



21 May 2019

POLICY & SERVICES COMMITTEE MEETING

Notice is hereby given that the **Policy & Services Committee Meeting of Council** will be held in the **Function Facility, War Memorial Centre, Miranda Street, Stratford** on **Tuesday 26 May 2020** at **3.00pm**.

Timetable for 26 May 2020 as follows:

| | |
|--------|--|
| 1pm | Policy & Services Committee - Hearing - Trade Waste Bylaw |
| 2pm | Workshop for Councillors - Roading |
| 3.00pm | Policy & Services Committee |

Yours faithfully



Sven Hanne
CHIEF EXECUTIVE

Policy & Services Committee - May 2020 (21/05/2020)

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POLICY AND SERVICES COMMITTEE MEETING
TUESDAY 26 MAY 2020 AT 3.00PM

F19/13/05-D20/9262

A G E N D A

1. **WELCOME**

2. **APOLOGIES**

3. **ANNOUNCEMENTS**

4. **DECLARATIONS OF INTEREST**

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

5. **ATTENDANCE SCHEDULE**

Attendance schedule for Policy and Services Committee Meetings, including Hearings.

6. **CONFIRMATION OF MINUTES**

- 6.1 **Policy and Services Committee Meeting (Hearing - Rates Remission Policy) – 28 April 2020**
D20/7484 Pages 8-11

RECOMMENDATION

THAT the minutes of the Policy and Services Committee Meeting to hear and consider submissions to the Rates Remission Policy held on Tuesday 28 April 2020, be confirmed as a true and accurate record.

/_____
Moved/Seconded

- 6.2 **Policy and Services Committee Meeting – 28 April 2020**
D20/7485 Pages 12-20

RECOMMENDATION

THAT the minutes of the Policy and Services Committee Meeting held on Tuesday 28 April 2020, be confirmed as a true and accurate record.

/_____
Moved/Seconded

7. **MATTERS OUTSTANDING**
D16/47 Page 21

RECOMMENDATION

THAT the matters outstanding be received.

/_____
Moved/Seconded

8. **INFORMATION REPORT – ECONOMIC DEVELOPMENT REPORT
QUARTER 3**

D20/8032

Pages 22-49

RECOMMENDATION

THAT the report be received.

Moved/Seconded

9. **DECISION REPORT – ADOPTION OF ANNUAL PLAN 2020/21**

D20/9174

Pages 50-180

RECOMMENDATIONS

1. THAT the report be received.
2. THAT feedback on the Annual Plan 2020/21 is acknowledged and any amendments, agreed to by elected members, are incorporated into the Annual Plan 2020/21.
3. THAT the Annual Plan 2020/21 (attached) be approved, and recommended for adoption by Council at the June 2020 Ordinary Council meeting. The adoption of the Annual Plan 2020/21 includes the:
 - Funding Impact Statement (Clause 20 of Schedule 10 of the Local Government Act 2002), and the
 - Fees and Charges Schedule for 2020/21.
4. THAT Council delegate authority to the Chief Executive to approve any final edits and design changes required to the Annual Plan to finalise the document for distribution.

RECOMMENDED REASON

Council is required to adopt an Annual Plan, pursuant to Section 95 of the Local Government Act 2002 (“the Act”), before the commencement of the year to which it relates, by 30 June 2020, and prior to setting the rates for the financial year.

Moved/Seconded

10. **DECISION REPORT – FURTHER REVIEW OF RESERVE MANAGEMENT PLAN 2011**

D20/9325

Pages 181-189

RECOMMENDATIONS

1. THAT the report be received.
2. THAT, in terms of Section 41(4) of the Reserves Act 1977, as administering body of the reserves Council carry out a comprehensive review of the Reserve Management Plan 2011 as it affects the neighbourhood (urban) reserves of Windsor Park, Thomson Arboretum, Cassandra Reserve, Pembroke Reserve, Adrian Street Reserve, Swansea Road Sportsground, Pioneer Memorial Cemetery Reserve, Celia Street Reserve, Colonel Malone Statue Reserve, the Midhirst and Broadway Railway Beautification Reserves and nine unnamed urban esplanade reserves.
3. THAT following the review of the Reserve Management Plan 2011 as it affects the neighbourhood (urban) reserves, a similar comprehensive review be carried out in respect of the remaining reserves covered by the plan, namely the 11 rural domains and 18 other miscellaneous rural local purpose reserves in the district.

Recommended Reasons

The Reserves Act 1977 requires Council to “keep its management plan under continuous review” and it is now nine years since the current plan has had a formal review to guide their present and future use, maintenance and development, other than in regard to King Edward and Victoria Parks.

Moved/Seconded

11. **DECISION REPORT – ADOPTION OF COMMUNICATIONS AND ENGAGEMENT STRATEGY**

D20/9273

Pages 190-208

RECOMMENDATIONS

1. THAT the report be received.
2. THAT feedback on the draft Communication and Engagement Strategy is acknowledged and any amendments, agreed to by elected members, are incorporated into the Communication and Engagement Strategy.
3. THAT the Communication and Engagement Strategy (attached) be approved, and recommended for adoption by Council at the June 2020 Ordinary Council meeting.

Recommended Reason

Adopting the strategy as a framework is recommended to support communication and engagement between Council and the community.

Moved/Seconded



Health and Safety Message

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Please exit through main entrance.

Once you reach the footpath outside please turn left and walk towards the Bell tower congregating on lawn outside the Council Building.

Staff will guide you to an alternative route if necessary.

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

5. Attendance schedule for 2019 – 2020 Policy & Services Committee meetings, including hearings.

| Date | 26/11/19 | 26/11/19 | 28/01/20 | 25/02/20 | 24/03/20 | 14/04/20 | 28/04/20 | 26/05/20 | 23/06/20 | 28/07/20 | 25/08/20 | 22/09/20 | 27/10/20 | 24/11/20 | |
|-----------------|-----------------|-----------------|-----------------|-----------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--|
| Meeting | H | P&S | P&S | P&S | H / P&S | H (AV) | H/ P&S (AV) | H/ P&S | P&S | P&S | P&S | P&S | P&S | P&S | |
| Neil Volzke | ✓ | ✓ | ✓ | ✓ | CANCELLED DUE TO COVID-19 LOCKDOWN | ✓ | ✓ | | | | | | | | |
| Grant Boyde | A | A | ✓ | A | | ✓ | ✓ | | | | | | | | |
| Rick Coplestone | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | | | | | | |
| Peter Dalziel | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | | | | | | |
| Jono Erwood | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | | | | | | |
| Amanda Harris | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | | | | | | |
| Alan Jamieson | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | | | | | | |
| Vaughan Jones | ✓ | ✓ | A | ✓ | | ✓ | ✓ | | | | | | | | |
| Min McKay | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | | | | | | |
| John Sandford | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | | | | | | |
| Gloria Webby | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | | | | | | | |

| Key | |
|----------------|---|
| P&S | Policy & Services Committee Meeting |
| H | Hearing (heard by Policy & Services) |
| ✓ | Attended |
| A | Apology/Leave of Absence |
| AB | Absent |
| S | Sick |
| | Non Committee Member |
| (AV) | Meeting held by Audio Visual Link |

MINUTES OF THE POLICY AND SERVICES COMMITTEE MEETING OF THE STRATFORD DISTRICT COUNCIL HELD BY AUDIO VISUAL LINK ON TUESDAY 28 APRIL 2020 AT 1PM TO HEAR AND CONSIDER SUBMISSIONS TO THE RATES REMISSION POLICY

PRESENT

The Deputy Mayor A L Jamieson (the Chairman), the District Mayor N C Volzke, Councillors M McKay, V R Jones, R W Coplestone, P S Dalziel, G W Boyde, W J Sandford, A K Harris, J M S Erwood, and G M Webby.

IN ATTENDANCE

The Chief Executive – Mr S Hanne, the Director Community Services – Ms K Whareaitu, the Director Corporate Services – Mrs T Radich, the Director Assets – Mrs V Araba, the Director Environmental Services – Mr B Sutherland, the Executive Administration Officer – Ms R Vanstone, the Revenue Manager – Mrs J Erwood and two members of the media (Stratford Press and Taranaki Daily News).

1. **WELCOME**

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

2. **APOLOGIES**

There were no apologies.

3. **ANNOUNCEMENTS**

The Chairman welcomed everyone to the Policy and Services Committee meeting. It was reinforced to Councillors that the purpose of this meeting was to hear and consider submissions on the Rates Remission Policy. Councillors were asked to hear submissions with an open mind, to restrict their question time to the submitter to points of clarification or issues pertaining to the subject matter. Councillors were requested not to get into direct dialogue with the submitter as there is tight timeframe scheduled for the day. Councillors could take notes whilst the submitter was speaking.

4. **DECLARATIONS OF MEMBERS INTEREST**

The Deputy Mayor requested Councillors to declare any real or perceived conflicts of interest relating to items on this agenda.

There were no declarations of interest.

5. **ACKNOWLEDGEMENT OF SUBMISSIONS**

Submissions pages 4-11

Attached are the 3 submissions received.

RECOMMENDATIONS

1. THAT each of the 3 submissions to the Rates Remission Policy be received.
2. THAT each submitter be individually thanked for their submission, and a copy of the minutes of the Policy & Services Committee Meeting and subsequent meetings be provided to each submitter.

BOYDE/VOLZKE
Carried
P&S/20/39

Recommended Reason

Each submission is formally received and the submitter provided with information on decisions made.

6.1

6. **SUBMITTERS TO BE HEARD**

(no report)

Submitters are given 5 minutes to speak to the Committee. Five minutes is also allocated for questions from the Committee.

Mr Richard Pratt joined the meeting at 1.05pm.

| | |
|--|--------------------|
| Richard Pratt | Whangamomona Hotel |
| Points noted: <ul style="list-style-type: none"> • The Whangamomona Hotel sees value in the rates remission as provided by the council. With little infrastructure in the town, the pub becomes the hub for support to residents and visitors. • When questioned by the District Mayor, Mr Pratt clarified that the hotel has heritage 2 status and as such exterior alterations cannot be made to the building. Where they must be made, there is an expectation that 'like will be replaced by like'. There are no other financial implications imposed on him as the owner of a heritage status building. • The Deputy Mayor asked Mr Pratt whether he thought the hotel should be eligible for a subsidy given it operated as a commercial business. Mr Pratt responded that he sees himself as the caretaker of the hotel and that the sustainability of the business is very much dependent on support from the district. While his business seeks funding, the township of Whangamomona is the vehicle to access that funding. Even the smallest level of support was an acknowledgement of the hotel's importance to Whangamomona and the wider district. | |

Mr Richard Pratt left the meeting at 1.11pm.

7. **RATES REMISSION POLICY – DELIBERATION AND ADOPTION**
D20/6368 (Pages 12-18)

Discussion

Council needs to consider submissions to the Rates Remission Policy as part of the consultation process.

RECOMMENDATIONS

1. THAT the report be received.

BOYDE/HARRIS
Carried
P&S/20/41

2. THAT subject to any new information from submissions highlighted at the hearing, the *draft* Rates Remission Policy be adopted.

3. THAT the commencement date of the Rates Remission Policy be 1 July 2020.

JAMIESON/COPELSTONE
Carried
P&S/20/42

Recommended Reason

The changes to the current Rates Remission Policy ensure a fair and efficient approach and application of rates.

The Director – Corporate Services noted that three submissions were received and proposed one change to the original draft policy - to retain the biodiversity remission policy covering land with biodiversity vegetation.

Submissions:

- The Director – Environmental Services confirmed that central government is currently considering legislative changes around biodiversity. No timeframe has been established as yet. For this reason, the Revenue Manager clarified that the biodiversity remission policy would remain until more was known. Any change would be brought back to council in the future.
- Whilst Mr Pratt held the view that the removal of any support for heritage buildings endangered their existence, of the 29 registered heritage buildings and sites in the district, only three were currently receiving a rates remission, reported Mrs Erwood. These are the Douglas Boarding House (a private residence), a historic kauri tree in the grounds of the former Douglas School and the Whangamomona Hotel. In the current financial year, the total remission across the three sites totalled \$558.35. It was therefore prudent to ask whether rates remission was the best way to achieve protection.
- Councillor McKay asked what targeted rates the Whangamomona Hotel was currently charged. Mrs Erwood confirmed that the hotel is not charged a targeted rate and that any changes to the building itself were entirely funded from the owner's pocket.
- The District Mayor confirmed that contestable funding is available for heritage classified buildings, however heritage 1 buildings were the major recipients. The Whangamomona Hotel as a heritage 2 listed building has limited opportunities to receive the same funding.
- In considering the Federated Farmers and QEII National Trust submissions, which opposed the removal of rates remissions for land subject to an open space covenant and land with biodiversity values, Mayor Volzke commented that removal of the rates remission on covenanted land could see council become subject to the Council's interpretation. While not

necessary from a rating perspective as covenanted sites were non-rateable under the Local Government Rating Act, inclusion could aid clarity.

- Mayor Volzke asked if the historic tree should continue to receive a rates remission. The Deputy concluded that if the tree was under reserve status, a remission is entirely appropriate. Councillor Coplestone sought clarification on whether the tree was in the correct category for consideration. Mrs Erwood confirmed that the tree is listed in the heritage register.
- Councillor Boyde asked whether rates remissions are publicised. Mrs Radich confirmed that the rates remission policy is publicised with the annual assessment notice that goes to all ratepayers at the beginning of the financial year. The policy is also available on council's website.
- Councillor Dalziel asked for the total cost of rates remissions to council if all eligible sites applied. Mrs Erwood explained that of the 29 heritage sites eligible for rates remission (heritage society registered), 16 are privately owned. The remainder are council properties. In terms of costing, there is no set procedure in place.
- Mrs Radich advised that no other councils that she investigated have a heritage remission policy. Some choose to support by way of heritage funding.
- Councillor Jones suggested that elected members be presented with options enabling heritage sites to be supported. This was reiterated by the Deputy Mayor who added that all ratepayers received the same benefits in terms of roads, water and waste and that the community was the beneficiary of the heritage sites. He would like to see heritage sites supported in a different way.
- Mayor Volzke suggested that while removing the remission would satisfy the rating demand, support to private and public heritage buildings could be through the Community Relationships Policy being considered for finalisation later in this meeting. The Director – Community Services confirmed that this was an option.
- The Deputy Mayor moved that the rates remission policy covering land with a heritage structure be removed and council officers consider and report on other options of support. The proposal was seconded by Councillor Webby.

The meeting closed at 1.37pm.

A L Jamieson
CHAIRMAN

Confirmed this 26th May day of 2020.

N C Volzke
DISTRICT MAYOR

**MINUTES OF THE POLICY AND SERVICES COMMITTEE MEETING OF
THE STRATFORD DISTRICT COUNCIL HELD BY AUDIO VISUAL LINK
ON TUESDAY 28 APRIL 2020 AT 3 PM**

PRESENT

The Deputy Mayor A L Jamieson (the Chairman), the District Mayor N C Volzke, Councillors M McKay, V R Jones, R W Coplestone, P S Dalziel, G W Boyde, W J Sandford, A K Harris, J M S Erwood, and G M Webby.

IN ATTENDANCE

The Chief Executive – Mr S Hanne, the Director Community Services – Ms K Whareaitu, the Director Corporate Services – Mrs T Radich, the Director Assets – Mrs V Araba, the Director Environmental Services – Mr B Sutherland, the Executive Administration Officer – Ms R Vanstone, the Roading Asset Manager – Mr S Bowden, the Communications Manager – Ms G Gibson, the Community Development Manager – Mr C Julie (*part meeting*), the Community Development Officer – Mr P Boyd (*part meeting*), the Senior Library Officer – Mrs B Roper and two members of the media (Stratford Press and Taranaki Daily News).

1. **WELCOME**

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

2. **APOLOGIES**

There were no apologies.

3. **ANNOUNCEMENTS**

There were no announcements.

4. **DECLARATIONS OF MEMBERS INTEREST**

The Deputy Mayor requested Councillors to declare any real or perceived conflicts of interest relating to items on this agenda.

There were no declarations of interest.

5. **ATTENDANCE SCHEDULE**

The Attendance Schedule for Policy and Services Committee meetings was attached.

6. CONFIRMATION OF MINUTES

6.1 Policy and Services Committee Meeting – 25 February 2020 D20/3404 Pages 7-15

RECOMMENDATION

THAT the minutes of the Policy and Services Committee Meeting held on Tuesday 25 February 2020, be confirmed as a true and accurate record.

COPLESTONE/McKAY
Carried
P&S/20/43

The Executive Administration Officer undertook to make the following amendments:

- Amend the spelling error, *Wolzke* to *Volzke* in the item 12 recommendation.
- Correct the wording error under item 13.1 where Councillor Harris asked how the district compared with other councils in terms of the waste levy, not solid waste.

6.2 Policy and Services Committee Meeting (Bylaws Hearing) – 14 April 2020 D20/6328 Pages 16-20

RECOMMENDATION

THAT the minutes of the Policy and Services Committee Meeting to hear and consider submissions to the Wastewater and Solid Waste Bylaws held on Tuesday 14 April 2020, be confirmed as a true and accurate record.

WEBBY/HARRIS
Carried
P&S/20/44

7. MATTERS OUTSTANDING D16/47 Page 21

RECOMMENDATION

THAT the matters outstanding be received.

ERWOOD/BOYDE
Carried
P&S/20/45

The Chief Executive reported the following:

- The renumbering of Pembroke Road is underway by council officers. Elected members have been involved in initial conversations in workshop.
- The Percy Thomson investment profile and funding for Whakaahurangi Marae will be addressed in this meeting under the Corporate Services report and the Policy Review item, respectively.
- Temporary fences will be dealt with in a future policy review.

8. **DECISION REPORT – I-SITE AND LIBRARY OPENING HOURS**

D20/6329

Pages 22-28

RECOMMENDATIONS

1. THAT the report be received.

COPLESTONE/WEBBY
Carried
P&S/20/46

2. THAT Option 7 is adopted as the future opening hours for the co-location of the Visitor Information and Library services.

VOLZKE/BOYDE
Against DALZIEL & JONES
Carried
P&S/20/47

Recommended Reason

Opening hours of the co-location of the Visitor Information and Library services should be adopted in order to progress and plan for the co-location to be implemented.

6.2

The Director – Community Services noted the following points:

- Plans are underway for the co-location to commence as soon as possible and council is now looking at the operations' hours, staffing plans and communication to users. It is worth noting that the delivery of the service is expected to be together.
- Council officers are recommending option 7 (as noted in paragraph 7.4 and appendix B of the decision report). The proposed operating hours are below what the I-Site is currently open for but above the libraries opening hours.
- A weekday opening time of 8.30am would allow bus users to utilise the facility and interact with staff to purchase additional tickets, for instance. A closing time of 5pm is recommended as analysis shows that a minimum number of users are utilising library services between 5-5.30pm. Weekend hours are proposed as Saturday 9am-1pm to capture summer's visitors and tourists and winter's sports players, particularly those from the eastern communities. Option 7 opts out of opening on public holidays.
- Currently, the I-Site does not open until 10am and sees a drop off in users between 12 noon and 1pm. AA does not provide telephone support after 12 noon on a Saturday to its counters. and the service does not operate on public holidays.
- Councillor Jones asked if any analysis had been completed on the staff required for the proposed opening hours. Overall, the more hours that the service is open, the more it costs in terms of overheads and cost savings is one of the main reasons for combining the services, as confirmed by the Deputy Mayor. Ms Whareaitu clarified that initial workings showed a saving of one full-time equivalent position and other considerations included aiming to do away with the lone-worker situation.
- Councillor Boyde agreed that option 7 looked to be a good option. He sought clarification on whether the new roles, which are quite different for each service, are well defined. Ms Whareaitu clarified that this was being worked through currently with the ultimate aim to have customer service officers working across both services. She added that one or two staff had started training already.
- The Deputy Mayor considered operational hours to be a management decision. The Chief Executive confirmed future 'tweaking' of hours to be an operational issue however this proposal represents a significant change affecting level of service.
- Mayor Volzke observed from the graphs that the library and I-Site were frequented at similar times suggesting that the services were quite complimentary and that users went from one to

another. He therefore suggested that the proposed times were right and did not require major change. Mayor Volzke supported and Councillor Boyde seconded, option 7.

- While Councillor Dalziel agreed that option 7 was workable, his preference was for option 6. He questioned what additional business bus users bought before 9am and he considered that a service should be provided during the summer public holidays including Easter. Councillor Coplestone agreed and asked why the library service could not be ‘chained off’. Ms Whareaitu clarified that this was considered however it was felt that the entire service should be available. There were also staffing and security issues to consider. The Senior Library Officer advised that the library was a flexible space which could be used in a number of different ways. Library staff were wary of making structural changes to the building.
- Councillor Erwood was also in favour of option 7.
- Councillor’s Dalziel and Jones were against the recommendation.

9. **DECISION REPORT – DRAFT COMMUNICATION AND ENGAGEMENT STRATEGY**

D20/6145 Pages 34-39

| | |
|--|--|
| <u>RECOMMENDATIONS</u> | |
| 1. <u>THAT</u> the report be received. | McKAY/BOYDE Carried P&S/20/48 |
| 2. <u>THAT</u> the <i>draft</i> Communication and Engagement Strategy be adopted and released for public feedback and brought back in June for deliberations and adoption. | JAMIESON/McKAY Carried P&S/20/49 |
| <u>Recommended Reason</u> | |
| The recommendation from the Committee is required to initiate the public feedback process and adopt the draft strategy as a framework for supporting communication and engagement between Council and the community. | |

The Director – Community Services acknowledged the work done by the Communications Manager in getting the strategy to this stage.

Questions/Points of clarification:

- When questioned by the Deputy Mayor, the Communications Manager clarified that a brand audit was a refresh of the external facing communication tools of council - publications, documents, logo and website.
- Councillor Dalziel asked what value potentially expensive public consultation added as from his perspective, the document read well. Ms Gibson clarified that it was appropriate to share the draft with the community adding that she values any feedback the public can provide in terms of how they wish to be engaged with. The Deputy Mayor shared this view noting that communication and engagement had been bought up many times in the 2019 customer satisfaction survey.
- Councillor Dalziel sought clarification on the costs associated with the brand reset, including website. Ms Gibson confirmed that all initiatives in the strategy were planned for the current budget and no extra would be required. Consultation costs would be met from within the normal operating budget. Councillor Dalziel looks forward to the confirmation of these costs.

- Councillor Webby added that consultation was another opportunity for transparency within council.
- Mayor Volzke sought consistency when referring to either Māori contribution, as referred to in the Local Government Act, or participation.

10. **DECISION REPORT – POLICY REVIEWS 2018/19 & 2019/20 – TENTH TRANCHE**

D20/5077 Pages 49-54

6.2

RECOMMENDATIONS

1. THAT the report be received.

ERWOOD/HARRIS
Carried
P&S/20/50

2. THAT the attached, updated and new policies, being the:

*Asset Management Policy (updated), and the
Community Relationships Policy (new)*

be adopted.

HARRIS/McKAY
Carried
P&S/20/51

Recommended Reason

This is part of the policy review round currently under way. Policies require review from time to time to ensure they still reflect current legislation and best practice, as well as the views and business needs of the organisation. The policies recommended for withdrawal have either been found to be not required, amalgamated into an existing policy or replaced by a new policy as outlined in the body of this report.

The Chief Executive noted that the Asset Management Policy update includes a minor textual change while the Community Relationships Policy attempts to provide a more consistent approach to collaboration with community groups. Historically these relationships have evolved. It makes sense to apply the same lens across all groups in order to be fair, equitable and to get the best outcomes.

Questions/Points of clarification:

- Mayor Volzke would like to add ‘sustainable’ under the heading of *Roles and Responsibilities* in the Asset Management Policy (page 57 refers).
- Mayor Volzke sought clarification on lifecycle management asking at what point council officers depreciated the value of an asset and determined that it needed replacing. Mrs Araba confirmed that the Asset Management Policy is a high level statement of how staff will undertake asset reviews. When it comes to determining whether or not an asset needs to be replaced a database such as RAM for roading or Asset Finder for three waters, is the first indicator. A visual check is also completed. Mr Bowden talked elected members through the process involved in reviewing a bridge replacement. He said that a detailed check of the bridge is conducted every 6 years. As the bridge approaches end of life, there are more frequent visits. Maintenance checks also consider options to prolong life.

11. MONTHLY REPORTS

11.1 ASSETS REPORTS

D20/3462 (March) & D20/3462 (Feb)

Pages 76-107

RECOMMENDATION

THAT the reports be received.

BOYDE/McKAY
Carried
P&S/20/52

6.2

Questions/Points of clarification:

- Councillor Boyde requested an update on the progress of the subdivision in relation to budget. Mrs Araba advised that she is keeping a watching brief.
- In response to a question from Councillor Coplestone, the Roading Asset Manager clarified that the Kohuratahi Bridge work had fallen behind due to the COVID-19 lock-down however bulk of the timber replacement had been completed. Ironwork was yet to be done. The cost is expected to be just over \$100,000 as budgeted.
- Mayor Volzke sought an update on roadworks at Tututawa. Mr Bowden responded that work had been expected to be completed by the end of March but was delayed due to COVID-19. Work crews were being remobilised this week with the priority being finishing the structural metalling of the road. There is a risk that sealing the road will be delayed due to encroaching winter weather.
- Mayor Volzke asked for an update on the status of the Bike Park project – the cost of which seemed to be increasing significantly and was now ridiculously expensive. Mr Hanne noted that this update would be added to matters outstanding.
- Councillor Boyde advised that the council farms yearly target had been surpassed and the farm was performing outstandingly well in relation to the once a day or 16 hour milking schedule.
- The Deputy Mayor asked, in relation to dumped tyres (page 132 refers) just outside the road reserve on private land, whether the landowner had been informed. Mr Bowden clarified that the landowner had reported the dumping. He estimated a cost of \$10,000 to remove by council warning that this would set a precedent. Following questioning by Councillor Harris, Mr Hanne confirmed that there was no correlation between this dumping and a LGOIMA request seeking information about dumped tyres in February. Mayor Volzke asked whether this matter should be reported to the Taranaki Regional Council as dumped tyres on private land were surely an objectionable, environmental issue.
- Councillor Dalziel sought clarification on the \$45,000 in NZTA funding received (page 100 refers) for a State Highway 3 roading project. Mr Bowden clarified that this initial sum of money covered consultant's fees to look at crossing points on Broadway under the Walking and Cycling Strategy.

The Community Development Manager, Community Development Officer and the Stratford Press reporter all left the meeting at 3.59pm.

14.2 COMMUNITY SERVICES REPORTS

D20/3459 (March) & D20/3459 (Feb)

Pages 120-137

RECOMMENDATION

THAT the reports be received.

WEBBY/McKAY
Carried
P&S/20/53

6.2

The Director – Community Services noted the following points:

- Prior to lock-down the successful event highlights included Colour in the Park, the Positive Aging Forum and Children’s Day.
- Sport New Zealand Rural Travel funding is on hold until the impacts of COVID-19 are better understood. The closing date for Creative Communities funding has been extended however it is likely to be a similar short-term outcome.
- Some data could not be reported due to the closure of facilities.

14.2.1 Council Organisation and Council Representatives on Other Organisations

- The Deputy Mayor acknowledged the efforts of the Safer Communities Trust, those contributors to the regional emergency management effort and community organisations such as Team Hope and many others for the efforts made to care and protect the communities vulnerable during the COVID-19 crisis.
- Councillor Coplestone sought an update on digital enablement on Broadway. Ms Whareaitu reported that options were being explored and would be bought back to elected members for consideration.

