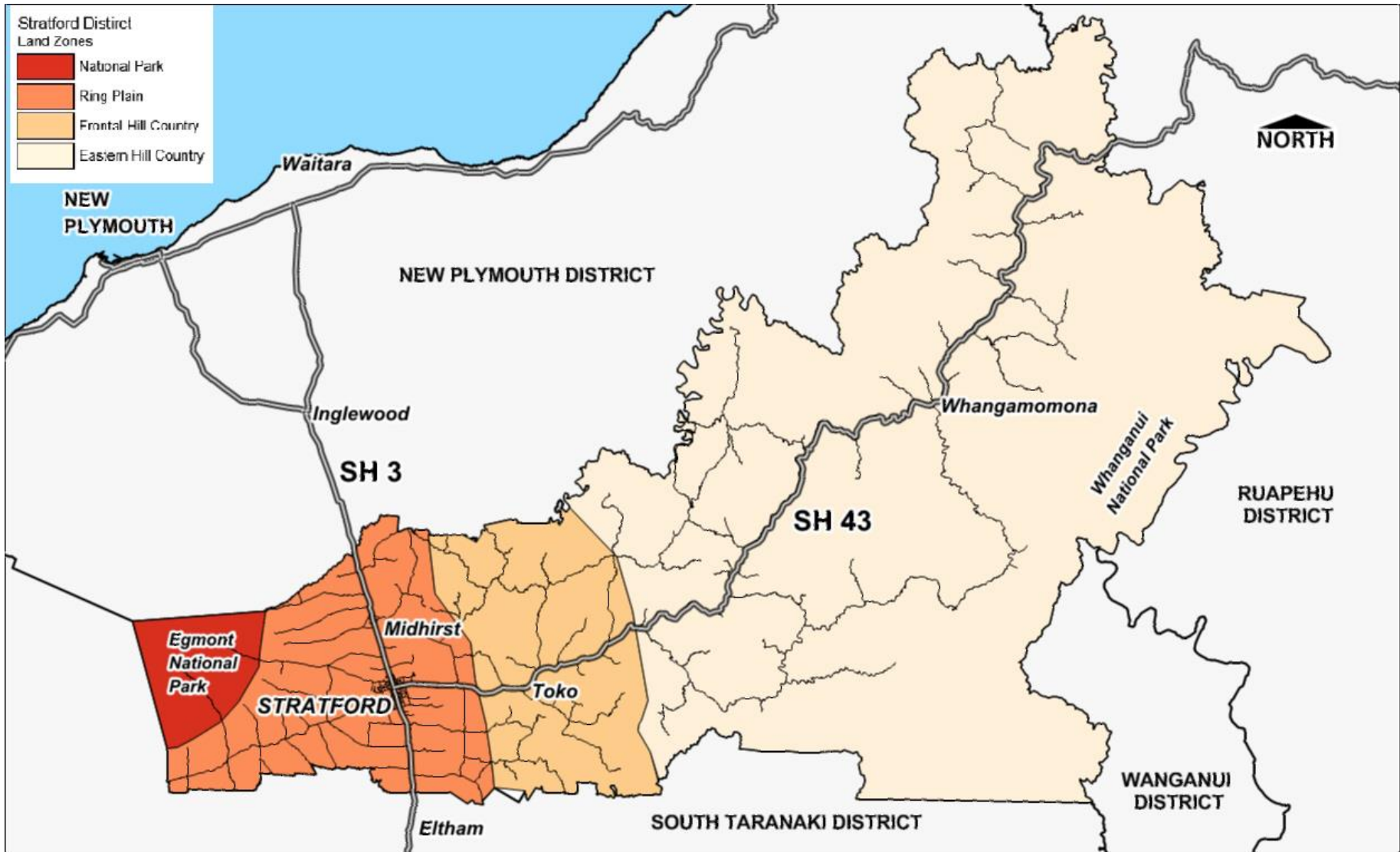


Figure 1 - The Stratford District 2020

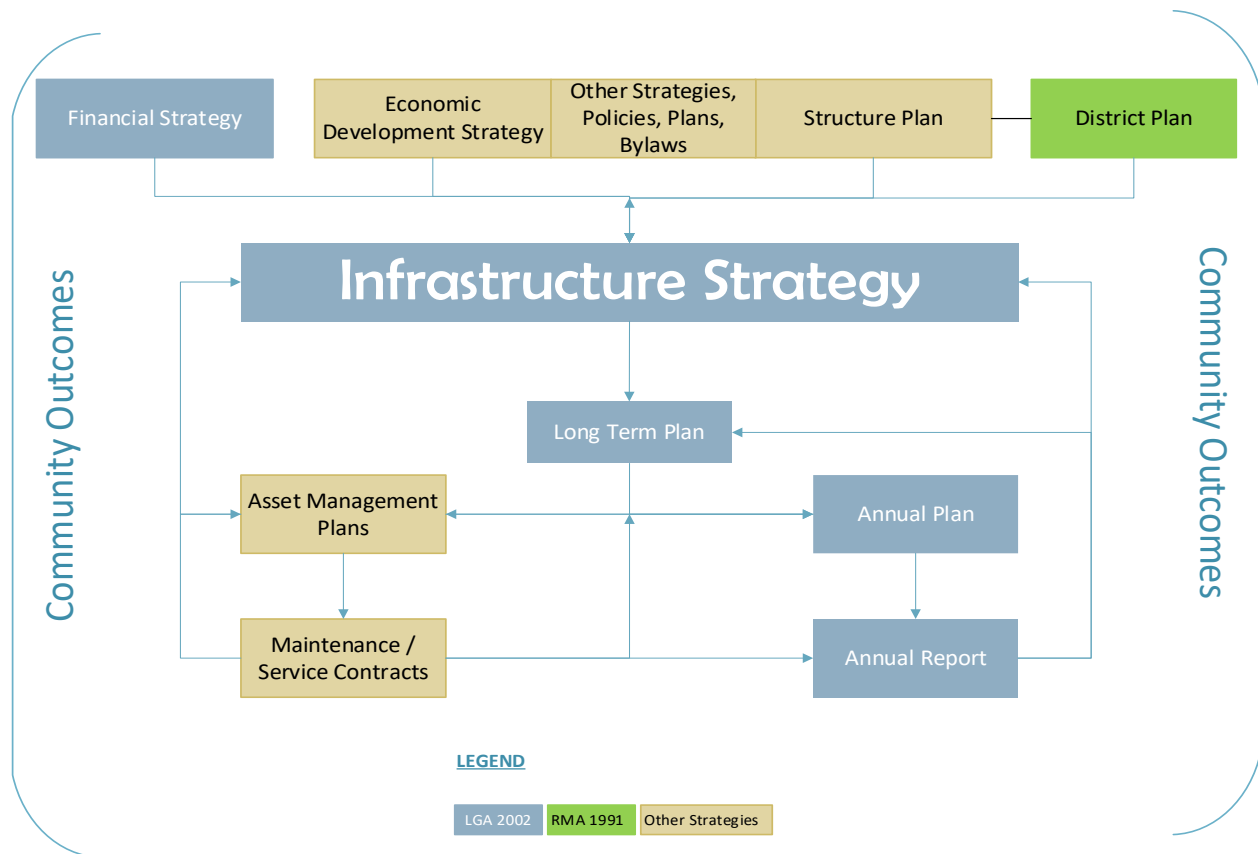
## 4. Legislative and Strategic Context

The Legislative and Strategic context of the IS is presented in Figure 2.

Section 101B of the LGA (2002) requires that the Council must, as part of its Long Term Plan (LTP), prepare and adopt an Infrastructure Strategy for a period of a least 30 consecutive years. One principle by which a local authority should perform its role in Section 14(g) of the LGA is that a *local authority should ensure prudent stewardship and the efficient and effective use of its resources in the interests of its district or region, including by planning effectively for the future management of its assets*.

Undergirding the preparation of this long-term strategic document is the principle to ensure that the Council maintains the sustainable delivery of its core services to the community.

Figure 2 – Legislative and Strategic Context



## 5. Growth and Demand Forecast

The future growth and demand for services in the district can be attributed to a number of factors including:

- Population growth;
- Economic development;
- Tourism;
- Regulatory Changes; and
- Land-Use Changes.

Anticipated impacts of growth and increased demand include:

- Increased demand for services and the infrastructure that delivers these services;
- Increased pressure on existing infrastructure; and
- Increased maintenance and renewal costs.

Demand increases can impact affordability positively as well as negatively, depending on how these are managed. The uncertainties and reliability of these assumptions are discussed in the *Significant Assumptions* Table in Section 8.

### Population Growth

Data obtained in the 2019 Infometrics report advises that the Stratford District population was 9,860 in 2019 and has had a growth of 1.3% from the previous year. The source of the growth was due to:

- 78% natural increase; and
- 22% due to net migration.

Population growth has averaged 0.2% in the last 20 years, and averaged 0.7% in the last 10 years. In the last 3 years population growth has increased annually by 0.8% on average. An annual average population growth of 0.5% is anticipated over the next 8 years, centred around the urban area and mostly as a result of births. 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+. Maori make up 13% of district population - 48% of which are under the age of 20.

### Economic Development

This district's economic development strategy as well as its participation in Tapuae Roa – Make Way for Taranaki, the regional economic development strategy, set a direction for economic development and identify priorities and measurable goals for the district. It is anticipated that both strategies will enable and support economic growth and development in the Stratford District.

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.

### Tourism

Tourism currently makes up 2% of Stratford District's GDP. Potential growth opportunities are:

- Walking and Cycling;
- Forgotten Highway; and
- Taranaki Mounga.

The Visitor Sector Action Plan (VSAP) is one of six action plans developed as part of the *Tapuae Roa – Make Way for Taranaki* - Regional Economic 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 VSAP will facilitate growth in the Stratford District.

### Land Use Changes

The Council is preparing a 30-year Structure Plan to identify key growth areas in Stratford in addition to a review of its District. The core infrastructure assets will be planned to service these areas accordingly. Given the proximity and centrality to key employment generators and tourist areas in the region, the creation of



new and affordable residential lots is expected to support the growth forecast for the Town.

The Council has recently successfully completed the creation of a quality and affordable subdivision in one of the identified growth areas by supplying new residential lots to jumpstart and facilitate growth in the district. The uptake of the newly created lots was quick and attracted homeowners from all parts of the Taranaki region and beyond. Council may yet lead another venture such as this.

### **Relationships with Tangata Whenua**

While there are no formal agreements with Iwi, engagement occurs regularly with Iwi Authorities that have mana over whenua within the Stratford district, on project by project as the need arises. The Council is currently undertaking engagement with all the Iwi groups in the Stratford District, including;

- Ngaruahine Iwi Authority;
- Te Runanga o Ngāti Ruanui Trust;
- Ngaa Rauru Kiihahi;
- Te Runanga o Ngāti Mutunga;
- Ngāti Maru Wharanui Pukehou Trust
- Te Atiawa Iwi Authority
- Te Runanga o Ngāti Tama.

### **Regulatory Changes**

The SDC regularly reviews regulatory changes that may or will affect the delivery of our core services. This primarily includes updates to resource consents and changes to drinking water legislation and standards.

Regulatory changes, as seen in recent times, are likely to require the implementation of stricter outcomes from Territorial Authorities such as the Council. For example, current changes to the National Policy Statement for Freshwater (FVNPS) 2020, will have an impact on the management and cost of core service delivery of the 3-Waters Activity, with a direct impact on rates.

Also expected to have a key impact on future Water, Wastewater and Stormwater operations is the 3-Waters Reform through new legislations including:

- Taumata Arowai – Water Services Regulator Act 2020; and
- Service Delivery – the Water Services Bill.

### **The Three Waters Reform**

The Water Services Bill is a companion to the *Taumata Arowai - the Water Services Regulator Act 2020* which was passed earlier in the year, and provides the new *Drinking Water Regulator - Taumata Arowai* with significant new powers.

The Bill is a part of a broader Three Waters reform programme. It proposes a new regulatory regime for managing drinking water supply. The obligations on drinking water suppliers proposed by the Bill are more onerous than those under the existing Health Act regime.

The Bill will replace the existing regime set out in Part 2A of the Health Act 1956 and will replace it with a new regulatory regime that applies to all drinking water suppliers.

The Council signed a Memorandum of Understanding (MoU) with central government to work together to identify approaches that consider the design features of the 3 waters reform and is participating in the exploration of future service delivery options. The central government expects to create new water service delivery entities that are:

- of significant scale (most likely multi-regional) to enable benefits from aggregation to be achieved over the medium to long-term;
- asset owning entities, with balance sheet separation to support improved access to capital, alternative funding instruments and improved balance sheet strength; and
- structured as statutory entities, with competency-based boards;

The Council expects to make a decision in late 2021, to either stay with the new water service delivery entity or opt out. Any decision to participate is likely to be given effect to at some point in the 2023/4 financial year.

Reference to the Government's reform strategy and timeline, including highlighting when it is proposed that there would be further engagement and consultation with communities is available at <https://www.dia.govt.nz/Three-Waters-Reform-Programme>

## 6. Infrastructure Assets Information, Condition and Performance

The Council maintains its core infrastructure assets to support the delivery of its agreed level of service. The Council's core assets are in four categories:

- Wastewater;
- Roads;
- Stormwater; and
- Water supply.

Asset Management Plans (AMP) are maintained for all major assets, including the four core asset categories above. The AMPs contain information on the life, age and condition of the assets. They also contain details of the asset's location; valuation; useful lives; condition assessment system and data accuracy/confidence.

A summary of Council's core assets as at 30 June 2018, including the associated Optimised Replacement Cost (ORC), is provided below.

### Wastewater Assets

The Council's wastewater assets only cover the Stratford urban area.

Asset Group	Quantity
Reticulation	55,256 km
Point and Plant	3,348 No.
<b>Total ORC</b>	<b>\$8,204,118</b>

### Road Assets

The Council Roading assets include all land transport infrastructure assets including walking and cycling facilities.

Asset Group	Quantity
Sealed Roads	393 km
Unsealed Roads	207 km
Footpaths	68 km
Bridges/Large culverts	157 No.
Culverts	2950 No.
Tunnels	5 No.
Retaining Walls	250 No.
Signs	4802 No.
Markings	2,252 No.
Guard Rails	828 No.
Streetlights	755 No.
Surface Water Channels	747 km
<b>Total ORC</b>	<b>\$199,683,860</b>

### Water Supply Assets

The Council owns and operates three urban water supplies servicing the Stratford, Midhurst and Toko Communities. Table below is a total of all 3 water supplies.

Asset Group	Quantity
Reticulation	85,272 km
Fittings	9,273 No.
Treatment	108 No.
<b>Total ORC</b>	<b>\$14,534,675</b>

### Stormwater Assets

Asset Group	Quantity
Reticulation (pipes)	19.8 km
Points – Inlets, Outlets, etc.	Varies.
<b>Total ORC</b>	<b>\$5,979,266</b>

Data for the roading and 3-Waters infrastructure assets are held in the RAMM and AssetFinda databases respectively. More details are provided in the respective AMPs.

## Asset Condition and Data Confidence

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

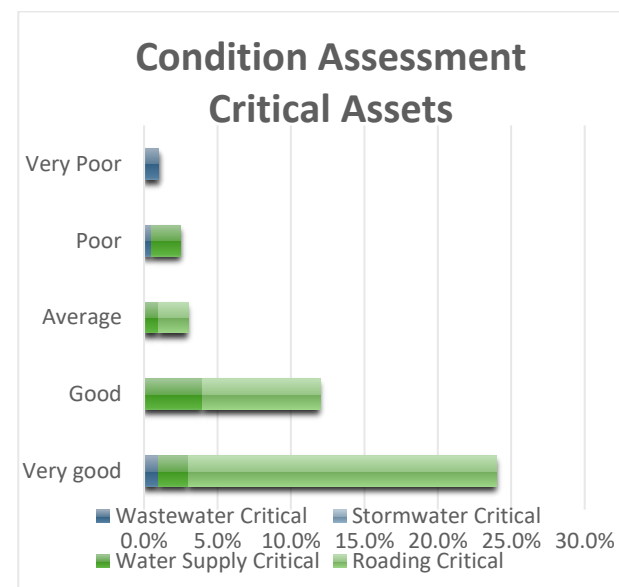
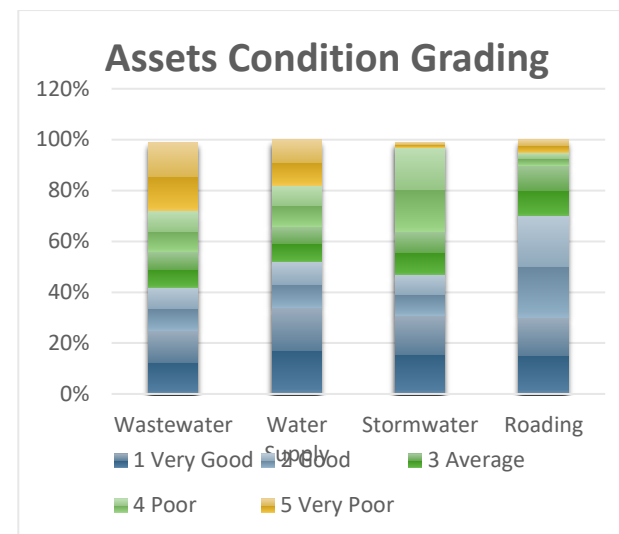
Asset condition is a measure of an asset's physical integrity, while asset performance is a measure of whether the asset is delivering level of service requirements. Knowing the condition of an asset is a core part of what the Council and its contracting partners do as it enables more accurate prediction of its performance and supports its development, maintenance and renewal/replacement requirements. The Council has no backlog or deferred maintenance in its work programme.

The Stratford District Council identifies the condition of its infrastructure assets by a combination of the following, based on risk and asset criticality, with higher risk assets inspected and assessed more rigorously:

- Asset Age;
- Visual targeted inspections;
- Analysis of collected statistical data; and
- Maintenance monitoring.

The Stratford District Council has developed a condition grading system to support the classification of our infrastructure assets at the group level. Using the system, assets are ranked from 1-5 as illustrated in the table above. The figures below provide a summary of the condition grading for our core assets, and our critical assets.

Given that some data in our asset database is either incomplete or unsupported, the Council's overall confidence level in the condition data assessment is '*Reliable to Uncertain*'. Therefore, the Council uses a combination of visual inspection, maintenance monitoring and other methods to support the development of its maintenance and replacement forward works programmes. The Council is able to continue to deliver on agreed service levels, knowing the asset condition presented above. Council's approach to monitoring the condition of its assets is as described in Section 7.



While Council's overall confidence around its data quality is *'Reliable to Uncertain'*, the Council's confidence level for the 3-Waters is *'Reliable'* for its critical assets and *'Reliable to Uncertain'* for non-critical assets. With regards to roading assets, confidence is *'Reliable to Highly Reliable'* for the critical assets and other assets that receive regular inspections (such as structures, footpaths and carriageways). For other non-critical assets, the confidence is average, translating to *'uncertain'*.

This uncertainty stems from data held around the age of the non-critical assets, which have been deduced from the approximate date of construction, and also from the quality of data held on our service connections. However, given these are non-critical assets, impact of premature asset failure on continued service delivery is very low, as any disruption to service is limited to a few properties. The associated financial impact is also very low.

It is important to note that these assets do not fail simultaneously, as they are individual assets - any failed part can be isolated and managed, so the risk and consequences of failure is very low. This is evidenced from our annual performance indicators reported every month to the Council and summarized in the Annual Report. Our track record is good. Our strategy to mitigate the impacts of this *'Uncertainty'* is to be ready at all times to respond to all asset failures. Therefore we have, on hand or ready access to, supplies to replace any failed asset. Our contractors are on board as per the requirements of their maintenance contract.