14.3 ENVIRONMENTAL SERVICES REPORTS

D20/3382 (March) & D20/3382 (Feb)

Pages 138-151

RECOMMENDATION

THAT the reports be received.

HARRIS/McKAY
Carried
P&S/20/54

The Director – Environmental Services noted that the next month’s reporting would give a clearer picture of the effects of COVID-19. There were no questions from elected members.

14.4 CORPORATE SERVICES REPORTS

D20/4445 (March) & D20/4445 (Feb)

Pages 152-179

RECOMMENDATION

THAT the reports be received.

BOYDE/ERWOOD
Carried
P&S/20/55

The Director – Corporate Services noted the following points:

- It was her preference to provide the report in its entirety every month.
- The Percy Thomson Trust investment schedule was presented as requested.
- Mrs Radich confirmed that she would keep a watching brief of the cash flow situation as revenue had dropped significantly due to facility closures and rates payment cancellations (by automatic payment).

Questions/Points of clarification:

- Councillor Dalziel asked for further clarification as to the treatment of the Campbell property ‘in the books’. Mrs Radich advised that she would separate sale and loss in the future.
- Mrs Radich shared Councillor Dalziel’s concerns about the Percy Thomson Trust’s reliance on commercial property investment, especially in the current environment. Councillor Dalziel asked whether the trust could repatriate some of those investments. Mr Hanne advised that this question ought to be posed to the trust itself. As a ‘CCO’ (Council Controlled Organisation) the council’s influence extends to the appointment of trustees whereas shareholdership is a concern of the trust.
- Mayor Volzke supported Councillor Dalziel’s view and asked for more detail around the trust’s investments in order to know the position of these. This request was supported by Councillors Boyde and Coplestone and was added matters outstanding.
- Councillor Boyde, in referring to the district’s rates valuations to be conducted by QV at the end of this year, noted his interest in seeing if and how the COVID-19 crisis affects valuations.

15. QUESTIONS

- At the request of Councillor Dalziel, Mr Hanne advised that council officers had attempted to colour code the parts of the monthly reports which could be reported monthly (red shading) or three monthly (yellow shading). Director’s feedback was that this would not reduce their workload however, as two report templates would be required to be maintained and the data would still need to be collated on a monthly basis. Also, some measures are required to be reported monthly for the annual report mechanism although it was possible to negotiate this with the next auditor.
- Councillor Boyde suggested that he had no issue with detail while Councillor Dalziel clarified that he had suggested streamlining to save on reading time. Councillors were satisfied with the current monthly reporting format.
- Councillor Dalziel asked Mr Hanne what he was doing to reduce council’s running costs at a time when small businesses were facing tough economic decisions. Mayor Volzke responded that all councils were accelerating their capital spend and considering ways to reduce their costs without cutting core functions or economic development. Mr Hanne added that council was constantly reviewing its costs with a view to reduction especially as central government passes more and more responsibility to deliver essential services to local government. He suggested that it would be adverse at this point to reduce staffing given that COVID-19 is a reasonably short-term event. In addition, most contracts go through a tender process and exit penalties apply. The council utilises all of government procurement procedures to find the cheapest ways to procure services and the annual plan process has identified further areas to reduce costs.
- Councillor Dalziel was not convinced that the proposed rating increase of 4.3% was final especially given South Taranaki District Council’s proposed a zero rates increase. Mr Hanne confirmed that a rates position was a political decision however he reiterated that this council consistently applies the procurement policy.
- Mayor Volzke clarified that the time to review rates is after feedback comes in. If that feedback is significant and meaningful it would be considered and/or changes made.

The meeting closed at 4.46pm.

A L Jamieson
CHAIRMAN

Confirmed this 26th day of May 2020.

N C Volzke
DISTRICT MAYOR

POLICY & SERVICES COMMITTEE MATTERS OUTSTANDING INDEX

| ITEM OF MATTER | MEETING RAISED | RESPONSIBILITY | CURRENT PROGRESS | EXPECTED RESPONSE |
|---|-----------------------------------|----------------|---|--|
| Renumbering Pembroke Road | | Rachael Otter | Workshop 11/02/20 | P&S August 2020 |
| Temporary fences on road reserve – clarification which policy this sits within. | Policy & Services – 28 May 2019 | Victoria Araba | Will undergo a full review along with relevant bylaws and policies. | |
| Percy Thomson Trust investments – position statement | Policy & Services – 24 April 2020 | Tiffany Radich | Chair to update in meeting at Annual Report. | P&S September 2020 |
| An update on the Bike Park project | Policy & Services – 24 April 2020 | Sven Hanne | | |
| Councillor Dalziel seeks confirmation of the costs associated with the Communication and Engagement Strategy initiatives. | Policy & Services – 24 April 2020 | Gemma Gibson | Complete | Included in Item 11 - Decision Report – Adoption of Communications & Engagement Strategy |

INFORMATION REPORT



TO: Policy and Services Committee F19/13/04-D20/8032

FROM: Director – Community Services

DATE: 26 May 2020

SUBJECT: **ECONOMIC DEVELOPMENT QUARTERLY REPORT – QUARTER THREE**

RECOMMENDATION

THAT the report be received.

_____/_____
Moved/Seconded

1. EXECUTIVE SUMMARY

This report provides a combined summary of Economic Development activity over the past quarter in the Stratford District, a report on projects, and the quarterly Venture Taranaki report.

2. VENTURE TARANAKI

The quarterly report from Venture Taranaki is attached as **Appendix A**.

Key Highlights:

- Three new referrals and connections between Stratford District people and enterprises, including those operating Taranaki-wide. A year to date (“YTD”) total of 14.
- 306 new client support engagements with Stratford District people and enterprises, including those operating Taranaki-wide. A YTD total of 555.
- Two new mentor match made in Stratford. A YTD of 4.
- Five start-up clinics delivered in Stratford. A YTD total of 8.
- 735 new jobs listed in Taranaki for Quarter 3, 25 of those in Stratford.
- \$24,128.75 Capability Development Vouchers distributed in Stratford ending 31 March 2020.
- \$15,479 in Callaghan grants and funding distributed in Stratford ending 31 March 2020.
- Visitor spend in Stratford District decreased 1.4 per cent to \$21 million in the 12 months to end October 2019.
- Visitor spend in Stratford District totalled \$23 million in the 12 months to end January 2020.

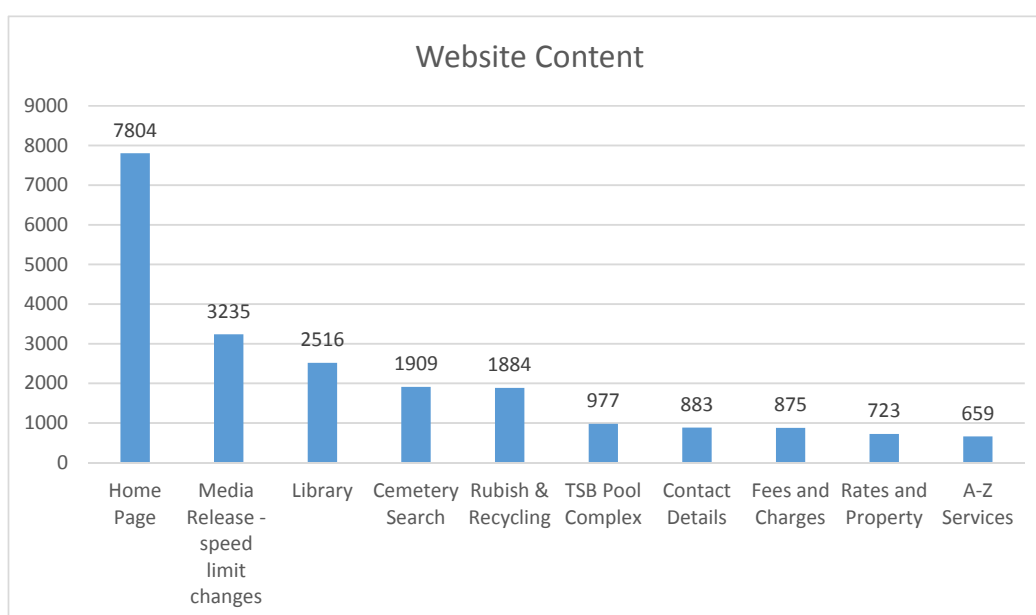
3. LOCAL TOURISM AND PROMOTION

3.1 Website Engagement

| Website visits | Q3 | YTD 2019/2020 |
|-------------------|--------|---------------|
| New visitor | 14,652 | 39,450 |
| Returning visitor | 3,688 | 8,091 |

Twenty one media releases were published on the website this quarter covering a range of topics and events. These included; Summer Nights 2020, new Library programme, Glockenspiel tours, future of Baldrick’s Big Day Out, Youth Council Colour in the Park, Children’s Day, State Highway 43 funding, Parks Week, community funding rounds, and COVID-19 updates.

Alongside the website content, articles were also regularly published through social media channels and print media.



Changes to speed limits in the district and council facilities were among the top searched content on the website for this quarter.

3.2 Stratford Visitor Information Centre i-SITE

Performance Measures

| | Target | Q3 2019/2020 | YTD 2019/2020 | Total 2018/2019 |
|---|---------|-----------------|------------------|--------------------|
| Number of people to the Information Centre is measured | >40,000 | 9,818 | 27,758 | 38,216 |
| Number of users of AA Agency Services is measured | >10,000 | 2,176 | 7,302 | 11,128 |
| Percentage customers are satisfied | >75% | | N/A | 97.55% |

3.3 Events

Events completed during Quarter Three:

- Summer Nights: Concert 18 January 2020, Movies 19 January 2020
- Taranaki Lighting 5's Hockey Tournament
- Farmers Market: 25 January, 29 February 2020
- AmeriCARna: 21 February 2020
- Colour in the Park: 29 February 2020
- Children's Day: 1 March 2020
- Parks Week: 7 – 15 March 2020

Events postponed:

- 2040 movie screening: 25 March 2020
- Farmers Market: 28 March 2020

Events for Quarter Four:

- Anzac Day Commemorations: 25 April 2020
- Youth Week: 9 – 17 May 2020
- Farmers Market: April, May, June 2020
- School Holiday Programme
- Easter Hunt
- Stratford Careers Expo: 22 May 2020
- Puanga

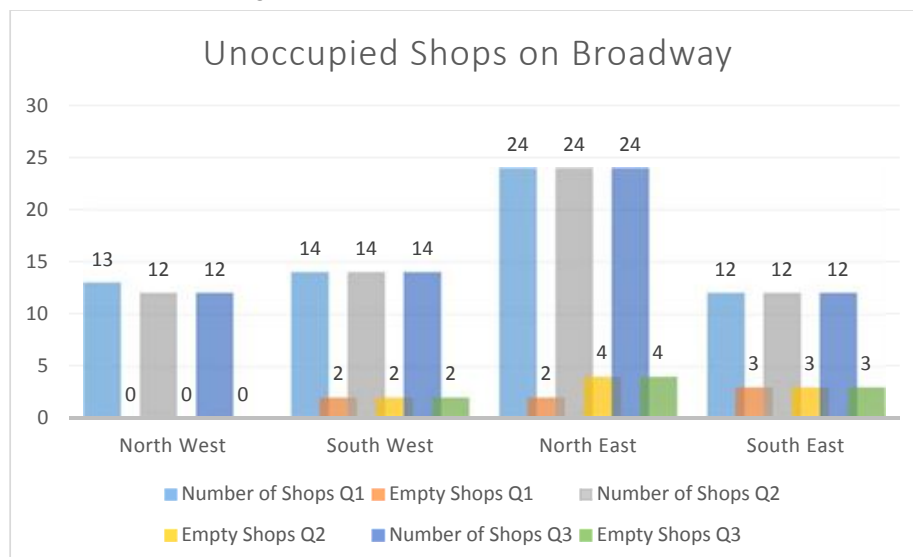
4. **DEVELOPMENT**

4.1 **The Connector Bus**

1,052 trips were recorded for patrons travelling from Stratford for the quarter. Approximately 71 per cent of patrons travelled to and from New Plymouth, followed by Hāwera 14 per cent, Eltham 11 per cent and Inglewood 2 per cent. A small portion of trips were recorded between Egmont Village, Manaia and Tariki.

4.2 Unoccupied Shops

As at 31 March 2020, the unoccupied buildings along Broadway between the round-a-bouts was eight.



4.3 2035 Projects

Pembroke Road land development

To date twelve sale and purchase agreements have been completed, 5 of which have settled. A further six are unconditional and due to settle once COVID-19 returns to Alert Level 2 and the one remaining agreement is conditional on due diligence. Agents advise enquiry has stalled due to COVID-19. Completion of Stage 2 has recommenced with the major earthworks 90 per cent completed but, again, work has stalled due to lockdown.

Midhirst abandoned land

Settlement of all but three of the 45 areas of land has been completed. Negotiations have been initiated with the remaining adjoining occupying owners and a further report will be brought to Council once negotiations have been concluded.

ANZ Bank demolition

Demolition has been completed, the site back-filled ready for turfing. Turfing will take place as soon as the water restrictions and lockdown are lifted.

Children's Bike Park

Detailed design has been completed for the combined bike park/pump track/half basketball court/BBQ area development and the half basketball court component was put out for tender just prior to lockdown. This resulted in tender prices substantially in excess of the current grant funding, resulting in a review of the project timelines and funding strategy.

Whangamomona walkways

These walkways (Te Awa o Maru) have been constructed through the Kingheim forestry block at Whangamomona. We continue waiting on the Walking Access Commission to formalise the easements and appoint Council as the controlling authority but in the meantime, signage is ready for erection with a view to officially opening the first track as soon as the above formalities have been enacted.

i-SITE relocation

A draft proposed floorplan has been prepared for the accommodation of the i-SITE within the library.

4.4 Stratford Business Association

Membership numbers for at the end of the quarter were: 142.

Events completed for the quarter were:

- Farmers Market: 25 January 2020
- February BA5 - Findlay's Flower Studio: 12 February 2020
- March BA5 – Rotokare Scenic Reserve: 11 March 2020
- AmeriCARna Shop Window Competition: 17 - 21 February 2020
- AmeriCARna stop off: 21 February 2020
- March BA5 – Rotokare Trust: 11 March 2020.

Events for the next quarter include:

- Easter shop local promotion.

4.5 Consents Granted

| Type | Q3 | 2019/20 YTD | 2018/19 Total |
|--|----|-------------|---------------|
| New Dwellings | 4 | 17 | 10 |
| Relocated dwellings | 1 | 7 | 6 |
| Relocated buildings other than dwellings | 0 | 0 | 0 |
| Fires | 9 | 18 | 25 |
| Pole sheds/accessory buildings | 14 | 32 | 29 |
| Additions and alterations – residential | 9 | 34 | 21 |
| New Commercial buildings | 2 | 4 | 7 |
| Additions and alterations – commercial | 2 | 10 | 6 |
| Other/miscellaneous | 6 | 9 | 9 |

4.6 **Ultra-Fast Broadband**Stratford

| Premises ready to connect | Connected | Fibre Uptake |
|---------------------------|-----------|--------------|
| 3,197 | 1,578 | 49.36% |

A grant of \$18,750 was provided by Ultra-Fast Fibre to support digital enablement programmes in the district. A plan is currently being developed between Community Development and the Library to determine what programmes can be run in Q3 – Q4.

Midhirst

The roll out of Ultra-Fast Broadband has been undertaken.

4.7 **Property sales**

| Location | Median Price | | Volume Sold | |
|-----------------------|--------------|-----------|-------------|-----------|
| | 18/19 Q3 | 19/20 Q3 | 19/20 Q3 | 19/20 YTD |
| New Plymouth District | January | | 297 | 906 |
| | \$440,000 | \$483,000 | | |
| | February | | | |
| | \$420,000 | \$525,000 | | |
| South Taranaki | January | | 120 | 362 |
| | \$223,000 | \$280,000 | | |
| | February | | | |
| | \$250,000 | \$295,000 | | |
| Stratford District | January | | 41 | 124 |
| | \$235,000 | \$305,000 | | |
| | February | | | |
| | \$285,000 | \$340,000 | | |
| Stratford District | March | | 41 | 124 |
| | \$290,000 | \$335,000 | | |

Information obtained from Real Estate Institute of New Zealand Inc (REINZ).

Attachments:

[Appendix 1 – Venture Taranaki - Quarter Three Report](#)



Kate Whareaitu
DIRECTOR – COMMUNITY SERVICES



Approved by
Sven Hanne
CHIEF EXECUTIVE

DATE: 19 May 2020

APPENDIX 1



Venture Taranaki Trust
Quarterly Report

Stratford
District Council

Quarter Three
2019-2020



APPENDIX 1



Message from the Chief Executive

Since we reported our Quarter Two results, much has changed in both the regional economy and its development agency.

The threat of Covid-19, and our nation's response to it, has been the defining feature of the quarter. While the move into the lockdown of Alert Level 4 came late in the quarter, the impacts were swift and significant.

Venture Taranaki's response was similarly swift, with the rapid development of a local professional services grant, support for enterprises to access government programmes and services, and a concerted communications campaign to ensure our enterprises remained informed, all while moving to remote working.

Reflecting the challenges and uncertainty that our enterprises are facing and feeling, demand for our services has been significant – our interactions with enterprises are up over 300% on a similar period last year.

Despite Covid-19 dominating the narrative since early March, the quarter saw very strong progress against our standard KPIs, the significant projects we are progressing under Tapuae Roa, and the Taranaki 2050 roadmap for our region.

The launch of the Branching Out food and fibre initiative and progression of a regional events strategy and investment prospectus - supported by the provision of comprehensive regional data – set strong foundations for the region's recovery from the lockdown.

Our work programme for the coming quarter will be shaped by Covid-19 recovery, focused in particular on ongoing support to enterprises and a tactical plan for our region's 'return to better'. The region can have every confidence that its development agency has the systems, the skills and the strategic focus to continue to leverage the region's strengths and strategy to support the best possible recovery for our enterprises, our economy and our community as a whole.

– **Justine Gilliland**



APPENDIX 1

COVID-19 | Response and recovery



As of 31 March, Venture Taranaki had recorded 489 Covid-19 related interactions and enquiries. At the time of writing this report (May 6), this had increased to over 2400 interactions (more than triple the number we would ordinarily expect in the same time period).

Professional Services Support for Taranaki Enterprises: Local Fund

Venture Taranaki, working with funds provided by the three district councils, developed and launched a fund enabling Covid-19-impacted Taranaki enterprises to access \$400 of free advice from Taranaki professional services firms in the areas of financial management, human resources, legal and business continuity. Nearly 60 local professional services firms have agreed to match the grant by contributing a further \$400 of in-kind time to eligible enterprises, meaning enterprises are now able to access up to \$800 of free advice via this fund.

Developed in less than a week, the fund launched on Monday 23 March and has experienced steady demand. As of 31 March, 30 enterprises had accessed the fund, and at the time of writing (May 6), 330 Taranaki enterprises had taken up the grant. Several other regions around New Zealand have followed our lead, as has the TSB Community Trust in providing the same support for not-for-profits, and we shared our processes with them to assist their speedy roll-out.

Regional Business Partners (RBP) Covid-19 Funding

Early in March, in response to COVID-19, the Government announced \$4 million in additional funding nation-wide in support of New Zealand businesses, to be delivered through the Regional Business Partners Network. In Taranaki, the Regional Business Partner (RBP) is Venture Taranaki.

The RBP programme put in place 100% funding for eligible businesses. This fund enables businesses to work with approved providers (delivering approved advice services) on Covid-19 issues and challenges. Venture Taranaki's advisory team is utilising this fund alongside the local support fund. As at 31 March, three businesses had accessed this funding (\$5,600 of support), and at the time of writing (May 6) this had increased to 96 businesses which had accessed \$201,480 of funding support.

APPENDIX 1



COVID-19 | Response and recovery



Recovery

In addition to providing support to enterprises immediately impacted by COVID-19, Venture Taranaki is working on the next stage – economic recovery planning.

These endeavours are focused on the following areas:

- Providing insight and analysis on impacts, needs and opportunities arising as Taranaki looks to move on from the current situation.
- Developing and launching a “Go Local” campaign, followed by a domestic tourism campaign.
- Providing regional facilitatory leadership, and communication/feedback to central government
- Recrafting /adjusting existing and draft action plans (T2050 and Tapuae Roa), adding a COVID-19 lens, and forming a regional recovery tactical (action) plan through to 2023.
- Supporting investment into and co-ordination and tracking across actions/projects.

Further Information

Venture Taranaki has been regularly delivering up-to-date information to the community regarding COVID-19 support.

This takes the form of electronic newsletters (Enterprise News and the Visitor Industry Update in particular), a Covid-19 specific section on www.taranaki.info, speaking at virtual business network events (since lockdown), working with local media and other support organisations, and utilising Venture Taranaki’s social media channels.

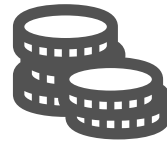
Venture Taranaki is also working to ensure that information is collected on issues and impacts, and fed back into government, to help shape thinking and ensure appropriate responses can be organised and delivered, and current support offerings refined according to that feedback. Venture Taranaki is also working with its counterparts around the country, sharing information and practices.

This includes surveying Taranaki enterprises to understand how they are impacted and what support they would be most useful to them, and commissioning, with NPDC, a report on the projected impacts of COVID-19 on our region.

APPENDIX 1



Promoting investment in Taranaki



Investment Advisor

A new investment advisor – Stephanie Laird – has been appointed to the Destination team. Stephanie is a chartered accountant and will be working with the Regional Strategy and Sectors, and Enterprise teams to facilitate investment and investment readiness for enterprises and projects.



Launch of the Investment Prospectus

Development of the investment prospectus is well underway, however the launch has been delayed until later in the year allowing the prospectus/website to be refocused on opportunities going forward as a result of COVID-19.

| <i>Activity</i> | <i>Measure</i> | <i>Annual Target</i> | <i>YTD</i> |
|---|--|----------------------|------------|
| Identifying opportunities to attract investment into Taranaki | Number of engagements related to attracting investment to Taranaki | 5 | 4 |
| Facilitating opportunities for investment into Taranaki | Number of engagements related to facilitating opportunities for investment in Taranaki | 5 | 4 |

APPENDIX 1



Research and thought leadership



Championing innovation and sustainability

Planning for enterprise start-up and scale-up initiatives for 2020 are underway, including Idea Summit Taranaki 2020 progressed in Q3, with plans to widen the reach and impact of Idea Summit.

Venture Taranaki has also been assessing options for supporting the scale-up of new enterprises. With the arrival of Covid-19 Venture Taranaki’s start-up and scale-up initiatives are being re-examined with a view to developing a solution that is useful in the current and forward environment.

Building on two very successful Taranaki Techweek events, Taranaki TechWeek 2020 planning was well underway in Q3, with a number of Taranaki partners working with Venture Taranaki to develop a substantive Techweek offering. As a result of Covid-19, the event has now been postponed until later in 2020 and is to be a virtual-only event. Venture Taranaki is currently working on an approach that will appeal to the Taranaki audience.

The release of Taranaki Trends has been postponed pending a content review in light of COVID-19. Both Taranaki Trends and the Taranaki Business Survey will be undertaken in Q4.

However, new additional regional economic monitoring in response to COVID-19 has been instigated. A webinar, hosted in association with Infometrics, was organised during Q3 (held April 8th) with 172 Taranaki business leaders and stakeholders registering.



| <i>Activity</i> | <i>Measure</i> | <i>Annual Target</i> | <i>YTD</i> |
|--|--|----------------------|------------|
| Undertaking environmental scans and regional economic monitoring | Number of regional monitoring updates released | 4 | 3 |
| Championing innovation and sustainability | Number of initiatives targeting or supporting innovation and sustainability. | 4 | 3 |

APPENDIX 1



Research and thought leadership



Fostering sector diversification and growth

Energy and Industrial Group (EIG)

The EIG – which comprises circa 20 Taranaki aligned supply chain companies facilitated by Venture Taranaki – met twice during Q3, with key activities being:

- Continuation of support for the O&G and energy industry
- Securing a stand at the Water NZ Conference
- APPEA Conference – being part of the Taranaki/NZ pavilion

Food Industry

Initiatives commenced during Q3 included:

- Formalisation of a Food Taranaki network
- Food tourism development
- Auckland Food Show
- Announcement and formal commencement of the Branching Out food and fibre value chain diversification project (see project update)

Advancement of the first three of the above initiatives are currently under review in light of COVID-19.

Primary Sector

Venture Taranaki is assisting with the development of a farmer-led group focusing on advancing farming in Taranaki across a range of areas and collaborating on best practice.

Offshore Wind Report released

A new discussion paper released by regional development agency Venture Taranaki has highlighted offshore wind as an important energy opportunity for the region, and the nation (see project update).

| <i>Activity</i> | <i>Measure</i> | <i>Annual Target</i> | <i>YTD</i> |
|---|---|----------------------|------------|
| Fostering sector diversification and growth | Number of initiatives targeting sector diversification and growth | 4 | 5 |

APPENDIX 1



Research and thought leadership



Curious Minds Participatory Science Platform

Venture Taranaki had 30 different project ideas registered for its latest 2020 Curious Minds funding round. Six applications were submitted by the deadline on 18 March. Funding results will become public in the next couple of weeks. A second funding round is due to close on 22 April. The applications have come from throughout Taranaki, and will be announced in Q4.

Prior to the COVID-19 lockdown, the Seachange Surveys project, led by Wild for Taranaki, hosted a field event at the end of Ahu Ahu Road. This project entails scientists working with the local community to develop survey methods to monitor kaimoana stocks over time. The March survey focussed on Pāua abundance, which is an interesting area to investigate in Taranaki given our legal size limit is 35mm smaller than everywhere else in New Zealand.

A field event, for the PSP Seachange surveys project, led by Wild for Taranaki and involves scientists and community working together on a citizen science project that aims to support local communities in the monitoring of coastal species, primarily kaimoana (seafood), in their rohe moana (coastal area).



APPENDIX 1



Research and thought leadership



Massey University Partnership

A major focus of Q3 for the Massey University BDM continued to be work on projects within the Food & Fibre sector workstream, including:

- Final stages of the Juniper Genetics project;
- Work within the Branching Out project (see project update);
- Co-organising a further Regenerative Agriculture event held in region 12 February and coordinating researcher interest relating to regenerative agriculture;
- Supporting the Farm Next Door project (the recipient of the inaugural Pivot: Enabling Innovation in Agriculture Research Award) and assisting two other applicants for the fund who are applying for alternative funding streams;
- Working with hemp fibre interests and 13 individual organisations with emerging food/fibre venture interests.

Q3 saw 12 new client companies utilising the Massey University partnership and work continuing to secure student summer internship resources for companies.



Seven Sharp at Venture Taranaki interviewing Massey University business development manager, Eve Kawana-Brown and Farm Next Door, entrepreneur/urban farmer, Carl Freeman, on their innovative, sustainable research project, which is attracting national attention.

APPENDIX 1



Project update | Branching Out: Food & Fibre Value Chain

Branching Out is a two-year initiative that will investigate, explore, package, and potentially pilot new commercial opportunities which could add wealth for Taranaki's economy and help the region's food and fibre sector become more resilient, innovative and in-demand. It was officially launched during Q3 by Minister of Agriculture Damien O'Connor.

Key outcomes of the project will include:

- Commercial opportunity identification (10-12 prospects) and practical information.
- Enhanced investment confidence based on well-researched and clearly articulated new venture blueprints.
- Acceleration of the region's diversification into additional food and fibre value chains.
- Early stage pilots of growing and production ventures.
- Support networks for, and between, landowners and food manufacturers/marketers in Taranaki seeking to diversify food and fibre ventures.

During Q3 the steering group met, a project manager was appointed and initial work commenced.

The project aligns strongly with Tapuae Roa, as well as the Taranaki 2050 Roadmap.

Project funding has been secured from Taranaki's three district councils, MPI and significant in-kind support from VT, Massey University, New Zealand's CRI's and the private sector.

Further details here: <http://about.taranaki.info/Tapuae-Roa/Branching-Out.aspx>



APPENDIX 1



Project update | Offshore Wind

Offshore Wind – An Energy Opportunity for Taranaki, was completed during Q3.

The report has found that locations off the Taranaki coastline, especially South Taranaki, offer promising potential for generating electricity from offshore wind, based on the strength of the wind resource and suitability from a bathymetric - water depth - perspective. Taranaki's deep experience in the marine energy environment also makes it a natural fit for this increasingly-deployed renewable energy source.

The paper highlights opportunities and hurdles in making such an option a reality for New Zealand, including the infrastructure and processes required, consumer demand and economics, the technologies involved, international developments, and the broad range of social, environmental, regulatory and other considerations which would need to be assessed in more detail to enable this new energy source for New Zealand to be developed.

The paper has garnered increasingly high interest in offshore wind, domestically and internationally.

Read the full report here:

<http://venture.taranaki.info/System/ISSUU-Embed.aspx?cid=19146623/77007441>



APPENDIX 1



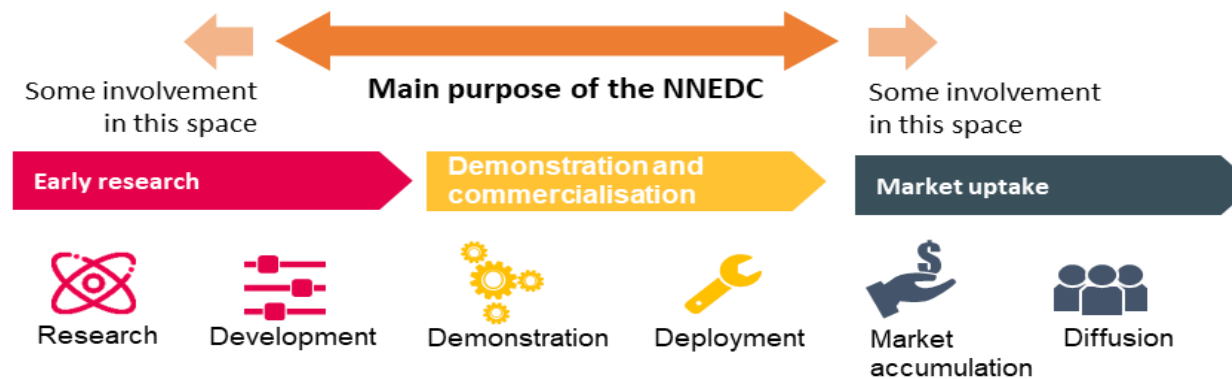
Project update | National New Energy Development Centre Establishment

The Venture Taranaki NNEDC Establishment Project made solid progress in Q3 with a legal entity model confirmed, board recruitment underway and a draft operating model and brand name in development. The CEO search also got underway. Positive stakeholder engagement continued, with a number of speaking engagements undertaken and upcoming.

The NNEDC is being established to lead and facilitate the development and commercialisation of energy innovation and technology.

The goal of this national hub is to assist New Zealand's move towards a low emissions future through fostering a new energy ecosystem.

The core focus of the NNEDC is in the demonstration and commercialisation stage of the innovation lifecycle. It will bridge the innovation 'valley of death' by linking across the energy ecosystem and connecting with research and innovation to reduce the time, cost and risk associated with the development and commercialisation of energy technology.



APPENDIX 1



Facilitating and connecting regional strategies

Taranaki 2050

In light of COVID-19 and a critical need to focus on recovery of our region, the pathway actions are presently being reviewed and potentially adjusted or refocused as well as reprioritized to ensure they support **both** a COVID-19 recovery and the long-term goals of the Roadmap.



During Q3:

The Food & Fibre Action Plan was completed and publicly released. View here: <http://about.taranaki.info/Taranaki2050/Food-Fibre-TPAP.pdf>

Workshops for the Health and Wellbeing and Environmental Sciences pathways were held – six workshops in total. The Transition Pathway Action Plans (TPAPs) for the above pathways, as well as Innovation/R&D, People & Talent, Arts, and Infrastructure & Transport are underway.

Tapuae Roa

Tapuae Roa has continued to make good progress implementing key projects aligned with its four futures and four foundations. Key items presently underway include:

- **The Taranaki Story** – which identifies and delivers key messages on the region's strengths, resilience and innovation; to underpin economic standing and growth goals.
- **Events Strategy** - Development of a Regional Event Strategy that expands from the current focus and is inclusive of a regional approach.
- **Investment Prospectus** - A profile of the emerging investment opportunities in the region over the next two to five years.

However, COVID-19 has impacted the above projects through changing the investment landscape, constraining the ability to undertake key activities (e.g. workshops, filming activities), and may potentially alter the regional messaging and positioning. A contractual extension is thus presently being sought.

The latest Tapuae Rua progress update is located here <http://about.taranaki.info/Tapuae-Roa/Tapuae-Roa-Implementation/Tapuae-Roa-Action-Snapshot-March-2020.pdf>

APPENDIX 1



Enterprise support and enablement



Prior to Covid-19 impacting Taranaki enterprises, demand was often generated from either the primary sector or the trades sector with enquiry predominately focused on financial planning, marketing, systems and processes, HR and strategic planning.

Venture Taranaki also employed a new Enterprise Advisor, Shaan Davis, during Q3. Shaan has now joined the team, and will work closely with SDC to support the Stratford business community as part of his role.

The team has also been working with Stratford Business Association, an attending networking events prior to COVID-19 lockdown.

14

Referrals and connections between Stratford District people and enterprises, including those operating Taranaki-wide, for the nine months ending 31 March 2020.

555

Client support engagements with Stratford District people and enterprises, including those operating Taranaki-wide, for the nine months ending 31 March 2020.

| Activity | Measure | Annual Target | Q1 | Q2 | Q3 | YTD |
|---------------------------------------|--|---------------|------|------|------|------|
| Enterprise Connection and Signposting | Number of referrals and connections made by Venture Taranaki staff | 200 | 54 | 104 | 64 | 222 |
| Stratford | | | 7 | 4 | 3 | 14 |
| Enterprise Support | Number of support engagements | 4000 | 1688 | 1460 | 2298 | 5446 |
| Stratford | | | 135 | 114 | 306 | 555 |

APPENDIX 1



Enterprise support and enablement



5 startup clients met in Stratford in Q3, totalling **8** clients in the nine months ending 31 March 2020. A total of **137** startup clients met throughout Taranaki YTD.



735 new jobs listed in Taranaki in Q3, of which **25** in Stratford, and an average of **136** live jobs, of which **5** in Stratford.



13 mentor matches made in Q3, of which **2** were clients in Stratford, totalling **4** Stratford matches in the nine months ending 31 March 2020. A total of **36** mentor matches made in Taranaki YTD.

Enterprise support activities include, but are not restricted to;

1. enterprise advisory
2. start-up guidance
3. mentoring programme
4. Export Taranaki programme
5. talent services
6. investment ready support
7. innovation support
8. connections and signposting
9. Capability Development Voucher Scheme facilitation
10. research and development support and funding facilitation.
11. COVID-19 Enterprise Support Fund advisory and funding facilitation

| Activity | Measure | Annual Target | YTD |
|--------------------|---|---------------|-----|
| Enterprise support | Breadth of enterprise support activity undertaken (number of different support initiatives) | 5 | 11 |

APPENDIX 1



Enterprise support and enablement



Covid-19 Enterprise Response

In response to Covid-19, Venture Taranaki has provided intensive support to Taranaki enterprises including introducing a Covid-19 specific grant (with support of the three district councils), and increasing the size of the Enterprise team to ensure timely response to enquiries and requests for assistance.

This support is helping enterprises navigate both the impacts of Covid-19 and the wealth of information that is available to enterprises regarding Covid-19 and support mechanisms.

Demand for VT's enterprise services has been very heavy as enterprises continue to reach out for support.

\$290,271.12

Capability Development Vouchers distributed throughout Taranaki in the nine months ending 31 March 2020.

\$24,128.75

Capability Development Vouchers distributed to Stratford enterprises in the nine months ending 31 March 2020.

\$1,872,855.80

Callaghan grants and funding distributed throughout Taranaki in the nine months ending 31 March 2020.

\$15,479.00

Callaghan grants and funding distributed to Stratford enterprises in the nine months ending 31 March 2020.

| <i>Activity</i> | <i>Measure</i> | <i>Annual Target</i> | <i>YTD</i> |
|--------------------|--|----------------------|------------|
| Enterprise Support | The level of annual investment in regional businesses (subject to central government policy). | \$1m | \$1.9m |
| Enterprise Support | The level of annual investment in the management capability of Taranaki's small and medium sized businesses. | \$240K | \$290K |

APPENDIX 1



Promoting Taranaki as a great place to learn, live, work, play, visit and create

Visitor spend

- Visitor spend in Taranaki increased 5.65% to \$429m in the 12 months to end January 2020*.
- Visitor spend in Stratford district increased 6.83% to \$23m in the 12 months to end January 2020*.
- Visitor spend during the period Feb-March will be shared as it becomes available, and is likely to be included in COVID-19 industry updates.



Sources:

*MBIE monthly regional tourism estimates (MRTE)

Regional events strategy

The regional events strategy has undergone extensive consultation and is 90% complete. While the long-term strategy is sound, there will be an additional piece of work undertaken to fold in a planned pathway for the post-COVID-19 period.

Venture Taranaki recorded 218 engagements relating to this project to date, including 22 stakeholder meetings.

| Activity | Measure | Annual Target | YTD |
|-------------------------------|--|---------------|-----|
| Lead regional events strategy | Number of engagements related to the development and implementation of a regional events strategy | 25 | 218 |
| Destination promotion | Number of engagements with visitor industry operators (including local operators, other RTOs, national and international tourism agencies) | 100 | 211 |

APPENDIX 1



Promoting Taranaki as a great place to learn, live, work, play, visit and create

Major events funded

COVID-19 has severely affected the event industry. It is estimated up to 15,000 events across New Zealand have been cancelled or postponed.

The major impact for Taranaki was the cancellation of the Triathlon Festival one and a half weeks out from the event occurring, and going forward, the cancellation of the upcoming Right Royal Cabaret festival run by TAFT. It is unclear when events will be able to be re-established as this will be dependent on rules around mass gatherings plus the re-opening of international borders.

Venture Taranaki is working to ensure event organisers, as well as the wider ancillary sectors that benefit from events, are supported during this time. Planning for future events is still underway but it is likely to be a very different event landscape over the next 12-18 months.

To date, five events have been funded during the financial year:

| | | |
|---|--|---|
| 1 | AmeriCARna | February 19-22 |
| 2 | WOMAD | March 13-15 |
| 3 | ANBL – NZ Breakers vs Sydney Kings | January 17 |
| 4 | PSP NZ Jetsprint Championship Round 5 | March 8 |
| 5 | Triathlon Festival (including the NZ Sprint Distance Champs, the Oceania Junior Championships and the Oceania Mixed relay) | March 28-29 CANCELLED DUE TO COVID-19 |

| <i>Activity</i> | <i>Measure</i> | <i>Annual Target</i> | <i>YTD</i> |
|----------------------------------|---|----------------------|------------|
| Administer the Major Events Fund | Number of events funded in accordance with the criteria of NPDC’s major events fund | 4 | 5 |

APPENDIX 1



Promoting Taranaki as a great place to learn, live, work, play, visit and create

Attraction campaign

An holistic attraction campaign is underway comprising three integrated focus areas:

- **Visitor** – launched November 2019
- **Live & Work** – launched February 2020 (but reduced due to COVID-19)
- **Investment** – on hold

The live and work section of the attraction campaign is based around positioning Taranaki as a viable and vibrant place to live for those considering relocation.

The campaign is planned to predominantly be delivered into Auckland and Wellington via social media – Facebook, Instagram and YouTube - at appropriate times of the day. The campaign is based on three concepts – commute times, work- life balance and cost of living.

Unlike the media strategy associated with the visitor component of the campaign, the work- live section is designed to generate a small number of interested respondents and to interact on a more intensive and ongoing basis with these respondents.

The creative and media schedules for the campaign have been developed and are on hold until it is appropriate to initiate the campaign.

Current messaging may also be amended slightly as a result of COVID-19.

Talent Initiatives

GM Enterprise, Michelle Jordan completed the chairing and facilitation of the ‘International Education Working Group’ for the new NZ Institute of Skills and Technology in Q3, with the group submitting a report to the Establishment Board. This report made a number of recommendations regarding the internationalisation model it proposed for the new institution and its subsidiaries.

| <i>Activity</i> | <i>Measure</i> | <i>Annual Target</i> | <i>YTD</i> |
|--|---|----------------------|------------|
| Destination promotion | Number of destination promotion campaigns | 2 | 1 |
| Facilitate talent attraction and retention | Number of talent initiatives | 2 | 3 |

APPENDIX 1



Client feedback

I just wanted to drop you a line to say thank you again for taking the time to host me while I was in Taranaki! I absolutely loved my visit to the region—the Egmont Bee Tour was a highlight, and it was really lovely to meet you as well! –
Journalist on media tour

We are booked in for another Zoom catch up next Monday and very much looking forward to it. Thanks again for helping me with my little business. –
COVID-19 support client

The coaching has given me a sense of direction for the business and a focus and a plan for targeting the customers who fit with what I am able to offer. –
Capability support client

*Thanks very much for our catch up yesterday - it was a great booster shot for me going into this year 🙌
Incredibly valuable notes and discussion thank you!.–*
Capability support client

What an amazing story telling from you and on behalf of Business Advisory services. Thank you. We are expanding our business and I would love to take the opportunity to meet with you. –
Entrepreneur from outside Taranaki

I am so grateful for all the effort and time you have put in so far. I really enjoyed meeting with you and I am 100% blown away with the options available, it is very exciting. –
Stratford business advisory client

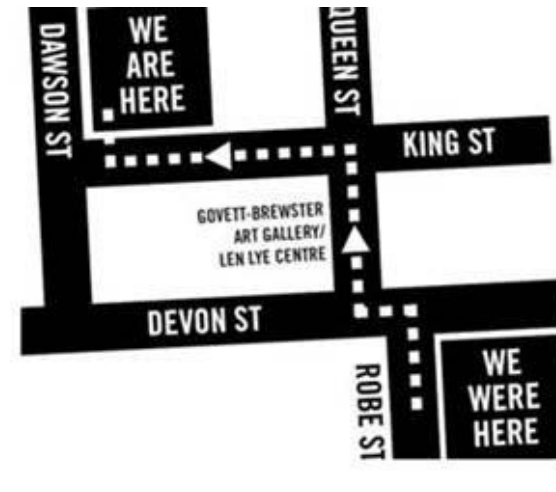
"We have been using the Business mentor programme for around 3 years now. We have found this immensely beneficial to motivate us to grow our business in the right direction and keeping us focused on our goals to push forward. –
BMNZ client

Coming up in quarter four

- **Taranaki Trends**
- **Taranaki Business Survey**
- **Continuation of Covid-19 response and recovery activity and planning, including “Go Local” and domestic tourism campaigns**

venture
TARANAKI
Te Puna Umanga

25 Dawson Street
New Plymouth 4310
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www.taranaki.info



DECISION REPORT



TO: Policy and Services Committee

F19/13/04- D20/9174

FROM: Director – Corporate Services

DATE: 26 May 2020

SUBJECT: ADOPTION OF ANNUAL PLAN 2020/21

9

RECOMMENDATIONS

1. THAT the report be received.
2. THAT feedback on the Annual Plan 2020/21 is acknowledged and any amendments, agreed to by elected members, are incorporated into the Annual Plan 2020/21.
3. THAT the Annual Plan 2020/21 (attached) be approved, and recommended for adoption by Council at the June 2020 Ordinary Council meeting. The adoption of the Annual Plan 2020/21 includes the:
 - Funding Impact Statement (Clause 20 of Schedule 10 of the Local Government Act 2002), and the
 - Fees and Charges Schedule for 2020/21.
4. THAT Council delegate authority to the Chief Executive to approve any final edits and design changes required to the Annual Plan to finalise the document for distribution.

RECOMMENDED REASON

Council is required to adopt an Annual Plan, pursuant to Section 95 of the Local Government Act 2002 (“the Act”), before the commencement of the year to which it relates, by 30 June 2020, and prior to setting the rates for the financial year.

Moved/Seconded

1. PURPOSE OF REPORT

The purpose of this report is to recommend the Committee approve the Annual Plan for adoption by Council at the June 2020 Ordinary Council meeting – along with the Funding Impact Statement, and the Fees and Charges Schedule for the 2020/21 financial year.

2. **EXECUTIVE SUMMARY**

- 2.1 The Annual Plan 2020/21 is based on Year 3 of the Long Term Plan 2018–2028 (“LTP”) with some amendments to operating revenues and expenditure. The original rates increase proposed was 5.72 per cent.
- 2.2 In response to the COVID-19 pandemic, approximately \$255,000 of operating expenditure was removed from the initial draft budget, to reduce the rates increase to 4.30 per cent. However, there are no significant changes to service level delivery proposed in the draft Annual Plan 2020/21, to what was originally approved in the LTP.
- 2.3 A draft Annual Plan 2020/21 was released for public feedback on 17 April 2020. Feedback was received from three organisations and is summarised in this report. No budget changes are recommended from the original draft presented to Council on 14 April 2020.
- 2.4 Multiple minor changes have been addressed since the draft was originally presented to Council. These are:
- Pg 104 - Fees and Charges 2020/21 schedule. Remove the dog registration discount payment due date of 1 August 2020, and instead insert “by the due date”. This enables Council to extend the due date for dog registrations out by a month temporarily for the next financial year if that is desired, without requiring a formal change to the Fees and Charges schedule.
 - Pg 11 – removal of sentence stating “*Council anticipates exceeding both the rates benchmarks, however this was indicated in the 2018-28 Long Term Plan*”. The rates benchmarks will now be met.
 - Pg 88 – under the heading “Payment Due Dates for Metered Water Supply”, removal of the words “*for the quarter*” to clarify that the penalty is applied on the full amount outstanding as at each due date.

3. **LOCAL GOVERNMENT ACT 2002 - SECTION 10**

How is this proposal applicable to the purpose of the Act?

- Is it for the provision of good quality local infrastructure? If so, why?; **OR**
 - Is it for the performance of a good quality regulatory function? If so, why?;
- OR**
- Is it for the performance of a good quality local public service?

AND

- Is it in a way that is most cost-effective to businesses and households? If so, why?

Good quality means, infrastructure, services, and performance that are efficient and effective, and appropriate to present and anticipated future circumstances.

Local public service means, a service provided for the community which is for the benefit of the District.

The process of preparing an Annual Plan requires Council to plan for the provision of infrastructure. It gives Council officers the opportunity to relook at the non-financial performance measures that are set for the year in order to better manage Council performance in all areas including regulatory, and provision of a good quality local public service. It also gives the Council an opportunity in non-LTP years to reforecast costs and funding to ensure that Council delivers on its legislative requirements in the most cost-effective way for ratepayers.

4. **BACKGROUND**

- 4.1 The Council prepares LTP every three years. An Annual Plan is prepared in the other two years, outlining the proposed budget for the next financial year. Preparation of the Annual Plan focuses on the original LTP budget estimates plus any adjustments Council may wish to make in light of the previous year's financial performance, updated financial and project forecasts, cost increases or new costs, and inflation assumptions. The purpose of the Annual Plan 2020/21 is to fine tune the costs and funding from that originally proposed in Year 3 of the LTP.
- 4.2 At the Council meeting on 14 April 2020, elected members reviewed various options for rates. Options to reduce expenditure from the budget were considered particularly important for the next financial year due to the anticipated impacts COVID-19 may have on the district's ratepayers and their ability to pay an average rates increase of 5.72 per cent, which was originally proposed in the LTP. Council voted on a 4.30 per cent rates increase, pending feedback from the public.
- 4.3 The draft Annual Plan 2020/21 was released for public feedback on 17 April 2020, with a deadline of 15 May 2020.
- 4.4 Three emails with feedback in relation to the Annual Plan 2020/21 were received from:
- Dr Lisa Brewer, Federated Farmers Taranaki
 - Brian Jeffares, President Stratford JP Association
 - Heather Smith, Social Credit Western Region.

5. **CONSULTATIVE PROCESS**

5.1 **Public Consultation - Section 82**

No formal public consultation was undertaken due to the significance threshold not being met.

Feedback from the public was sought over four weeks to gauge community opinion. The following engagement methods were undertaken to inform the community of the proposed plan for the next financial year, and to solicit feedback:

1. Two full standalone pages in the Stratford Press (one during COVID-19 Alert Level 4 and one during Alert Level 3),

2. Included in Central Link (Stratford Press) four weeks in a row (22 April to 13 May 2020),
3. Council website – Public Notice, Media Releases and Under Consultation pages,
4. Facebook Posts - Three Facebook posts, referring to the draft Annual Plan call for feedback, reached a total of 1,904, had 117 engagements of which 106 clicked the post and 24 clicked through to the website. Note - 2 posts included an image of the full-page Stratford Press advert so clicks through to the website were lower as people could read the proposed changes directly in the post.
5. Email to iwi (refer below).

Much of this engagement with the community was done during COVID-19 Alert Level 4 (lockdown), and then during Alert Level 3 some methods above were reissued. The Stratford Press was delivered during Alert Level 3, and to some parts of Stratford District during Alert Level 4, with papers available at local dairies.

All feedback submitted was received by email. No feedback was submitted by telephone contact or by post.

5.2 **Māori Consultation - Section 81**

A copy of the draft Annual Plan 2020/21 and details of how to provide feedback were emailed to Ngāti Ruanui, Ngāruahine and Ngāti Maru on 11 May 2020.

6. **RISK ANALYSIS**

- 6.1 One of the primary risks in the development of the draft Annual Plan 2020/21 was the uncertainty about the economic impact COVID-19 could have on the Stratford community and ratepayers. Ensuring expenditure on essential services and infrastructure upgrade and maintenance continued, and that the Council continued to invest in the community to deliver on Community Outcomes was an important consideration. However, Council also had to balance that strategy by considering that many ratepayers would appreciate a reduction in the rates increase originally proposed in the LTP, and that many ratepayers would be suffering from a significant reduction in income due to the lockdown. Reducing the rates increase from 5.72 per cent to 4.30 per cent, and ensuring appropriate mechanisms were in place to provide targeted financial relief, was considered a balanced approach.
- 6.2 There is a risk that should the Council not adopt an Annual Plan, then it is in breach of the Act. Failure to adopt an Annual Plan will mean that Council will be unable to assess rates for the financial year. Legal advice from Simpson Grierson is that an Annual Plan adopted after 30 June will still be a lawful Annual Plan. It is expected that Council will be able to comply with legislative timeframes.

7. DECISION MAKING PROCESS - SECTION 79

7.1 Direction

| | Explain |
|--|---|
| Is there a strong link to Council's strategic direction, Long Term Plan/District Plan? | This Annual Plan is based on year 3 of the Long Term Plan 2018-28. |
| What relationship does it have to the community's current and future needs for infrastructure, regulatory functions, or local public services? | The Annual Plan is the 2020/21 year of the Long Term Plan, and incorporates the requirements of the Asset Management Plans. |

7.2 Data

The full Annual Plan 2020/21 document, including the Schedule of Fees and Charges and the Funding Impact Statement, is attached (**Appendix 2**).

Key Projects in the Annual Plan, and as per Year 3 of the LTP, include:

- New Swimming Pool development (\$15,636,500)
- Upgrade of War Memorial Centre for Civil Defence purposes (\$50,000)
- New Children's Bike Park at Victoria Park (\$521,000)
- Stratford Discovery Trail (\$104,000)
- Yard upgrade and Calf Bay at Council Farm (\$75,000)
- Wastewater pipework capacity increase (\$105,000)
- Water Supply – new rider mains, water meters, and valves installed (\$586,000).

Following a review of the assumptions that the LTP Year 3 figures were based on, changes were made to Activity budgets to better reflect the current and anticipated outlook. Some of the bigger changes in the Annual Plan 2020/21 from Year 3 of the LTP are listed below:

- Footpath maintenance increase in budget (\$211,000)
- Remove War Memorial painting internal rooms (\$54,000)
- Reduction in interest rate assumption (\$21,332)
- Addition of funding of Tapuae Roa project through Venture Taranaki (\$35,000)
- Maintenance Contract procurement savings (\$228,000)
- Reduction in depreciation expense – post infrastructure asset revaluation (\$97,000)
- Reduce Staff Training budget by \$67,700
- Remove Pensioner Housing renovations \$44,000
- Remove Forestry Strategy Study consultants expenditure \$34,597.

Financial Reporting and Prudence Benchmarks

As a result of the changes proposed by elected members at the Council meeting to the original draft budget proposed, all financial reporting and prudence benchmarks will now be met.

| Benchmark | Limit | Planned | Met |
|--------------------------------------|-----------------|----------------|-----|
| Rates Affordability Benchmark | | | |
| • Income | <\$12,895,000 | \$12,876,000 | Yes |
| • Increases | <4.45% | 4.30% | Yes |
| Debt Affordability Benchmark | | | |
| Net debt to operating revenue | <\$27.2 million | \$20.5 million | Yes |
| Balanced budget benchmark | >100% | 141% | Yes |
| Essential services benchmark | >100% | 139% | Yes |
| Debt servicing benchmark | <10% | 2.5% | Yes |

Consideration of Public Feedback

All feedback received in relation to the Draft Annual Plan 2020/21 were from organisations, rather than individuals.

Federated Farmers Taranaki

Council officers acknowledge that due to the general rate, which is applied per dollar of capital value of the rating unit, increasing at a higher rate than the other rates, the rural sector – with generally higher capital values, face a higher rates increase than properties with lower capital values. The general rate funds the Rental and Investment Properties activity, Information Centre, Economic Development activity, the TSB Pool, Cemeteries, Parks and Reserves, Library, Community Development, Pensioner Housing, Aerodrome, and Civic Amenities (Halls, Towers and Public Toilets).

With regards to the application of the UAGC rate on SUIPs, Council treats a rating unit as one SUIP, even if it is vacant land. Where there is more than one residential dwelling (or shearer's quarters) on the rating unit, each additional dwelling will be treated as an additional SUIP. Council also treats separate rating units near to the existing rating unit as one SUIP – these must be contiguous (next to, across the road, or diagonally opposite) to the rating unit and must be land without a dwelling.

Stratford JP Association

The Stratford JP Association do not get charged for the use of the library, and never have been. A formal decision by Council on this matter would provide clarification to the Stratford JP Association.

Social Credit Western Region

Financing borrowing costs for new capital expenditure is necessary to enable Council to spread the upfront cost that provides long-term benefits over the generation that receives the benefits of that expenditure. For example, many infrastructure assets Council owns have a 50-100 year useful life.

With the likelihood that the country will go into a recession following the COVID-19 outbreak, it is important that Council continues to invest in the Stratford District. Interest rates are currently at record lows and are expected to stay at this level for some time.

The Council is constantly seeking government funding for capital projects as an alternative to borrowing. The Swimming Pool is an example where the project will only proceed with \$3,000,000 of grant funding. Council has recently applied for the Government’s “shovel-ready projects” funding. Many smaller community projects are fully funded by grants, either from TSB Trust, TET, or the government. Roading projects are funded 57 per cent by the New Zealand Transport Authority.