		Data Confidence Level				
		Highly Reliable	Reliable	Uncertain	Very Uncertain	Unknown
Wastewater	Critical		✓			
	Non-Critical		✓	✓		
	TOTAL		✓	✓		
Stormwater	Critical					
	Non-Critical			✓		
	TOTAL			✓		
Water Supply	Critical		✓			
	Non-Critical		✓	✓		
	TOTAL		✓	✓		
Roading	Critical	✓	✓			
	Non-Critical		✓	✓		
	TOTAL		✓			

The Council continues to validate the data in the AssetFinda database - as assets are replaced. Our maintenance contractors interact directly with our asset management system and provide corrections and updates to the condition data which is reviewed and/or updated as new data becomes available. Assets that are frequently interacted with therefore, are better documented than those that only get dug up as part of upgrades, renewals or repair work. It will take some time for the assessment of our *'confidence level'* of our non-critical assets to be *'Reliable'*.

The charts above provide snapshots of the overall *Condition Grading Assessment* for all assets –critical and non-critical; the table below provides a summary of the *Data Confidence Levels*.



## 7. Critical Assets and Significant Infrastructure Issues

### Critical Assets

Critical assets are defined as those assets that if they fail, are likely to have more significant consequences than others and have adverse significant economic, social and environmental impacts on the community.

Generally, the Council takes a risk-based approach to monitoring the condition of assets and conducts condition assessments of its critical assets. Where assets have low risk because they are in the first half of their life, condition monitoring is low. If the consequences of running an asset through to failure are high, the Council, through its AMP and systems employ a more intensive monitoring regime and targeted inspections to collect more information on the asset condition. The Council has assessed the risk of sudden asset failure as minor.

The Council establishes criticality using the Activity and Corporate rating levels. The Council's *Criticality Rating Criteria* is provided below.

Rating	Description
1	<b>Critical with no redundancy -</b> Failure of equipment compromises H&S directly failure to supply drinking water to hospital)
2	<b>Critical with no redundancy -</b> Failure of equipment does not

Rating	Description
	compromise H&S but affects production or Level of Service
3	<b>Critical with redundancy -</b> Failure of equipment does not compromise H&S but affects production or Level of Service

Activity level criticality is based on certain the criticality criteria – this is detailed in the AMP. The Council's *Corporate Level Criticality* ranking for its core assets is presented below.

Rating	Description
1	Roading, Water Supply assets.
2	Wastewater (Sewage).
3	Solid Waste and Stormwater.

Further details of Asset Criticality evaluation in addition to the Operating management of critical assets are described in detail in the respective AMP.

For non-critical assets that only affect a limited number of residents and no critical users (schools, medical centres, etc.), the Council's approach is to maximise the useful life of the asset - until it breaks. Reinstatement of non-critical assets is generally achievable within 4 hours. The Council manages

flexible operating and renewal budgets that accommodate the re-prioritisation of such failed assets.

The Council has identified a number of significant issues in the medium and long term that are potentially detrimental to the Council's core assets. The *Significant Issues and Options* by asset Group are presented in the Appendix. Cost implications of the most likely scenario (key projects) for addressing these issues are presented in Section 14.

### Significant Infrastructure Issues

The *Significant Infrastructure Issues* are key challenges that must be addressed to enable the delivery of agreed service levels both now and in the future. These challenges are typically renewal, resilience, service standards, changes in legislation, growth demand. These are categorised under four broad categories and include:

- Natural Disasters/Climate Change -
  - Resilience
- Financial Issues:
  - Limited Resources, Funding Assistance and Subsidies;
  - Financial Uncertainty;
- Operating Issues:
  - Legislative Changes;
  - Levels of Service Increase
- Strategic Issues:
  - Renewal of Aging Assets;
  - Growth and Demand changes

**Significant Issue 1:**  
**Natural Disasters/ Climate Change - Resilience**

The Taranaki region is susceptible to significant adverse effects from natural hazards. Natural disasters can result in heavy loss of property and threaten lives and livelihoods, forcing communities to learn to live with these hazards.

While it is not possible to reduce the incidence of natural hazards, steps can be taken to reduce the vulnerability of the community to their impacts. Natural hazards that are of concern to the Council include:

- Volcanic activity within next 50 years;
- Flooding, mainly surface flooding;
- Earthquake;
- Windstorm; and
- Land instability and erosion.

#### **Significant Issue 2:**

##### **Financial Issues - Limited Resources, Funding Assistance and Subsidies, Financial Uncertainty**

The continued delivery of robust and well maintained infrastructure for the district, at the agreed level of service, depends heavily on our continued ability to attract funding assistance and subsidy from our key partners. Our major Partner is the New Zealand Transport Agency (NZTA) who currently provides a 61 % Funding Assistance rate (FAR) for all Rooding Activities.

Our ability to continue to finance our projects, either by loan or otherwise, hinges on:

- The number of rateable properties;
- The amount to be collected via rates from our ratepayers;
- Any alternative systems that may be included to replace or supplement the existing funding inadequacies.

Funding alternatives are as per Council's *Revenue and Financing Policy* (Section 16).

#### **Significant Issue 3:**

##### **Operating Issues - Legislative Changes, Levels of Service increase**

There have been considerable legislative changes over the last decade which create a degree of uncertainty and require the Council to be more vigilant in meeting its obligations. Recent legislative changes that will have on-going impact on Council's delivery of its core services include:

- The 3 Waters Reform, including
  - Taumata Arowai – Water Services Regulator Act 2020; and
  - Service Delivery – the Water Services Bill; and
- The *National Policy Statement for Freshwater* (FWNPS) 2020; and
- The Resource Management Act Reform into three new pieces of legislation being the:
  - Natural and Built Environment Act;
  - Strategic Planning Act; and
  - Climate Change Adaptation Act.

The Council is anticipating further changes in legislation which will increase the overall cost of asset management and core services delivery, while also being cognisant of the possibility of the 3-Waters activities being removed from Council responsibilities and being aggregated into larger regional or multi-regional entities.

#### **Significant Issue 4**

##### **Strategic Issues - Renewal of Aging Assets, Growth and Demand Changes**

All Council's assets are aging. Many aging assets are due for replacement at approximately the same period. The implication of this is that burden of the cost of renewal or replacement of these assets will fall on the people living in the Stratford District within a certain era.

The Council aims to ensure that the cost of infrastructure replacement is not entirely borne by future generations. Through robust asset management planning, the Council will spread the cost of replacement in a way and at a rate that is fair and affordable to Stratford residents through time. Examples of assets due for replacement at the same period are Bridges and underground pipe network.

There are multi-faceted impacts of aging population on our district. The Council considers that its infrastructure assets support the social demands of the current state; however, an increase in the aging population will require that the Council improves levels of service it currently delivers. Footpaths, for example, will require widening across the district to accommodate mobility scooters, etc.

## 8. Significant Assumptions - Risks, Uncertainties, Impacts and Mitigation

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<b>1. FINANCIAL ASSUMPTIONS</b>				
<p><b>Revenue</b></p> <p>Council revenue will cover expenditure, providing for a balanced budget. The majority of revenue will be raised from rates, user charges and NZTA funding assistance</p> <p>The number of rating units will not change significantly over the period of the Infrastructure Strategy.</p> <p>Sources of funding for operating and capital expenditure do not change, but will remain as per the Revenue and Financing Policy.</p> <p>Funding Assistance from NZTA will remain at 61 % for all works categories.</p>	<p>Council revenue and reserves do not cover expenditure.</p> <p>The predicted rate take is not realised.</p> <p>Sources of funds are not realised.</p> <p>NZTA funding assistance reduction</p>	<p>Medium to High</p>	<p>A significant impact from changes in funding or funding sources may result in a revised operational and capital works programme, or changes in the level of user fees and charges, borrowing or rating requirements.</p> <p>Operating, maintenance, renewal and level of service improvement budgets are affected.</p> <p>Planned capital, maintenance and renewal works deferred or cancelled.</p> <p>Asset ownership may need to be reviewed.</p> <p>Potential social, environmental and public health implications as a result of reduced service levels.</p>	<p>Levels of revenue from user charges have been set at realistic levels in accordance with the ratios outlined in the Revenue and Financing Policy.</p> <p>There is a concentration of risk associated with a small number of industrial consumers for some revenue streams (e.g., extraordinary water charges).</p> <p>Regular liaison is maintained with these consumers.</p> <p>Funding for projects and assets is considered before the commencement of each project or asset.</p> <p>The rating base is reviewed annually when determining the rates for the year.</p> <p>Any changes to NZTA funding have historically been communicated well in advance.</p>
<p><b>Cost</b></p> <p>Costs will remain stable over the entire period of the Infrastructure Strategy</p>	<p>Costs are higher or lower than anticipated.</p>	<p>Low</p>	<p>Variability of prices, such as for oil, could cause variability in costs.</p> <p>Higher cost of project delivery</p>	<p>The Council and management will review its budget annually through the LTP/Annual Planning process and may adjust work programmes/budgets where necessary.</p>
<p><b>Capital Expenditure Do-ability</b></p>	<p>Costs fluctuate significantly at any</p>	<p>Medium to High</p>	<p>Price fluctuation hinder the completion of entire capital projects</p>	<p>Capital budget costs are inflated over the entire strategy period.</p>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
Costs will remain stable over the entire period of the Infrastructure Strategy	time over the strategy period.		Service disruption or reduced levels of service as a result of non-completion of projects	
<p><b>Inflation Rates</b></p> <p>The inflation rates remain as indicated in financial tables.</p>	Inflation rates differ from those assumed.	Medium	A significant change in inflation will result in changed revenue and expenditure. This could be significant and may adversely affect the ability of the Council to set affordable rates in future	The Council will review its budget annually through the LTP/Annual Plan process and may adjust work programmes /budgets when necessary.
<p><b>Useful Lives</b></p> <p>Infrastructural assets useful lives were determined during the certified valuations using specifications from suppliers.</p> <p>All assets will be replaced at the end of their useful life unless noted otherwise, based on:</p> <ul style="list-style-type: none"> <li>• The asset's theoretical useful life;</li> <li>• The asset condition;</li> <li>• The asset technology becoming obsolete;</li> <li>• The asset's capability to perform intended work.</li> </ul> <p>Depreciation costs are based on their respective lives.</p> <p>Unit cost assumptions used are the same as used during the most recent Certified Valuation and were determined using latest contracts, construction projects and supplier information.</p>	<p>Those assets wear out earlier or later than estimated.</p> <p>That the useful asset life information held is incomplete or inaccurate</p> <p>That Council activities change, resulting in decisions not to replace existing assets.</p>	Low	<p>The financial effect of uncertainty is likely to be immaterial.</p> <p>Depreciation and interest costs would increase if capital expenditure was required earlier than anticipated.</p> <p>Subsequent depreciation calculations will result in incorrect revenue setting, resulting in incorrect rates collection and leading to insufficient funds.</p>	<p>Reprioritisation of capital projects</p> <p>Update useful life information of infrastructure assets regularly</p> <p>Council has a comprehensive asset management planning process. Where a decision is made not to replace an asset, this will be factored into capital projections.</p>



Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<p><b>Resource Consent</b></p> <p>Renewed resource consents will have similar conditions as the expiring resource consents and will not include significant cost triggers.</p>	<p>New resource consents to replace expiring consents include significant cost triggers.</p>	<p>Medium</p>	<p>Capital, Operating, maintenance and renewal budgets are affected.</p> <p>Council unable to meet resource consent conditions</p>	<p>The conditions imposed on new consents are dependent upon the legislative environment and environmental standards and expectations that exist at that time.</p>
<p><b>2. OPERATING ASSUMPTIONS</b></p>				
<p><b>Levels of Service</b></p> <p>The demand for Council Services and customer expectations regarding levels of service will not change significantly and therefore there will be no significant effects on asset requirements or operating expenditure.</p>	<p>There are significant increases in customer expectations regarding demand for services and/or the level of service provided.</p>	<p>Low</p>	<p>Infrastructure and service provision do not meet customer and stakeholder needs and expectations.</p> <p>Maintenance, renewal/replacement, and performance monitoring requirements increase.</p> <p>Customer and stakeholder needs are not met.</p> <p>Customer confidence is eroded.</p>	<p>Regular reviews of Community expectations against levels of service, via customer surveys as well as feedback received.</p> <p>Minor changes may be made to service levels where budget, contracts and resources allow. These will generally occur within existing budgets.</p> <p>Major changes in service levels will be confirmed with the community via consultation. These will generally require increase to fees or rates, depending on how the service involved is funded.</p>
<p><b>Legislation</b></p> <p>It is assumed that there will be no significant legislative changes that affect infrastructure and service delivery.</p>	<p>There are significant changes in legislation that require a different and/or higher level of service delivery, maintenance or performance standard.</p>	<p>Medium</p>	<p>The ability to meet Levels of Service requirements will be altered.</p> <p>Maintenance and renewal planning and funding requirements will be increased</p>	<p>Current infrastructure and service provision meets good practice and will be able to adapt within reasonable timeframes.</p> <p>Ongoing discussion with Elected Members and stakeholders on the implementation of possible service level improvement requirements e.g. in the water sector - universal water metering.</p>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<p><b>Resource Consents</b></p> <p>Renewed resource consents will have similar conditions as the expiring resource consents and will not be significantly altered.</p> <p>Any resource consents due for renewal during the ten year period will be renewed accordingly.</p>	<p>Conditions of resource consents are altered significantly.</p>	<p>Low</p>	<p>Council is unable to renew existing resource consents upon expiry.</p> <p>Breach of Consent conditions</p>	<p>Appropriate planning and on-going interaction and/or consultation with regulators and other parties for resource consent applications/renewals should ensure that they are obtained.</p> <p>Monitoring of compliance with existing resource consent conditions will provide a record of compliance for future processes.</p> <p>The renewal of consents is dependent upon the legislative and environmental standards and expectations that exist at that time.</p>
<b>3. STRATEGIC ASSUMPTIONS</b>				
<p><b>Population Growth</b></p> <p>The current population is projected to increase based on an assumption of medium growth by Infometrics Model 2020.</p> <p>Note: Population projections do not represent forecasts, but indicate what the future size and structure will be if the underlying assumptions regarding births, deaths and migration prevail.</p>	<p>That growth is higher than projected thereby putting pressure on Council to provide additional infrastructure and services.</p>	<p>Medium - High</p>	<p>Accelerated infrastructure deterioration rate;</p> <p>Increased maintenance and renewal/ replacement needs;</p> <p>Maintenance and renewal/replacement requirements exceeds current programme of works and funding allocations;</p> <p>Compromised ability to meet Levels of Service requirements.</p>	<p>Council will continue to monitor population change in the District. Generally, small increases in population can be managed within the existing level of service.</p> <p>Declines in population will not necessarily reflect lower number of ratepayers as the number of people per household is declining but will impact affordability.</p> <p>Where growth requires additional infrastructure (e.g., subdivisions), Council can require financial contributions for this work. Costs over this amount may result in additional Council expenditure which is likely to be funded out of debt.</p>
<p><b>Asset Management Plans</b></p> <p>AMPs are complete; they include renewal and capital programmes for all major infrastructural assets and</p>	<p>Asset Management Plans are incomplete. Condition ratings</p>	<p>Low - Medium</p>	<p>Current Levels of Service are not clearly defined.</p> <p>Improvement planning is not adequately tracked and/or</p>	<p>Significant investment made in asset management systems and practices as well a condition assessment of assets.</p>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<p>are based on sound assessments of asset condition, lifecycle and demand management.</p> <p>AMPs are peer reviewed in accordance with the Asset Management Policy.</p> <p>The following asset parameters are assessed in order to develop the renewals programme:</p> <ul style="list-style-type: none"> <li>• Asset Criticality;</li> <li>• Material type</li> <li>• Asset Age</li> <li>• Asset Condition</li> <li>• Asset Performance (e.g. pipe bursts, leaks, valves not working, blockages and flooding)</li> </ul>	<p>and life cycle demand assumptions are erroneous.</p> <p>Asset Management Plans are not peer reviewed.</p>		<p>resources and time needed is not adequately allocated.</p> <p>Misalignment between projected and actual budgets</p> <p>AMPs present a weak business case for investment.</p> <p>AM improvement is inhibited.</p>	
<p><b>Asset Disposal/Acquisition</b></p> <p>There are no substantial asset disposals that will impact significantly on the plan.</p> <p>There are no substantial asset acquisitions that will impact significantly on the plan.</p>	<p>Policy changes result in substantial asset disposal.</p> <p>Policy changes result in substantial asset acquisition.</p>	<p>Low</p> <p>Low - Medium</p>	<p>Maintenance and renewal planning and funding requirements will be reduced.</p> <p>Maintenance and renewal planning and funding requirements will be increased</p>	<p>Regular review of levels of service, population growth and legislative environments, which would be the most likely drivers of asset disposal and/or acquisition.</p>
<p><b>Programming of Works</b></p> <p>The recommended programme of works will be carried out.</p>	<p>The recommended programmed work is not carried out.</p>	<p>Low</p>	<p>Identified problems/opportunities are not responded to.</p> <p>The rate of deterioration to infrastructure is accelerated.</p>	<p>On-going monitoring of work programmes.</p> <p>Identification of root-cause of delays / failure to deliver.</p>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
			Compromised ability to meet agreed LoS.	
<p><b>Staff</b></p> <p>Current staff members possess the necessary education and skill sets to adequately perform their designated functions.</p> <p>Current staffing levels are adequate and stable.</p>	<p>Staff leaving results in staff skill levels falling below the standard required - Skills shortage</p> <p>Staffing levels are not adequately maintained.</p>	Low - Medium	<p>Loss of institutional knowledge</p> <p>Inadequate Operating management of infrastructure and/or delivery of service.</p> <p>Demand on Council activities not being met by Council staff.</p> <p>Negative impacts on customer service and reputational damage.</p>	<p>Active training and recruitment programmes ensuring suitably qualified staff</p> <p>Strong relationships with key contractors and suppliers are maintained to ensure availability and competency of critical resources</p>
<b>4. HAZARD ASSUMPTIONS</b>				
<p><b>Resource Consents</b></p> <p>Resource Consent Conditions will be understood, met.</p>	<p>Non-compliance with Resource Consent Conditions</p>	Low - Medium	<p>Breach of Resource Consent Conditions</p>	<p>Suitably qualified and skilled staff</p> <p>Appropriate technology used to control consent conditions;</p> <p>On-going consultation with regulators</p>
<p><b>Water Supply Contamination</b></p> <p>Water quality will be maintained</p>	<p>Water contamination occurs</p>	Low - Medium	<p>Breach of Resource Consent Conditions</p> <p>Public health and safety impacts</p> <p>Negative publicity eroding public opinion.</p> <p>Unexpected financial costs.</p>	<p>Implement regular and systematic routine testing of raw and treated water including for a range of heavy metals.</p> <p>Suitably qualified and skilled staff</p> <p>Appropriate technology used to control consent conditions;</p>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
			Unexpected legal implication for Council.	On-going consultation with regulators
<p><b>Contractors Availability</b></p> <p>Council contracts out the majority of its operations and services. It is assumed that:</p> <ul style="list-style-type: none"> <li>Contractors will be available to undertake all contracted works;</li> <li>It is assumed that all contractors will adhere to the terms of the contract</li> </ul>	<p>Contractors are unavailable to undertake works</p> <p>Contractor breaches terms of contract</p> <p>Contractor financial situation declines.</p>	Low - Medium	<p>Operations and services are disrupted</p> <p>Compromised Asset and public safety</p> <p>Substandard completed works</p> <p>Negative publicity eroding public opinion.</p> <p>Unexpected financial costs.</p> <p>Unexpected legal implication for Council.</p>	<p>Regular monitoring of and interaction with engaged contractors to ensure acceptable performance.</p> <p>Healthy contracting environment within the district and region that allows for substitution of any one contractor- if significant issues experienced.</p>
<p><b>Natural Disasters</b></p> <p>Current planned Incident Response would be effective until Level 4-5 at which point this will be treated as per Civil Defence / Emergency Management protocols.</p>	<p>The current Incident Response Plans are not effective until Level 4-5.</p>	Low	<p>Provision of service is disrupted.</p> <p>Structural integrity of infrastructure is compromised.</p> <p>Public safety is compromised.</p> <p>Recovery from a major event is inhibited.</p>	<p>Infrastructure resilience incorporated into design, planning and maintenance of assets.</p> <p>High-level planning on a regional basis with mutual support during events.</p> <p>Contractual arrangements to ensure resource availability.</p>
<p><b>Pandemic/COVID-19</b></p> <p>It is assumed that the current "Service Continuity Plan" would be effective in maintaining continuity of service in a pandemic event.</p>	<p>Service continuity Plan is not effective and continuity of</p>	Low - medium	<p>Provision of service is disrupted.</p> <p>Operation and maintenance of infrastructure is compromised.</p> <p>Public safety is compromised.</p>	<p>Staff, being essential workers are set up to operate remotely. Others are able to continue operating essential services, with minor disruption to service levels.</p>



Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
	service is unable to be maintained			<p>Infrastructure resilience incorporated into design, planning and maintenance of assets.</p> <p>High-level planning on a regional basis with mutual support during events.</p> <p>Contractual arrangements to ensure resource availability.</p> <p>Comply with national/regional Pandemic Action Plan</p>
<p><b>Climate Change</b></p> <p>Climate change will impact on the Council's operations and will require an appropriate response to adapt and prepare for potential impacts.</p>	<p>The effects of climate changes are more or less severe than expected.</p>	<p>Low – medium</p>	<p>Unrealised effects of climate change are likely to create additional costs to mitigate their impacts, such as improving protection of critical infrastructure.</p> <p>More severe weather events resulting from climate change may increase damage to infrastructure and place pressure on Council finances.</p>	<p>Council activities will build appropriate mitigation responses into infrastructure development.</p> <p>The Council will continue to monitor Climate change science and the response of central government and adapt its response where required.</p>
<p>Further details on the significant assumptions are provided in the <i>Council Profile and Significant Forecasting Assumptions – Long Term Plan 2021-2031</i> underpinning the Council's <i>Financial Strategy 2021-2031</i></p>				

## 9. Risk Management

The management of risks is key for the continued delivery of service and minimising disruption to service delivery for all our infrastructure assets. Thus, are **'resilience'** projects are mainly derived from the mitigation measures identified in our Risk Management framework and from legislative requirements.