7.3 **Significance**

| | Yes/No | Explain |
|---|---------------|---|
| Is the proposal significant according to the Significance Policy in the Long Term Plan? | No | There are no significant differences to the Long Term Plan 2018-28, which has already been extensively publically consulted on. |
| Is it: | No | |
| • considered a strategic asset; or | No | |
| • above the financial thresholds in the Significance Policy; or | No | There are no material differences to the Long Term Plan 2018-28. |
| • impacting on a CCO stakeholding; or | No | |
| • a change in level of service; or | No | |
| • creating a high level of controversy; or | No | |
| • possible that it could have a high impact on the community? | No | |
| In terms of the Council’s Significance Policy, is this proposal of high, medium, or low significance? | | |
| HIGH | MEDIUM | LOW |
| | | ✓ |

7.4 **Options**

Option One – Approve the Annual Plan 2020/21 attached to this report.

This is the preferred option.

Option Two – Approve the Annual Plan with further amendments that are not significantly different from Year 3 of the LTP.

Minor amendments may be made, prior to adoption.

Option Three – Do not approve the Annual Plan.

This is strongly not recommended as the Council would be in breach of the Local Government Act 2002, and would not have the appropriate endorsement by Council to continue incurring expenditure and to issue rates in the new financial year.

Option Four – Approve the Annual Plan after making significant changes to what was originally proposed in Year 3 of the LTP

This is not recommended as the feedback received does not indicate a strong community desire to make significant changes to what has been proposed in the Draft Annual Plan 2019/20.

7.5 **Financial**

The financial implications are identified within the draft Annual Plan 2020/21, with some highlights and changes already presented earlier in this report.

7.6 **Prioritisation & Trade-off**

There are no prioritisation or trade-off issues.

7.7 **Legal Issues**

The Annual Plan must be adopted in accordance with the Local Government Act 2002, before 30 June 2020.

7.8 **Policy Issues - Section 80**

There are no policy issues to be considered. All the supporting policies have already been adopted during the LTP 2018-28 process.

Attachments

Appendix 1 - Annual Plan 2020/21



Tiffany Radich
DIRECTOR – CORPORATE SERVICES



Approved by
Sven Hanne
CHIEF EXECUTIVE

DATE: 19 May 2020

APPENDIX 1

STRATFORD DISTRICT COUNCIL ANNUAL PLAN 2020/21



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OVERVIEW

Purpose of Annual Plan

Summary of Information

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Council Governance

Council Structure

Community Outcomes

Opportunities for Māori contribution to decision making processes

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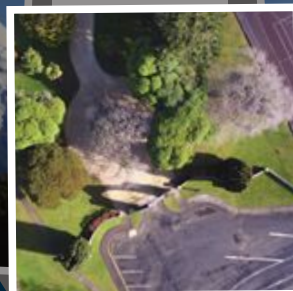
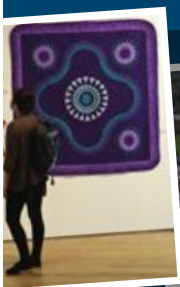
Annual Plan Disclosure Statement

Funding Overview Highlights

Prospective Funding Summary

Key Projects in 2020/21

Prospective Sample Rates for 2020/21



Purpose of Annual Plan

The purpose of this document is:

- to describe the annual budget and funding impact statement for the year to which the annual plan relates; and
- to describe any variation from the financial statements and funding impact statement included in the local authority's Long Term Plan in respect of the year; and
- to support the Long Term Plan in providing integrated decision making and co-ordination of the resources of the local authority; and
- to contribute to the accountability of the local authority to the community; and
- to provide an opportunity for participation by the public in decision-making processes relating to the costs and funding of activities to be undertaken by the local authority.

(Section 95, Local Government Act 2002).

Summary of Information

This plan, including the Prospective Financial Plan and Prospective Financial Statements, was and presented to the Ordinary meeting of Council on Tuesday 14 April 2020. The Committee resolved to release the document for public feedback. The final document *will be* adopted at an Ordinary Meeting of Council on Tuesday 9 June 2020, after considering public feedback. The Council reserves the right to update this plan in the future.

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

The major matters contained within the Annual Plan are:

- to describe the annual budget and funding impact statement for the 2020/21 financial year; and
- to describe any variation from the financial statements and funding impact statement included in the Council's Long Term Plan in respect of the year; and
- to support the Long Term Plan in providing integrated decision making and co-ordination of the Council's resources.

A copy of the Annual Plan may be inspected at the offices of the Stratford District Council, Miranda Street, Stratford, the Stratford Public Library, Prospero Place, Stratford and the website: www.stratford.govt.nz or a copy can be obtained by writing to the Stratford District Council, P O Box 320, Stratford 4352.



Message from the Mayor and Chief Executive

Welcome to Stratford District Council's Annual Plan for 2020/21. This represents the third year of the 2018-28 Long Term Plan (LTP) – the “final year” in the three-yearly LTP review cycle.

In developing the LTP, Council engaged with the community and the feedback received was clear. You wanted us to invest in key infrastructure, see progress on key community assets and maintain rates affordability.

What no-one could have foreseen at the time this plan was developed was the global pandemic we are currently facing. Councillors have therefore reviewed what is in the plan and considered where we could reduce expenditure without adding further pain to the local economy or negatively impacting the services we provide. This has resulted in a reduction of the proposed overall rates increase for 2020/21 from 5.72% to 4.3%. Council had already made savings in other areas, offsetting a number of previously unforeseen costs into this Annual Plan that would have further increased rates, had we not been able to identify them early.

At the time of writing of this Annual Plan we were approximately half way through the 3-year life-span of the current LTP. While a lot of work has been done to deliver towards the projects identified in the LTP, not a lot has changed between what was proposed in the LTP and what is contained in this Annual Plan.

Year 1 (2018/19) was largely a year of planning and laying the foundations for a number of key projects and initiatives.

Year 2 (2019/20) saw the sections in the Council subdivision off Pembroke Road come on the market with approximately one third of all sections available sold to date. The historic residential boundary issues in Midhirst were proactively resolved by Council, and the new resource consent for the Wastewater Oxidation ponds was obtained. It also saw council, in cooperation with Waka Kotahi, NZ Transport Agency, successfully apply for \$9 million from the government's Provincial Growth Fund to seal the remaining 12kms of SH43. Then subsequently receive a further \$13 million for further improvements of the state highway, identified in the original study.

Year 3 will continue to focus on project delivery, including:

- The new swimming pool;
- The children's bike park;
- Prospero Place / Broadway upgrade and beautification;
- The Stratford Discovery Trail – a guided walk connecting many of Stratford's historic and more recent landmarks;
- Wastewater treatment upgrades to comply with a new resource consent, which will ultimately improve the water quality of the Patea River;
- District Plan Review;
- Infrastructure renewals and improvements

While not reflected in the projects above, we will also continue to work on the economic development of the district through all available channels, particularly to aid Stratford's economic recovery from COVID-19. This includes working not only locally, but on a regional and national level to maximise the opportunities we can bring back to our district's businesses. Our work with Venture Taranaki, involvement in Just Transition, the Provincial Growth Fund and Tapuae Roa will also carry on. More recently, Council has put forward a total of 13 projects for funding from the Government's stimulus packages and will seek to maximise employment opportunities within the district and find alternative funding sources to reduce the dependence on rates.



We are acutely aware that just like Council itself, our community is facing a wide range of challenges, be they of an economic nature, caused or exacerbated by COVID-19 or legislative reforms and other challenges, that existed well before. Affordability continues to be at the forefront of elected members' minds when preparing these plans.

This Annual Plan contains no significant variations to the Long Term Plan adopted in 2018, however, a number of expenses have been reduced to actively reduce the rates burden on our community as we work through and recover from the local impacts of the global COVID-19 pandemic.

Kia kaha, noho ora mai



Neil Volzke
District Mayor



Sven Hanne
Chief Executive



Council Governance

Elected Members

Council consists of a District Mayor and ten Councillors.

DISTRICT MAYOR

Neil Volzke, JP
Mobile: 027 631 7418
Email:
nvolzke@stratford.govt.nz

URBAN WARD

Deputy Mayor Alan Jamieson JP
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Email:
alan.jamieson@stratford.govt.nz

Councillor Peter Dalziel
Mobile: (027) 509 8830
Email:
peter.dalziel@stratford.govt.nz

Councillor Jono Erwood
Mobile: (027) 6404 008
Email:
jono.erwood@stratford.govt.nz

Councillor Min McKay
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Email:
min.mckay@stratford.govt.nz

Councillor John Sandford, JP
Mobile: (027) 496 2278
Email:
john.sandford@stratford.govt.nz

Councillor Gloria Webby
Mobile: (021) 022 62258
Email:
gloria.webby@stratford.govt.nz

RURAL WARD

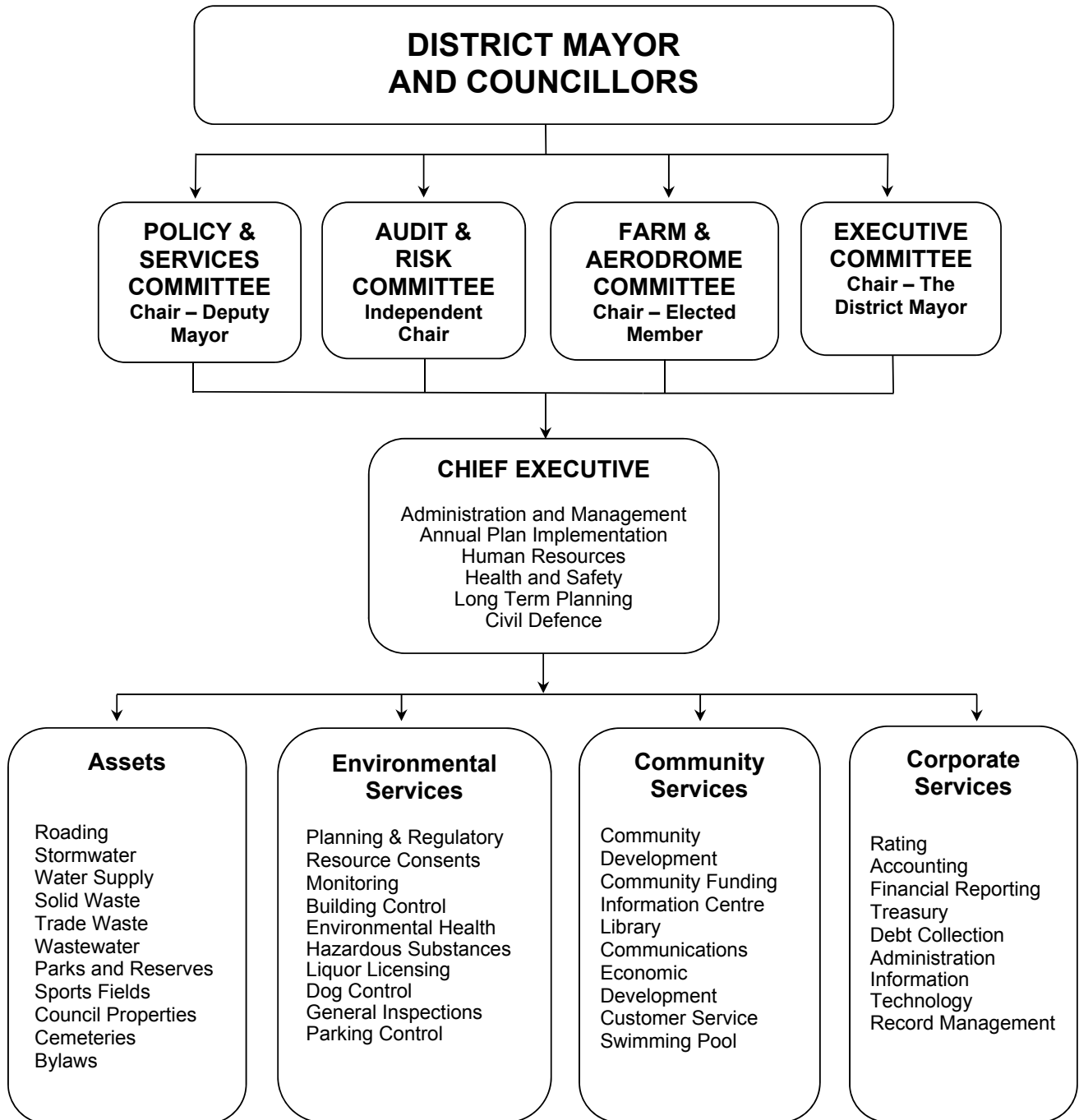
Councillor Grant Boyde, JP
Mobile: (027) 603 2842
Email:
grant.boyde@stratford.govt.nz

Councillor Rick Coplestone
Mobile: (027) 264 5154
Email:
rick.coplestone@stratford.govt.nz

Councillor Amanda Harris
Mobile: (027) 698 8291
Email:
Amanda.harris@stratford.govt.nz

Councillor Vaughan Jones
Phone: (027) 620 2106
Email:
vaughan.jones@stratford.govt.nz

Council Structure



Community Outcomes

Overall Vision

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

“A progressive, prosperous district where communities are celebrated.”

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

- Outstanding Leadership;
- Affordable, Quality Services and Infrastructure;
- A strong Community;
- A smart, Vibrant and Prosperous District;
- Stratford District as a unique destination; and
- Financial Strength.

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 detailed below:

| COMMUNITY OUTCOME | WHAT COUNCIL WILL DO |
|--|--|
| Outstanding Leadership | <ul style="list-style-type: none"> • We will maintain and grow Stratford District as a desirable place to live, work, invest and play. • We will ensure strong advocacy for the community at a regional and national level. • We will take a positive leadership role in growing and developing the urban environment. |
| Affordable, Quality Services and Infrastructure | <ul style="list-style-type: none"> • We will focus on meeting the current and future needs of our communities by providing good quality infrastructure, and local public services • We will perform regulatory functions in a way that is most cost effective to households and businesses |
| Strong Community | <ul style="list-style-type: none"> • We will work with partners to provide and support high level of access to health, education, social and recreational services and facilities. • We will work proactively to recognise and embrace the bicultural nature of our district through functional relationships with iwi authorities. • We will work proactively to recognise and embrace the multicultural nature of our district. |
| Smart, Vibrant and Prosperous District | <ul style="list-style-type: none"> • We will work to create an attractive and safe built environment. • We will work creatively and collaboratively to develop an attractive, vibrant and prosperous CBD |
| Stratford District as a unique destination | <ul style="list-style-type: none"> • We will look to work collaboratively to support, build on and promote our uniqueness. |
| Financial Strength | <ul style="list-style-type: none"> • We will fund infrastructure development and capital works in a way that is most cost effective for households and businesses, seeking alternative funding to rates where possible. • We will ensure the financial security of Council is not compromised. |
| Growth | <ul style="list-style-type: none"> • We will grow a strong and prosperous local economy that attracts, welcomes and retains businesses and residents • We will actively promote the district and its lifestyle • We will support and participant in regional economic development initiatives for the benefit of the Stratford District and its residents • We will ensure the availability of suitable land for development for residential and commercial purposes |



The group of activities contribute predominantly to the following outcomes:

| Activities | Outstanding Leadership | Affordable, Quality Services and Infrastructure | Strong Community | Smart, Vibrant and Prosperous District | Stratford District as a unique destination | Financial Strength | Growth |
|--------------------------------------|------------------------|---|------------------|--|--|--------------------|--------|
| Community Services | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Democracy | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Economy | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Environmental Services | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Civil Defence & Emergency Management | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Roading | | ✓ | | ✓ | ✓ | ✓ | ✓ |
| Stormwater | | ✓ | ✓ | | | ✓ | ✓ |
| Wastewater | | ✓ | ✓ | | | ✓ | ✓ |
| Solid Waste | | ✓ | ✓ | | | ✓ | ✓ |
| Water Supply | | ✓ | ✓ | | | ✓ | ✓ |



Opportunities for Māori Contribution to Decision Making Processes

Section 81 of the Local Government Act 2002 sets out the obligations for Council to both consult with Māori and encourage Māori involvement in Council's decision making processes.

Māori includes those with tangata whenua acknowledged as Ngāti Ruanui, Ngāruahine, Ngāti Maru, Ngāti Mutunga, Ngā Rauru and Te Atiawa. Council also recognises the role of Whakaahurangi Marae within the district.

Council currently has an on-going commitment to Māori consultation with respect to all of its planning processes, including those under the Resource Management Act 1991.

Schedule 10(8) of the Local Government Act 2002 further requires Council to state the steps it intends to take to foster the development of Māori capacity to contribute to decision making processes.

To further foster Māori capacity to contribute to decision making processes Council proposes to:

- Adopt a more formal approach to involving Māori in decision making by having regular liaison meetings.
- Facilitate involvement in significant events.
- Offer training for Council staff and Councillors on marae protocol, local history and related legislation.
- Provide an interpreter on request should Māori wish to present submissions to Council in Te Reo Māori.

Council is also mindful that there may be additional processes which are also appropriate. Council will therefore continue to consult with Māori in the district on its decision making, taking into account the nature and significance of the decision to Māori. Council will also seek opportunities to expand the engagement model to accommodate any additional consultation mechanisms preferred by Māori.

Changes from 2018-2028 Long Term Plan

Introduction

The purpose of this Annual Plan is to outline the financial budget for the 2020/21 year, identify any changes from the 2018 – 2028 Long Term Plan (LTP), contribute to the accountability of the Council to its community, and extend opportunities for participation by the public in decision-making processes.

Leadership

The community priorities strongly indicated that Council is expected to take a leadership role in areas not considered core services of Council, including health, education and social support. Council will continue to be a strong advocate for the District, and will, where appropriate, provide a co-ordination and facilitation role to ensure services are delivered to the community. Elected members will continue to participate in many community organisations, providing a two way communication channel between community groups and Council.

Financial Trends

This Plan is built around a continuation of the activities within the LTP, on the premise of ensuring retention of the core services and facilities of Council and the Stratford District, and maintenance of existing levels of service.

The LTP signalled rating revenue for 2020/21 of \$13,052,000, excluding water supply targeted rates (water by meter revenue). The rating requirement in this plan is \$12,876,000 which is less than the increase of 5.72% as set out in the LTP.

Variations

A simple comparison table between what the LTP said for 2020/21 and what this Annual Plan says is (figures in \$1,000's):

| ITEM | LTP \$000 | ANNUAL PLAN \$000 |
|--|--------------|-------------------------|
| Total Rates (GST exclusive) | \$13,052 | \$12,876 |
| General Rate | \$4,011 | \$4,017 |
| Roading | \$3,217 | \$2,992 |
| Uniform Annual General Charge (UAGC) | \$2,642 | \$2,837 |
| Solid Waste | \$740 | \$696 |
| Water Supply | \$1,535 | \$1,453 |
| Wastewater (Sewerage) | \$906 | \$881 |
| Total Debt | \$28,902 | \$24,536 |
| % Total Rates Revenue Increase | 5.72% | 4.30% |
| % Uniform Fixed Rates (UAGC and Solid Waste) | 25.99% | 27.52% |
| Debt Servicing as a % of Operating Revenue | 4.11% | 2.46% |
| Debt as a % of Operating Revenue | 122.45% | 90.87% |
| Debt/Equity Ratio | 8.25% | 7.58% |

Variations include:

- \$35,000 - Additional funding contribution for Tapuae Roa (regional economic development).
- Increase in elected members remuneration as imposed by legislation (\$97,000).
- Reduction in other costs and assumptions e.g. interest rate on external debt assumption re-estimated at 2.61% from 4.3%.
- Cost adjustments (increases and reductions) over multiple works contracts.

The percent of Uniform Fixed Rates is set at 27.52% compared to the 30% cap allowed for by legislation.

There are no changes to the rating structure included in the Annual Plan.

The variations in charges for 2020/21 as projected in the LTP and as calculated in the Annual Plan, are listed below:

| Rate | 2018 - 2028 LTP | | Variation (Less) |
|--|-----------------------|------------------------|---------------------|
| | Projection 2020/21 | Annual Plan 2020/21 | |
| General Rate cents/\$ of Capital Value | 0.14991 | 0.14869 | (0.00122) |
| Roading cents/\$ of Capital Value | 0.12023 | 0.11074 | (0.00949) |
| UAGC | \$632 | \$679 | \$47 |
| Solid Waste | \$326 | \$310 | (\$16) |
| Water Supply | \$599 | \$573 | (\$26) |
| Wastewater 1 Closet | \$381 | \$376 | (\$5) |
| 2 Closets | \$572 | \$564 | (\$8) |
| 3 Closets | \$762 | \$752 | (\$10) |
| 4 Closets | \$857 | \$846 | (\$11) |
| 5 Closets | \$953 | \$940 | (\$13) |
| 6 Closets | \$1,048 | \$1,034 | (\$14) |
| 7 Closets | \$1,143 | \$1,128 | (\$15) |
| 8 + Closets | \$1,238 | \$1,222 | (\$16) |



Annual Plan Disclosure Statement

Annual Plan disclosure statement for the year ending 30 June 2021.

What is the purpose of this statement?

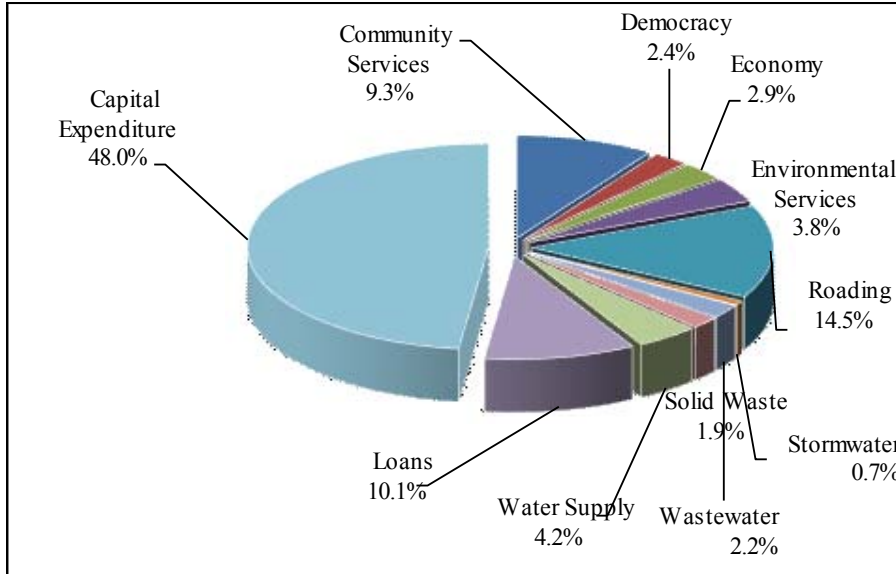
The purpose of this statement is to disclose the council's planned financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The council is required to include this statement in its annual 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 under Local Government (Financial Reporting and Prudence) Regulations 2014.

| Benchmark | Limit | Planned | Met |
|--------------------------------------|-----------------|----------------|------------|
| Rates Affordability Benchmark | | | |
| • Income | <\$12,895,000 | \$12,876,000 | Yes |
| • Increases | <4.45% | 4.30% | Yes |
| Debt Affordability Benchmark | | | |
| Net debt to operating revenue | <\$27.2 million | \$20.5 million | Yes |
| Balanced budget benchmark | >100% | 141% | Yes |
| Essential services benchmark | >100% | 139% | Yes |
| Debt servicing benchmark | <10% | 2.5% | Yes |

Funding Overview

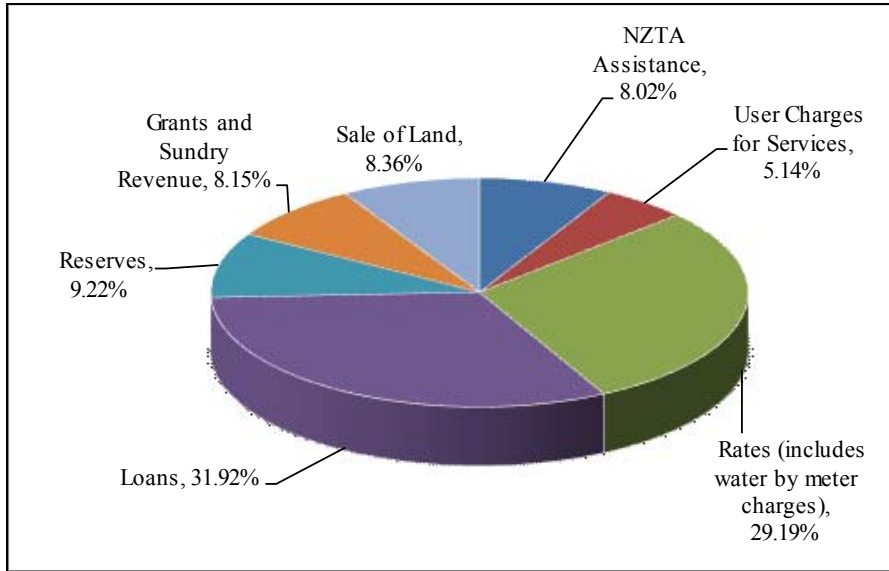
Where the Money Goes To: 2020/21



| | \$'000 |
|---|---------------|
| Community Services | 4,229 |
| Democracy | 1,097 |
| Economy | 1,309 |
| Environmental Services | 1,752 |
| Rooding | 6,638 |
| Stormwater | 328 |
| Wastewater | 993 |
| Solid Waste | 870 |
| Water Supply | 1,904 |
| Loans | 4,610 |
| Capital Expenditure | 21,909 |
| Total Gross Expenditure (excl GST) | 45,637 |



Where the Money Comes From: 2020/21



| | <u>\$'000</u> |
|---|-----------------------------|
| NZTA Assistance | 3,661 |
| User Charges for Services | 2,345 |
| Rates (includes water by meter charges) | 13,320 |
| Reserves | 4,210 |
| Grants and Sundry Revenue | 3,719 |
| Loan Funding | 14,566 |
| Sale of Land | 3,816 |
| Total Gross Revenue (excl GST) | <u><u>45,637</u></u> |



Highlights

| | 2019/20 Annual Plan | 2020/21 Long Term Plan | 2020/21 Annual Plan | Variance |
|--|------------------------|------------------------------|------------------------|----------------|
| | \$000 | \$000 | \$000 | \$000 |
| Rates Revenue excluding water supply charges | 12,345 | 13,052 | 12,876 | 176 |
| Rate Increase (including CPI) | 4.69% | 5.72% | 4.30% | 1.42% |
| Public Debt | 16,709 | 28,902 | 24,536 | 4,366 |
| Net External Debt per head of population | \$1,258 | \$2,640 | \$2,170 | 470 |
| Net External Debt per ratepayer | \$2,477 | \$4,940 | \$4,278 | 662 |
| Interest expense / Total Revenue | 2.7% | 4.1% | 2.5% | 1.65% |
| Rates Revenue | 12,345 | 13,052 | 12,876 | 176 |
| User Charges for Services and Other Revenue | 2,878 | 3,083 | 2,972 | 111 |
| Sale of land | 4,360 | 0 | 3,816 | (3,816) |
| Subsidies and Grants | 3,865 | 3,698 | 7,337 | (3,639) |
| Total Net Revenue | 23,448 | 19,833 | 27,000 | (7,167) |
| Total Operating Expenditure | 18,626 | 19,172 | 19,106 | 66 |
| Capital Expenditure | 7,467 | 22,035 | 21,909 | 126 |
| Operating Expenditure by Activity Group | | | | |
| Community Services | 3,919 | 4,319 | 4,229 | 90 |
| Democracy | 1,134 | 1,074 | 1,097 | (23) |
| Economy | 1,266 | 1,173 | 1,309 | (136) |
| Environmental Services | 1,484 | 1,547 | 1,752 | (205) |
| Roading | 6,664 | 6,736 | 6,638 | 98 |
| Stormwater Drainage | 354 | 373 | 328 | 45 |
| Wastewater (Sewerage) | 987 | 981 | 993 | (12) |
| Solid Waste | 878 | 865 | 858 | 7 |
| Water Supply | 1,941 | 2,104 | 1,904 | 200 |
| Total Operating Expenditure | 18,627 | 19,172 | 19,106 | 66 |
| Revenue Increase (including CPI) | 4.69% | 5.72% | 4.30% | 1.42% |
| Rates per Head of Population | \$1,311 | \$1,469 | \$1,359 | \$110 |
| Public Debt per Head of Population | \$1,774 | \$3,216 | \$2,590 | \$626 |

Prospective Funding Summary

| | 2019/20 Annual Plan | 2020/21 Long Term Plan | 2020/21 Annual Plan | Variance |
|---|------------------------|------------------------------|------------------------|--------------|
| | \$000 | \$000 | \$000 | \$000 |
| The Funding Summary shows that Council requires: | | | | |
| TOTAL RATES REVENUE REQUIRED | 12,345 | 13,052 | 12,876 | 176 |
| TOTAL RATES REVENUE INCREASE | 4.69% | 5.72% | 4.30% | 1.42% |
| Uniform Annual General Charge (UAGC) | 2,625 | 2,642 | 2,837 | (195) |
| Section 21 Rating Percentage Cap | 27.01% | 25.99% | 27.52% | -1.53% |
| Targeted Rates | | | | |
| Water Supply | 1,477 | 1,535 | 1,453 | 82 |
| % Increase | 1.27% | 0.73% | -1.62% | 2.35% |
| Solid Waste | 698 | 740 | 696 | 44 |
| % Increase | 0.07% | 4.26% | -0.29% | 4.55% |
| Wastewater | 878 | 906 | 881 | 25.0 |
| % Increase | 21.15% | 3.72% | 0.35% | 3.37% |
| Roading | 3,039 | 3,217 | 2,992 | 225.1 |
| % Increase | 4.54% | 7.61% | -1.55% | 9.16% |
| Sub-Total for Targeted Rates | 6,092 | 6,399 | 6,022 | 376 |
| <i>This Summary does not include the targeted rate of \$14,482 collected for community centres.</i> | | | | |
| General Rate | 3,628 | 4,011 | 4,017 | (5) |
| Average % Increase | 6.01% | 11.17% | 10.79% | 0.38% |

Key Projects in 2020/21

Civic Amenities

- Upgrade War Memorial Centre for Civil Defence purposes
- Stratford 2035
- Centennial Restrooms – replace floor coverings

Parks, Reserves and Cemeteries

- Children’s bike park
- Walkway signage upgrade
- Trail development and art work
- Park and walkway development
- Discovery trail

Pool Complex

- Pool complex development

Democracy

- Miranda Street Office – replace floor coverings

Rental and Investment Properties

- Landscaping and riparian planting at the farm
- Calf bay at farm
- Yard upgrade at farm

Roading

- Work will continue in accordance with NZTA budgets and guidelines

Stormwater

- Reticulation upgrades and safety improvements will continue
- Manhole lids and inlet safety screens installed

Wastewater

- Reticulation renewals will continue
- Reticulation safety improvements
- Oxidation pond upgrade
- Infiltration renewals

Solid Waste

- Transfer station building renewals

Water Supply

- Reticulation renewals will continue
- New rider mains to be installed
- New water meters to be installed
- Hydrants and laterals to be renewed
- Pressure reducing and zoning valves to be installed

Prospective Sample Rates for 2020/21

| | 2019/20 Annual Plan \$ | 2020/21 LTP \$ | 2020/21 Annual Plan \$ |
|---|------------------------------|---------------------------|------------------------------|
| <u>Residential - Capital Value</u> | <u>\$250,000</u> | <u>\$250,000</u> | <u>\$250,000</u> |
| Uniform Annual General Charge | 631.00 | 632.00 | 679.00 |
| Solid Waste | 313.00 | 326.00 | 310.00 |
| Water Supply | 584.00 | 599.00 | 573.00 |
| Wastewater | 375.00 | 381.00 | 376.00 |
| Roading Rate | 282.50 | 300.58 | 276.86 |
| General Rate | 337.25 | 374.75 | 371.72 |
| Total Rates (excl TRC) | 2,522.75 | 2,613.33 | 2,586.58 |
| Movement \$ | | 90.57 | 63.83 |
| Movement % | | 3.59% | 2.53% |
| <u>Residential - Capital Value</u> | <u>\$400,000</u> | <u>\$400,000</u> | <u>\$400,000</u> |
| Uniform Annual General Charge | 631.00 | 632.00 | 679.00 |
| Solid Waste | 313.00 | 326.00 | 310.00 |
| Water Supply | 584.00 | 599.00 | 573.00 |
| Wastewater | 375.00 | 381.00 | 376.00 |
| Roading Rate | 452.00 | 480.92 | 442.97 |
| General Rate | 539.60 | 599.60 | 594.75 |
| Total Rates (excl TRC) | 2,894.60 | 3,018.52 | 2,975.72 |
| Movement \$ | | 123.92 | 81.12 |
| Movement % | | 4.28% | 2.80% |
| <u>Rural - Capital Value</u> | <u>\$2,645,000</u> | <u>\$2,645,000</u> | <u>\$2,645,000</u> |
| Uniform Annual General Charge | 631.00 | 632.00 | 679.00 |
| Roading Rate | 2,988.85 | 3,180.08 | 2,929.15 |
| General Rate | 3,568.11 | 3,964.86 | 3,932.78 |
| Total Rates (excl TRC) | 7,187.96 | 7,776.94 | 7,540.93 |
| Movement \$ | | 588.98 | 352.98 |
| Movement % | | 8.19% | 4.91% |
| <u>Rural - Capital Value</u> | <u>\$5,000,000</u> | <u>\$5,000,000</u> | <u>\$5,000,000</u> |
| Uniform Annual General Charge | 631.00 | 632.00 | 679.00 |
| Roading Rate | 5,650.00 | 6,011.50 | 5,537.15 |
| General Rate | 6,745.00 | 7,495.00 | 7,434.38 |
| Total Rates (excl TRC) | 13,026.00 | 14,138.50 | 13,650.52 |
| Movement \$ | | 1,112.50 | 624.52 |
| Movement % | | 8.54% | 4.79% |
| <u>Commercial - Capital Value</u> | <u>\$220,000</u> | <u>\$220,000</u> | <u>\$220,000</u> |
| Uniform Annual General Charge | 631.00 | 632.00 | 679.00 |
| Water Supply | 584.00 | 599.00 | 573.00 |
| Wastewater | 375.00 | 381.00 | 376.00 |
| Roading Rate | 248.60 | 264.51 | 243.63 |
| General Rate | 296.78 | 329.78 | 327.11 |
| Total Rates (excl TRC) | 2,135.38 | 2,206.29 | 2,198.75 |
| Movement \$ | | 70.91 | 63.37 |
| Movement % | | 3.32% | 2.97% |

9



COUNCIL SERVICES

Groups of Activities

Community Services

Aerodrome

Civic Amenities

Community Development

Library

Parks, Reserves and Cemeteries

TSB Pool Complex

Democracy

Economy

Economic Development

Information Centre

Rental and Investment Properties

Environmental Services

Building Services

Planning

Community Health and Safety

Civil Defence and Emergency Management

Roading

Stormwater

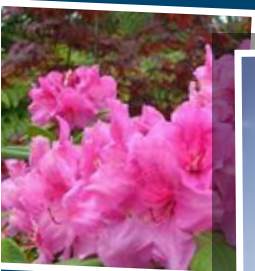
Wastewater (Sewerage)

Solid Waste

Water Supply

Council Controlled Organisations

Percy Thomson Trust





GROUPS OF 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 |
|---|--|---|
| <i>Community Services</i> | Aerodrome | |
| | Civic Amenities | Civic Amenities & Toilets Pensioner Housing |
| | Community Development Library Parks, Reserves & Cemeteries TSB Pool Complex | |
| | | |
| <i>Democracy</i> | | Democracy Corporate Support |
| <i>Economy</i> | Economic Development Information Centre | |
| | Rental & Investment Properties | Farm Holiday Park Rental Properties |
| <i>Environmental Services</i> | Building Services | |
| | Planning | District Plan Resource Consents |
| | Community Health And Safety | Food and Health Alcohol Licensing Parking and Other Bylaws Animal Control |
| <i>Civil Defence and Emergency Management</i> | | Civil Defence and Emergency Management |
| <i>Roading</i> | Roading | Construction, maintenance and renewal of roads, footpaths and associated infrastructure. |
| <i>Stormwater</i> | Stormwater | Construction and renewal of stormwater infrastructure. |
| <i>Wastewater (Sewerage)</i> | Wastewater | Construction, maintenance and renewal of waste water network and treatment facilities. |
| <i>Solid Waste</i> | Waste Management | Kerbside collection of refuse and recycling and operation of the transfer station. |
| <i>Water Supply</i> | Water Supply | Construction, maintenance and renewal of water treatment plants and water reticulation network. |

COMMUNITY SERVICES

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 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|---|------------------|------------------------------|
| | | Year 3 - 2020/21 | |
| The aerodrome meets the needs of users | A high level of satisfaction amongst the users with the condition and maintenance of the aerodrome. | >70% | Annual Aerodrome user survey |

1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below:

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 95 | 97 | 106 | (9) |
| Revenue | 22 | 22 | 22 | (1) |
| Net Cost of Service | 74 | 75 | 85 | (10) |
| EXPENDITURE | | | | |
| Operating Costs | 67 | 67 | 74 | (7) |
| Depreciation | 7 | 6 | 7 | (1) |
| Overheads | 22 | 24 | 25 | (1) |
| Total Operating Expenditure | 95 | 97 | 106 | (9) |
| Capital Expenditure | 0 | 0 | 0 | 0 |
| Total Expenditure | 95 | 97 | 106 | (9) |
| FUNDED BY: | | | | |
| Charges for Services | 22 | 22 | 22 | 1 |
| Revenue | 22 | 22 | 22 | 1 |
| General Rates | 74 | 75 | 84 | (9) |
| Transfer from Reserves | 0 | 0 | 0 | 0 |
| Other Funding | 0 | 0 | 0 | (0) |
| Total Funding | 95 | 97 | 106 | (9) |

1.4 Other Projects

There are no future projects associated with the Aerodrome activity.

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)
- Centennial Library Building
- War Memorial Centre
- Pensioner Housing
- Centennial Rest Rooms
- Clock Tower (Glockenspiel)
- Bell Tower
- Bus Shelters
- Hall of Remembrance
- Public Toilets
- Rural Halls
- Security Cameras
- Structures/Beautification

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|--|------------------|-------------------------|
| | | Year 3 - 2020/21 | |
| To provide facilities that are well maintained and utilised. | Buildings legally requiring a Building WoF have a current Building WoF at all times. | 100% | Building WoF records |
| | Annual booking of War Memorial Centre. | >500 | Booking records |
| | Annual booking of Centennial Restrooms. | >200 | Booking records |
| To provide suitable housing for the elderly. | Percentage of Customer satisfaction. | >89% | Annual User Survey |
| | Annual Occupancy rate. | >95% | Tenancy records. |
| To provide clean, well maintained toilet facilities. | Percentage of Stratford District residents satisfied with overall level of service of toilets. | >75% | Annual Residents Survey |

1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below:

Civil Amenities

| | 2019/20 | 2020/21 | 2020/21 | Variance |
|--|-------------|----------------|-------------|----------|
| | Annual Plan | Long Term Plan | Annual Plan | |
| | \$000 | \$000 | \$000 | \$000 |

| | | | | |
|----------------------------|------------|------------|------------|-----------|
| Operating Expenditure | 854 | 869 | 807 | 62 |
| Revenue | 53 | 51 | 51 | 0 |
| Net Cost of Service | 801 | 818 | 756 | 62 |

| EXPENDITURE | | | | |
|------------------------------------|-------------|------------|------------|-------------|
| Operating Costs | 429 | 395 | 338 | 57 |
| Interest | 12 | 18 | 13 | 6 |
| Depreciation | 296 | 329 | 329 | (0) |
| Overheads | 116 | 126 | 127 | (1) |
| Total Operating Expenditure | 854 | 869 | 807 | 62 |
| Principal Loan Repayments | 14 | 17 | 19 | (2) |
| Capital Expenditure | 191 | 92 | 161 | (69) |
| Total Expenditure | 1059 | 978 | 988 | (10) |

| FUNDED BY: | | | | |
|-----------------------------------|-------------|------------|------------|-------------|
| Charges for Services | 53 | 51 | 51 | (0) |
| Revenue | 53 | 51 | 51 | (0) |
| General Rates | 736 | 752 | 688 | 64 |
| Targeted Rate - Community Centres | 14 | 14 | 14 | (1) |
| Grants and Doantions | 0 | 0 | 50 | (50) |
| Depreciation funded from Reserves | 49 | 51 | 51 | (0) |
| Loan Funding - Capital | 189 | 0 | 100 | (100) |
| Transfer from Reserves | 16 | 109 | 30 | 79 |
| Other Funding | 0 | 1 | 2 | (1) |
| Total Funding | 1059 | 978 | 988 | (10) |

Pensioner Housing

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 113 | 157 | 107 | 51 |
| Revenue | 64 | 65 | 65 | (0) |
| Net Cost of Service | 50 | 93 | 42 | 50 |
| EXPENDITURE | | | | |
| Operating Costs | 34 | 75 | 32 | 44 |
| Interest | 1 | 2 | 1 | 1 |
| Depreciation | 31 | 28 | 28 | (0) |
| Overheads | 48 | 52 | 46 | 6 |
| Total Operating Expenditure | 113 | 157 | 107 | 51 |
| Principal Loan Repayments | 1 | 2 | 1 | 1 |
| Capital Expenditure | 35 | 0 | 0 | 0 |
| Total Expenditure | 149 | 160 | 108 | 51 |
| FUNDED BY: | | | | |
| Charges for Services | 64 | 65 | 65 | 0 |
| Revenue | 64 | 65 | 65 | 0 |
| General Rates | 24 | 48 | 22 | 26 |
| Operational Balance from Reserves | 27 | 46 | 21 | 25 |
| Transfer from Reserves | 22 | 0 | 0 | 0 |
| Loan Funding - Capital | 12 | 0 | 0 | 0 |
| Other Funding | 0 | 0 | 0 | (0) |
| Total Funding | 149 | 160 | 108 | 51 |

1.4 Other Projects

| Project | Category | 2020/21 |
|---|------------------|-----------|
| Stratford 2035 | Level of Service | \$100,000 |
| War Memorial Centre upgrade for Civil Defence | Level of Service | \$50,000 |
| Centennial Restrooms | Replacements | \$8,700 |

Community Development

1.1 What We Do

Community development encourages and supports groups and individuals in the District to achieve their own goals and outcomes in a way that sustainably 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 current community development activities include:

- Administration support for a number of community groups including the Positive Ageing Group and Central Taranaki Safe Trust
- Coordinating the promotion of school holiday activities
- Administration of the 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 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|--|------------------|---|
| | | Year 3 - 2020/21 | |
| To provide a number of community events and provide support that encourages involvement of the community | Number of Community events organised. | 2 | Number of events held are recorded |
| | Percentage of residents feeling a sense of community. | >75% | Annual Residents Survey |
| Youth are supported to participate in their community through developing and implementing their own projects | Number of projects successfully developed and implemented by youth with support from community development | 4 | Number of projects developed are recorded |
| Council will provide, encourage and/or support events within the district | Events Council has provided or supported are measured | 2 | Number of supported events are recorded |

1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below:

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 379 | 334 | 429 | (95) |
| Revenue | 21 | 21 | 21 | 0 |
| Net Cost of Service | 358 | 313 | 409 | (95) |
| EXPENDITURE | | | | |
| Operating Costs | 294 | 247 | 306 | (59) |
| Overheads | 84 | 87 | 123 | (36) |
| Total Operating Expenditure | 379 | 334 | 429 | (95) |
| FUNDED BY: | | | | |
| User Charges/Grants | 21 | 21 | 21 | 0 |
| Revenue | 21 | 21 | 21 | 0 |
| General Rates | 358 | 312 | 407 | (95) |
| Other Funding | 1 | 1 | 2 | (1) |
| Total Funding | 379 | 334 | 429 | (95) |

1.4 Other Projects

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

Library

1.1 What We Do

The Stratford and District Centennial Library provides physical and digital access to a collection of lending material and information resources in a safe and welcoming environment intended for community activities, leisure, social interaction, and study. It promotes creativity and learning through the delivery of public programmes and the provision of support facilities such as the Wi-Fi network and access to equipment and technology.

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|---|--|------------------|-------------------------|
| | | Year 3 - 2020/21 | |
| To provide a library service which meets the needs of and is being used by Stratford District residents | Number of people visiting the library is measured. | >90,000 | Door count |
| | % of library users satisfied with library services. | >80% | Annual Residents Survey |
| Library services will be accessible to the community | The number of visitors accessing the Wi-Fi service is measured. | >15,000 | Internal records |
| | The number of sessions accessing the People's Network is measured. | >10,000 | Internal records |

1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below.

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 682 | 711 | 659 | 52 |
| Revenue | 18 | 19 | 17 | 2 |
| Net Cost of Service | 664 | 692 | 642 | 54 |
| EXPENDITURE | | | | |
| Operating Costs | 338 | 357 | 343 | 14 |
| Interest | 28 | 34 | 21 | 13 |
| Depreciation | 97 | 108 | 93 | 15 |
| Overheads | 219 | 212 | 202 | 10 |
| Total Operating Expenditure | 682 | 711 | 659 | 52 |
| Principal Loan Repayments | 33 | 32 | 32 | 0 |
| Capital Expenditure | 0 | 0 | 0 | 0 |
| Total Expenditure | 715 | 743 | 691 | 52 |
| FUNDED BY: | | | | |
| Charges for Services | 18 | 19 | 17 | 2 |
| Revenue | 18 | 19 | 17 | 2 |
| General Rates | 622 | 637 | 602 | 35 |
| Depreciation funded from Reserves | 41 | 52 | 37 | 15 |
| Transfer from Reserves | 33 | 32 | 32 | 0 |
| Other Funding | 1 | 3 | 3 | 0 |
| Total Funding | 715 | 743 | 691 | 52 |

1.4 Other Projects

There are no future projects associated with the Library activity.

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
 - 5 rugby fields
 - 3 cricket wickets
 - 2 soccer fields
 - 2 hockey fields
- (iii) 9.4 hectares of cemeteries
 - 5.1ha in 2 operating cemeteries
 - 4.3ha in 5 closed cemeteries
- (iv) 14km of walkway including 9 foot bridges.
- (v) 4.8ha in 14 esplanade reserves.
- (vi) Accessory structures and buildings:
 - Grandstand at Victoria Park
 - Toilet block at Page Street
 - 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)
 - Skatepark at Victoria Park
- (vii) 34.3ha in rural domains and reserves.

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|---|------------------|---|
| | | Year 3 - 2020/21 | |
| To provide parks, sports fields and other open spaces that meet community demand | Number of complaints and requests for service. | <40 | Reporting against corporate CRM system. |
| | Percentage of Stratford residents satisfied with: | | Annual Residents Survey |
| | • Parks; | >80% | |
| | • Sports fields; and | >80% | |
| • Cemeteries. | >80% | | |
| Safe playgrounds are provided | All playgrounds meet NZ Safety Standards. | 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. | 100% | Biennial bridge inspection Report |

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1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below:

Cemeteries

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 232 | 219 | 180 | 39 |
| Revenue | 122 | 125 | 85 | (40) |
| Net Cost of Service | 109 | 95 | 95 | (1) |
| EXPENDITURE | | | | |
| Operating Costs | 140 | 122 | 113 | 9 |
| Depreciation | 9 | 7 | 9 | (2) |
| Overheads | 83 | 90 | 58 | 32 |
| Total Operating Expenditure | 232 | 219 | 180 | 39 |
| Capital Expenditure | 0 | 0 | 0 | 0 |
| Total Expenditure | 232 | 219 | 180 | 39 |
| FUNDED BY: | | | | |
| Charges for Services | 122 | 125 | 85 | 40 |
| Revenue | 122 | 125 | 85 | 40 |
| General Rates | 109 | 93 | 94 | (1) |
| Transfer from Reserves | 0 | 0 | 0 | 0 |
| Other Funding | 1 | 2 | 1 | 1 |
| Total Funding | 232 | 219 | 180 | 39 |

Parks & Reserves

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 668 | 752 | 778 | (27) |
| Revenue | 9 | 9 | 9 | (0) |
| Net Cost of Service | 659 | 743 | 769 | (27) |
| EXPENDITURE | | | | |
| Operating Costs | 426 | 444 | 498 | (54) |
| Interest | 13 | 20 | 6 | 14 |
| Depreciation | 97 | 144 | 144 | 0 |
| Overheads | 132 | 143 | 130 | 13 |
| Total Operating Expenditure | 668 | 752 | 778 | (27) |
| Principal Loan Repayments | 15 | 19 | 9 | 10 |
| Capital Expenditure | 201 | 680 | 680 | 0 |
| Total Expenditure | 885 | 1451 | 1,467 | (17) |
| FUNDED BY: | | | | |
| Charges for Services | 9 | 9 | 9 | 0 |
| Revenue | 9 | 9 | 9 | 0 |
| General Rates | 669 | 752 | 777 | (25) |
| Grants and Donations | 102 | 625 | 626 | (1) |
| Loan Funding - Capital | 87 | 42 | 54 | (12) |
| Transfer (to) Turf Replacement Reserve | (10) | (10) | (10) | 0 |
| Transfer from Reserves | 27 | 31 | 9 | 22 |
| Other Funding | 0 | 1 | 2 | (1) |
| Total Funding | 885 | 1451 | 1,467 | (17) |

1.4 Other Projects

| Project | Category | 2020/21 |
|---------------------------------|------------------|-----------|
| Walkway Signage upgrade | Level of Service | \$10,500 |
| Trail Development and Art Work | Level of Service | \$104,200 |
| Park Development | Level of Service | \$15,600 |
| Walkway Development | Level of Service | \$15,400 |
| Parks and Reserves Replacements | Replacements | \$12,500 |
| New Park signs | Level of Service | \$10,500 |
| Children's Bike Park | Level of Service | \$521,300 |



TSB Pool Complex

1.1 What We Do

The TSB Pool Complex is a community swimming pool owned and operated by the Stratford District Council. This facility has three indoor pools that cater year-round for casual as well as organised swimming, including learn-to-swim, as well as an outdoor toddlers pool which is open during the summer months. As part of the operation the pool provides a range of fitness programmes, coaching and events.

As part of the 2018-2028 Long Term Plan, Council decided to replace the existing pool with a new facility and planning for this is currently under way.

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|--|--|---|
| | | Year 3 - 2020/21 | |
| The pool complex will be a safe place to swim. | Number of reported accidents, possible accidents and similar incidents pa. | <80 | Accident register – also reported monthly to Council. |
| | Compliance with NZS5826:2010 NZ Pool Water Quality Standards. | 100% | Water quality register. |
| That the pool facilities meet demand. | Percentage of pool users are satisfied with the pool. | >80% | Annual customer survey. |
| | Number of pool admissions per annum. | <i>Target suspended due to expected closures for upgrade</i> | Ticketing system – also reported monthly to council. |

1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below:

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 896 | 1,179 | 1,163 | 16 |
| Revenue | 233 | 222 | 222 | 0 |
| Net Cost of Service | 663 | 987 | 941 | 16 |
| EXPENDITURE | | | | |
| Operating Costs | 620 | 633 | 701 | (69) |
| Interest | 0 | 269 | 165 | 104 |
| Depreciation | 102 | 103 | 102 | 1 |
| Overheads | 174 | 174 | 195 | (21) |
| Total Operating Expenditure | 896 | 1,179 | 1,163 | 16 |
| Principal Loan Repayments | 0 | 250 | 253 | (3) |
| Capital Expenditure | 44 | 15,674 | 15,674 | 0 |
| Total Expenditure | 940 | 17,103 | 17,089 | 14 |
| FUNDED BY: | | | | |
| User Charges | 233 | 222 | 222 | 0 |
| Revenue | 233 | 222 | 222 | 0 |
| General Rates | 661 | 955 | 938 | 17 |
| Loan Funding - Capital | 0 | 12,509 | 12,637 | (128) |
| Grants - Capital | 22 | 3,146 | 3,000 | 146 |
| Transfer from Reserves | 22 | 269 | 290 | (21) |
| Other Funding | 1 | 3 | 3 | 0 |
| Total Funding | 940 | 17,103 | 17,089 | 14 |

1.4 Other Projects

| Project | Category | 2020/21 |
|----------------------------|------------------|--------------|
| Various Items of Equipment | Level of Service | \$37,200 |
| Pool Complex Development | Level of Service | \$15,636,500 |





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.

The Stratford District Council comprises a District Mayor and ten Councillors. The District Mayor is elected by the whole community, with the Councillors elected on a ward system, with four from the Rural Ward and six from the Urban Ward. Council sets the policy and standards for the management and delivery of Council activities and services.

Corporate Support

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

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|---|--|------------------|-------------------|
| | | Year 3 - 2020/21 | |
| 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% | Meeting Register. |
| | All Council meetings are publicly notified in accordance with statutory timeframes. | 100% | Meeting Register. |
| To ensure that the Health and Safety manual is reviewed. | Complete an annual review of the Health and Safety Manual. | Achieved | Review Date. |
| Ensure accountability documents are prepared and meet statutory requirements. | The Annual Report, Annual Plan and Long Term Plan meet statutory deadlines and receive an unqualified audit opinion where relevant, | Achieved | Audit Opinion. |

1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below.

Democracy

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|----------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 1134 | 1074 | 1,097 | (23) |
| Revenue | 0 | 0 | 0 | 0 |
| Net Cost of Service | 1134 | 1074 | 1,097 | (23) |
| EXPENDITURE | | | | |
| Operating Costs | 503 | 424 | 501 | (77) |
| Overheads | 631 | 650 | 595 | 55 |
| Total Expenditure | 1134 | 1074 | 1,097 | (23) |
| FUNDED BY: | | | | |
| UAGC | 1130 | 1063 | 1,088 | (25) |
| Other Funding | 4 | 11 | 9 | 2 |
| Total Funding | 1134 | 1074 | 1,097 | (23) |

Corporate Support

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 0 | 0 | 0 | 0 |
| Revenue | 60 | 60 | 70 | 10 |
| Net Cost of Service | (60) | (60) | (70) | 10 |
| EXPENDITURE | | | | |
| Operating Costs | | | | |
| - Chief Executive's Department | 351 | 381 | 377 | 5 |
| - Corporate Services Department | 869 | 994 | 754 | 241 |
| Overheads Recovered | (1,220) | (1,376) | (1,130) | (246) |
| Total Operating Expenditure | 0 | 0 | 0 | (0) |
| Capital Expenditure | 283 | 160 | 189 | (29) |
| Total Expenditure | 283 | 160 | 189 | (29) |
| FUNDED BY: | | | | |
| Charges for Services | 60 | 60 | 70 | (10) |
| Revenue | 60 | 60 | 70 | (10) |
| UAGC | (60) | (60) | (70) | 10 |
| Transfer from Reserves | 283 | 160 | 189 | (29) |
| Total Funding | 283 | 160 | 189 | (29) |

1.4 Other Projects

| Project | Category | 2020/21 |
|---|--------------|----------|
| Computers and Peripherals | Replacements | \$90,000 |
| Vehicle Replacements | Replacements | \$31,000 |
| Miscellaneous Equipment | Replacements | \$20,000 |
| Replace Floor Coverings – Miranda Street Office | Replacements | \$42,700 |



ECONOMY

Economic Development

1.1 What We Do

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

- Encouraging and assisting 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.
- Supporting the Stratford Business Association
- Working in partnership with Venture Taranaki Trust to support the economic growth of the District.