The Council's risk management framework is designed to be effective within its specific internal and external environments, and potential sources of risk and aims to:

- establish a systematic and structured approach to managing risks across the Council; and
- embed risk management practices into business strategy, planning and core operations to ensure that key risks are proactively identified, managed and communicated.

The Council has identified a number of risks in its Corporate Risk Register, under six broad risk areas:

- Data and Information;
- Health and Safety;
- Financial;
- Compliance and Legislative;
- Operational; and
- Reputational and Conduct.

Risk management activities are based on the ISO31000 Risk Management Standard which directs governance and management responsibilities to frame, assess, respond and monitor the identified risks.

The Council's risk management approach is underpinned by principles that will ensure the

minimisation of risks for the principal asset systems as a result of the non-achievement of critical business objectives and impact of system failure.

The following are Council's risk management principles:

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

Benefits of applying effective risk management include:

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

planning so that resources are better managed; and

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

The issues identified under these risk areas are consistent with the significant assumptions presented in the Section 8 of the IS. The top 10 risks for each Core Infrastructure Asset are provided in the respective AMPs and their attached Appendices.

The Council has adopted an Insurance Framework which:

- acknowledges the relevance of insurance and how it fits into its risk management function;
- Ensures that, following a risk event, the Council is effectively positioned to return in a timely manner to its pre-event state; and
- Considers Council priorities and the financial impact to ratepayers of risk mitigation through insurance.

## 10. Asset Management Policy, Principles and Objectives

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The Council's Asset Management Practices are as detailed in the respective AMPs. Each AMP includes improvement planning which enables the Council to close the gaps between its existing asset management practice and best practice. This will ensure the desired outcome of improved asset management and delivery of agreed service levels to the community.

### Asset Management Policy

The *Asset Management Policy* establishes the management framework for managing infrastructure assets in a structured, coordinated and financially sustainable manner. The objectives of this Policy are to:

- 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; and
- 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.

### Asset Management Principles

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

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

### Asset Management Objectives

The Council's Asset Management objectives are to:

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

## 11. Levels of Service and Lifecycle Management

### Levels of Service

Levels of Service (LoS) define the form and quality of service that the Council provides to the community. They represent a balance between what the community wants and what the community is willing to pay for. Asset management planning helps to determine the relationship between the LoS and the cost of service. The Council's asset management approach will ensure that it maintains the agreed LoS over the next 30 years.

In general, the Council is planning to keep its levels of service the same. In order to maintain the current service levels, the Council is planning to spend more than has been spent in recent years on infrastructure. This increased spending is being balanced with the affordability of our ratepayers to fund the additional cost of service, as detailed Council's Financial Strategy. With this additional Investment our assets will be more resilient and provide a reliable environment for our residents and businesses to live, work and play.

Once determined, the relationship is evaluated through the Long Term Planning process in consultation with the community. The agreed LoS are used to:

- Communicate the proposed LoS;
- Develop strategies to the deliver LoS;
- Develop targets to measure performance;
- Identify and evaluate the costs and benefits of services offered; and

- Enable customers to assess customer values such as accessibility, quality, safety, and sustainability.

As such, LoS cannot be defined beyond the 10-year planning horizon of the LTP.

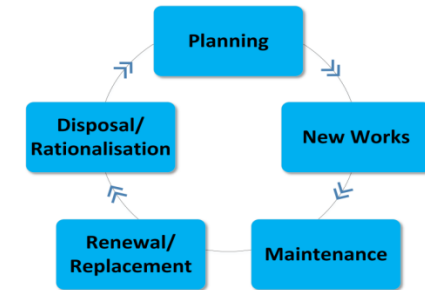
Current and Planned LoS are presented in the respective AMPs for each core Infrastructure asset. The performance monitoring of the agreed LoS delivery is undertaken through performance measures and targets. The results of the performance monitoring are reported internally and externally through the:

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

### Lifecycle Management

Lifecycle Management (LM) involves the planning; procurement, management; renewal/replacement and disposal of the assets for the delivery of the agreed LoS. The Council will employ robust LM strategies to maintain the delivery of the LoS as agreed with the Community, and amended via the LTP process. The rate of asset renewal is intended to maintain the overall condition of the asset system at a standard, which reflects its age profile, and ensures that the Community's investment in the District's infrastructure is maintained. The level of expenditure on cyclic asset replacement varies from year to year, reflects:

- Asset age/life;
- Asset condition; and
- Asset Criticality.



The Council will take into account the key LoS drivers described in earlier sections, including:

- Growth and Demand Forecasts;
- Identified Significant Issues and Options; and
- Potential Risks;

The LM Strategies for the delivery of planned LoS for the next 3 years are described in detail in the respective AMPs and they include:

- Management Strategies;
- Risk Management Strategies;
- Contractual Arrangements; and
- Incident Response Plans.

Further details on these strategies are presented below.

## 12. Asset Management Strategies

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

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

These strategies are either under review or currently being prepared and drive the AMPs and Maintenance Agreements with our contractors. The Management Strategy framework fits into Council's overall strategic framework for the Infrastructure

Assets as shown in Figure 3.

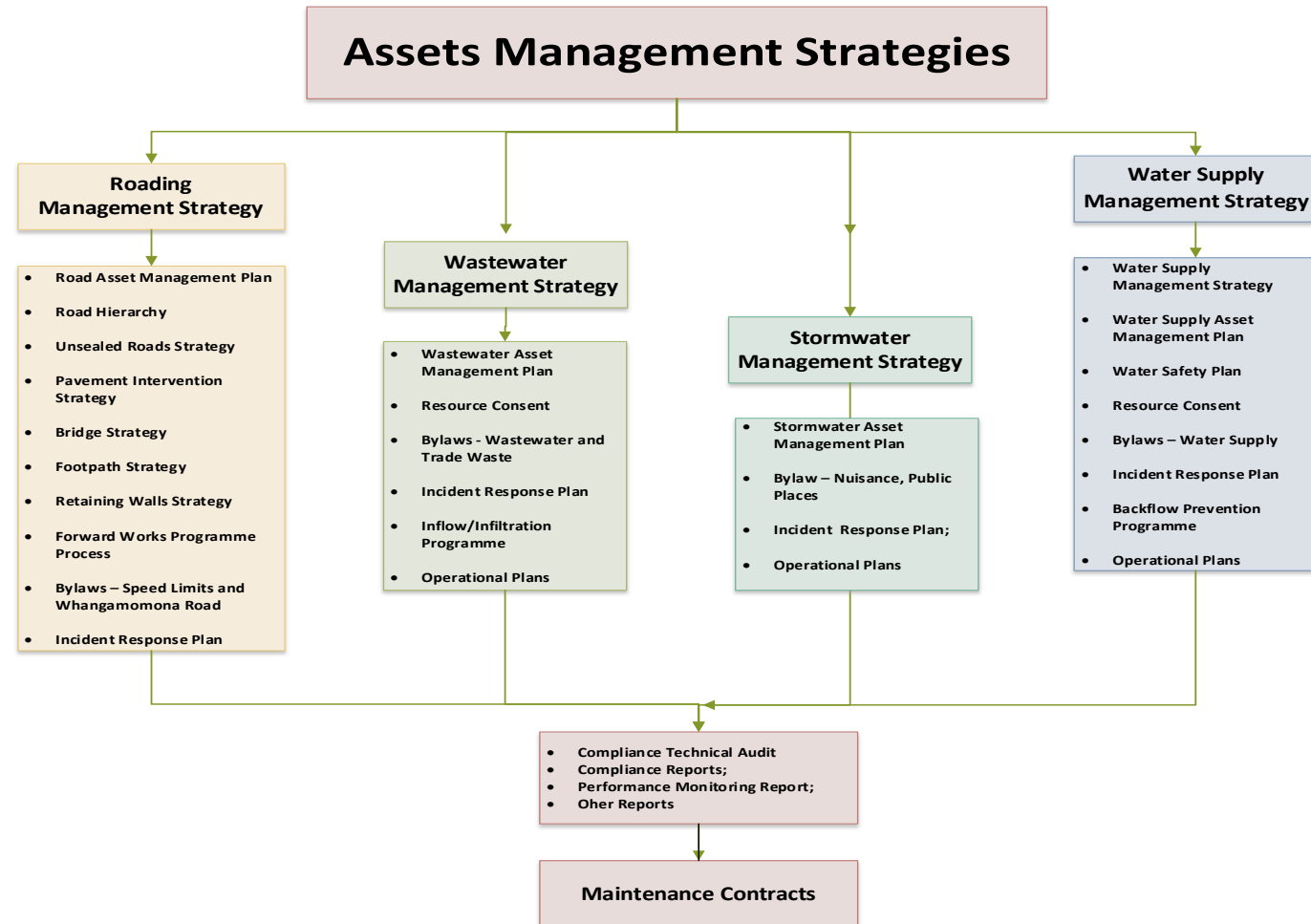


Figure 3: Asset Management Strategies



### 13. Contractual Arrangements

The Council has a number of contractual arrangements for the delivery of the agreed LoS. While these Contractual Arrangements are for current and up to the period agreed under each contract, they are a demonstration of how the Council will continue to deliver the LoS agreed with the Community.

In general, Professional Services are either delivered as part of SDC's 'Shared Service' arrangements or as covered by 'Maintenance Contracts' under each asset group. Physical Works are covered by the maintenance contracts or contracted in accordance with SDC's Procurement Procedures

Activity	Maintenance Arrangement	Operating Arrangement
Roading	A 'General Roading Maintenance, Resurfacing, Rehabilitation and Road Marking Contract' which covers an initial period of three years with the option of two 24-month extensions on satisfactory completion of the initial period. Each 24-month extension is at the Council's sole discretion. This contract was signed in 2019.	Under the Local Government Act (1974), SDC is the road controlling authority and is responsible for the operation and the movement of all traffic, including cyclists and pedestrians, within the District.
	SDC has a contract for the inspection, reporting, maintenance and upgrading of all street lighting assets owned and/or maintained by the Stratford District Council. The Contract covers an initial period of three years with the option of two 12-month extensions on satisfactory completion of the initial period. This contract was signed in 2016.	SDC has a contract for the inspection, reporting, maintenance and upgrading of all street lighting assets owned and/or maintained by the Stratford District Council. The Contract covers an initial period of three years with the option of two 12-month extensions on satisfactory completion of the initial period.
Wastewater (for Stratford)	SDC has a 'Services Maintenance Contract' covering three year service delivery with two rights of renewal. This Contract requires the Contractor to provide physical works and a degree of professional services for significant aspects of the work. The Contract was entered into in 2019. This contract is for the continued operation and maintenance of SDC's wastewater, water and stormwater services.	SDC's Engineering staff are responsible for the operation of both the treatment plant (oxidation ponds) and the pump stations.
Water Supply (Stratford , Midhirst and Toko)		SDC's Engineering staff are responsible for the operation of all three water treatment plants (WTP). The operation of our I & E is as part of a signed shared agreement.
Stormwater		Stormwater system is reticulation only with no need for treatment plant Operating management.

## 14. Key Projects

These key projects are Council's principal options for addressing the 'Significant Infrastructure Issues' discussed in Section 7. They are an outcome of a series of 'Early Conversation' workshops held with Elected Members in 2020. Each *Early Conversation* workshop identified:

- Problems and items for improvement in the delivery of our core services;
- Impact of this on the achievement of Community Outcomes and future-proofing Objectives;
- Options for addressing the identified problems;
- An assessment of each option against Community Outcomes and the identified future proofing objectives;
- Risks and Opportunities associated with each option and
- Principal Options to address each problem area.

Key consideration factors in the determination of the preferred options were support for *Future Requirements, Growth, Higher Level of Service, Health Benefits and Reliability and Efficiency*. Indicative costs of delivering the preferred options are presented in the attached Table and reflected in the 'Investment Funding Strategy' section. Further detail on each key project is provided in the *Significant Issues and Options* sections in the Appendices.

### Brecon Road Extension

This project will address the lack of a crossing over the Patea River in the Stratford Urban area to the west of State Highway 3. Once completed, this link road will provide an alternative crossing to the residents in this western urban area of Stratford, should the bridge over the Patea River on SH3 be closed in an emergency, roadworks, and for planned street events (Christmas Parade, ANZAC Day Parade).

Apart from providing good connectivity between the north and south sides of the Patea River, this route has been identified as a key walking and cycling corridor, to serve schools (one high school and three primary schools), a medical centre, dentist, doctors and kindergartens, TET Multi Sport Centre and hockey pitch as well as the new aquatic centre. At the present time, residents that live in the western half of Stratford, have to travel to SH3, along SH3 over the Patea River to access two primary schools, (St Joseph's, Avon School) and the medical centre on Romeo Street.

This link road will also provide the opportunity to develop an area of land locally known as "50 acre wood", which is currently land-locked. Also, with two of the three emergency services located on Miranda Street, (Fire and Police) this link road will provide an alternative route for these services to attend emergency calls to the south of Stratford, without the need to travel through the Central Business District.

### Walking and Cycling Initiatives

The purpose of the *draft* Walking and Cycling Strategy 2020-2050, currently being reviewed by Elected Members, is to provide a framework to increase walking and cycling participation and safety in the Stratford District and to develop walking and cycling opportunities for tourism.

The walking and cycling initiatives are as identified in the 30-year draft strategy which focuses on walking and cycling to work, school, for recreational activities and to support tourism opportunities in the district. These initiatives are designed to support the social, environmental and health benefits of walking and cycling. The programme and budget for implementation is as per the attached tables, commencing from Year 1 of the LTP.

### Bridge Replacement

Following the latest cycle of bridge inspections which informs the development of the 30 year Bridge Replacement Programme, Council has identified 7 bridges that will need to be replaced by Year 10 (2031). There are a further 14 bridges to be replaced in Years 11 – 20, and a further 36 bridges in Years to be replaced in years 21-30. The remainder of 100 bridges are due for replacement beyond the time scope of this strategy). The Council's total budget over the next 30 years is approximately \$16.5 M.

### **Culvert LoS Improvements**

With changes in climatic conditions, the frequency and intensity of rainstorm events has resulted in Council spending significant funds on remediation works. As a result of the recent changes to the National Environmental Standards for Freshwater, the Council will need to increase the size of the culverts when they are due for replacement, to target outcomes for fish abundance, diversity and passage and address in-stream barriers to fish passage over time. A direct implication of this is that for typical large diameter culvert replacement, a more cost-effective option would be to replace it with a bridge. Improvements programme is as per attached budget and timeframe

### **Footpath Replacement**

With an increasing number of elderly residents using mobility scooters, the majority of the footpaths within the district are of insufficient width to accommodate pedestrian/mobility scooter use. Of the 63km of footpaths within the district, 49km are less than 1.5m in width. In order to address this issue, Council has programmed footpath replacement from Year 1 of the LTP, an increased level of service by widening footpaths to a minimum width of 1.5m. Based on current contract rates, the Council will be able to replace over 2 km of footpaths per year, over a 25 year period.

### **Retaining Wall Replacements**

Inspections data on more than 250 retaining walls throughout the district shows that approximately 50% of these retaining walls are in the *average to very poor* condition, with 58 retaining walls in *“poor”* or *“very poor”* conditions. These have been programmed for replacement over the 10-year life

of the LTP. The remaining retaining walls in *average* condition will form part of a future works programme as their structural condition deteriorates over time.

### **Whangamomona Road Upgrade/Bylaw**

Whangamomona Road is a popular tourist attraction and nationally recognised 4x4 club trail route. With the regional economic development strategy Tapuae Roa – Make Way for Taranaki” referring to this attraction, the existing road requires improvement to improve visitor experience. With the Republic of Whangamomona attracting a unique tourist opportunity for overseas visitors, this road is an important link to Aotuhia Station and the Bridge to Somewhere.

The Council has resolved to upgrade this road to a reasonable condition, and will commission a new Bylaw to define the levels of service and detail the responsibilities of road users on the road. The budget and timeframe for completion is as per attached tables.

### **Universal Water Metering**

The case for Water Conservation in the Stratford District is driven by many factors including resource consent; equity in water tariff system and most importantly, the optimisation of water use and consumption to ensure and support spare capacity for future growth etc.

Our current water-take resource consent from the Patea River requires the Council to undertake and report on our leak detection programme and implement a water use efficiency and conservation programme. The DIA performance measure of

*Adequacy of System* is a mandatory performance measure that monitors the percentage of real water loss from the local authority's networked reticulation system. This is referred to as 'Benchloss'. Under the current tariff system, inequality occurs where a household uses more than its intended allocation of (250 m<sup>3</sup>) only to be subsidised by a smaller household or granny flat which uses considerably less.

With water metering comes more efficient consumption of existing water resources, which will also create spare capacity to support the future growth in Stratford – without the need to increase quantity of water taken from our streams. Water metering will also support our leak detection programme and ensure fairness in the consumption and of water by ensuring that costs lie where they fall.

The Council will now extend its water metering programme to include all properties in the district connected to the Council's water reticulation system. This programme will be supported by the implementation of an electronic meter reading system. The budget for this programme is as per attached tables.