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|---|-----------------------------|------------------------------------|
| | | Year 3 - 2020/21 | |
| To support and promote the economic growth of the district. | Business mentoring and economic development support is available. | Report received | Venture Taranaki Quarterly reports |
| To support the business community. | Provide administration support to the Stratford Business Association meetings | 11 | Minutes and agendas completed |
| The website is a valuable resource for the community to access Council information | The number of visitors accessing Council information and services via the internet is measured. | Not less than previous year | Website statistics |
| Opportunities for the community to participate in decision making is widely publicised | The community is satisfied with how Council keeps them informed. | >85% | Annual Residents Survey |

1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below.

Economic Development

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 402 | 372 | 440 | (69) |
| Revenue | 0 | 0 | 0 | 0 |
| Net Cost of Service | 402 | 372 | 440 | (69) |
| EXPENDITURE | | | | |
| Operating Costs | 302 | 266 | 295 | (29) |
| Overheads | 100 | 105 | 145 | (40) |
| Total Operating Expenditure | 402 | 372 | 440 | (69) |
| FUNDED BY: | | | | |
| General Rates | 201 | 185 | 219 | (34) |
| UAGC | 201 | 185 | 219 | (34) |
| Other Funding | 1 | 2 | 2 | (0) |
| Total Funding | 402 | 372 | 440 | (69) |

Council Projects

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 118 | 0 | 97 | (97) |
| Revenue | 0 | 0 | 0 | 0 |
| Net Cost of Service | 118 | 0 | 97 | (97) |
| EXPENDITURE | | | | |
| Operating Costs | 0 | 0 | 0 | 0 |
| Interest | 118 | 0 | 97 | (97) |
| Overheads | 0 | 0 | 0 | 0 |
| Total Operating Expenditure | 118 | 0 | 97 | (97) |
| Principal Loan Repayments | 4,239 | 0 | 3,719 | (3,719) |
| Capital Expenditure | 794 | 0 | 0 | 0 |
| Total Expenditure | 5,150 | 0 | 3,816 | (3,816) |
| FUNDED BY: | | | | |
| Charges for Services | 0 | 0 | 0 | 0 |
| Revenue | 0 | 0 | 0 | 0 |
| General Rates | (3) | 0 | (0) | 0 |
| Sales of Sections - Capital | 4,360 | 0 | 3,816 | (3,816) |
| Loan Funding - Capital | 794 | 0 | 0 | 0 |
| Total Funding | 5,150 | 0 | 3,816 | (3,816) |

1.4 Other Projects

There are no future projects associated with the Economic Development activity.

Information Centre

1.1 What We Do

Council owns and manages the Stratford Visitor Information Centre (i-SITE). The i-SITE promotes local attractions and events and provides local knowledge, a booking service and souvenirs for tourists and residents. An AA service is also provided at the i-SITE.

From mid-2020 the information centre will be located within the Stratford District Council library, next to its current location.

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|---|---|------------------|---------------------------|
| | | Year 3 - 2020/21 | |
| 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 people to the Information Centre service is measured. | >40,000 | Door Count |
| | Number of users of AA Agency Service is measured. | >10,000 | AA customer count records |
| | Percentage customers are satisfied. | >80% | Annual Residents Survey |

1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below.

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 293 | 313 | 312 | 1 |
| Revenue | 112 | 112 | 92 | (20) |
| Net Cost of Service | 181 | 201 | 220 | (19) |
| EXPENDITURE | | | | |
| Operating Costs | 191 | 208 | 210 | (2) |
| Depreciation | 1 | 1 | 1 | 0 |
| Overheads | 101 | 103 | 101 | 2 |
| Total Operating Expenditure | 293 | 313 | 312 | 1 |
| FUNDED BY: | | | | |
| Charges for Services | 112 | 112 | 92 | 20 |
| Revenue | 112 | 112 | 92 | 20 |
| General Rates | 181 | 199 | 218 | (19) |
| Other Funding | 1 | 2 | 1 | 1 |
| Total Funding | 293 | 313 | 312 | 1 |

1.4 Other Projects

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

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 sharemilking 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 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|------------------------------------|------------------|---|
| | | Year 3 - 2020/21 | |
| Maximum profits from the farm are returned to Council. | Milk production is maximised | >150,000kg | Milk Supplier's Statements issued by milk collector (currently Fonterra). |
| Leased property is safe and fit for purpose. | Number of complaints from tenants. | <5 | Reporting against corporate CRM system. |

1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below.

Farm

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 366 | 375 | 389 | (14) |
| Revenue | 505 | 524 | 507 | (17) |
| Net Cost of Service | (139) | (148) | (119) | (30) |
| EXPENDITURE | | | | |
| Operating Costs | 183 | 165 | 211 | (46) |
| Interest | 88 | 104 | 54 | 50 |
| Depreciation | 57 | 66 | 66 | 0 |
| Overheads | 37 | 40 | 58 | (18) |
| Total Operating Expenditure | 366 | 375 | 389 | (14) |
| Principal Loan Repayments | 103 | 97 | 83 | 14 |
| Capital Expenditure | 45 | 70 | 97 | (27) |
| Total Expenditure | 514 | 542 | 569 | (27) |
| FUNDED BY: | | | | |
| Charges for Services | 505 | 524 | 507 | 17 |
| Revenue | 505 | 524 | 507 | 17 |
| General Rates | (36) | (52) | (52) | (0) |
| Transfer from Reserves | 15 | 0 | 57 | (57) |
| Sale of Land | 0 | 0 | 0 | 0 |
| Loan Funding - Capital | 30 | 70 | 55 | 15 |
| Other Funding | 0 | 1 | 1 | 0 |
| Total Funding | 514 | 542 | 569 | (27) |

Holiday Park

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|----------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 16 | 19 | 3 | 16 |
| Revenue | 3 | 3 | 3 | 0 |
| Net Cost of Service | 13 | 16 | 0 | 16 |
| EXPENDITURE | | | | |
| Operating Costs | 0 | 1 | 1 | 0 |
| Overheads | 16 | 18 | 2 | 16 |
| Total Expenditure | 16 | 19 | 3 | 16 |
| FUNDED BY: | | | | |
| Charges for Services | 3 | 3 | 3 | 0 |
| Revenue | 3 | 3 | 3 | 0 |
| General Rates | 13 | 15 | 0 | 15 |
| Other Funding | 0 | 0 | 0 | 0 |
| Total Funding | 16 | 19 | 3 | 16 |



Rental Properties

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 71 | 95 | 68 | 28 |
| Revenue | 34 | 35 | 32 | (3) |
| Net Cost of Service | 37 | 59 | 36 | 25 |
| EXPENDITURE | | | | |
| Operating Costs | 11 | 12 | 10 | 2 |
| Depreciation | 19 | 39 | 21 | 18 |
| Overheads | 41 | 45 | 37 | 8 |
| Total Operating Expenditure | 71 | 95 | 68 | 28 |
| Capital Expenditure | 0 | 0 | 0 | 0 |
| Total Expenditure | 71 | 95 | 68 | 28 |
| FUNDED BY: | | | | |
| Charges for Services | 34 | 35 | 32 | 3 |
| Revenue | 34 | 35 | 32 | 3 |
| General Rates | 36 | 59 | 35 | 24 |
| Other Funding | 0 | 1 | 1 | 1 |
| Total Funding | 71 | 95 | 68 | 28 |

1.4 Other Projects

| Project | Category | 2020/21 |
|--|------------------------------|----------|
| Landscaping and Riparian Planting – Farm | Level of Service | \$10,400 |
| Calf Bay – Farm | Level of Service | \$15,000 |
| Yard Upgrade – Farm | Level of Service/Replacement | \$60,000 |
| House Components – Farm | Replacement | \$12,000 |





ENVIRONMENTAL SERVICES

Building Services

1.1 What We Do

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 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|---|--|------------------|----------------------------|
| | | Year 3 - 2020/21 | |
| To process applications within statutory timeframes. | Percentage of building consent applications processed within 20 days. | 100% | Council Records |
| | Percentage of inspection requests completed within 24 hours of request | 100% | Council Records |
| | Percentage of code compliance certificate applications determined within 20 working days | 100% | Council Records |
| To retain registration as a Building Consent Authority. | Current registration. | Confirmed | Current IANZ Certification |
| To process LIMs within statutory timeframes | % of LIMs processed within timeframes. | 100% | Council Records |
| Service meets customer expectations. | Percentage of customers using building consent processes are satisfied with the service provided | >80% | Council Records |



1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below:

Building Control

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 416 | 448 | 560 | (112) |
| Revenue | 262 | 222 | 256 | 34 |
| Net Cost of Service | 155 | 225 | 304 | (78) |
| EXPENDITURE | | | | |
| Operating Costs | 228 | 270 | 322 | (52) |
| Overheads | 189 | 178 | 239 | (61) |
| Total Operating Expenditure | 416 | 448 | 560 | (112) |
| FUNDED BY: | | | | |
| Charges for Services | 262 | 222 | 256 | (34) |
| Revenue | 262 | 222 | 256 | (34) |
| UAGC | 153 | 223 | 301 | (78) |
| Other Funding | 1 | 3 | 4 | (1) |
| Total Funding | 416 | 448 | 560 | (112) |

1.4 Other Projects

There are no future projects associated with the Building Services activity

Planning

1.1 What We Do

This activity covers:

- The development and administration of the Stratford District Plan
- Maintaining a set of bylaws that integrate with the District Plan provisions
- The processing of resource consents required under the District Plan.
- Monitoring of the district to ensure that the District Plan and bylaws are relevant and complied with.

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|---|------------------|--------------------|
| | | Year 3 – 2020/21 | |
| To promote the sustainable management and use of land and public spaces. | To undertake a comprehensive review of the district plan, with notification no later than 2018/19. | Not Applicable | Reports to Council |
| | To undertake a systematic review of bylaws and related policies as they reach their statutory review dates. | Not Applicable | Reports to Council |
| To process resource consents within statutory timeframes. | % of non notified applications processed within 20 working days. | 100% | Council records |
| | % of notified applications processed within legislated timeframes for notification, hearings and decisions. | 100% | Council records |
| | % of s223 and s224 applications processed within 10 working days. | 100% | Council records |
| Service meets customer expectations. | Percentage of customers using resource consent processes are satisfied with the service provided | >80% | Council Records |

1.3 Statement of Prospective Financial Performance

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

District Plan

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 147 | 170 | 169 | 1 |
| Revenue | 0 | 0 | 0 | 0 |
| Net Cost of Service | 147 | 170 | 169 | 1 |
| EXPENDITURE | | | | |
| Operating Costs | 75 | 103 | 78 | 26 |
| Overheads | 71 | 68 | 91 | (24) |
| Total Operating Expenditure | 147 | 170 | 169 | 1 |
| FUNDED BY: | | | | |
| UAGC | 146 | 169 | 168 | 1 |
| Other Funding | 0 | 1 | 1 | (0) |
| Total Funding | 147 | 170 | 169 | 1 |

Resource Consents

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 165 | 167 | 179 | (12) |
| Revenue | 32 | 27 | 35 | 8 |
| Net Cost of Service | 134 | 140 | 144 | (4) |
| EXPENDITURE | | | | |
| Operating Costs | 74 | 83 | 81 | 2 |
| Overheads | 91 | 85 | 99 | (14) |
| Total Operating Expenditure | 165 | 167 | 179 | (12) |
| FUNDED BY: | | | | |
| Charges for Services | 32 | 27 | 35 | (8) |
| Revenue | 32 | 27 | 35 | (8) |
| UAGC | 133 | 139 | 143 | (4) |
| Other Funding | 1 | 1 | 1 | (1) |
| Total Funding | 165 | 167 | 179 | (12) |

1.4 Other Projects

There are no future projects associated with the District Plan & Resource Consent activities

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

Council:

- provides a uniform system of control to ensure the sale of food 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

Council carries out licencing, 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.

Council receives an average of 300 complaints concerning infringements of the various bylaws each year. In addition approximately 200 to 300 parking infringement notices are issued each year, with almost all being in respect of time limits. Council has, since 2010, also issued infringement notices for other stationary vehicle offences related to warrants of fitness and vehicle registration.

Animal Control

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

This covers:

- registration of dogs
- 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.

Council operates a dog pound which has a 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 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|--|------------------|-----------------|
| | | Year 3 - 2020/21 | |
| 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% | Council Records |
| | Health nuisance and premise complaints are responded to within 1 working day. | 100% | Council Records |
| To fulfil obligations as a District Licensing Committee. | Percentage of licensed premises inspected. | 100% | Council Records |
| | Percentage of applications processed within 25 working days (excluding hearings). | 100% | Council Records |
| To monitor and enforce bylaws. | Percentage of complaints responded to within 2 hours. | 100% | Council Records |
| To ensure dogs are controlled. | Percentage of known dogs registered. | 98% | Council Records |
| | Percentage of dog attack/wandering dog complaints responded to within an hour. | 100% | Council Records |

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1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation is shown below:

Food and Health

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 87 | 93 | 155 | (61) |
| Revenue | 15 | 15 | 15 | 0 |
| Net Cost of Service | 73 | 78 | 140 | (61) |
| EXPENDITURE | | | | |
| Operating Costs | 50 | 54 | 81 | (27) |
| Overheads | 37 | 39 | 73 | (34) |
| Total Operating Expenditure | 87 | 93 | 155 | (61) |
| FUNDED BY: | | | | |
| Charges for Services | 15 | 15 | 15 | 0 |
| Revenue | 15 | 15 | 15 | 0 |
| UAGC | 73 | 77 | 138 | (61) |
| Other Funding | 0 | 1 | 1 | (0) |
| Total Funding | 87 | 93 | 155 | (61) |



Alcohol Licensing

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 157 | 162 | 115 | 47 |
| Revenue | 35 | 35 | 35 | 0 |
| Net Cost of Service | 122 | 127 | 80 | 47 |
| EXPENDITURE | | | | |
| Operating Costs | 63 | 73 | 66 | 8 |
| Overheads | 94 | 89 | 50 | 39 |
| Total Operating Expenditure | 157 | 162 | 115 | 47 |
| FUNDED BY: | | | | |
| Charges for Services | 35 | 35 | 35 | (0) |
| Revenue | 35 | 35 | 35 | (0) |
| UAGC | 122 | 126 | 79 | 47 |
| Other Funding | 1 | 1 | 1 | 0 |
| Total Funding | 157 | 162 | 115 | 47 |

Animal Control

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 189 | 202 | 201 | 1 |
| Revenue | 128 | 148 | 142 | (7) |
| Net Cost of Service | 60 | 54 | 60 | (6) |
| EXPENDITURE | | | | |
| Operating Costs | 110 | 120 | 102 | 18 |
| Interest | 0 | 3 | 2 | 1 |
| Depreciation | 8 | 7 | 7 | 0 |
| Overheads | 71 | 73 | 91 | (18) |
| Total Operating Expenditure | 189 | 202 | 201 | 1 |
| Principal Loan Repayments | 0 | 2 | 0 | 2 |
| Capital Expenditure | 61 | 0 | 0 | 0 |
| Total Expenditure | 250 | 204 | 201 | 3 |
| FUNDED BY: | | | | |
| Charges for Services | 128 | 148 | 142 | 7 |
| Revenue | 128 | 148 | 142 | 7 |
| UAGC | 60 | 55 | 58 | (3) |
| Loan Funding - Capital | 61 | 0 | 0 | 0 |
| Other Funding | 0 | 1 | 1 | (0) |
| Total Funding | 250 | 204 | 201 | 3 |



Parking and Bylaws

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|----------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 186 | 175 | 141 | 35 |
| Revenue | 27 | 27 | 1 | (26) |
| Net Cost of Service | 160 | 148 | 140 | 9 |

| | | | | |
|------------------------------------|------------|------------|------------|-----------|
| <u>EXPENDITURE</u> | | | | |
| Operating Costs | 78 | 68 | 71 | (3) |
| Overheads | 108 | 108 | 70 | 38 |
| Total Operating Expenditure | 186 | 175 | 141 | 35 |
| <u>FUNDED BY:</u> | | | | |
| Charges for Services | 27 | 27 | 1 | 26 |
| Revenue | 27 | 27 | 1 | 26 |
| UAGC | 160 | 146 | 139 | 7 |
| Other Funding | 1 | 2 | 1 | 1 |
| Total Funding | 186 | 175 | 141 | 35 |

1.4 Other Projects

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



CIVIL DEFENCE & EMERGENCY MANAGEMENT SERVICES

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 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|---|------------------|---------------------|
| | | Year 3 - 2020/21 | |
| To maintain effective emergency capability | Operative Taranaki Civil Defence and Emergency Management Plan. | Achieved | Annual CDEMG Report |

1.3 Statement of Prospective Financial Performance

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

Emergency Management

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 136 | 131 | 231 | (100) |
| Revenue | 0 | 0 | 0 | 0 |
| Net Cost of Service | 136 | 131 | 231 | (100) |
| EXPENDITURE | | | | |
| Operating Costs | 100 | 94 | 105 | (11) |
| Depreciation | 0 | 0 | 1 | (1) |
| Overheads | 36 | 37 | 125 | (88) |
| Total Operating Expenditure | 136 | 131 | 231 | (100) |
| FUNDED BY: | | | | |
| UAGC | 136 | 130 | 229 | (99) |
| Other Funding | 0 | 1 | 2 | (1) |
| Total Funding | 136 | 131 | 231 | (100) |

1.4 Other Projects

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

ROADING

1.1 What We Do

The Roading activity encompasses the management, construction, maintenance and renewal of rural and urban roads, footpaths, kerb and channel, street lighting and associated infrastructure for the District excluding State Highways. The Roading network managed by the Stratford District Council totals 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 Roading asset includes all pavements from the sub base to, and including, the top sealed or metal surface, traffic services (lighting, street and safety signage, footpaths, kerb & channel), bridges, culverts and side drains.

| | Rural | Urban | 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 Roading Facilities Management Contract.

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|---|---|------------------------------|---------------------|
| | | Year 3 - 2020/21 | |
| To provide a safe roading network. | Road safety - The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number. | 1 | 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% | RAMM Rating Report |
| | Road maintenance – The percentage of the sealed road network that is resurfaced. | ≥5% | RAMM Rating Report |
| | Road maintenance – The percentage of the unsealed road network that has been metal dressed. | ≥7% | RAMM Report |

| Level of Service | Performance Measure | Target | How Measured |
|---|---|------------------|--|
| | | Year 3 - 2020/21 | |
| 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) | >84% | 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% | RAMM Report. Spreadsheet until connectivity is established between RAMM and Customer Service Requests |
| | Percentage of residents who are satisfied with: | | Annual Customer Survey |
| | <ul style="list-style-type: none"> • Roothing Networks • Footpaths | >78% >79% | |

1.3 Statement of Prospective Financial Performance

The detailed financial summary including inflation for the Roothing activity is shown below:

Roothing

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 6,474 | 6,584 | 6,324 | 260 |
| Revenue | 3,875 | 3,833 | 3,830 | (3) |
| Net Cost of Service | 2,599 | 2,751 | 2,494 | 257 |
| EXPENDITURE | | | | |
| Operating Costs | 3,493 | 3,498 | 3,368 | 130 |
| Interest | 0 | 30 | 0 | 30 |
| Depreciation | 2,700 | 2,774 | 2,805 | (31) |
| Overheads | 281 | 282 | 152 | 131 |
| Total Operating Expenditure | 6,474 | 6,584 | 6,324 | 260 |
| Principal Loan Repayments | 0 | 28 | 0 | 28 |
| Capital Expenditure | 3,199 | 3,359 | 3,107 | 252 |
| Total Expenditure | 9,672 | 9,971 | 9,431 | 540 |
| FUNDED BY: | | | | |
| User Charges | 134 | 135 | 169 | (34) |
| NZTA Financial Assistance | 3,741 | 3,698 | 3,661 | 37 |
| Revenue | 3,875 | 3,833 | 3,830 | 3 |
| Targeted Rates | 3,039 | 3,217 | 2,992 | 225 |
| Depreciation Funded From Reserves | 1,398 | 1,422 | 1,482 | (60) |
| Transfer from Reserves - Capital | 1,360 | 1,547 | 1,278 | 269 |
| Transfer (to) from Reserves | (1) | (52) | (153) | 101 |
| Loan Funding | 0 | 0 | 0 | 0 |
| Grants and Donations | 0 | 0 | 0 | 0 |
| Other Funding | 2 | 5 | 2 | 3 |
| Total Funding | 9,672 | 9,971 | 9,431 | 540 |

Business Unit

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 190 | 151 | 313 | (162) |
| Revenue | 196 | 157 | 327 | 170 |
| Net Cost of Service | (6) | (6) | (14) | 8 |
| EXPENDITURE | | | | |
| Operating Costs | 142 | 104 | 144 | (40) |
| Depreciation | 9 | 9 | 9 | 0 |
| Overheads | 39 | 38 | 161 | (123) |
| Total Operating Expenditure | 190 | 151 | 313 | (162) |
| FUNDED BY: | | | | |
| Inhouse services- NZTA assisted | 196 | 157 | 327 | (170) |
| Revenue | 196 | 157 | 327 | (170) |
| General Rates | (6) | (7) | (16) | 9 |
| Other Funding | 0 | 1 | 2 | (1) |
| Total Funding | 190 | 151 | 313 | (162) |

9

1.4 Other Projects

| Project | Category | 2020/21 |
|---|--------------|-----------|
| Unsealed Road Metalling | Replacements | \$795,000 |
| Sealed Road Resurfacing | Replacements | \$750,000 |
| Drainage Renewals | Replacements | \$525,415 |
| Pavement Rehabilitation | Replacements | \$742,800 |
| Structure Component Replacement | Replacements | \$80,000 |
| Traffic Services | Replacements | \$50,000 |
| Sealed Road Resurfacing – Special Purpose Roads | Replacements | \$151,000 |
| Under-veranda Lighting | Replacements | \$12,500 |





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.

There are 6.7km of stormwater pipes, and 14km of open drains in the Stratford urban area. Council is also responsible for approximately 70 metres of 450mm culvert in Midhirst.

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|---|--|------------------|---|
| | | Year 3 - 2020/21 | |
| 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). |
| | <ul style="list-style-type: none"> • The number of flooding events that occur in a territorial authority district. <i>“Flooding” in this context means stormwater entering a habitable floor</i> | 0 | |
| | <ul style="list-style-type: none"> • For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority’s stormwater system.) | 0 | |
| | <ul style="list-style-type: none"> • For each flooding event, the number of buildings in the central business zone affected by flooding. | 0 | |
| 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"> • Abatement notices • Infringement notices • Enforcement orders, and • Convictions received by the territorial authority in relation to those resource consents. | N/A | 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 | Work order tracking/reporting through Council’s Infrastructure asset management system. |

| Level of Service | Performance Measure | Target | How Measured |
|-----------------------|--|------------------|---|
| | | Year 3 - 2020/21 | |
| 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 | Reporting against corporate CRM system. |

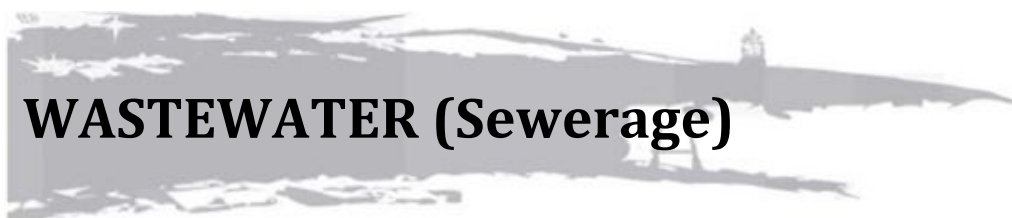
1.3 Statement of Prospective Financial Performance

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

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 354 | 373 | 328 | 45 |
| Revenue | 0 | 0 | 0 | 0 |
| Net Cost of Service | 354 | 373 | 328 | 45 |
| EXPENDITURE | | | | |
| Operating Costs | 105 | 118 | 61 | 57 |
| Interest | 25 | 33 | 18 | 15 |
| Depreciation | 116 | 125 | 141 | (16) |
| Overheads | 108 | 97 | 107 | (11) |
| Total Operating Expenditure | 354 | 373 | 328 | 45 |
| Principal Loan Repayments | 29 | 31 | 27 | 4 |
| Capital Expenditure | 285 | 292 | 292 | 0 |
| Total Expenditure | 669 | 696 | 647 | 49 |
| FUNDED BY: | | | | |
| UAGC | 354 | 371 | 326 | 45 |
| Transfer from Reserves | 86 | 194 | 85 | 109 |
| Loan Funding - Capital | 229 | 129 | 234 | (105) |
| Other Funding | 1 | 2 | 2 | 0 |
| Total Funding | 669 | 696 | 647 | 49 |

1.4 Other Projects

| Project | Category | 2020/21 |
|----------------------------|------------------|-----------|
| Pipework Capacity Increase | Level of Service | \$110,700 |
| Safety Improvements | Level of Service | \$123,100 |
| Reticulation Renewals | Replacements | \$55,600 |



WASTEWATER (Sewerage)

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.

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|--|------------------|---|
| | | Year 3 - 2020/21 | |
| 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 | 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"> • Abatement notices • Infringement notices • Enforcement orders; and • Convictions, Received by the territorial authority in relation to those resource consents. | 0 | Consent & compliance documentation. |
| Fault response times | Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured: | | Work order tracking/reporting through Council's Infrastructure asset management system. |
| | <ul style="list-style-type: none"> • Attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site; and | 1 hour | |
| | <ul style="list-style-type: none"> • 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 | |
| Customer satisfaction | The total number of complaints received by the territorial authority about any of the following: <ul style="list-style-type: none"> • Sewage odour • Sewerage system faults • Sewerage system blockages, and • The territorial authority's response to issues with its sewerage system, Expressed per 1000 connections to the territorial authority's sewerage system. | <5 | Reporting against corporate CRM system. |



1.3 Statement of Prospective Financial Performance

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

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 987 | 981 | 993 | (12) |
| Revenue | 71 | 73 | 73 | (0) |
| Net Cost of Service | 916 | 908 | 920 | (12) |
| EXPENDITURE | | | | |
| Operating Costs | 441 | 368 | 423 | (55) |
| Interest | 58 | 100 | 59 | 41 |
| Depreciation | 309 | 357 | 300 | 57 |
| Overheads | 180 | 156 | 211 | (55) |
| Total Operating Expenditure | 987 | 981 | 993 | (12) |
| Principal Loan Repayments | 67 | 93 | 91 | 2 |
| Capital Expenditure | 1530 | 687 | 687 | (0) |
| Total Expenditure | 2584 | 1761 | 1,771 | (10) |
| FUNDED BY: | | | | |
| Charges for Services | 71 | 73 | 73 | 0 |
| Revenue | 71 | 73 | 73 | 0 |
| Targeted Rates | 878 | 906 | 881 | 25 |
| Transfer (to) from Reserves | 36 | 0 | 36 | (36) |
| Transfer from Depreciation Reserve | 559 | 295 | 293 | 2 |
| Loan Funding - Capital | 1038 | 485 | 485 | 0 |
| Other Funding | 1 | 3 | 3 | (0) |
| Total Funding | 2584 | 1761 | 1,771 | (10) |

1.4 Other Projects

| Project | Category | 2020/21 |
|------------------------------|------------------|-----------|
| Resource Consents | Level of Service | \$262,100 |
| Safety Improvements | Level of Service | \$33,900 |
| Pipework Capacity Increase | Level of Service | \$104,900 |
| Pump Station telemetry | Level of Service | \$83,900 |
| Infiltration renewals | Replacements | \$160,400 |
| Bulk Discharge renewals | Replacements | \$10,500 |
| Step screen/aerator renewals | Replacements | \$31,500 |





1.1 What We Do

Council provides a domestic refuse and recycling service to the households in the urban areas of Stratford and Midhurst. In addition it operates a transfer station in Stratford which allows for the disposal of general waste, recycling and green waste. All services are provided by a contractor and all waste is taken to a Council approved landfill.