### **2<sup>nd</sup> Trunk Main**

Given growth and increased demand anticipated in the district, the second trunk main will serve to accommodate that demand and reduce the pressure in the existing infrastructure. This critical asset is proposed for implemented in Years 1 and 2, at an estimated budget of \$2.849 M.

### **Emergency Water Supply**

The Case for Additional Water Storage is driven by resilience and growth – resilience in ensuring that the provision of storage capacity for Stratford residents in emergency situations is adequate and to support future growth.

Resiliency analysis has identified approximately 2 days of water supply in the current reservoirs would be available, if there were any incidents that rendered the raw water intake unusable. The addition of a 4,500m<sup>3</sup> water reservoir will provide an additional day of water supply in the event of failure of the water intake and ensure the continued provision of critical clean, safe drinking water for residents, and also process water for industry in Stratford. The continuity of clean and safe water also gives confidence to existing and new industries.

### **Alternative Water Supply**

The need to explore an alternative water supply source for the Stratford Township is mainly driven by Resilience - in the event that we are unable to source water for treatment from the Patea River. The Patea River, supported by the Konini Stream, are currently the sole source of water supply for the Stratford Township.

Inability to source water from the Patea River and Konini Stream may arise as a result of severe drought, poisoning, natural disaster or other extreme weather or climatic event. The starting point is to commission a feasibility study to explore the alternative options available to us. A feasibility study is expected to provide information on groundwater conditions; water supply alternatives;

other alternatives to extend supply, cost evaluations and recommendations, etc. This will be carried out in Year 3 of the LTP, budget as per attached tables.

### **Backflow Prevention**

The implementation of a Backflow Prevention programme is driven by both the Health Act and the Building Code. Hence, the programme is managed by officers of both Waters Services and Building Compliance. The enforcement and monitoring of backflow prevention is an essential activity for Water Services for ensuring the protection of public health.

The Council's Water Supply Bylaw (2019) was adopted by Council in August 2019. Section 18 of the Bylaw requires a backflow prevention device be installed where there is a risk of contamination entering the potable water supply through backflow or syphoning.

Council has adopted Water New Zealand's backflow hazard criteria and are applying it to industries within the Stratford District which are connected to the potable water supply. Inspections of industrial sites have commenced and backflow prevention requirements are being actioned, the process is ongoing.

### **Rider Mains**

The installation of rider mains is a cost-effective way of distributing water in the network. This project continues in Year 1 of the LTP; the implementation timeframe and budgets are as per the attached Tables.

### **Resource Consent - Water Supply**

The Council is currently going through a process of renewing its Water Take consent for Toko Township. This consent expires in June 2021. With the take being from a stream identified as culturally significant, Iwi is a key stakeholder to this consent process and consultation with affected Iwi groups has commenced.

The Council is committed to working with the affected Iwi groups on achieving a sustainable solution and is undertaking a review of the Iwi Management Plan with a view to understanding and achieving its requirements. The Plan requires that water efficiency measures such as metering of water use, which Council is well on its way to implementing – see **Water Metering** section above.

The Council has recently completed the metering of all properties on Council water supply in Midhirst, and we continue to monitor our water loss, which has reduced drastically over the years. Since the installation of the Universal Metering, there has been a considerable drop in the demand for water in Midhirst, with an initial water loss drop of approximately 30% in the first month. The Council has received a letter of support from the District Health Board towards the application. The resource consent process is on-going. The budget for this project is as per attached Tables.

### **Resource Consent – Wastewater**

There are 2 parts to this; the implementation of the current consent and the renewal of the existing consent come 2034.

With the receipt of our new Wastewater Discharge Consent issued in April 2020 with an expiry date of 2034, the Council has programmed to implement the required system upgrade at the set time per the consent condition. The Council will also continue to monitor the performance of the wastewater oxidation pond and provide feedback to the key affected parties on a regular basis. The first stakeholder meeting involving Iwi and Fish & Game was held in August 2020; annual meetings will be held, as a requirement of the resource consent, to discuss performance progress. Intermittent meetings will be held where issues arise to ensure they are addressed promptly.

Discharges to and from the wastewater treatment ponds are being sampled on a monthly basis. A health and safety induction document has been created for the wastewater treatment ponds. A wastewater spillage contingency plan for the wastewater ponds and sewer network has been created. Monitoring of the telemetered data and maintenance of the instruments operating at the wastewater treatment ponds is ongoing.

The implementation of the Trade Waste Bylaw is crucial to the successful implementation of the wastewater discharge consent conditions.

The changes to the national policy statement on freshwater may require, at the expiry of this current consent, that the Council re-directs its wastewater discharge from water to land. If so, Council needs to make an investment in an appropriately sized and suitably location land for this purpose. This investment will be required prior to the expiry of

the current consent in 2034. The budget for this is as per the attached tables.

#### **Trade Waste Bylaw Implementation**

Stratford District Council's Trade Waste Bylaw 2020 (TWB) was adopted by Council in July 2020, with subsequent amendments adopted in October 2020.

Consent conditions, consent templates and other associated documents have been created; applications for trade waste discharges have been received and processed. The initial focus of the consenting process was directed towards bulk tanker discharges, other industries have been identified as requiring consent and are working through the process, the consent process is ongoing.

Although the Local Government Act 2002 has enforcement provisions for breaches of bylaws using the court system, 'minor' offending does not. Offences are being documented within the TWB infringement fees for the offences have been established and included in the LTP fees and Charges schedule. Consultation process has been completed with the Ministry of Justice, and the infringement scheme is now being reviewed by both the Parliamentary Counsel Office and Department of Internal Affairs.

#### **Inflow/Infiltration Programme**

The Inflow/Infiltration programme is a suite of interventions designed to minimise the inflow and infiltration of surface and groundwater into the wastewater pipe network. This is an important part of our annual network maintenance and renewal programme that ensures that only wastewater

collected from households and businesses is transported to the treatment plant.

The requirement for this programme is also echoed in the conditions of our wastewater discharge resource consent which require the Council to provide a report, to the Taranaki Regional Council, with copies to our key Stakeholders - Ngati Ruanui and Fish & Game NZ.

The Council will continue this programme from Year 1 of the LTP, throughout the life of the LTP and beyond where necessary. The budget and implementation timeframe is as per the attached Tables.

#### **Pipework Capacity Increase – Water Supply, Wastewater and Stormwater**

There have been new residential subdivisions and developments, urban infill and other growth-related pressures created in water supply, wastewater and stormwater networks. The consequence of this is that some pipes are requiring upgrades in capacity to accommodate the increased flow.

To accommodate growth and increased demand, the Council has programmed an increase to the pipework capacity throughout the IS planning period. The pipework capacity programme will be undertaken at the time of renewal, commencing from Year 1 of the LTP, budget and implementation timeframe is as per the attached Tables.



### **Network Planning and Modelling – Wastewater and Stormwater**

To accommodate growth and increased demand, Council has programmed to increase pipe capacity to cater for high flows. While officers are aware of some pipes within the network requiring increased capacity, the Council will commission a network modelling project on both our wastewater and stormwater networks to reveal how our network systems are behaving.

This modelling will comprise the evaluation of network capacity, the identification of inflow and infiltration into the pipe network (for wastewater); the identification of bottlenecks in the existing or

proposed network and the design of improvements needed to accommodate growth.

The modelling project is expected to reveal the areas for improvement in the network from which priority areas can be programmed for improvement. This is programmed for Year 2 of the LTP.

### **Stormwater Safety Improvements**

The Council's programme for stormwater safety improvements will continue through the IS planning period. Safety improvements consist of safety screening for stormwater inlets, outlets and manholes. The improvement programme

commences from Year 1, budget and implementation timeframe is as per the attached Tables in section 15.

### **Infrastructure Asset Renewals**

The Council's programme for Infrastructure renewals for Roding and 3- Waters Assets continue throughout the infrastructure strategy planning period. The renewal programme is commences from Year 1, budget is as per Table in section 15.

### **Budget Summary**

The budget summary of these key projects is provided below. Details of the implementation timeline are provided in Section 15.

## Key Projects Budget Summary

	No	Project Description	Estimated Budget (\$)		Total Estimated Budget (\$)
			Year of Implementation		
			1-10	11-30	
Roading	1	Brecon Road extension	13,024	-	13,024
	2	Walking and cycling Initiatives	3,824	6,486	10,310
	3	Whangamomona Road Upgrade	531	778	1,309
	4	Bridge and Retaining Walls Replacement	6,228	17,512	23,740
	5	Culvert LOS and Drainage Improvements	7,640	22,052	29,692
	6	Footpath Extensions	-	2,594	2,594
	7	Footpath Replacement	1,943	5,578	7,521
	8	Road Renewals	37,866	149,177	187,043
	<b>Total</b>		<b>71,056</b>	<b>204,178</b>	<b>275,234</b>
Water	9	Universal Water Metering	2,495	-	2,495
	10	2nd Trunk Main	2,912	-	2,912
	11	Emergency Water Supply / Additional Storage / Zoning	4,268	-	4,268
	12	Water Rider Mains	206	839	1,045
	13	Water Supply Infrastructure Renewals	4,999	12,730	17,729
	14	Water Supply Resource Consent - Renewal	310	787	1,096
		<b>Total</b>		<b>15,190</b>	<b>14,356</b>
Wastewater	15	Wastewater Resource Consent Implementation and Renewal	726	27,532	28,259
	16	Wastewater Pipework Capacity Increase plus campervan drainage	1,200	3,933	5,133
	17	Wastewater Network Planning and Modelling	52	229	281
	18	Oxidation Pond desludging	656	1,246	1,901
	19	Wastewater Reticulation Renewal	1,190	3,933	5,123
	20	Inflow/Infiltration Programme	2,417	7,211	9,628
	<b>Total</b>		<b>6,241</b>	<b>44,085</b>	<b>50,326</b>
Stormwater	21	Stormwater Network Planning and Modelling	31	229	260
	22	Silt Retention Lake Bypass	265	918	1,183
	23	Stormwater Pipework Capacity Increase	1,548	4,917	6,464
	24	Stormwater Safety Improvements	1,346	3,737	5,082
	25	Stormwater Infrastructure Renewals	769	2,174	2,943
	<b>Total</b>		<b>3,959</b>	<b>11,974</b>	<b>15,933</b>
		<b>GRAND TOTAL</b>	<b>96,445</b>	<b>274,593</b>	<b>371,038</b>

# 15. 30 Year (Inflated) Capital Budget for Key Projects

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	Total	
	Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	Total	
	Project Description	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000		
Rooding	1 Brecon Road extension	-	258	265	547	6,747	5,207	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13,024	
	2 Walking and cycling Initiatives	350	361	425	382	281	347	417	306	630	324	324	324	324	324	324	324	324	324	324	324	324	324	324	324	324	324	324	324	324	324	324	10,310
	3 Whangamomona Road Upgrade	-	-	531	-	-	-	-	-	-	-	195	-	-	-	-	195	-	-	-	-	195	-	-	-	-	195	-	-	-	-	-	1,309
	<b>Total Level of Service</b>	<b>350</b>	<b>619</b>	<b>1,221</b>	<b>929</b>	<b>7,028</b>	<b>5,554</b>	<b>417</b>	<b>306</b>	<b>630</b>	<b>324</b>	<b>519</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>519</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>519</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>519</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>324</b>	<b>24,643</b>	
	4 Bridge and Retaining Walls Replacement	835	651	578	529	564	606	587	587	588	703	876	876	876	876	876	876	876	876	876	876	876	876	876	876	876	876	876	876	876	876	876	23,740
	5 Culvert LOS and Drainage Improvements	700	701	702	722	722	728	827	828	829	881	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	1,103	29,692
	6 Footpath Extensions	-	-	-	-	-	-	-	-	-	-	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	2,594	
	7 Footpath Replacement	170	175	180	186	191	197	202	208	214	220	279	279	279	279	279	279	279	279	279	279	279	279	279	279	279	279	279	279	279	279	7,521	
8 Road Renewals	3,708	3,456	3,460	3,546	3,500	3,554	3,820	3,823	4,352	4,648	6,486	6,486	6,486	6,486	6,486	6,486	7,135	7,135	7,135	7,135	7,135	7,783	7,783	7,783	7,783	7,783	8,432	8,432	8,432	8,432	187,043		
	<b>Total Replacement</b>	<b>5,413</b>	<b>4,983</b>	<b>4,920</b>	<b>4,983</b>	<b>4,977</b>	<b>5,085</b>	<b>5,436</b>	<b>5,446</b>	<b>5,983</b>	<b>6,452</b>	<b>8,873</b>	<b>8,873</b>	<b>8,873</b>	<b>8,873</b>	<b>8,873</b>	<b>9,521</b>	<b>9,521</b>	<b>9,521</b>	<b>9,521</b>	<b>9,521</b>	<b>10,170</b>	<b>10,170</b>	<b>10,170</b>	<b>10,170</b>	<b>10,170</b>	<b>10,819</b>	<b>10,819</b>	<b>10,819</b>	<b>10,819</b>	<b>250,591</b>		
Water Supply	9 Universal Water Metering	350	361	337	346	356	366	378	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,495	
	10 2nd Trunk Main	1,400	1,512	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,912	
	11 Emergency Water Supply / Additional Storage / Zoning	30	-	-	327	-	-	3,911	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,268	
	12 Water Rider Mains	-	31	32	-	34	35	-	37	38	-	52	52	-	52	52	-	52	52	-	66	66	-	66	66	-	66	66	-	66	66	1,045	
	<b>Total Level of Service</b>	<b>1,780</b>	<b>1,904</b>	<b>369</b>	<b>673</b>	<b>390</b>	<b>401</b>	<b>4,289</b>	<b>37</b>	<b>38</b>	<b>-</b>	<b>52</b>	<b>52</b>	<b>-</b>	<b>52</b>	<b>52</b>	<b>-</b>	<b>52</b>	<b>52</b>	<b>-</b>	<b>66</b>	<b>66</b>	<b>-</b>	<b>66</b>	<b>66</b>	<b>-</b>	<b>66</b>	<b>66</b>	<b>-</b>	<b>66</b>	<b>66</b>	<b>10,720</b>	
	13 Water Supply Infrastructure Renewals	595	709	403	414	443	496	452	486	502	498	813	918	524	524	551	590	524	551	551	551	551	852	983	590	590	629	590	590	590	590	17,729	
	14 Water Supply Resource Consent - Renewal	100	104	106	-	-	-	-	-	-	-	-	262	262	262	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,096	
	<b>Total Replacement</b>	<b>695</b>	<b>812</b>	<b>510</b>	<b>414</b>	<b>443</b>	<b>496</b>	<b>452</b>	<b>486</b>	<b>502</b>	<b>498</b>	<b>813</b>	<b>1,180</b>	<b>787</b>	<b>787</b>	<b>551</b>	<b>590</b>	<b>524</b>	<b>551</b>	<b>551</b>	<b>551</b>	<b>852</b>	<b>983</b>	<b>590</b>	<b>590</b>	<b>629</b>	<b>590</b>	<b>590</b>	<b>590</b>	<b>590</b>	<b>18,826</b>		
Wastewater	15 Wastewater Resource Consent Implementation and Renewal	500	-	57	55	57	58	-	-	-	-	656	656	26,221	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	28,259		
	16 Wastewater Pipework Capacity Increase plus campervan drainage	150	155	162	109	112	115	119	98	89	91	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	5,133	
	17 Wastewater Network Planning and Modelling	-	52	-	-	-	-	-	-	-	-	98	-	-	-	-	-	-	-	-	-	131	-	-	-	-	-	-	-	-	-	281	
	18 Oxidation Pond desludging	-	-	-	-	-	-	-	-	-	656	-	-	-	-	-	-	-	-	-	852	-	-	-	-	-	-	-	-	-	393	1,901	
	19 Inflow/Infiltration Programme	150	155	162	109	112	115	119	86	89	92	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	197	5,123	
	<b>Total Level of Service</b>	<b>800</b>	<b>362</b>	<b>381</b>	<b>273</b>	<b>281</b>	<b>288</b>	<b>238</b>	<b>184</b>	<b>178</b>	<b>838</b>	<b>1,147</b>	<b>1,049</b>	<b>26,615</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>1,246</b>	<b>524</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>787</b>	<b>40,697</b>	
	20 Wastewater Reticulation Renewal	213	252	258	200	228	211	218	262	271	305	328	328	328	328	328	328	328	328	328	328	328	393	393	393	393	393	393	393	393	393	9,628	
	<b>Total Replacement</b>	<b>213</b>	<b>252</b>	<b>258</b>	<b>200</b>	<b>228</b>	<b>211</b>	<b>218</b>	<b>262</b>	<b>271</b>	<b>305</b>	<b>328</b>	<b>328</b>	<b>328</b>	<b>328</b>	<b>328</b>	<b>328</b>	<b>328</b>	<b>328</b>	<b>328</b>	<b>328</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>393</b>	<b>9,628</b>		
Stormwater	21 Stormwater Network Planning and Modelling	-	31	-	-	-	-	-	-	-	-	98	-	-	-	-	-	-	-	-	-	131	-	-	-	-	-	-	-	-	260		
	22 Silt Retention Lake Bypass	-	-	265	-	-	-	-	-	-	-	-	-	393	-	-	-	-	-	-	-	-	-	524	-	-	-	-	-	-	1,183		
	23 Stormwater Pipework Capacity Increase	135	140	143	147	151	156	161	166	172	177	229	229	229	229	229	229	229	229	229	229	262	262	262	262	262	262	262	262	262	262	6,464	
	24 Stormwater Safety Improvements	117	121	125	128	132	135	140	144	149	154	177	177	177	177	177	177	177	177	177	177	197	197	197	197	197	197	197	197	197	197	5,082	
	<b>Total Level of Service</b>	<b>252</b>	<b>292</b>	<b>533</b>	<b>275</b>	<b>283</b>	<b>291</b>	<b>300</b>	<b>310</b>	<b>321</b>	<b>331</b>	<b>505</b>	<b>406</b>	<b>800</b>	<b>406</b>	<b>406</b>	<b>406</b>	<b>406</b>	<b>406</b>	<b>406</b>	<b>406</b>	<b>406</b>	<b>590</b>	<b>459</b>	<b>983</b>	<b>459</b>	<b>459</b>	<b>459</b>	<b>459</b>	<b>459</b>	<b>459</b>	<b>12,990</b>	
	25 Stormwater Infrastructure Renewals	53	55	56	167	59	61	63	65	67	122	92	92	223	92	92	92	92	92	92	92	157	92	92	262	92	92	70	70	70	150	2,943	
	<b>Total Replacement</b>	<b>53</b>	<b>55</b>	<b>56</b>	<b>167</b>	<b>59</b>	<b>61</b>	<b>63</b>	<b>65</b>	<b>67</b>	<b>122</b>	<b>92</b>	<b>92</b>	<b>223</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>92</b>	<b>157</b>	<b>92</b>	<b>92</b>	<b>262</b>	<b>92</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>150</b>	<b>2,943</b>			
	<b>GRAND TOTAL</b>	<b>9,556</b>	<b>9,280</b>	<b>8,247</b>	<b>7,914</b>	<b>13,690</b>	<b>12,387</b>	<b>11,413</b>	<b>7,097</b>	<b>7,991</b>	<b>8,871</b>	<b>12,328</b>	<b>12,304</b>	<b>37,949</b>	<b>11,255</b>	<b>11,019</b>	<b>11,850</b>	<b>11,642</b>	<b>11,668</b>	<b>11,616</b>	<b>12,599</b>	<b>13,206</b>	<b>12,815</b>	<b>13,182</b>	<b>12,487</b>	<b>12,461</b>	<b>13,308</b>	<b>13,114</b>	<b>13,048</b>	<b>13,153</b>	<b>13,587</b>	<b>371,038</b>	

## 16. Investment Funding Strategy

Section 102 of the LGA requires that the 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 a *Rates Remission Policy* and a *Rates Postponement Policy*. The Council has adopted all the relevant funding and financial policies which guide Council's funding and financial decisions.

### 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 has been reviewed. The funding sources are detailed in the LTP 2021-2051 and include general and targeted rates, borrowing, grants and subsidies, etc.

### 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.

### Development and Financial Contributions Policy

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

### Investment Funding Strategy

The Stratford District Council's Investment Funding Strategy (IFS) incorporates its *Funding Impact Statement (FIS)* and sets out how the Council plans to finance its overall operations to meet its objectives now and in the future. Future-Proofing the delivery of services is a key objective of this strategy.

This IFS provides the long term financial forecasting for all the core assets and activities maintained and delivered by the Council, and presents the funding sources determined for each of these to ensure a sustainable long-term approach to planning, asset management and service delivery.

Capital projects and activities, including Renewal or Replacement projects and Level of Service Improvements, for the next 30 years will be funded through one or a combination of the following sources:

- Loans;
- Grants;

- Reserves; and/or
- Subsidies.

Given the present funding regime, the Council anticipates that the Rooding Activity projects will continue to be 61 % funded by NZTA. The Council expects that all Level of Service Improvement projects for all the Three-Waters Activities will be funded 100% from Loans; Renewal or Replacement projects will be equally funded from Loans and Reserves.

While the cost of capital projects driven by growth or led by a private Developer is borne by the Developer, any Council-led projects in support of growth will be accounted for within the particular project budget. A summary of Council's Capital Investment funding is shown in below.

## 17. 30-Year Capital Expenditure Estimates

The Council's total projected 30-year Capital and Operating Expenditure Estimates are presented separately in the Tables and Charts below. The Capital and Operating Expenditure Estimate Tables and Charts - by Asset group - are presented in the Appendices.

The figures in Years 1 – 10 are as per the 2021-2031 LTP. Inflation has been accounted for as *BERL* Indictors have been applied to all expenditure figures for Years 1 to 10 and Year 10 rate applied to Years 11 to 30. Where there are no additional capital works, expenditure figures in Years 11 – 30 are equal to figures in Year 10.

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-36	2036-41	2041-46	2046-51	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Roading</b>															
Level of Service Improvement	350	619	1,221	929	7,028	5,554	417	306	630	324	1,816	1,816	1,816	1,816	<b>24,643</b>
Replacements	5,413	4,983	4,920	4,983	4,977	5,085	5,436	5,446	5,983	6,452	44,364	47,607	50,850	54,093	<b>250,591</b>
<b>Stormwater</b>															
Level of Service Improvement	252	292	533	275	283	291	300	310	321	331	2,524	2,032	2,950	2,294	<b>12,990</b>
Replacements	53	55	56	167	59	61	63	65	67	122	590	524	629	430	<b>2,943</b>
<b>Water Supply</b>															
Level of Service Improvement	1,780	1,904	369	673	390	401	4,289	37	38	-	210	170	197	262	<b>10,720</b>
Replacements	695	812	510	414	443	496	452	486	502	498	4,117	2,766	3,645	2,989	<b>18,826</b>
<b>Wastewater</b>															
Level of Service Improvement	800	362	381	273	281	288	238	184	178	838	29,597	2,819	2,098	2,360	<b>40,697</b>
Replacements	213	252	258	200	228	211	218	262	271	305	1,639	1,639	1,967	1,967	<b>9,628</b>
<b>TOTAL</b>	<b>9,556</b>	<b>9,280</b>	<b>8,247</b>	<b>7,914</b>	<b>13,690</b>	<b>12,387</b>	<b>11,413</b>	<b>7,097</b>	<b>7,991</b>	<b>8,871</b>	<b>84,857</b>	<b>59,374</b>	<b>64,151</b>	<b>66,211</b>	<b>371,038</b>
<b>Key Assumptions:</b>															
1. Capital expenditure Figures in Years 1 – 10 are as per the 2021-2031 LTP;															
2. <i>BERL</i> Indictors have been applied to Capital expenditure figures for Years 1 – 10 and Year 10 rate applied to Years 11 to 30; and															
3. Where there are no additional capital works, capital expenditure figures in years 11 – 30 are equal to figures in Year 10.															



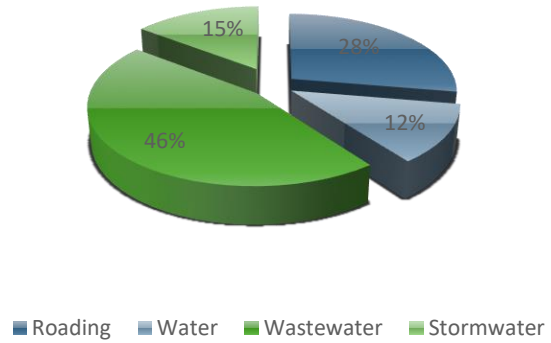
### Total Capital Expenditure - 2021 - 2051



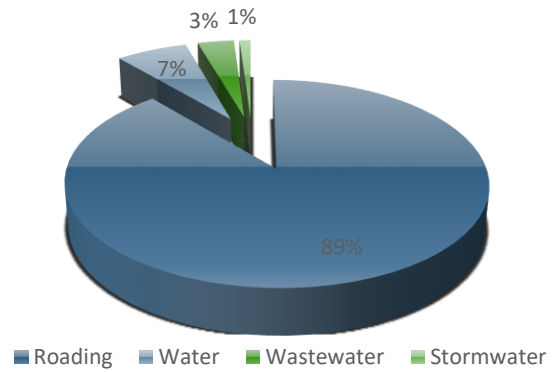
	Roading	Water	Wastewater	Stormwater
Replacement	250,591	18,826	9,628	2,943
Level of Service	24,643	10,720	40,697	12,990

■ Replacement ■ Level of Service

### Level of Service Budget 2021-2051



### Replacement Budget 2021 - 2051

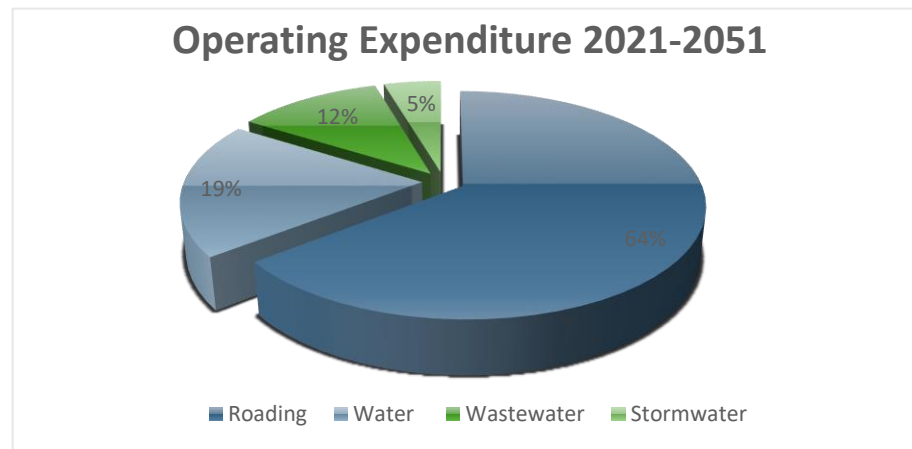


## 18. 30-Year Operating Expenditure Estimates

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-36	2036-41	2041-46	2046-51	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Roading</b>	6,413	6,448	6,498	7,070	7,234	7,528	8,072	8,191	8,314	8,839	45,000	45,250	45,500	45,750	256,107
<b>Water Supply</b>	1,815	1,835	1,969	2,025	2,083	2,149	2,319	2,495	2,510	2,608	13,500	13,750	14,000	14,250	77,308
<b>Stormwater</b>	356	366	386	430	446	464	510	527	543	589	3,000	3,250	3,500	3,750	18,117
<b>Wastewater</b>	1,045	1,059	1,097	1,187	1,196	1,233	1,334	1,338	1,363	1,473	8,000	8,250	8,500	8,750	45,825
<b>TOTAL</b>	9,630	9,710	9,953	10,716	10,964	11,380	12,242	12,559	12,739	13,519	69,500	70,500	71,500	72,500	397,357

**Key Assumptions:**

1. Operating expenditure Figures in Years 1 – 10 are as per the 2021-2031 LTP;
2. BERL Indicators have been applied to Capital expenditure figures for Years 1 – 10 and Year 10 rate applied to Years 11 to 30; and
3. Operating Expenditure Figures for Years 11 – 30 are equal to Figures in Year 10.



## 19. Appendices

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- **Appendix 1: Roading**
  - Significant Issues and Options
  - 30 –Year Capital Expenditure
  - 30-Year Operating Expenditure
  
- **Appendix 2: Water Supply**
  - Significant Issues and Options
  - 30 –Year Capital Expenditure
  - 30-Year Operating Expenditure
  
- **Appendix 3: Wastewater**
  - Significant Issues and Options
  - 30 –Year Capital Expenditure
  - 30-Year Operating Expenditure
  
- **Appendix 4: Stormwater**
  - Significant Issues and Options
  - 30 –Year Capital Expenditure
  - 30-Year Operating Expenditure

## Appendix 1: Roding

### Significant Issues and Options

The Significant Infrastructural Issues for the Roding Activity are detailed in the Roding Asset Management Plan and summarised below.

- Increasing heavy commercial vehicle use and forestry activity is impacting on the Roding network;
- The geology, geography, environmental conditions (i.e. waterways) combined with poor drainage control to adequately with the impacts of extreme weather events;
- Increased demand for safe and accessible urban transport infrastructure;
- Reduction in deaths and serious injuries as a result of driver behaviour and road condition;
- Replacement of aging bridges and retaining walls;
- Maintaining levels of service with an increase in the population who are on fixed incomes (pensions); and
- The future of Whangamomona Rd as a tourist destination.

The options for addressing these significant infrastructural issues drive the Long-term financial forecast for the Roding Activity.

### Issue 1: Increase in HCV's and forestry activity, coupled with current standard of assets is resulting in reactive investment and inefficient allocation of resources

Response Options	Implications of options
Maintain road structural integrity	<ul style="list-style-type: none"> <li>• Accommodate increasing demand of heavy commercial vehicles on the transport network.</li> </ul>
Strengthen key structures	<ul style="list-style-type: none"> <li>• Accommodate both HPMV and 50MAX vehicles. All vehicles including the forestry/ agriculture/oil and gas industry are able to efficiently use key routes.</li> </ul>
Maintain current service levels for bridges	<ul style="list-style-type: none"> <li>• Ensure the structural condition of the existing bridges is able to meet the agreed level of service</li> </ul>

### Issue 2: The geology, geography, environmental conditions (i.e. waterways) and poor drainage control has reduced the ability of the network to cope with extreme weather events

Response Options	Implications of Options
Culverts function to allow the passage of water from roadside drains.	<ul style="list-style-type: none"> <li>• Annual culvert inspections to ensure they function along with assessing those due for replacement.</li> <li>• Increase the capacity of culverts to cope with more intense rainfall events.</li> <li>• Consider the option of replacing large diameter culverts with bridges to meet the New Environmental Standards requirements for fish passage.</li> </ul>
Improvements to outlet controls to reduce the risk of underslips occurring.	<ul style="list-style-type: none"> <li>• Reduces the possibility of underslips forming therefore the roding network remains open for use</li> </ul>
Roads are not closed due to un-planned events e.g. flooding, slips	<ul style="list-style-type: none"> <li>• Increase the maintenance programme to clear and maintain roadside drains to prevent un-planned closures</li> <li>• Improved resilience of the road network in the Stratford district</li> </ul>
Access to productive land is retained.	<ul style="list-style-type: none"> <li>• Enables the district to thrive and prosper as access to the markets is maintained</li> </ul>
The community has reasonable access to the land transport network	<ul style="list-style-type: none"> <li>• Ensures connectivity to the rural communities.</li> </ul>

### Issue 3: Increased demand for safe and accessible urban transport infrastructure



Response Options	Implications of options
Future infrastructure requirements	<ul style="list-style-type: none"> <li>• Support increase in tourism</li> <li>• Access to and through the district is maintained</li> <li>• Suitable parking areas on Mt Taranaki</li> <li>• Attractive Urban streets</li> <li>• Development of urban cycleways</li> <li>• Construction of the Brecon Road Extension</li> </ul>
Footpaths improved	<ul style="list-style-type: none"> <li>• Meet current and future levels of service</li> <li>• For all suitable urban streets</li> <li>• Safer footpaths- reducing the risk of personal injury incidents occurring.</li> <li>• Suitable for all users, including mobility scooters and wheelchairs.</li> <li>• Improved road safety for pedestrians.</li> </ul>
Provision of urban and rural cycle routes for commuting and recreational use	<ul style="list-style-type: none"> <li>• Encourages a healthier lifestyle through active transport systems</li> <li>• Greater use and uptake on active modes of transport</li> <li>• Increase in cycling tourists staying within Stratford District</li> <li>• Improved environmental benefits from less vehicle emissions.</li> </ul>

**Issue 4: Poor driver behaviour, challenging road conditions, limited experience with local conditions and unforgiving roads and roadsides is resulting in safety issues and deaths and serious injuries.**

Response Options	Implications of options
Promote safe use of the network through 'Roadsafe Taranaki'	<ul style="list-style-type: none"> <li>• Safer use of the transport network resulting in fewer crashes</li> <li>• Supports the physical works undertaken and supports use of alternative modes by reducing the perception that they are unsafe.</li> </ul>

Response Options	Implications of options
Introduce safer speeds to the existing network	<ul style="list-style-type: none"> <li>• Reduction in the number and severity of crashes</li> <li>• Achieves consistency with national guidance/best practice.</li> <li>• Improved amenity for walking and cycling where speeds are lowered</li> <li>• Improved efficiency for freight and general traffic where speeds are raised.</li> <li>• Speed limit reviews to reduce the number of death and serious injury crashes throughout the district</li> </ul>
Undertake minor improvements to the existing network Infrastructure	<ul style="list-style-type: none"> <li>• Reduction in crashes and therefore deaths and serious injuries</li> <li>• Able to respond to community requests for safety management and improvements of a minor nature; such as pedestrian islands</li> <li>• Geometrical improvements to key routes throughout the district</li> <li>• Use of road signage and roadmarking to highlight roadside hazards</li> </ul>
Undertake major improvements to the existing network infrastructure	<ul style="list-style-type: none"> <li>• Reduction in crashes, their severity and therefore deaths and serious injuries</li> <li>• Able to undertake safety transformation project improvements on key routes.</li> <li>• Improved resilience and reliability of the network.</li> <li>• Geometrical improvements to key routes throughout the district</li> </ul>

**Issue 5 – Replacement of aging bridges and retaining walls**

Response Options	Implications of Options
There are 46 bridges for replacement between Year 30-40;	<ul style="list-style-type: none"> <li>• No firm cost estimate - Increase annual budget by \$400k in years 21-30 per</li> </ul>

Response Options	Implications of Options
Many bridges are currently single lane.	<ul style="list-style-type: none"> <li>Consider widening to two lane – this will increase replacement costs. Replace like for like at this stage. Can be reviewed at time of replacement.</li> </ul>
Over 250 retaining walls have been identified.	<ul style="list-style-type: none"> <li>Replacement of retaining walls in poor condition to continue over the period of this strategy. Annually - \$200k for years 0-10 to replace the “very poor” rated structures</li> </ul>
Replacing these structures ensures the community remain connected.	<ul style="list-style-type: none"> <li>Council may need to loan fund the replacements, depending on the number of bridges being replaced each year.</li> </ul>

**Issue 6 - Maintaining levels of service with an increase in the population who are on fixed incomes (pensions)**

Response Options	Implications of Options
Differential levels of service for road hierarchy	<ul style="list-style-type: none"> <li>Many low volume roads will have minimal maintenance</li> </ul>
Increase in contract prices due to cost escalations and new contracts	<ul style="list-style-type: none"> <li>Review the levels of service, contract specifications to remain affordable</li> <li>Development of a Maintenance Intervention Plan for all maintenance activities to provide the right solution and the right time.</li> </ul>

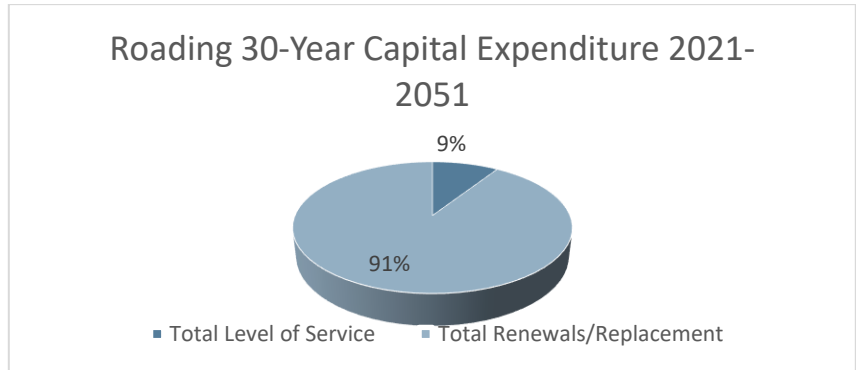
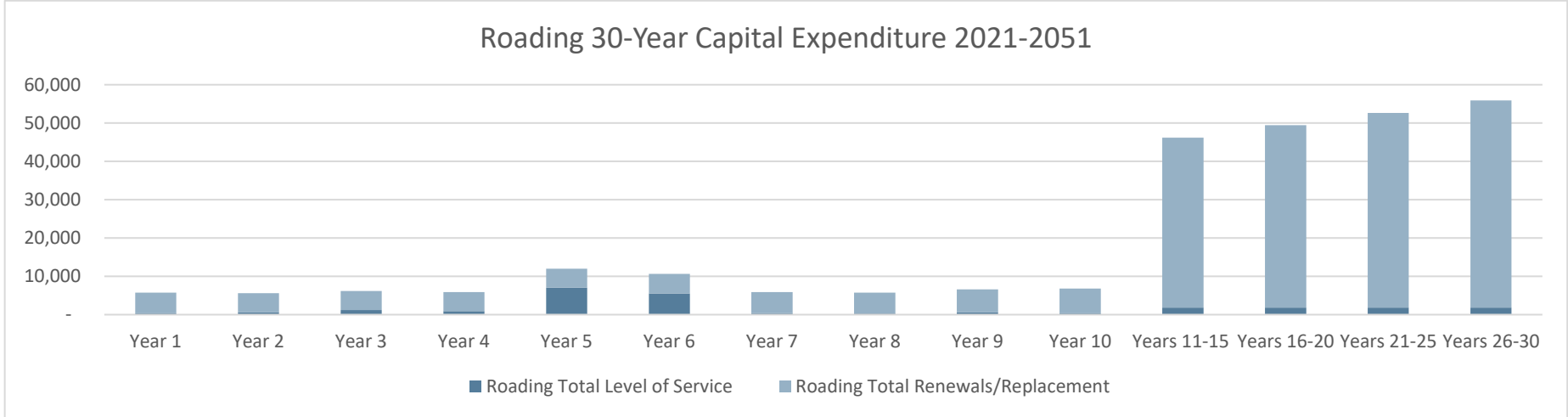
Response Options	Implications of Options
Increase revenue to offset increases in household rates	<ul style="list-style-type: none"> <li>Provides affordable services</li> </ul>
Increase the population of Stratford	<ul style="list-style-type: none"> <li>Bigger rating base to raise revenue</li> </ul>