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|--|------------------|---|
| | | Year 3 - 2020/21 | |
| The levels of waste generated are reducing. | Waste to landfill per household (municipal kerbside collection only) | <700kg | Landfill invoices & transactions. |
| | Percentage (by weight) of council controlled waste stream that is recycled (municipal kerbside collection only). | >25% | Recycling facility invoices & transactions. |
| The waste collection service meets the needs of the community. | Percentage of customers satisfied with the service provided. | >90% | Annual Survey Residents |



1.3 Statement of Prospective Financial Performance

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

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 878 | 865 | 858 | 7 |
| Revenue | 81 | 83 | 83 | (0) |
| Net Cost of Service | 797 | 783 | 776 | 7 |
| EXPENDITURE | | | | |
| Operating Costs | 668 | 644 | 671 | (27) |
| Interest | 34 | 45 | 25 | 20 |
| Depreciation | 30 | 31 | 31 | 0 |
| Overheads | 146 | 145 | 132 | 13 |
| Total Operating Expenditure | 878 | 865 | 858 | 7 |
| Landfill Aftercare Expenditure | 12 | 12 | 12 | 0 |
| Principal Loan Repayments | 39 | 42 | 38 | 4 |
| Capital Expenditure | 41 | 21 | 21 | 0 |
| Total Expenditure | 970 | 939 | 928 | 11 |
| FUNDED BY: | | | | |
| Charges for Services | 81 | 83 | 83 | 0 |
| Revenue | 81 | 83 | 83 | 0 |
| Targeted Rates | 698 | 740 | 696 | 44 |
| UAGC | 19 | 19 | 19 | 0 |
| Loan Funding - Capital | 0 | 0 | 0 | 0 |
| Transfer from Reserves | 171 | 97 | 129 | (32) |
| Other Funding | 1 | 1 | 2 | (1) |
| Total Funding | 970 | 939 | 928 | 11 |

1.4 Other Projects

| Project | Category | 2020/21 |
|------------------------------------|--------------|----------|
| Transfer Station Building upgrades | Replacements | \$20,800 |





WATER SUPPLY

1.1 What We Do

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

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

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--------------------------------------|--|---------------------|--|
| | | Year 3 - 2020/21 | |
| 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. |
| | <ul style="list-style-type: none"> Part 4 of the drinking water standards (bacterial compliance criteria), and | 100% for all plants | |
| | <ul style="list-style-type: none"> Part 5 of the drinking water standards (protozoal compliance criteria). | 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% | 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. |
| | <ul style="list-style-type: none"> Attendance for urgent call-outs: from the time that council receives notification to the time that service personnel reach the site. | 1 hour | |
| | <ul style="list-style-type: none"> 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 | |
| A reliable water supply is provided. | <ul style="list-style-type: none"> 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 | Work order tracking/reporting through Council's Infrastructure asset management system. Affected property numbers provided via GIS/Asset Management System |



1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|--|---------------------------|---|
| | | Year 3 - 2020/21 | |
| A reliable water supply is provided. | <ul style="list-style-type: none"> 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 | |
| | Number of unplanned disruptions: | | |
| | <ul style="list-style-type: none"> Minor * (between 5 and 50 connections affected) Major * (more than 50 connections affected) | <p><5</p> <p><2</p> | 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. | <p>Customer Satisfaction - Total number of complaints received for:</p> <ul style="list-style-type: none"> Drinking water clarity Drinking water taste Drinking water odour Drinking water pressure or flow Continuity of supply Council's response to any of these issues <p>expressed per 1000 connections to council's networked reticulation system.</p> <p><i>Note: This is understood to be limited to supplied properties within the water supply zones.</i></p> | <32 | Reporting against corporate CRM system. |
| Water has a pleasant taste and odour. | <p>Demand management - The average consumption of drinking water per day per resident within the district (in litres).</p> | <275 | 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. |
| Water flow and pressure is appropriate for its intended use. | <p>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)</p> | 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. | <p>Fire hydrants meet NZFS Code of Practice conditions regarding supply.</p> | 100% | Flow & pressure testing carried out by council contractor and or NZ Fire Service to NZ Fire Fighting Code of Practice standards. |

1.3 Statement of Prospective Financial Performance

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

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|------------------------------------|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Operating Expenditure | 1,941 | 2,104 | 1,904 | 200 |
| Revenue | 462 | 564 | 445 | (119) |
| Net Cost of Service | 1,479 | 1,540 | 1,459 | 81 |
| EXPENDITURE | | | | |
| Operating Costs | 953 | 1,019 | 860 | 159 |
| Interest | 264 | 361 | 206 | 155 |
| Depreciation | 420 | 444 | 414 | 30 |
| Overheads | 304 | 280 | 424 | (144) |
| Total Operating Expenditure | 1,941 | 2,104 | 1,904 | 200 |
| Principal Loan Repayments | 328 | 358 | 339 | 19 |
| Capital Expenditure | 758 | 1,001 | 1,001 | (0) |
| Total Expenditure | 3,027 | 3,463 | 3,244 | 219 |
| FUNDED BY: | | | | |
| Charges for Water Usage | 462 | 564 | 445 | 119 |
| Revenue | 462 | 564 | 445 | 119 |
| Targeted Rates - Fixed Charge | 1,477 | 1,535 | 1,453 | 82 |
| Transfer from Reserves | 328 | 568 | 339 | 229 |
| Loan Funding - Capital | 758 | 792 | 1,001 | (209) |
| Other Funding | 2 | 5 | 6 | (1) |
| Total Funding | 3,027 | 3,463 | 3,244 | 219 |

1.4 Other Projects

| Project | Category | 2020/21 |
|---|------------------|-----------|
| Reticulation Riders | Level of Service | \$31,400 |
| Water Metering | Level of Service | \$346,000 |
| Pressure Reducing and Zone Valves | Level of Service | \$209,000 |
| Hydrant renewals | Replacements | \$15,500 |
| Lateral renewals | Replacements | \$32,100 |
| Meter renewals | Replacements | \$52,400 |
| General reticulation and infrastructure renewals on all 3 water schemes | Replacements | \$314,000 |



COUNCIL CONTROLLED ORGANISATIONS

Percy Thomson Trust

1.1 Background

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

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

1.2 Performance Measures

| Level of Service | Performance Measure | Target | How Measured |
|--|--|---|------------------------------|
| | | Year 3 - 2020/21 | |
| Delivery of art exhibitions | 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. | Art Gallery Records |
| | Number of visitors to the Gallery to be not less than 20,000 per year | >20,000 | Door Count |
| | To operate to a "break-even" balance | Operate within "break-even" budget " <i>Break-even</i> " is defined by the Trust as a cash surplus only, excluding depreciation, and receiving external funding to make up any shortfall in cash and the gain on sale of investments/ | Annual Report |
| 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. | Council Records |
| Delivery of Herbarium | Explore alternative options to achieve this measure | Explore alternative options to achieve this measure | Dependent on option selected |

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Fees and Charges 2020/21





BALANCING THE BUDGET

Introduction

In terms of the Local Government Act 2002, Council is balancing the budget over the period of the LTP 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 the 2020/21 year. Council is required under the Act to generate sufficient revenue to cover operational costs including depreciation.

The financial summary including inflation is shown below.

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Funding: | | | | |
| Depreciation funded from reserves | | | | |
| - Roading | 1,398 | 1,422 | 1,482 | (60) |
| - Buildings | 91 | 104 | 88 | 16 |
| Loan Proceeds for Capital Expenditure | 3,198 | 13,956 | 14,566 | (610) |
| Capital Expenditure funded from reserves | 2,924 | 3,372 | 2,732 | 640 |
| Operational Expenditure funded from reserves | (62) | 6 | 96 | (90) |
| Less Expenditure | | | | |
| Total loan repayments | 4,869 | 971 | 4,610 | (3,639) |
| Net transfer to loan repayment reserve | 0 | 0 | 0 | 0 |
| Rates transferred to reserves | 0 | 0 | 10 | (10) |
| Interest transferred to reserves | 146 | 262 | 125 | 137 |
| Staff Gratuities | 0 | 49 | 0 | 49 |
| Landfill aftercare provision | 12 | 12 | 12 | 1 |
| Capital Expenditure | 7,467 | 22,035 | 21,909 | 126 |
| Net Surplus/(Deficit) from Operations | 4,822 | 4,432 | 7,894 | (3,462) |

Use of Reserves

Council is forecasting to record overall surpluses in each year of the LTP, 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.



SIGNIFICANT FORECASTING ASSUMPTIONS

INTRODUCTION

In order to plan over the long-term, the Council must collect and analyse data showing those trends and likelihoods that will have a significant effect on life in the community, as well as demand for the Council's activities. Such analysis typically involves population, age profile and location movements and the likely state of the economy and environment. These are then fed into the Council long-term decision making process so that the Council can make informed investment decisions for the services it provides to the community.

Risk comes with any forecast because there are always multiple forces shaping our lives. To ensure that the Council's planning is robust, an assessment of risks is also made to identify the degree of uncertainty around any of the Council's assumptions.

Schedule 10 of the Local Government Act 2002 requires that the Council identifies the significant forecasting assumptions and risks underlying the information set out in the ten year Long Term Plan (LTP). Where there is a high level of uncertainty the Council is required to state the reason for that level of uncertainty and provide an estimate of the potential effects on the financial assumptions. The level of uncertainty is determined by reference to both the likelihood of occurrence and the financial materiality.

STATEMENT OF FINANCIAL INFORMATION

The financial information contained within this document is prospective financial information in terms of Financial Reporting Standard (FRS) 42 and may not be appropriate for purposes other than described.

The financial information in this Plan is a forecast and has been prepared based on assumptions as to future events that Council reasonably expects to occur. The actual results achieved for each of the financial years are likely to vary from the information presented and such variations may be material.

The information has been prepared so that the public can participate in the decision making process as to the services Council provides for its community.

No actual results have been incorporated in this prospective financial information.

SIGNIFICANT FORECASTING ASSUMPTIONS

In preparing the Long Term/Annual Plan it has been necessary to make a number of general assumptions for forecasting purposes. Forecasts are based on future events Council reasonably expects to occur and the responses Council reasonably expects to take. These are outlined below, along with some statements of fact that assist in helping understand how the forecasts are constructed.

The forecast financial information in this document has been prepared in accordance with the Council's current accounting policies.

RISK MANAGEMENT STRATEGY

Risk Management is not limited to the management of financial uncertainty; it includes all sources of uncertainty that may impact upon Stratford District Council's ability to meet objectives, obligations and stakeholder expectations in relation to the community priorities. These anticipated outcomes are captured in relevant statutory obligations and further developed in the Long Term/Annual Plan.



Council's Risk Management strategy is to complete, implement and maintain risk plans for the principal asset systems, to:

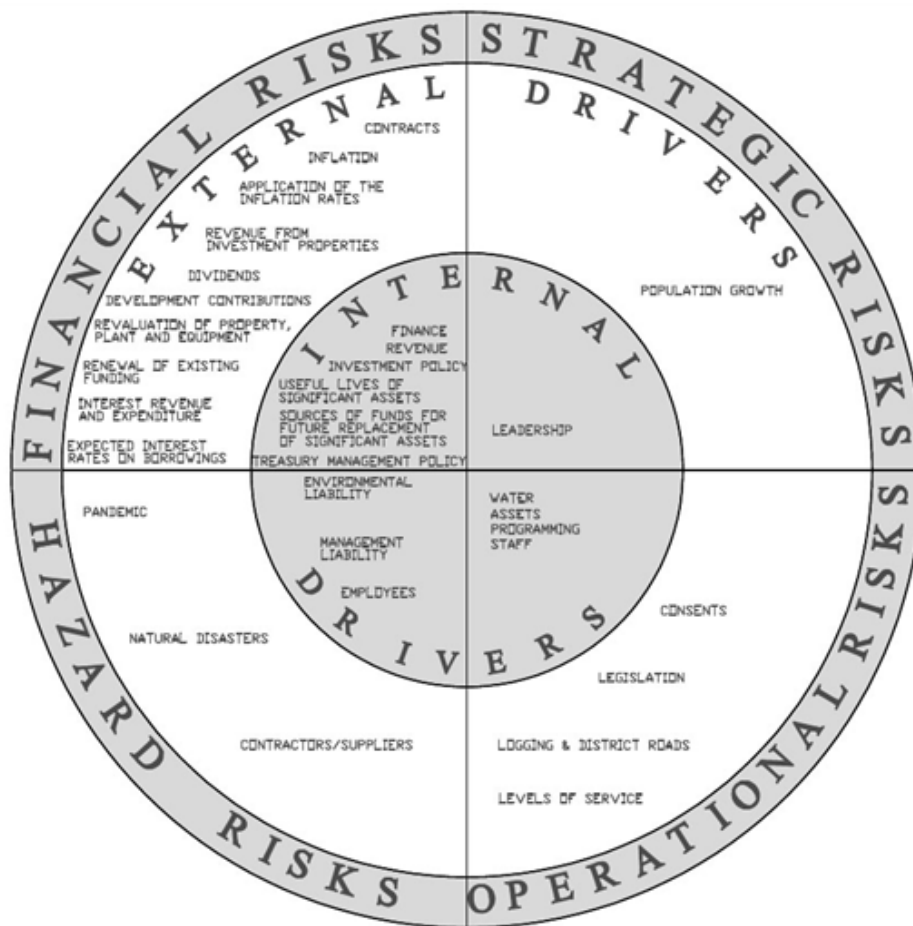
- Minimise the likelihood of non-achievement of critical business objectives and
- Ensure that the impact of system failure is minimised.

The risk management process identifies risk management strategies to minimise risks associated with the provision of Council services.

The risk management process is also designed to ensure that:

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

The risks facing Council and its operations can result from factors both external and internal to the organisation. The diagram below summarises the key risk areas and shows that some specific risks can have both external and internal drivers and therefore overlap the two areas. They can be categorised further into types of risk such as strategic, financial, operational and hazard.



Prospective Statement of Comprehensive Revenue and Expenses

| | 2019/20 Annual Plan | 2020/21 Long Term Plan | 2020/21 Annual Plan | Variance |
|---|------------------------|------------------------------|------------------------|--------------|
| | \$000 | \$000 | \$000 | \$000 |
| Revenue | | | | |
| Rates Revenue other than for Metered Water Supply | 12,345 | 13,052 | 12,876 | (176) |
| Targeted Rates for Metered Water Supply | 462 | 564 | 445 | (119) |
| User Charges For Services | 2,249 | 2,203 | 2,345 | 142 |
| Subsidies and Grants | 3,865 | 7,469 | 7,337 | (132) |
| Finance Revenue | 126 | 282 | 139 | (143) |
| Development and Financial Contributions | 0 | 0 | 0 | 0 |
| Other Revenue - sale of land | 4,360 | 0 | 3,816 | 3,816 |
| Sundry Revenue | 41 | 34 | 44 | 10 |
| Total Revenue | 23,449 | 23,603 | 27,000 | 3,396 |
| Expenses | | | | |
| Employee Benefit Expenses | 3,573 | 3,582 | 4,157 | (575) |
| Other Direct Operating Costs | 9,818 | 9,707 | 9,473 | 234 |
| Finance Costs | 640 | 970 | 665 | 305 |
| Depreciation and Amortisation | 4,594 | 4,912 | 4,810 | 102 |
| Total Operating Expenses | 18,626 | 19,172 | 19,106 | 65 |
| NET SURPLUS/(DEFICIT) BEFORE TAX | 4,822 | 4432 | 7,894 | 3,462 |
| Income Tax Expense | 0 | 0 | 0 | 0 |
| SURPLUS/(DEFICIT) AFTER TAX | 4,822 | 4432 | 7,894 | 3,462 |
| Surplus/Deficit attributable to; | | | | |
| Stratford District Council | 4,822 | 4432 | 7,894 | 3,462 |
| OTHER COMPREHENSIVE REVENUE AND EXPENSE | | | | |
| Loss on sale of financial assets at fair value through other comprehensive revenue and expens | 0 | 0 | 0 | 0 |
| Revaluation of financial assets at fair value through other comprehensive revenue and expens | 0 | 0 | 0 | 0 |
| Staff Gratuities Expenditure | 0 | (49) | (48) | (1) |
| Gains/(Loss) on property revaluation | 19,588 | 0 | 0 | - |
| Total Other Comprehensive Revenue and Expense | 19,588 | (49) | (48) | (1) |
| TOTAL COMPREHENSIVE REVENUE AND EXPENSE | 24,410 | 4,383 | 7,847 | 3,461 |
| Total Comprehensive Revenue and Expense attributable to: | | | | |
| Stratford District Council | 24,410 | 4,383 | 7,847 | 3,461 |

Prospective Statement of Financial Position

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|---|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Current Assets | | | | |
| Cash and Cash Equivalents | 4,862 | 4,088 | 3,981 | (107) |
| Debtors and Other Receivables | 2,137 | 1,092 | 1,026 | (66) |
| Total Current Assets | 6,999 | 5,180 | 5,007 | (173) |
| Non-Current Assets | | | | |
| Investment in Other Financial Assets | 1,090 | 2,333 | 921 | (1,412) |
| Investment in Percy Thomson Trust (CCO) | 0 | 0 | 0 | (0) |
| Property, Plant & Equipment | 352,664 | 373,669 | 344,534 | (29,135) |
| Total Non-Current Assets | 353,754 | 376,002 | 345,455 | (30,547) |
| TOTAL ASSETS | 360,753 | 381,183 | 350,462 | (30,721) |
| Current Liabilities | | | | |
| Creditors and Other Payables | 2,462 | 1,708 | 2,067 | 359 |
| Provisions | 11 | 12 | 11 | (1) |
| Employee Benefit Liabilities | 167 | 155 | 117 | (38) |
| Borrowings | 5,500 | 891 | 1,500 | 609 |
| Total Current Liabilities | 8,140 | 2,765 | 3,695 | 929 |
| Non-Current Liabilities | | | | |
| Borrowings | 11,209 | 28,011 | 23,036 | (4,975) |
| Provisions | 40 | 23 | 26 | 3 |
| Employee Benefit Liabilities | 46 | 45 | 47 | 2 |
| Total Non-Current Liabilities | 11,294 | 28,079 | 23,108 | (4,971) |
| Equity | | | | |
| Accumulated comprehensive revenue and expense | 178,244 | 183,744 | 181,362 | (2,382) |
| Reserves/Special Funds | 5,345 | 8,157 | 7,099 | (1,058) |
| Asset Revaluation Reserves | 157,729 | 158,438 | 135,197 | (23,241) |
| Total Equity | 341,318 | 350,337 | 323,659 | (26,680) |
| TOTAL LIABILITIES & EQUITY | 360,753 | 381,183 | 350,462 | (30,721) |

Prospective Statement of Changes in Net Assets/Equity

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| NET ASSETS/EQUITY - OPENING BALANCES | | | | |
| Accumulated comprehensive revenue and expense | 174,262 | 180,466 | 175,066 | (5,400) |
| Reserves/Special Funds | 4,505 | 7,051 | 5,549 | (1,502) |
| Asset Revaluation Reserves | 138,141 | 158,438 | 135,197 | (23,241) |
| TOTAL NET ASSETS/EQUITY - Opening Balance | 316,908 | 345,955 | 315,812 | (30,143) |
| CHANGES IN NET ASSETS/EQUITY | | | | |
| Accumulated comprehensive revenue and expense | 3,982 | 3,278 | 6,296 | 3,018 |
| Reserves/Special Funds | 840 | 1,105 | 1,550 | 445 |
| Asset Revaluation Reserves | 19,588 | 0 | 0 | 0 |
| TOTAL COMPREHENSIVE REVENUE AND EXPENSE | 24,410 | 4,383 | 7,847 | 3,464 |
| NET ASSETS/EQUITY - CLOSING BALANCES | | | | |
| Accumulated comprehensive revenue and expense | 178,244 | 183,744 | 181,362 | (2,382) |
| Reserves/Special Funds | 5,345 | 8,157 | 7,099 | (1,057) |
| Asset Revaluation Reserves | 157,729 | 158,438 | 135,197 | (23,241) |
| TOTAL NET ASSETS/EQUITY - Closing Balance | 341,318 | 350,337 | 323,659 | (26,680) |

9

Prospective Statement of Net Public Debt

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Opening Balance | 18,300 | 15,837 | 14,500 | (1,337) |
| New Loans Raised | 3,198 | 13,956 | 14,566 | 610 |
| Annual Repayment | (4,789) | (891) | (4,530) | (3,639) |
| Closing Balance | 16,709 | 28,902 | 24,536 | (4,366) |
| BORROWING HIGHLIGHTS | | | | |
| Interest Expense as a % of Rates Revenue | 5.00% | 7.12% | 5.00% | 2.13% |
| Debt as a % of Annual Operating Revenue | 4.90% | 8.25% | 7.58% | 0.67% |



Prospective Cash Flow Statement

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| <u>CASH FLOWS FROM OPERATING ACTIVITIES</u> | | | | |
| Cash was Provided From: | | | | |
| Rates | 12,345 | 13,052 | 12,876 | (176) |
| Water Supply Targeted Rate | 462 | 564 | 445 | (119) |
| NZTA Financial Assistance | 3,741 | 3,698 | 3,661 | (37) |
| Interest Revenue | 126 | 282 | 139 | (143) |
| Sundry Revenue | 41 | 34 | 44 | 10 |
| Grants and Donations | 124 | 3,771 | 3,676 | (96) |
| Other Revenue | 2,249 | 2,203 | 2,345 | 142 |
| Cash from Operating Activities | 19,089 | 23,603 | 23,184 | (420) |
| Cash was Applied To: | | | | |
| Supply of Goods and Services | 9,830 | 9,768 | 9,532 | (236) |
| Payments to Employees | 3,573 | 3,582 | 4,157 | 575 |
| Interest Paid on Public Debt | 640 | 970 | 665 | (305) |
| Cash applied to Operating Activities | 14,043 | 14,320 | 14,355 | 35 |
| NET CASH FROM OPERATING ACTIVITIES | 5,046 | 9,284 | 8,829 | (455) |
| <u>CASH FLOWS FROM INVESTING ACTIVITIES</u> | | | | |
| Cash was Provided From: | | | | |
| Sale of Investments | 4,380 | 20 | 3,836 | 3,816 |
| Cash from Investing Activities | 4,380 | 20 | 3,836 | 3,816 |
| Cash was Applied To: | | | | |
| Purchase of Fixed Assets | 7,467 | 22,035 | 21,909 | -126 |
| Purchase of Investments | 0 | 0 | 0 | 0 |
| Cash applied to Investing Activities | 7,467 | 22,035 | 21,909 | (126) |
| NET CASH FROM INVESTING ACTIVITIES | (3,087) | (22,015) | (18,073) | 3,942 |
| <u>CASH FLOWS FROM FINANCING ACTIVITIES</u> | | | | |
| Cash was Provided From: | | | | |
| Loans Received | 3,198 | 13,956 | 14,566 | 610 |
| Cash from Financing Activities | 3,198 | 13,956 | 14,566 | 610 |
| Cash was Applied To: | | | | |
| Repayment of Public Debt | 4,789 | 891 | 4,530 | 3,639 |
| Cash applied to Financing Activities | 4,789 | 891 | 4,530 | 3,639 |
| NET CASH FROM FINANCING ACTIVITIES | (1,591) | 13,065 | 10,036 | (3,029) |
| NET INCREASE (DECREASE) IN CASH HELD | 367 | 334 | 792 | 458 |
| TOTAL CASH RESOURCES AT 1 JULY | 4,495 | 3,755 | 3,189 | (566) |
| TOTAL CASH RESOURCES AT 30 JUNE | 4,862 | 4,088 | 3,981 | (107) |

Prospective Statement of Movements in Reserves

| | 2019/20 Annual Plan | 2020/21 Long Term Plan | 2020/21 Annual Plan | Variance |
|-------------------------------------|------------------------|------------------------------|------------------------|--------------|
| | \$000 | \$000 | \$000 | \$000 |
| GENERAL RENEWALS RESERVE | | | | |
| Opening Balance | 2,306 | 3,455 | 3,111 | (344) |
| Interest Credited | 65 | 138 | 78 | (60) |
| Transfers In | 1,001 | 1,163 | 1,101 | (62) |
| Transfers Out | (448) | (456) | (373) | 83 |
| Closing Balance | 2,924 | 4,300 | 3,917 | (383) |
| ROADING RENEWALS RESERVE | | | | |
| Opening Balance | 421 | 639 | 700 | 61 |
| Interest Credited | 12 | 26 | 17 | (9) |
| Transfers In | 2,701 | 2,827 | 2,958 | 131 |
| Transfers Out | (2,758) | (2,969) | (2,760) | 209 |
| Closing Balance | 376 | 522 | 915 | 392 |
| CONTINGENCY RESERVE | | | | |
| Opening Balance | 512 | 505 | 519 | 14 |
| Interest Credited | 14 | 20 | 13 | (7) |
| Transfers In | 0 | 0 | 0 | 0 |
| Transfers Out | 0 | (20) | (13) | 7 |
| Closing Balance | 526 | 505 | 519 | 14 |
| LOAN FINANCING RESERVE | | | | |
| Opening Balance | 0 | 0 | 0 | 0 |
| Interest Credited | 0 | 0 | 0 | 0 |
| Transfers In | 4,789 | 891 | 4,530 | 3,639 |
| Transfers Out | (4,789) | (891) | (4,530) | (3,639) |
| Closing Balance | 0 | 0 | 0 | 0 |
| ASSET SALES PROCEEDS RESERVE | | | | |
| Opening Balance | 653 | 1,323 | 661 | (662) |
| Interest Credited | 18 | 53 | 17 | (36) |
| Transfers In | 20 | 20 | 20 | 0 |
| Transfers Out | 0 | 0 | 0 | 0 |
| Closing Balance | 691 | 1,395 | 698 | (698) |
| TURF REPLACEMENT RESERVE | | | | |
| Opening Balance | 10 | 20 | 20 | 0 |
| Interest Credited | 0 | 0 | 1 | 1 |
| Transfers In | 10 | 10 | 10 | 0 |
| Transfers Out | 0 | 0 | 0 | 0 |
| Closing Balance | 20 | 30 | 31 | 1 |
| STAFF GRATUITIES RESERVE | | | | |
| Opening Balance | 146 | 163 | 148 | (15) |
| Interest Credited | 4 | 7 | 4 | (3) |
| Transfers In | 0 | (49) | 0 | 49 |
| Transfers Out | 0 | 0 | (48) | (48) |
| Closing Balance | 150 | 121 | 105 | (16) |
| MAYOR'S RELIEF FUND RESERVE | | | | |
| Opening Balance | 6 | 6 | 5 | (1) |
| Interest Credited | 0 | 0 | 0 | (0) |
| Transfers In | 0 | 0 | 0 | 0 |
| Transfers Out | 0 | 0 | 0 | 0 |
| Closing Balance | 6 | 6 | 5 | (1) |