**Issue 7 - The future of Whangamomona Rd as a tourist destination.**

Response Options	Implications of Options
Investment required to improve the condition of Whangamomona Road	<ul style="list-style-type: none"> <li>Develop a Business Case based on the economic wealth generated by the use of the road to secure funding from NZTA</li> <li>Where are funds sourced for the improvements, community grants, NZTA? - Estimated to be \$500,000 to upgrade the road</li> </ul>
Ongoing maintenance of this road to retain its appeal as a tourist destination	<ul style="list-style-type: none"> <li>Funds incorporated into operational budgets for roading. Cap the level of expenditure to \$40k per annum for minimal maintenance</li> </ul>
Creation of a Bylaw specifically for Whangamomona Road	<ul style="list-style-type: none"> <li>Controls the use of the road by specifically precluding certain types of vehicles</li> <li>Allows for the closure of the road throughout the winter months for maintenance purposes</li> </ul>

***30 –Year Capital Expenditure – Roading***

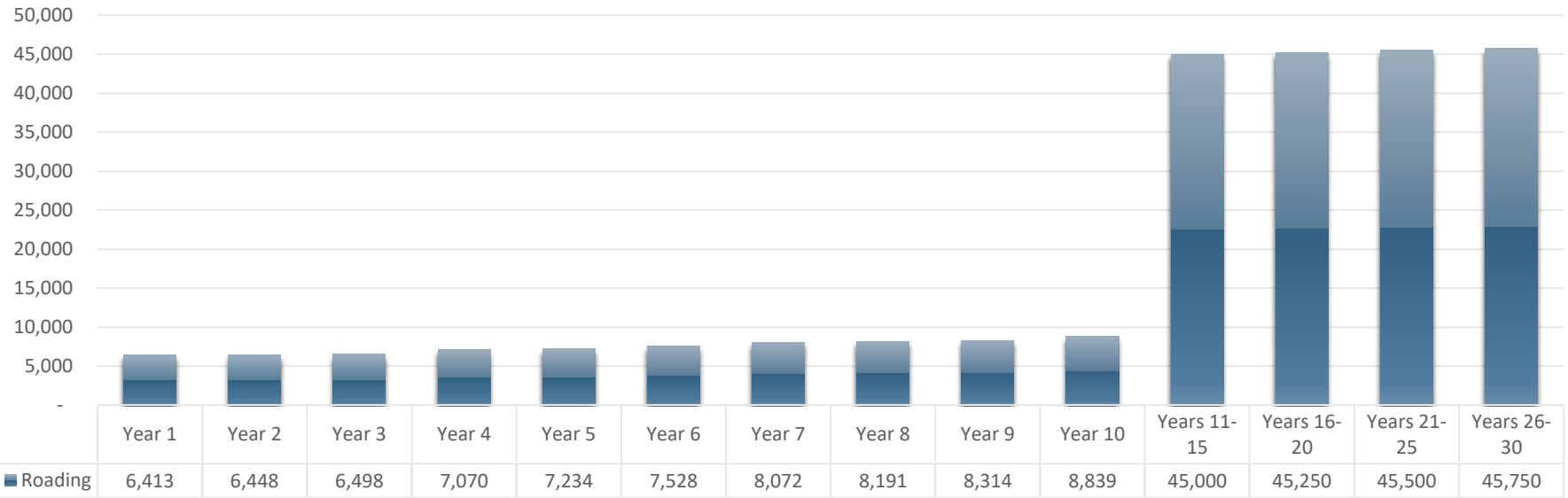
Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-36	2036-41	2041-46	2046-51	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
Level of Service Improvement	350	619	1,221	929	7,028	5,554	417	306	630	324	1,816	1,816	1,816	1,816	<b>24,643</b>
Replacements	5,413	4,983	4,920	4,983	4,977	5,085	5,436	5,446	5,983	6,452	44,364	47,607	50,850	54,093	<b>250,591</b>



**30 – Year Operating Expenditure – Roothing**

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-36	2036-41	2041-46	2046-51	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
<b>Roothing</b>	6,413	6,448	6,498	7,070	7,234	7,528	8,072	8,191	8,314	8,839	45,000	45,250	45,500	45,750	256,107

**Roothing Operating Expenditure 2021-2051**



## Appendix 2: Water

### Significant Issues and Options

The Significant Infrastructural Issues for the Water Supply Activity are detailed in the Water Supply Asset Management Plan and summarised briefly below.

- Water Use Efficiency and Conservation;
- Emergency Water Supply
- Alternative Water Supply;
- Backflow Prevention;
- Improvement in the reticulation system; and
- Resource Consent renewal

The options for addressing these significant infrastructural issues drive the Long-term financial forecast for the Water Supply Activity.

### Issue 1: Water Use Efficiency and Conservation

Response Options	Implications of options
Implement Universal Water metering including electronic water meter reading to all properties in the district connected to the Council's water reticulation system.	<p>This project primarily for water conservation purposes. It is driven primarily by, and therefore, if implemented, will support the following matters:</p> <ul style="list-style-type: none"> <li>• Compliance with council's water take resource consent;</li> <li>• the Department of Internal Affairs (DIA) benchloss requirements;</li> <li>• Equity in water tariff system; and most importantly,</li> <li>• The optimisation of water use and consumption to ensure and support spare capacity for future growth etc.</li> </ul>

### Issue 2: Emergency Water Supply

Response Options	Implications of options
Construct a new water 4,500m <sup>3</sup> reservoir	<p>This project is primarily for additional water storage at the Stratford Water Treatment Plant. It is driven primarily by, and therefore, if implemented, will support the following matters:</p> <ul style="list-style-type: none"> <li>• Resilience in providing an additional day of water supply in the event of failure of the water intake and ensure the continued provision of critical clean, safe drinking water for residents, and also process water for industry in Stratford; and</li> <li>• To support growth – planned or unplanned. The continuity of clean and safe water also gives confidence to existing and new industries which Council contuse to encourage to the district.</li> </ul>

### Issue 3: Alternative Water Supply

Response Options	Implications of options
Commission a feasibility report to explore the alternative water supply options available for the Patea River/Konii Stream Water Take	<p>This project is primarily to investigate alternative water supply options for the Patea River water source - in the face of an emergency that renders the take from the river unusable. This project is primarily driven by resilience. The recommendation of the feasibility study, if implemented, will:</p> <ul style="list-style-type: none"> <li>• Provide redundancy in the water supply source to this critical service; and in turn</li> <li>• Allow the Council to continue to perform its duties and responsibilities, under the Local Government Act, to the people of Stratford</li> </ul>



#### Issue 4: Backflow Prevention

Response Options	Implications of options
Implement a Backflow Prevention campaign for all properties identify as being at risk of contaminating their water supply.	<p>This project primarily for health and safety purposes. It is driven by the requirements of Section 18 of Council's Water Supply Bylaw, which requires a backflow prevention device be installed where there is a risk of contamination entering the potable water supply through backflow or syphoning.</p> <p>Once implementation is complete, the Council can be sure that the risk of contamination as a result of backflow or syphoning is minimised. This risk is part of the corporate Risk Register that must be minimised by Council for the health and safety of its residents.</p>

#### Issue 5: Improvements to the reticulation system

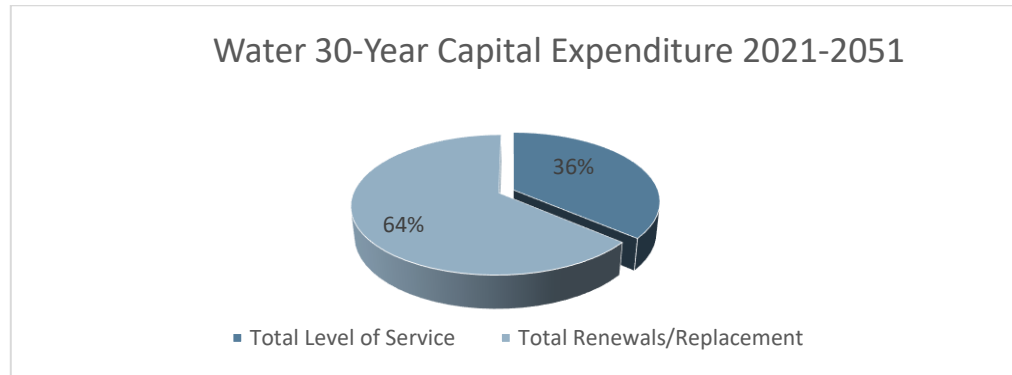
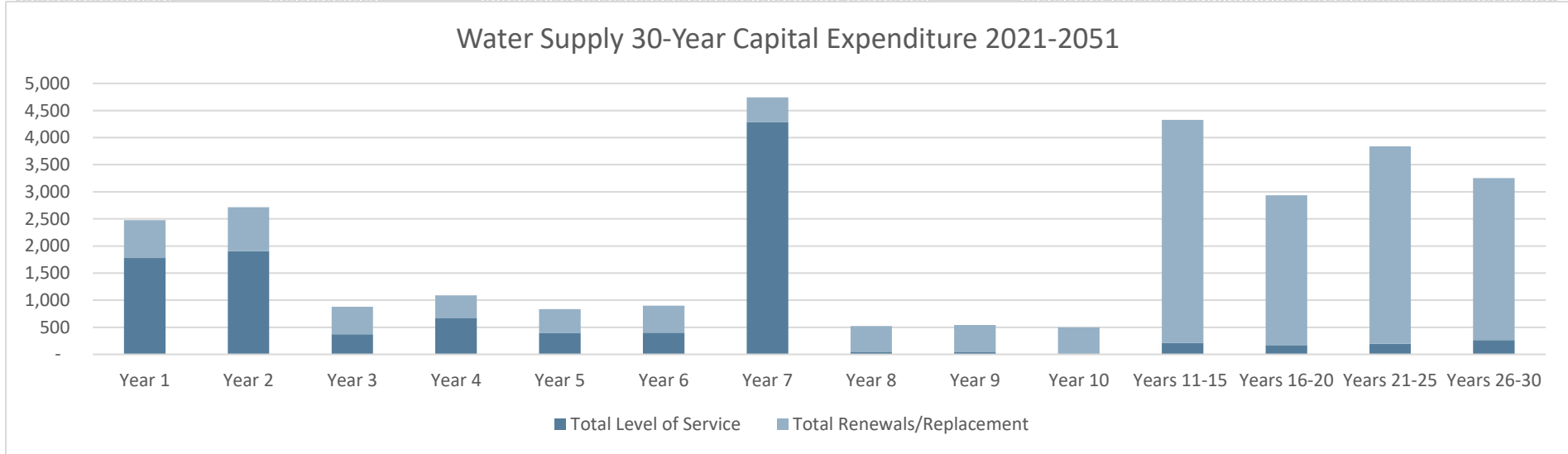
Response Options	Implications of options
Continue with the Implementation of rider mains in the water network	Rider mains represent a cost-effective way of distributing water within the network

#### Issue 6: Resource Consent renewal

Response Options	Implications of options
Undertake to renew the Expiring Resource Consent to take water from the Te Popo Stream at Midhirst. This consent expires in June 2021.	<p>This process is required to satisfy the requirements of the Resource Management Act (1991) for expiring consents. The Council currently takes water from the Te Popo Stream under an authorisation consent from the Taranaki Regional Council, which expires in June.</p> <p>This process is has already commenced and it is expected to take 12 to 18 months to complete. The Council is already in talks with key Stakeholders and affected parties. Supporting documentation will need to be commissioned and submitted to the TRC for the renewal of this consent. In the meantime, The Council can continue to operate under the expiring consent as a renewal application was submitted at least 6 months to the consent expiry.</p> <p>At the completion of this process, the Council will be able to continue to take water from the Te Popo Stream to supply the residents of Midhirst.</p>

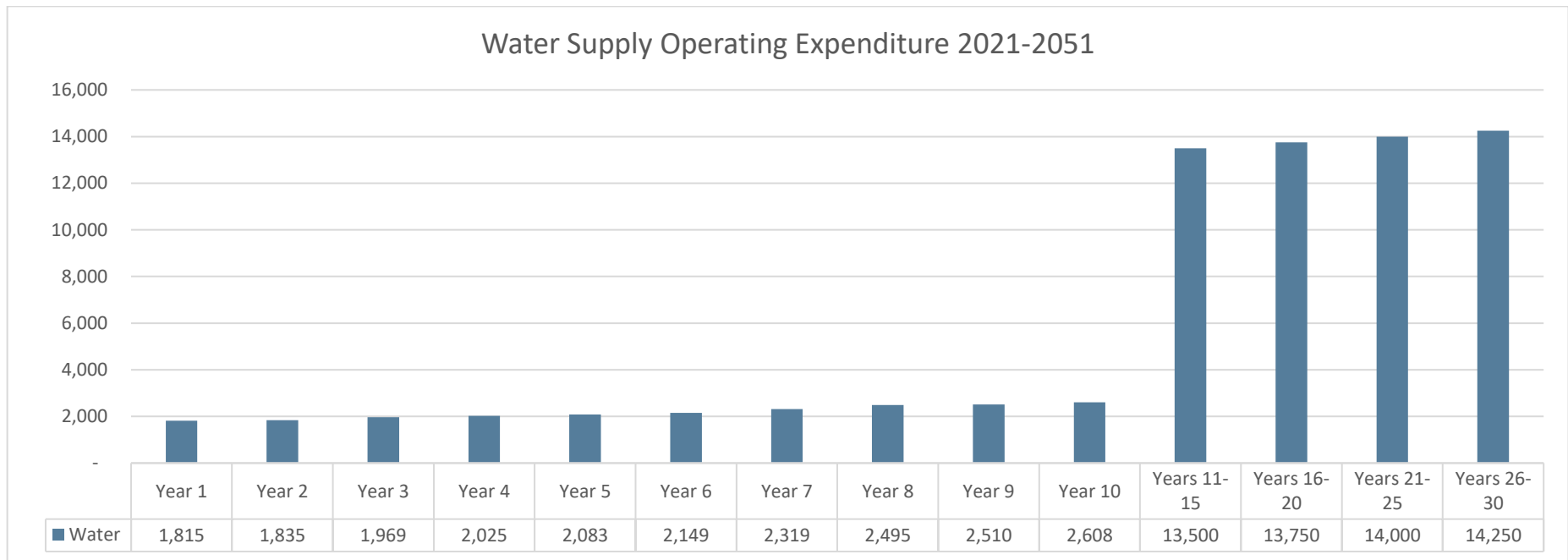
***30-Year Capital Expenditure - Water***

<b>Water Supply</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031-36</b>	<b>2036-41</b>	<b>2041-46</b>	<b>2046-51</b>	<b>Total</b>
	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>	<b>\$000</b>
Level of Service Improvement	1,780	1,841	369	673	390	401	4,289	37	38	-	210	170	197	262	<b>10,657</b>
Replacements	695	812	510	414	443	496	452	486	502	498	4,117	2,766	3,645	2,989	<b>18,826</b>

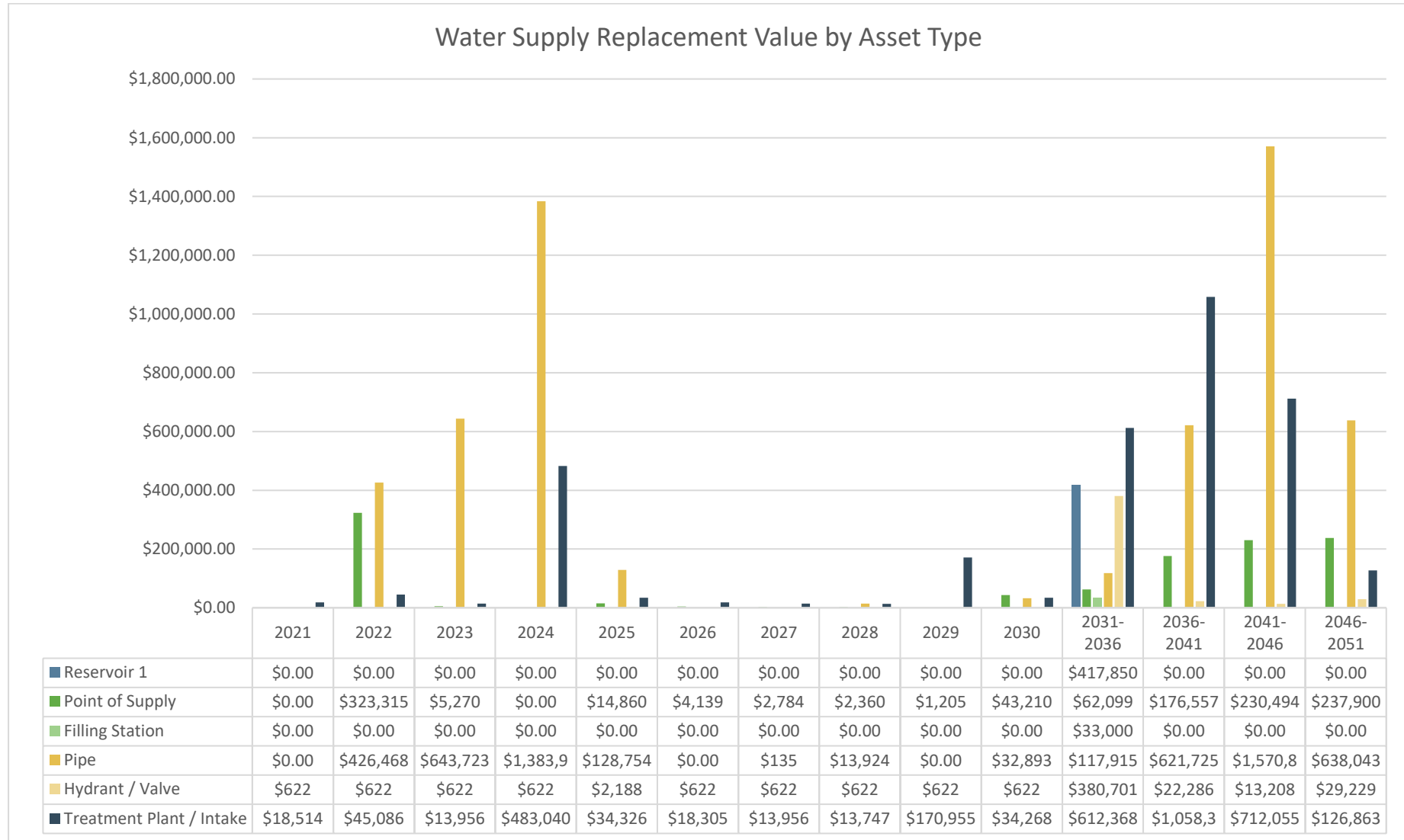


***30 – Year Operating Expenditure – Water***

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-36	2036-41	2041-46	2046-51	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Water Supply</b>	1,815	1,835	1,969	2,025	2,083	2,149	2,319	2,495	2,510	2,608	13,500	13,750	14,000	14,250	77,308



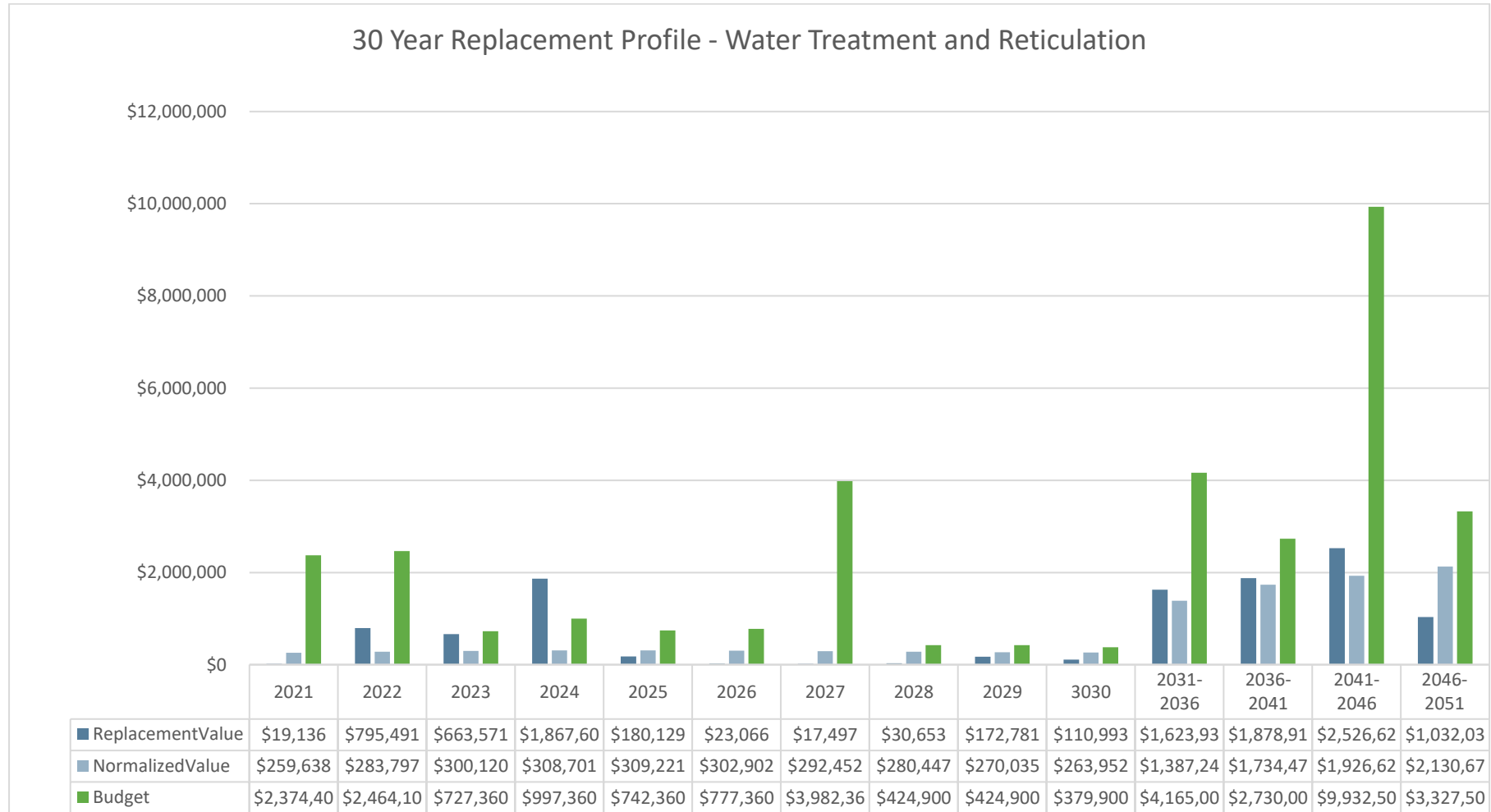
**30 – Year Water Supply Replacement Profile – Replacement Value By Asset Type**



**Legend:**

Replacement value: The total amount to spend on replacement based on Council's Asset Management System data

***30 – Year Water Supply Replacement Profile - Water Treatment and Reticulation***



**Legend:**

*Replacement value: The total amount to spend on replacement based on Council's Asset Management System data;*

*Normalised Value – Total minimum budget recommended for spending to ensure the entire replacement programme is delivered in the long-term.*

*Total Renewal Budget – The optimum budget the Council has determined to spend to optimise the asset and service delivery*



## Appendix 3: Wastewater

### Significant Issues and Options Assessment

The Significant Infrastructural Issues for the Wastewater Activity are detailed in the Wastewater Asset Management Plan and summarised below.

- Resource Consent Implementation;
- Trade Waste Implementation;
- Reticulation overload due to inflow/infiltration;
- Pipework Capacity Issues; and
- Network Planning and Modelling

The options for addressing these significant infrastructural issues drive the Long-term financial forecast for the Rooding Activity.

#### Issue 1: Resource Consent Implementation

Response Options	Implications of options
Implement all necessary measures to achieve the conditions of the wastewater discharge consent.	<p>Compliance with the requirements of the wastewater discharge consent is essential for minimising the adverse effects on the environment.</p> <p>With the receipt of our new Wastewater Discharge Consent issued in April 2020, the Council has programmed to implement the required system upgrade at the set time per the consent condition. The Council will also continue to monitor the performance of the wastewater oxidation pond and provide feedback to the key affected parties on a regular basis. The first stakeholder meeting involving Iwi and Fish &amp; Game was held in August 2020; annual meetings will be held, as a requirement of the resource consent, to discuss performance progress. Intermittent meetings will be held where issues arise to ensure they are addressed promptly.</p>

#### Issue 2: Trade Waste Bylaw Implementation

Response Options	Implications of options
Implementation of the Trade Waste Bylaw	<p>This project is to ensure the implementation of the Councils newly adopted Trade Waste Bylaw.</p> <p>Stratford District Council's Trade Waste Bylaw 2020 (TWB) was adopted by Council in July 2020; Council undertook to employ a part time Trade Waste Officer in August 2020 to investigate trade waste discharges within the district and enforce the provisions of the TWB. Following subsequent amendments, the final Trade Waste Bylaw was adopted in October 2020.</p> <p>The successful implementation of this bylaw will ensure that trade wastes are appropriately disposed of, costs lie where they fall and the quality of resulting treated wastes discharging into the receiving environment meets the conditions of our resource consent and requirements of the NES-FW.</p>

#### Issue 3: Reticulation overload due to inflow/infiltration

Response Options	Implications of options
Implementation of Inflow/Infiltration programme, including inspections of private property to identify direct discharge of stormwater to sew	<p>This programme primarily to optimise reticulation capacity during rainfall events, by ensuring there is no inflow or infiltration of water into the wastewater reticulation system.</p> <p>The Inflow/Infiltration programme is a suite of interventions designed to minimise the inflow and infiltration of surface and groundwater into the wastewater pipe network. This is an important part of our annual network</p>

Response Options	Implications of options
	<p>maintenance and renewal programme that ensures that only wastewater collected from households and businesses is transported to the treatment plant.</p> <p>CCTV inspections are undertaken as part of the network conditions assessments therefore no additional costs are incurred. Identifying areas of high infiltration allows Council to better focus funds.</p> <p>The removal of stormwater increases the available reticulation capacity during rainfall events.</p>

#### Issue 4: Pipework Capacity Issues

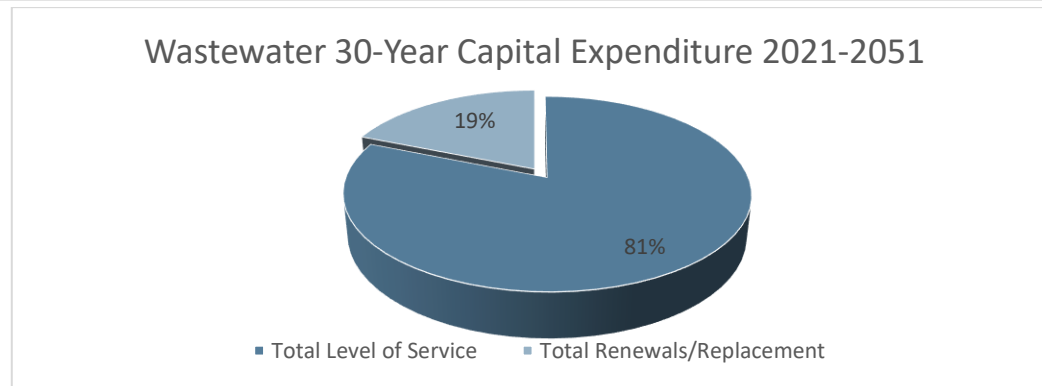
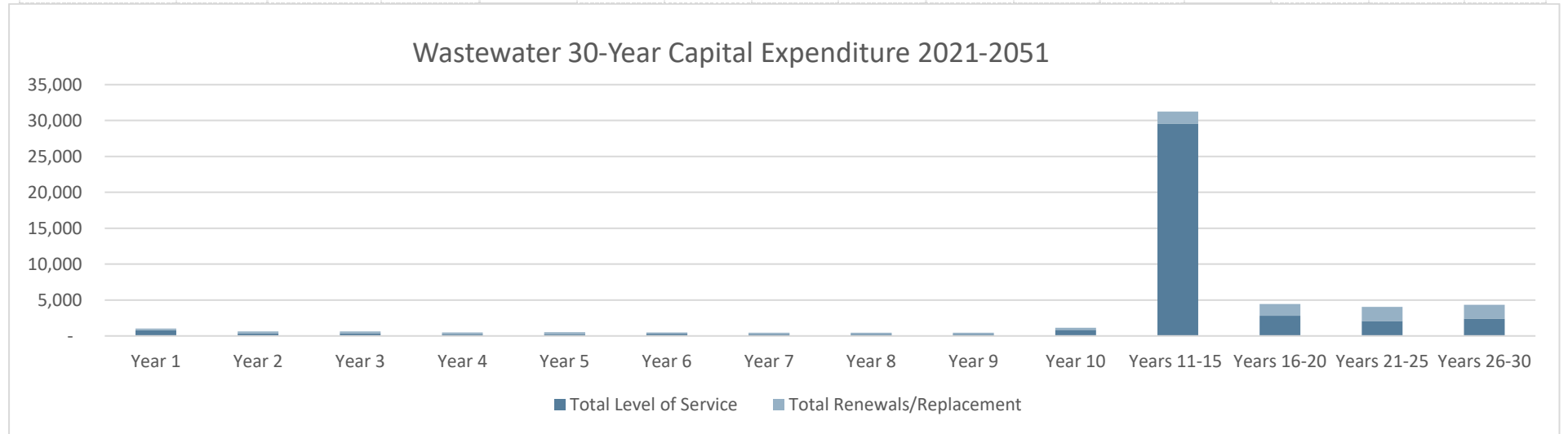
Response Options	Implications of options
Programme the implementation of pipework capacity increase to support growth.	<p>This programme is to address under-capacity of pipe network to support growth, residential infill and other intense land-use activities.</p> <p>There have been new residential subdivisions and developments, urban infill and other growth-related pressures created in both our wastewater and stormwater networks. The consequence of this is that some pipes are requiring upgrades in capacity to accommodate the increased flow.</p>

#### Issue 5: Network Planning and Modelling

Response Options	Implications of options
Full review and calibration of the existing Wastewater model	<p>To accommodate growth and increased demand, Council has programmed to increase pipe capacity to cater for high flows. While officers are aware of some pipes within the network requiring increased capacity, the Council is will commission a network modelling project on our stormwater network to reveal how our network systems are behaving.</p> <p>This modelling project will comprise:</p> <ul style="list-style-type: none"> <li>• the evaluation of network capacity;</li> <li>• the identification of inflow and infiltration into the pipe network;</li> <li>• the identification of bottlenecks in the existing or proposed network; and</li> <li>• the design of improvements needed to accommodate growth. The modelling project is expected to reveal the areas for improvement in the network from which priority areas can be programmed for improvement.</li> </ul> <p>The existing model is over 10 years old and needs updating in the near future to provide accurate information on where Council should undertake network upgrades and renewals.</p>

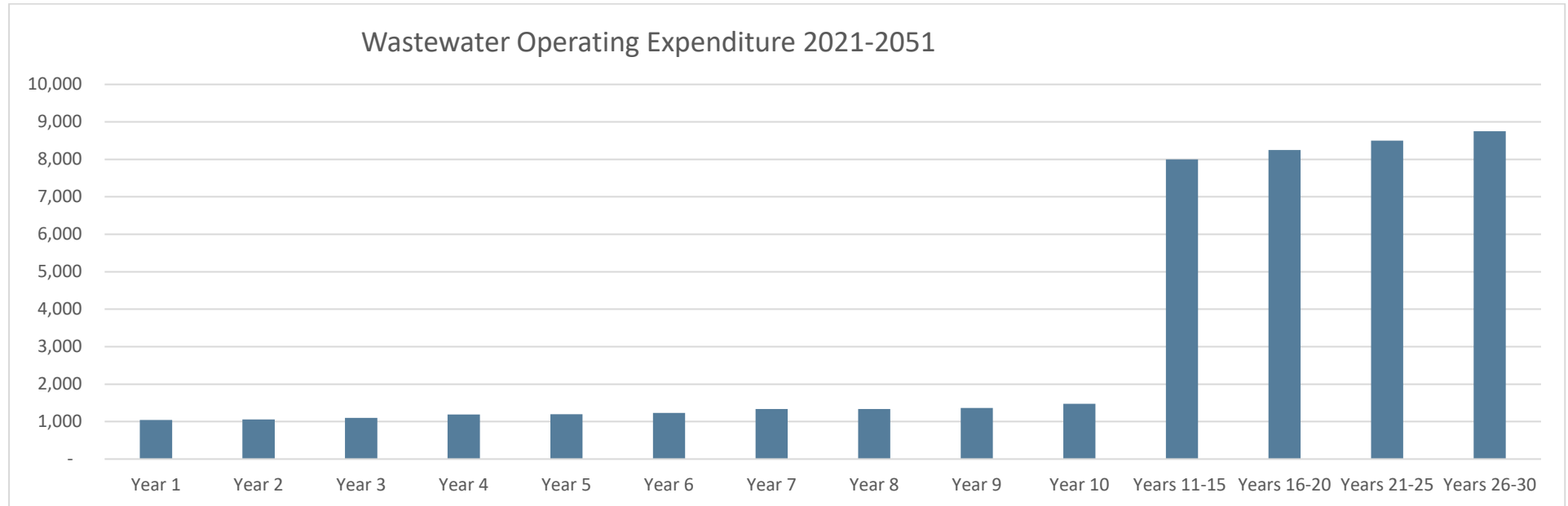
***30 –Year Capital Expenditure- Wastewater***

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-36	2036-41	2041-46	2046-51	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
Level of Service Improvement	800	362	381	273	281	288	238	184	178	838	29,597	2,819	2,098	2,360	<b>40,697</b>
Replacements	213	252	258	200	228	211	218	262	271	305	1,639	1,639	1,967	1,967	<b>9,628</b>

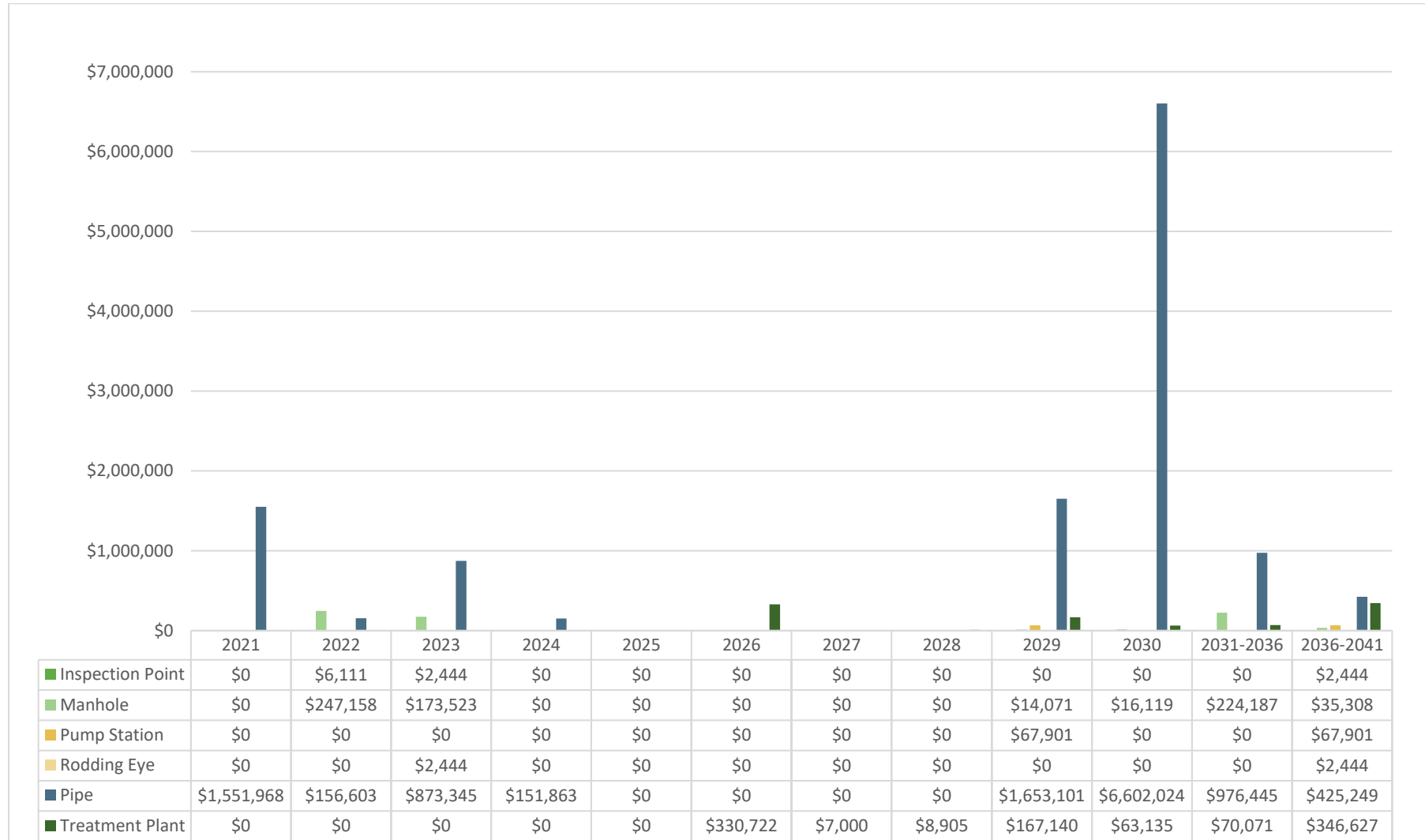


***30 – Year Operating Expenditure - Wastewater***

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-36	2036-41	2041-46	2046-51	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Wastewater</b>	1,045	1,059	1,097	1,187	1,196	1,233	1,334	1,338	1,363	1,473	8,000	8,250	8,500	8,750	45,825



***30 – Year Wastewater Replacement Profile – Replacement Value By Asset by Type***

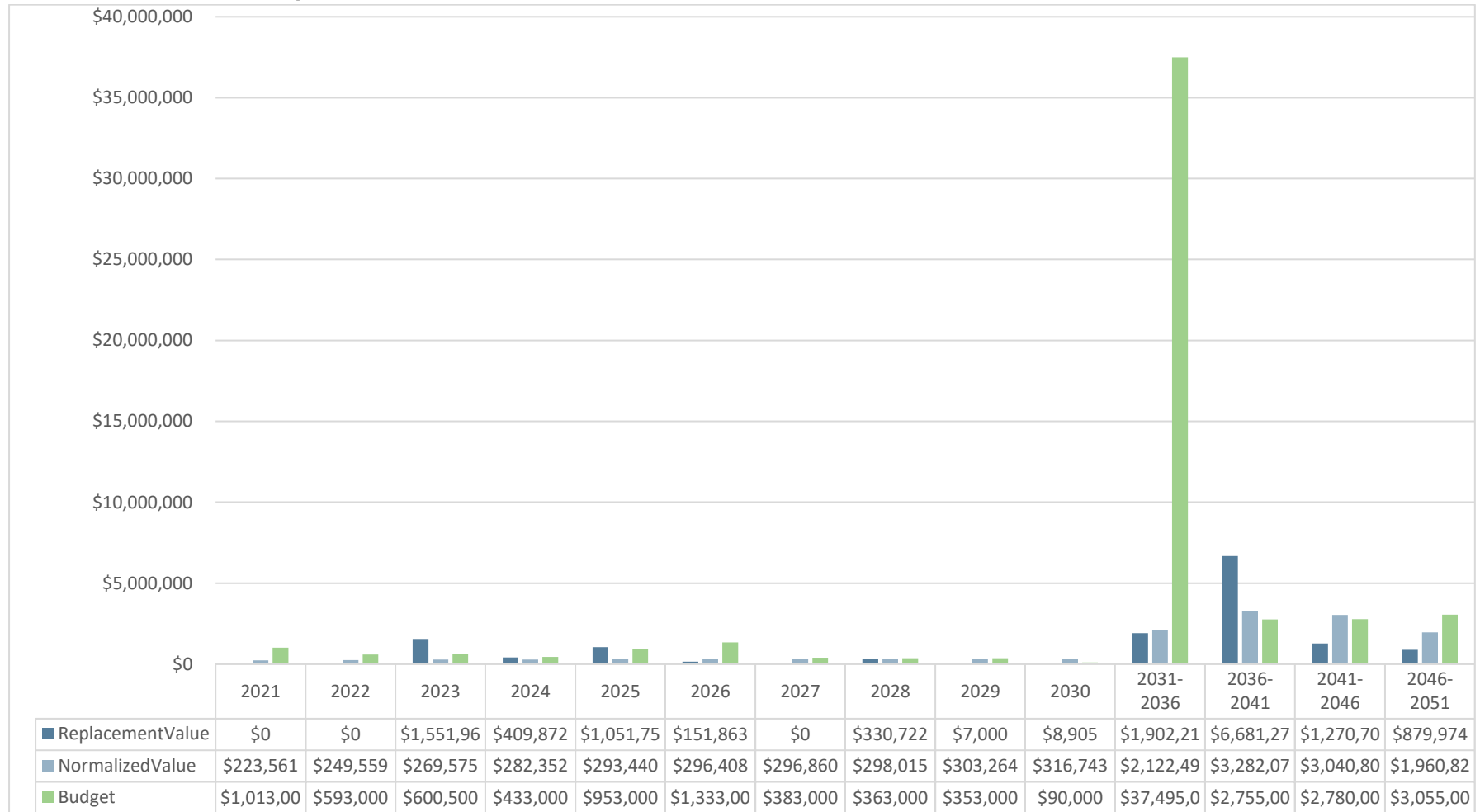


**Legend:**

*Replacement value: The total amount to spend on replacement based on Council's Asset Management System data*



***30 – Year Wastewater Replacement Profile - Treatment and Reticulation***



**Legend:**

*Replacement value: The total amount to spend on replacement based on Council's Asset Management System data;*

*Normalised Value – Total minimum budget recommended for spending to ensure the entire replacement programme is delivered in the long-term.*

*Total Renewal Budget – The optimum budget the Council has determined to spend to optimise the asset and service delivery*

## Appendix 4: Stormwater

### Significant Issues and Options

The Significant Infrastructural Issues for the Stormwater Activity are detailed in the Stormwater Asset Management Plan and summarised below.

- Network Planning and Modelling;
- Pipework Capacity Issues;
- Stormwater Safety Improvements
- Climate Change; and
- Replacement of Stormwater tunnels

The options for addressing these significant infrastructural issues drive the Long-term financial forecast for the Stormwater Activity.

#### Issue 1: Network Planning and Modelling

Response Options	Implications of options
Commission a new Wastewater model	<p>To accommodate growth and increased demand, Council has programmed to increase pipe capacity to cater for high flows..</p> <p>While officers are aware of some pipes within the network requiring increased capacity, the Council will commission a network modelling project on our stormwater network to reveal how our network systems are behaving.</p> <p>This modelling project will comprise</p> <ul style="list-style-type: none"> <li>• the evaluation of network capacity;</li> <li>• the identification of bottlenecks in the existing or proposed network; and</li> <li>• the design of improvements needed to accommodate growth.</li> </ul> <p>The modelling project is expected to reveal the areas for improvement.</p>

#### Issue 2: Pipework Capacity Issues

Response Options	Implications of options
Programme the implementation of pipework capacity	This programme is to address under-capacity of pipe network to support growth, residential infill and other intense land-use activities.

increase to support growth.	There have been new residential subdivisions and developments, urban infill and other growth-related pressures created in both our wastewater and stormwater networks. The consequence of this is that some pipes are requiring upgrades in capacity to accommodate the increased flow.
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#### Issue 3: Stormwater Safety Improvements

Response Options	Implications of options
Conduct an inlet structure study, and its implementation, to ascertain the extent of potential upgrades required to meet public safety requirements	Knowledge of what inlet structures are in the network and whether they are adequate is not at an appropriate level. This study will help Council gain the appropriate level of knowledge required to plan for the construction of new, safe stormwater inlet structures.

#### Issue 4: Climate change

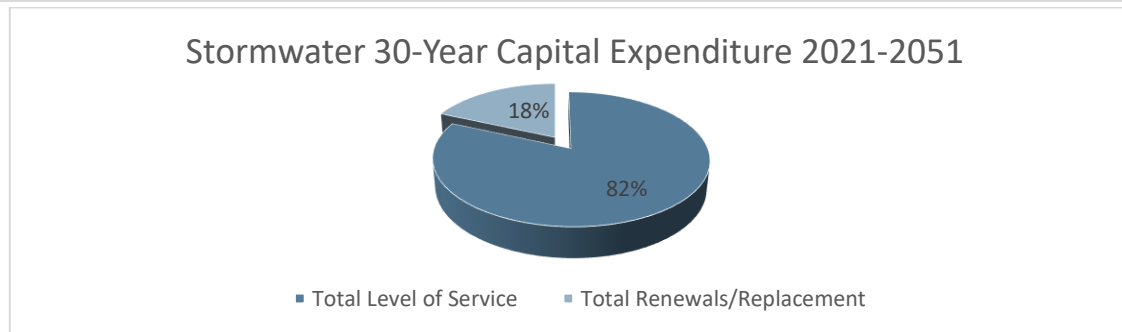
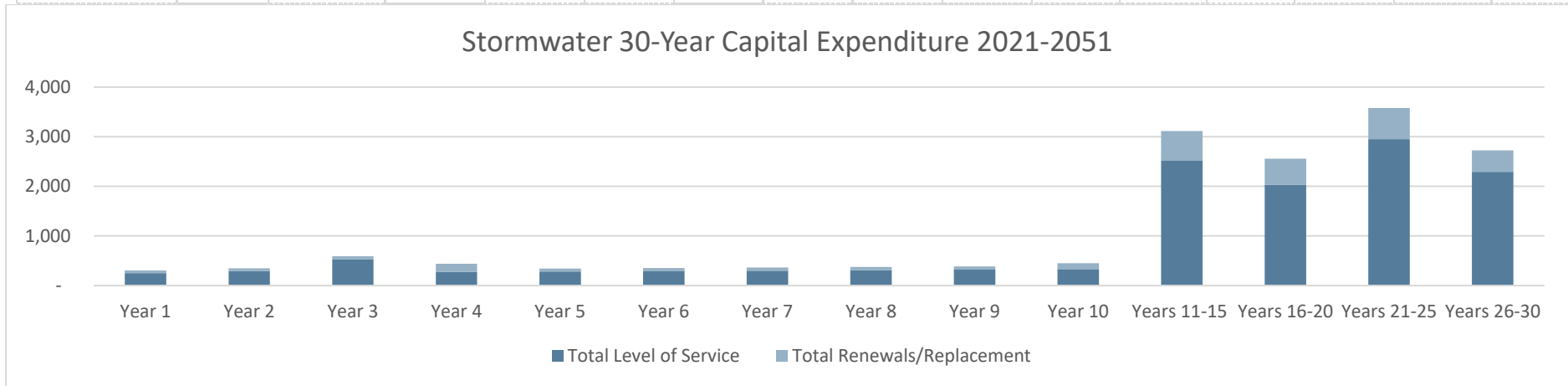
Response Options	Implications of options
Create a catchment management plan to support upgrade of existing assets to accommodate a 1 in 100 year storm event	Should improve stormwater management in the existing network

#### Issue 5: Replacement of stormwater tunnels

Response Options	Implications of options
Consider rerouting of larger waterways/pipeline/tunnels to be more accessible and within public land or easements	Properties currently connected to existing infrastructure will need to be accounted for in any new design route

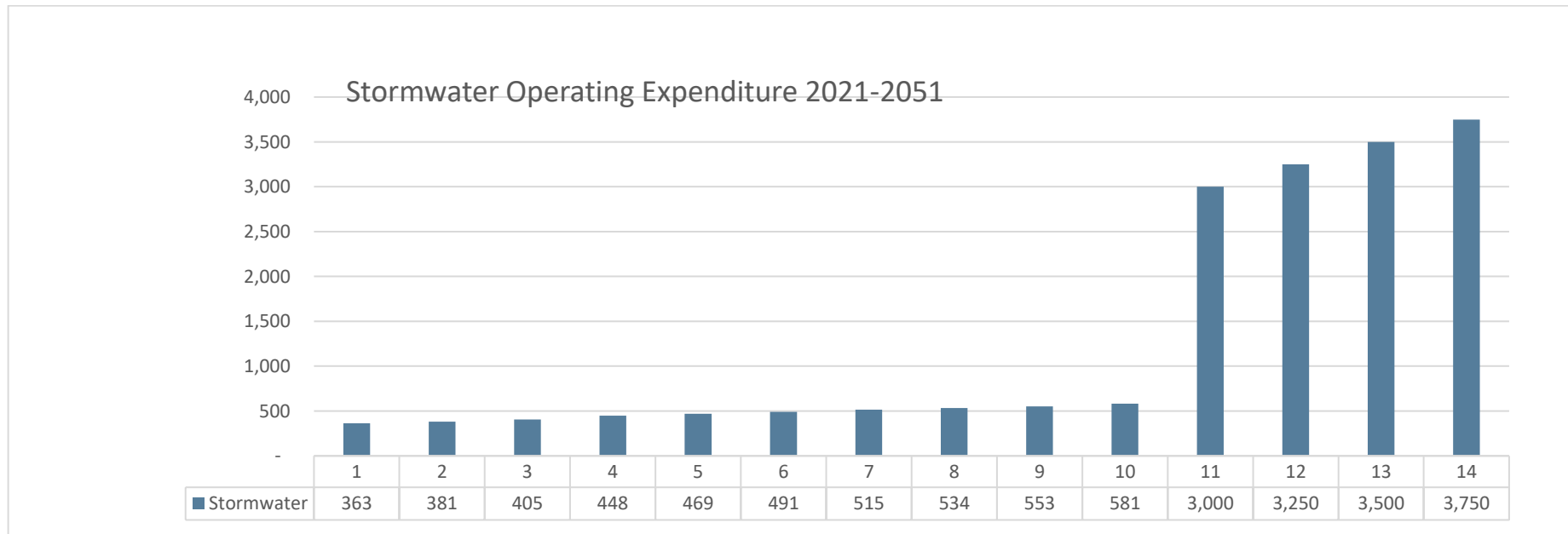
***30 – Year Capital Expenditure - Stormwater***

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-36	2036-41	2041-46	2046-51	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Level of Service Improvement	252	292	533	275	283	291	300	310	321	331	2,524	2,032	2,950	2,294	<b>12,990</b>
Replacements	53	55	56	167	59	61	63	65	67	122	590	524	629	430	<b>2,943</b>

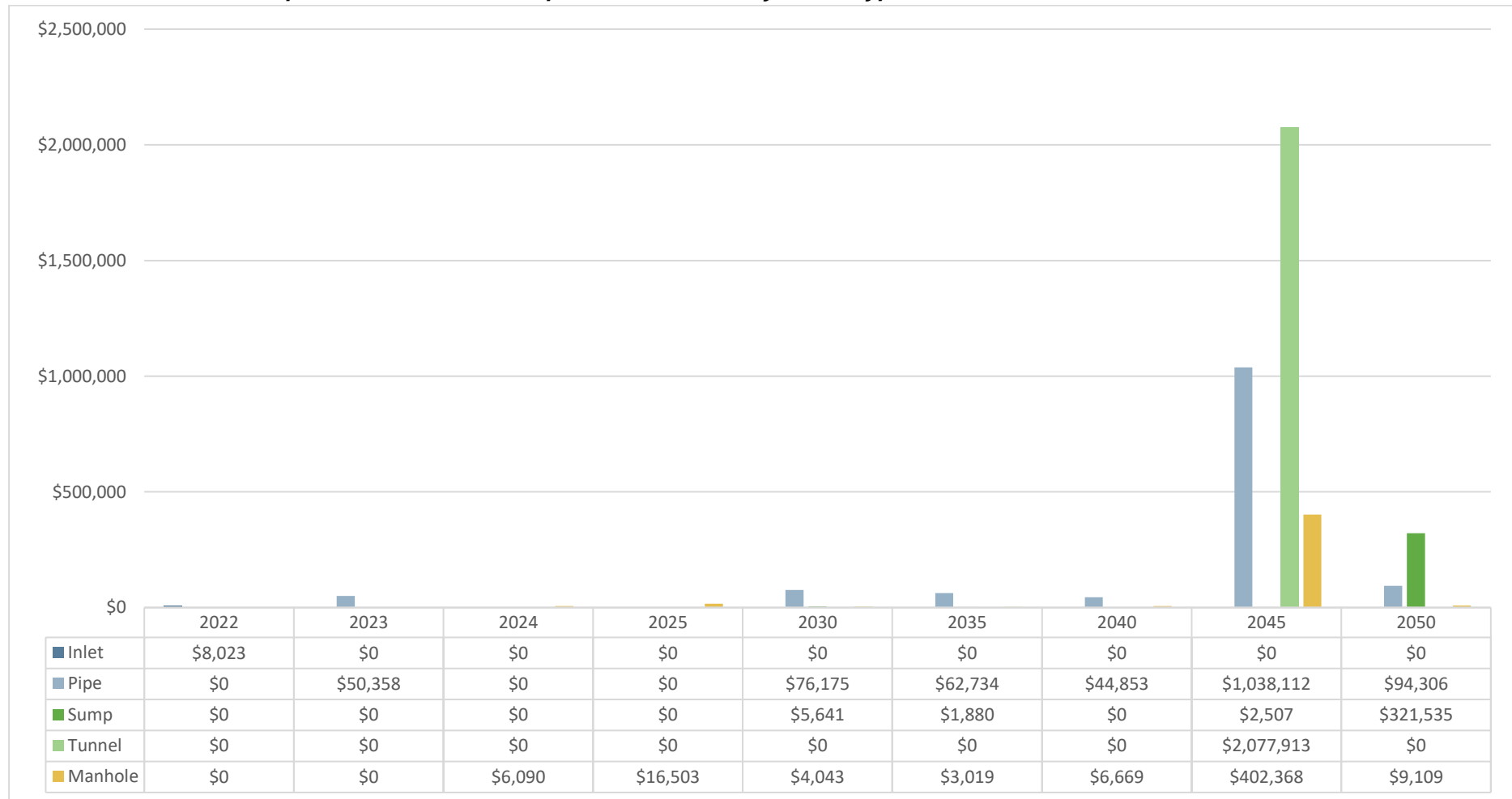


**30 – Year Operating Expenditure – Stormwater**

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031-36	2036-41	2041-46	2046-51	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
<b>Stormwater</b>	363	381	405	448	469	491	515	534	553	581	3,000	3,250	3,500	3,750	18,241



***30 – Year Stormwater Replacement Profile – Replacement Value by Asset Type***

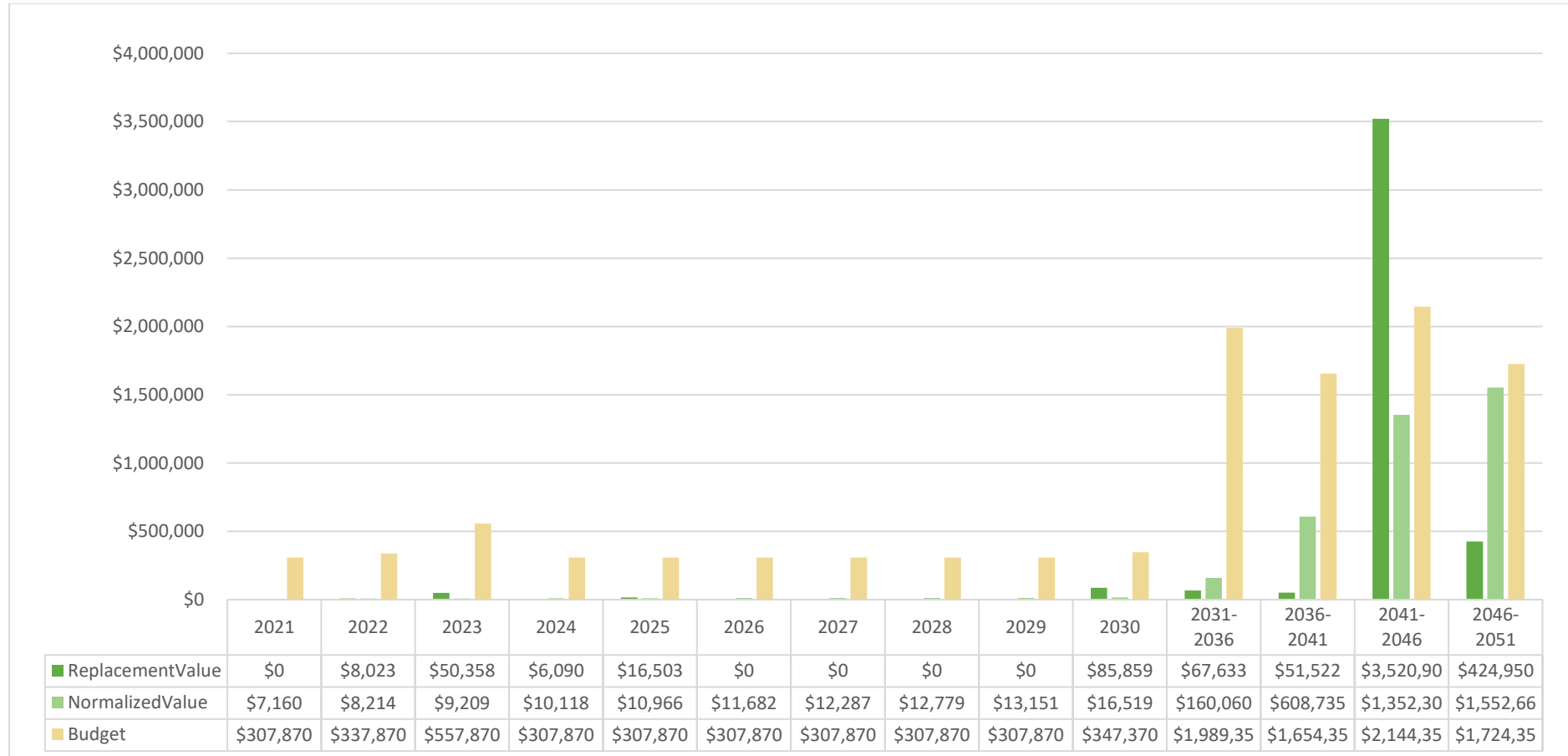


**Legend:**

*Replacement value: The total amount to spend on replacement based on Council's Asset Management System data;*



**30 – Year Stormwater Replacement Profile - Reticulation**



**Legend:**

*Replacement value: The total amount to spend on replacement based on Council's Asset Management System data;*

*Normalised Value - Total minimum budget recommended for spending to ensure the entire replacement programme is delivered in the long-term.*

*Total Renewal Budget - The optimum budget the Council has determined to spend to optimise the asset and service delivery*