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| <u>ELSIE FRASER BEQUEST RESERVE</u> | | | | |
| Opening Balance | 51 | 14 | 40 | 26 |
| Interest Credited | 1 | 1 | 1 | (0) |
| Transfers In | 18 | 18 | 18 | 0 |
| Transfers Out | (49) | (46) | (21) | 25 |
| Closing Balance | 22 | (14) | 38 | 51 |
| <u>RMA FINANCIAL CONTRIBUTIONS RESERVE</u> | | | | |
| Opening Balance | 449 | 483 | 531 | 48 |
| Interest Credited | 13 | 19 | 13 | (6) |
| Transfers In | 0 | 0 | 0 | 0 |
| Transfers Out | 0 | 0 | 0 | 0 |
| Closing Balance | 461 | 502 | 544 | 42 |
| <u>STORMWATER RESERVE</u> | | | | |
| Opening Balance | 203 | 159 | 336 | 177 |
| Interest Credited | 6 | 6 | 8 | 2 |
| Transfers In | 116 | 125 | 141 | 16 |
| Transfers Out | (57) | (163) | (58) | 105 |
| Closing Balance | 269 | 126 | 427 | 300 |
| <u>WATER SUPPLY RESERVE</u> | | | | |
| Opening Balance | (711) | 40 | (629) | (669) |
| Interest Credited | 0 | 2 | (16) | (18) |
| Transfers In | 420 | 444 | 414 | (30) |
| Transfers Out | 0 | (210) | 0 | 210 |
| Closing Balance | (291) | 276 | (231) | (507) |
| <u>SOLID WASTE RESERVE</u> | | | | |
| Opening Balance | 193 | 97 | 138 | 41 |
| Interest Credited | 5 | 4 | 3 | (1) |
| Transfers In | 30 | 31 | 31 | (0) |
| Transfers Out | (91) | (56) | (71) | (15) |
| Closing Balance | 138 | 76 | 101 | 25 |
| <u>WASTE WATER RESERVE</u> | | | | |
| Opening Balance | 265 | 148 | (31) | (179) |
| Interest Credited | 7 | 6 | (1) | (7) |
| Transfers In | 309 | 357 | 300 | (57) |
| Transfers Out | (528) | (202) | (238) | (36) |
| Closing Balance | 53 | 309 | 30 | (279) |
| TOTAL PROJECTED RESERVES (excluding Asset Revaluation Reserves) | 5,345 | 8,153 | 7,099 | (1,059) |
| <u>ASSET REVALUATION RESERVES</u> | | | | |
| Opening Balance | 138,141 | 158,438 | 135,197 | (23,241) |
| Transfers In | 19,588 | 0 | 0 | 0 |
| Transfers Out | 0 | 0 | 0 | 0 |
| Closing Balance | 157,729 | 158,438 | 135,197 | (23,241) |
| TOTAL PROJECTED RESERVES (including Asset Revaluation Reserves) | 163,074 | 166,591 | 142,296 | (24,300) |



Prospective Capital Expenditure

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|---|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Roading | | | | |
| Level of Service Improvement Replacements | 3,199 | 3,359 | 3,107 | 252 |
| Stormwater | | | | |
| Level of Service Improvement Replacements | 57 | 58 | 58 | (0) |
| Water Supply | | | | |
| Level of Service Improvement Replacements | 420 | 587 | 587 | (0) |
| Replacements | 338 | 414 | 414 | (0) |
| Solid Waste | | | | |
| Replacements | 41 | 21 | 21 | 0 |
| Wastewater | | | | |
| Level of Service Improvement Replacements | 1,038 | 485 | 485 | 0 |
| Replacements | 492 | 202 | 202 | (0) |
| Parks & Reserves | | | | |
| Level of Service Improvement Replacements | 201 | 680 | 680 | 0 |
| Replacements | - | - | - | 0 |
| Property | | | | |
| Meet Additional Demand | 794 | - | - | 0 |
| Level of Service Improvement Replacements | 352 | 15,740 | 15,879 | (139) |
| Replacements | 28 | 143 | 101 | 42 |
| Administration | | | | |
| Replacements | 280 | 113 | 141 | (28) |
| TOTAL PROJECTS (excl GST) | 7,467 | 22,035 | 21,909 | 126 |
| FUNDING | | | | |
| Loans | 3,198 | 13,956 | 14,566 | (610) |
| Reserves | 4,145 | 4,308 | 3,668 | 640 |
| Grants/Donations | 124 | 3,771 | 3,676 | 96 |
| Rates | 0 | 0 | 0 | 0 |
| Subsidies | 0 | 0 | 0 | 0 |
| TOTAL (excl GST) | 7,467 | 22,035 | 21,909 | 126 |

Depreciation and Amortisation Expense by Group of Activity

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|---|---------------------------------|---------------------------------------|---------------------------------|-------------------|
| Depreciation Allocated to each Group of Activities | | | | |
| Community Services | 639 | 726 | 712 | 14 |
| Democracy | 286 | 335 | 303 | 32 |
| Economy | 78 | 106 | 88 | 18 |
| Environmental Services | 8 | 7 | 7 | 0 |
| Roading | 2,709 | 2,783 | 2,814 | (31) |
| Stormwater Drainage | 116 | 125 | 141 | (16) |
| Wastewater (Sewerage) | 309 | 357 | 300 | 57 |
| Solid Waste | 30 | 31 | 31 | 0 |
| Water Supply | 420 | 444 | 414 | 30 |
| TOTAL DEPRECIATION ALLOCATED TO EACH GROUP OF ACTIVITIES | 4,594 | 4,912 | 4,810 | 102 |

Notes to the above Statements

| | 2019/20 Annual Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
|---|------------------------------------|---------------------------------------|---------------------------------|-------------------|
| Note 1 | | | | |
| Rates Revenue consists of: | | | | |
| - Rates | 12,345 | 13,052 | 12,876 | 176 |
| - Targeted rates for metered water supply | 462 | 564 | 445 | 119 |
| Total Rates Revenue | 12,808 | 13,615 | 13,320 | 296 |
| Note 2 | | | | |
| Subsidies and Grants consists of: | | | | |
| - Subsidies from NZTA for financial assistance | 3,741 | 3,698 | 3,661 | 38 |
| - Grants | 124 | 3,771 | 3,676 | 96 |
| Total Subsidies and Grants Revenue | 3,865 | 7,469 | 7,337 | 133 |
| Note 3 | | | | |
| | 2019/20 Long Term Plan \$000 | 2020/21 Long Term Plan \$000 | 2020/21 Annual Plan \$000 | Variance \$000 |
| Investment in CCO's and other Entities | | | | |
| - Percy Thomson Trust | \$100 | \$100 | \$100 | \$0 |
| - Stratford Health Trust | \$10 | \$10 | \$10 | \$0 |
| - Stratford Community House Trust | \$10 | \$10 | \$10 | \$0 |
| Total Investment in CCO's and other Entities | \$120 | \$120 | \$120 | \$0 |



PROSPECTIVE ACCOUNTING POLICIES

Reporting Entity

The prospective financial statements of the Stratford District Council are for the year ended 30 June 2021.

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 annual plan 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 year 2020/21 and to provide a broad accountability mechanism of Council to the community.

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

- Community Services
- Democracy
- Economy
- Environmental Management
- Civil Defence and Emergency Management
- 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 *will be* authorised for issue by Council on 9 June 2020. 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 the year ended 30 June 2021, unless otherwise stated.

1.1 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.

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.

1.2 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.

1.3 REVENUE

Revenue is measured at fair value:

The specific accounting policies for significant revenue are:

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 and resource consent services are recognised on a percentage completion basis with reference to the recoverable costs incurred at balance date.

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.

Landfill Fees

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

1.4 **BORROWING COSTS**

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

1.5 **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.

1.6 **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.

1.7 **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.

1.8 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.

1.9 DEBTORS AND OTHER RECEIVABLES

Debtors and other receivables are initially measured at fair value and subsequently measured at amortised cost, less any provision for impairment.

1.10 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.

1.11 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.

1.12 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 (except land under roads), being its fair value at the date of the revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the balance sheet date.

If there is no market-based evidence of fair value because of the specialised nature of the item of property, plant or equipment, Council 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:

| <i>Class</i> | <i>Method of Valuation</i> |
|-------------------------------------|---|
| <i>Land</i> | <i>Fair Value</i> |
| <i>Buildings</i> | <i>Optimised Depreciated Replacement Cost</i> |
| <i>Roads, Bridges and Footpaths</i> | <i>Depreciated Replacement Cost</i> |
| <i>Water Supply reticulation</i> | <i>Optimised Depreciated Replacement Cost</i> |
| <i>Water Supply treatment</i> | <i>Optimised Depreciated Replacement Cost</i> |
| <i>Wastewater reticulation</i> | <i>Optimised Depreciated Replacement Cost</i> |
| <i>Wastewater treatment</i> | <i>Optimised Depreciated Replacement Cost</i> |
| <i>Stormwater system</i> | <i>Optimised Depreciated Replacement Cost</i> |

Valuation

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 were 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, independent valuers, as at 1 July 2018 in accordance with Financial Report Standard (PBE IPSAS 17) and the New Zealand Infrastructure Asset Valuation and Depreciation Guidelines.

Roading assets have been revalued by the independent valuers Calibre Consulting Ltd, also 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 group and the cost of the item can be measured reliably.

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

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

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

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



1.13 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 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 |

1.14 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.

1.15 BUSINESS UNIT

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

1.16 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.

1.17 **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.

1.18 **FINANCIAL INSTRUMENTS**

Council is party to financial instruments as part of its normal operations.

1.19 **OTHER FINANCIAL ASSETS**

Other Financial Assets

Financial assets are initially recognised at fair value plus transaction costs unless they are carried at fair value through surplus or deficit in which case the transaction costs are recognised in the surplus or deficit

Purchases and sales of financial assets are recognised on trade-date, the date on which the Council and group 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 and group have 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;
- loans and receivables;
- held-to-maturity investments; and
- fair value through other comprehensive revenue and expense.

The classification of a financial asset depends on the purpose for which the instrument was acquired.

Financial assets at fair value through surplus or deficit

Financial assets at fair value through surplus or deficit include financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term or it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of short-term profit-taking. Derivatives are also categorised as held for trading unless they are designated into a hedge accounting relationship for which hedge accounting is applied.

Financial assets acquired principally for the purpose of selling in the short-term or part of a portfolio classified as held for trading are classified as a current asset. The current/non-current classification of derivatives is explained in the derivatives accounting policy above

After initial recognition, financial assets in this category are measured at their fair values with gains or losses on re-measurement recognised in the surplus or deficit.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets.

After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Loans to community organisations 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. The loans are subsequently measured at amortised cost using the effective interest method. The difference between the face value and present value of the expected future cash flows of the loan is recognised in the surplus or deficit as a grant.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities and there is the positive intention and ability to hold to maturity. They are included in current assets, except for maturities greater than 12 months after balance date, which are included in non-current assets.

After initial recognition they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Fair value through other comprehensive revenue and expense

Financial assets at fair value through other comprehensive revenue and expense are those that are designated into the category at initial recognition or are not classified in any of the other categories above. They are included in non-current assets unless management intends to dispose of, or realise, the investment within 12 months of balance date. The Council and group includes in this category:

- investments that it intends to hold long-term but which may be realised before maturity; and
- shareholdings that it holds for strategic purposes.

These investments are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense, except for impairment losses, which are recognised in the surplus or deficit.

On de-recognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

1.20 **IMPAIRMENT OF FINANCIAL ASSETS**

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

Loans and receivables, and held-to-maturity investments

Impairment is established when there is evidence that the Council and group will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are considered indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate.

For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectible, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits, local authority stock, government bonds, and community loans, are recognised directly against the instrument's carrying amount.

Financial assets at fair value through other Comprehensive Revenue and Expense

For equity investments, a significant or prolonged decline in the fair value of the investment below its cost is considered objective evidence of impairment.

For debt investments, significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, and default in payments are considered objective indicators that the asset is impaired.

If impairment evidence exists for investments at fair value through other comprehensive revenue and expense, the cumulative loss (measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in the surplus or deficit) recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Equity instrument impairment losses recognised in the surplus or deficit are not reversed through the surplus or deficit.

If in a subsequent period the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised, the impairment loss is reversed in the surplus or deficit.

1.21 **PAYABLES**

Short-term creditors and other payables are recorded at their face value.

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

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

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.

1.22 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.

1.23 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.

1.24 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.

1.25 **ROUNDING ERRORS**

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

1.26 **CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES**

Management has exercised the following critical judgements in applying accounting policies for the year ended 30 June 2021:

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.

1.27 **CHANGES IN ACCOUNTING POLICIES**

There have been no changes in accounting policies.

FUNDING IMPACT STATEMENTS

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.

Council proposed that the following revenue and financing sources be used to cover the estimated expenses of Council for the period of the plan:

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

DEFINITION OF SEPARATELY USED OR INHABITED PARTS OF A RATING UNIT

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 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 two of either (i) separate cooking and living facilities; (ii) separate entrance; and (iii) separate 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 |

EXAMPLES

| | NO. OF SUIP’S per rating unit |
|---|--------------------------------------|
| 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 2020/21 is 0.14869 cents, raising \$4,017,000.

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 2020/21 is \$679 per SUIP, raising \$2,837,000.

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 2020/21 is 0.11074 cents, raising \$2,992,000.

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 2020/21 is \$310, raising \$696,000.

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.

For all non-commercial properties the differential factor is 1 (base) and the amount is \$376 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 \$376 per SUIP

- Commercial 2 (commercial rating units used for an activity requiring 2 toilets) differential factor 150% of base and the amount is \$564 per SUIP.
- Commercial 3 (commercial rating units used for an activity requiring 3 toilets) differential factor 200% of base and the amount is \$752 per SUIP.



- Commercial 4 (commercial rating units used for an activity requiring 4 toilets) differential factor 225% of base and the amount is \$846 per SUIP.
- Commercial 5 (commercial rating units used for an activity requiring 5 toilets) differential factor 250% of base and the amount is \$940 per SUIP.
- Commercial 6 (commercial rating units used for an activity requiring 6 toilets) differential factor 275% of base and the amount is \$1,034 per SUIP.
- Commercial 7 (commercial rating units used for an activity requiring 7 toilets) differential factor 300% of base and the amount is \$1,128 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 \$1,222 per SUIP.

The wastewater system rate for 2020/21 is to raise \$881,000 and will be used to fund the waste water activity.

TARGETED RATES - 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 to which water is supplied in the Stratford Water Supply Area, the Midhirst Water Supply area, and the Toko Water Supply Area.

The water supply rate under section 16 for 2020/21 is \$573 per rating unit, raising \$1,453,000.

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 2020/21 is \$2.20 per cubic metre of supply in excess of 250 cubic metres per annum, raising \$431,539.

The Midhirst water supply rate under section 19 for 2020/21 is \$2.20 per cubic metre of supply in excess of 250 cubic metres per annum, raising \$10,465.

The Toko water supply rate under section 19 for 2020/21 is \$2.20 per cubic metre of supply in excess of 250 cubic metres per annum, raising \$2,610.

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 2020/21 are:

- A fixed charge of \$23.00 within the Wharehuia/Te Popo Community Centre area per SUIP collecting \$1,860.
- A fixed charge of \$13.80 within the Pembroke Road Community Centre area per SUIP collecting \$816.
- A fixed charge of \$34.50 within the Toko Community Centre area per SUIP collecting \$3,150.
- A fixed charge of \$17.25 within the Pukengahu Community Centre area per SUIP collecting \$630.
- A fixed charge of \$17.25 within the Midhirst Community Centre area per SUIP collecting \$3,810.
- A fixed charge of \$23.00 within the Ngaere Community Centre area per SUIP collecting \$2,020.
- A fixed charge of \$11.50 within the Makahu Community Centre area per SUIP collecting \$370.
- A fixed charge of \$30.00 within the Cardiff Community Centre area per SUIP collecting \$1,826.

The community centres rate will be used to fund the operating costs of the community centres and will raise \$14,482.



PAYMENT DUE DATES AND PENALTIES

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

| | |
|-----------------------------|------------------|
| 1 st Instalment: | 26 August 2020 |
| 2 nd Instalment: | 25 November 2020 |
| 3 rd Instalment: | 24 February 2021 |
| 4 th Instalment: | 26 May 2021 |

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 2020 and which remains unpaid after the due date for that instalment. The penalty will be added on the following dates:
 - 1st Instalment 2 September 2020
 - 2nd Instalment 2 December 2020
 - 3rd Instalment 3 March 2021
 - 4th Instalment 2 June 2021
- A charge of 10% on so much of any rates assessed before 1 July 2020 which remain unpaid on 1 July 2020. The penalty will be added on 10 July 2020.
- A continuing additional penalty of 10% on so much of any rates assessed before 1 July 2020, 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 11 January 2021.
- Penalties imposed are exempt from GST.

Payment Due Dates for Metered Water Supply

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

| <u>Period</u> | <u>Due Date</u> | <u>Penalty Date</u> |
|-------------------------------|------------------------|----------------------------|
| 1 July to 30 September 2020 | 11 December 2020 | 18 December 2020 |
| 1 October to 31 December 2020 | 12 March 2021 | 19 March 2021 |
| 1 January to 31 March 2021 | 11 June 2021 | 18 June 2021 |
| 1 April to 30 June 2021 | 10 September 2021 | 17 September 2021 |

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 2020/21 year, but no discount will be applied for early payment. (Section 55).
- Council proposes to accept early payment of all rates assessed for the 2021/22 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

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 YEAR ENDED 30 JUNE 2021

For the Whole of Council

| | Annual Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|
| Sources of operating funding | | | |
| General rates, uniform annual general charges, rates penalties | 6,253 | 6,248 | 6,854 |
| Targeted rates | 6,555 | 6,636 | 6,467 |
| Subsidies and grants for operating purposes | 1,902 | 1,795 | 1,883 |
| Fees and charges | 2,249 | 2,169 | 2,345 |
| Interest and dividends from investments | 126 | 223 | 139 |
| Local authorities fuel tax, fines, infringement fees, and other receipts | 41 | 34 | 44 |
| Total operating funding (A) | \$17,126 | \$17,105 | \$17,730 |
| Applications of operating funding | | | |
| Payment to staff and suppliers | 13,392 | 13,111 | 13,631 |
| Finance costs | 640 | 644 | 665 |
| Other operating funding applications | - | - | - |
| Total applications of operating funding (B) | \$14,032 | \$13,755 | \$14,296 |
| Surplus (deficit) of operating funding (A-B) | \$3,095 | \$3,350 | \$3,434 |
| Sources of capital funding | | | |
| Subsidies and grants for capital expenditure | 1,963 | 1,964 | 5,454 |
| Development and financial contributions | - | - | - |
| Increase (decrease) in debt | (1,591) | 1,960 | 10,036 |
| Gross proceeds from sale of assets | 4,360 | - | 3,816 |
| Lump sum contributions | - | - | - |
| Other dedicated capital funding | - | - | - |
| Total sources of capital funding (C) | \$4,731 | \$3,924 | \$19,306 |
| Applications of capital funding | | | |
| Capital expenditure to: | | | |
| - meet additional demand | - | - | - |
| - improve the level of service | 2,240 | 2,232 | 17,865 |
| - replace existing assets | 5,227 | 4,771 | 4,044 |
| Increase (decrease) in reserves | 358 | 271 | 831 |
| Increase (decrease) in investments | - | - | - |
| Total applications of capital funding (D) | \$7,825 | \$7,274 | \$22,740 |
| Surplus (deficit) of capital funding (C-D) | (\$3,094) | (\$3,350) | (\$3,434) |
| Funding balance ((A-B) + (C-D)) | \$0 | \$0 | \$0 |

Funding Impact Statement - Note

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

| | Long Term Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|---|---|--|
| Surplus of operating funding from Funding Impact Statement | 3,094 | \$3,350 | 3,434 |
| Subsidies and grants for capital expenditure | 1,963 | 1,964 | 5,454 |
| Gross proceeds from sale of assets | 4,360 | - | 3,816 |
| Depreciation | (4,594) | (4,789) | (4,810) |
| Net Surplus before taxation in Prospective Statement of Revenue and Expense | \$4,822 | \$524 | \$7,894 |



STRATFORD DISTRICT COUNCIL FUNDING IMPACT STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

For Community Services

| | Long Term Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|------------------------------------|------------------------------------|---------------------------------|
| Sources of operating funding | | | |
| General rates, uniform annual general charges, rates penalties | 3,253 | 3,221 | 3,612 |
| Targeted rates | 14 | 14 | 14 |
| Subsidies and grants for operating purposes | - | - | - |
| Fees and Charges | 541 | 527 | 491 |
| Internal charges and overheads recovered | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | 5 | 12 | 13 |
| Total operating funding (A) | \$3,813 | \$3,774 | \$4,131 |
| Applications of operating funding | | | |
| Payment to staff and suppliers | 2,347 | 2,255 | 2,406 |
| Finance costs | 54 | 70 | 205 |
| Internal charges & overheads applied | 879 | 885 | 907 |
| Other operating funding applications | - | - | - |
| Total applications of operating funding (B) | \$3,280 | \$3,210 | \$3,517 |
| Surplus (deficit) of operating funding (A-B) | \$533 | \$564 | \$614 |
| Sources of capital funding | | | |
| Subsidies and grants for capital expenditure | 124 | 124 | 3,676 |
| Development and financial contributions | - | - | - |
| Increase (decrease) in debt | 225 | 245 | 12,477 |
| Gross proceeds from sale of assets | - | - | - |
| Lump sum contributions | - | - | - |
| Other dedicated capital funding | - | - | - |
| Total sources of capital funding (C) | \$349 | \$369 | \$16,152 |
| Applications of capital funding | | | |
| Capital expenditure to: | | | |
| - meet additional demand | - | - | - |
| - improve the level of service | 446 | 469 | 16,503 |
| - replace existing assets | 25 | 3 | 11 |
| Increase (decrease) in reserves | 410 | 462 | 251 |
| Increase (decrease) in investments | - | - | - |
| Total applications of capital funding (D) | \$881 | \$933 | \$16,766 |
| Surplus (deficit) of capital funding (C-D) | (\$532) | (\$564) | (\$613) |
| Funding balance ((A-B) + (C-D)) | \$0 | \$0 | \$0 |

STRATFORD DISTRICT COUNCIL FUNDING IMPACT STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

For Roading

| | Annual Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|
| Sources of operating funding | | | |
| General rates, uniform annual general charges, rates penalties | (6) | (7) | (16) |
| Targeted rates | 3,039 | 2,990 | 2,992 |
| Subsidies and grants for operating purposes | 1,902 | 1,795 | 1,833 |
| Fees and Charges | 330 | 288 | 496 |
| Internal charges and overheads recovered | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | 2 | 5 | 5 |
| Total operating funding (A) | \$5,268 | \$5,071 | \$5,309 |
| Applications of operating funding | | | |
| Payment to staff and suppliers | 3,635 | 3,483 | 3,512 |
| Finance costs | - | 32 | - |
| Internal charges & overheads applied | 321 | 311 | 312 |
| Other operating funding applications | - | - | - |
| Total applications of operating funding (B) | \$3,955 | \$3,827 | \$3,824 |
| Surplus (deficit) of operating funding (A-B) | \$1,312 | \$1,245 | \$1,485 |
| Sources of capital funding | | | |
| Subsidies and grants for capital expenditure | 1,839 | 1,839 | 1,829 |
| Development and financial contributions | - | - | - |
| Increase (decrease) in debt | - | (29) | - |
| Gross proceeds from sale of assets | - | - | - |
| Lump sum contributions | - | - | - |
| Other dedicated capital funding | - | - | - |
| Total sources of capital funding (C) | \$1,839 | \$1,810 | \$1,829 |
| Applications of capital funding | | | |
| Capital expenditure to: | | | |
| - meet additional demand | - | - | - |
| - improve the level of service | - | - | - |
| - replace existing assets | 3,199 | 3,353 | 3,107 |
| Increase (decrease) in reserves | (48) | (299) | 207 |
| Increase (decrease) in investments | - | - | - |
| Total applications of capital funding (D) | \$3,150 | \$3,055 | \$3,313 |
| Surplus (deficit) of capital funding (C-D) | (\$1,312) | (\$1,245) | (\$1,485) |
| Funding balance ((A-B) + (C-D)) | \$0 | \$0 | \$0 |

STRATFORD DISTRICT COUNCIL FUNDING IMPACT STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

For Water Supply

| | Annual Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|
| Sources of operating funding | | | |
| General rates, uniform annual general charges, rates penalties | - | - | - |
| Targeted rates | 1,939 | 2,064 | 1,898 |
| 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 | 5 | 6 |
| Total operating funding (A) | \$1,941 | \$2,068 | \$1,904 |
| Applications of operating funding | | | |
| Payment to staff and suppliers | 953 | 1,032 | 860 |
| Finance costs | 264 | 337 | 206 |
| Internal charges & overheads applied | 304 | 274 | 424 |
| Other operating funding applications | - | - | - |
| Total applications of operating funding (B) | \$1,521 | \$1,643 | \$1,490 |
| Surplus (deficit) of operating funding (A-B) | \$420 | \$425 | \$414 |
| Sources of capital funding | | | |
| Subsidies and grants for capital expenditure | - | - | - |
| Development and financial contributions | - | - | - |
| Increase (decrease) in debt | 431 | 625 | 662 |
| Gross proceeds from sale of assets | - | - | - |
| Lump sum contributions | - | - | - |
| Other dedicated capital funding | - | - | - |
| Total sources of capital funding (C) | \$431 | \$625 | \$662 |
| Applications of capital funding | | | |
| Capital expenditure to: | | | |
| - meet additional demand | - | - | - |
| - improve the level of service | 420 | 420 | 587 |
| - replace existing assets | 338 | 538 | 414 |
| Increase (decrease) in reserves | 92 | 92 | 75 |
| Increase (decrease) in investments | - | - | - |
| Total applications of capital funding (D) | \$851 | \$1,050 | \$1,076 |
| Surplus (deficit) of capital funding (C-D) | (\$420) | (\$425) | (\$414) |
| Funding balance ((A-B) + (C-D)) | \$0 | \$0 | \$0 |

STRATFORD DISTRICT COUNCIL FUNDING IMPACT STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

For Waste Water (Sewerage)

| | Annual Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|
| Sources of operating funding | | | |
| General rates, uniform annual general charges, rates penalties | - | - | - |
| Targeted rates | 878 | 873 | 881 |
| Subsidies and grants for operating purposes | - | - | - |
| Fees and Charges | 71 | 71 | 73 |
| Internal charges and overheads recovered | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | 1 | 3 | 3 |
| Total operating funding (A) | \$951 | \$947 | \$957 |
| Applications of operating funding | | | |
| Payment to staff and suppliers | 441 | 442 | 423 |
| Finance costs | 58 | 70 | 59 |
| Internal charges & overheads applied | 180 | 152 | 211 |
| Other operating funding applications | - | - | - |
| Total applications of operating funding (B) | \$678 | \$664 | \$693 |
| Surplus (deficit) of operating funding (A-B) | \$273 | \$283 | \$264 |
| Sources of capital funding | | | |
| Subsidies and grants for capital expenditure | - | - | - |
| Development and financial contributions | - | - | - |
| Increase (decrease) in debt | 971 | 972 | 394 |
| Gross proceeds from sale of assets | - | - | - |
| Lump sum contributions | - | - | - |
| Other dedicated capital funding | - | - | - |
| Total sources of capital funding (C) | \$971 | \$972 | \$394 |
| Applications of capital funding | | | |
| Capital expenditure to: | | | |
| - meet additional demand | - | - | - |
| - improve the level of service | 1,038 | 1,038 | 485 |
| - replace existing assets | 492 | 492 | 202 |
| Increase (decrease) in reserves | (286) | (274) | (29) |
| Increase (decrease) in investments | - | - | - |
| Total applications of capital funding (D) | \$1,244 | \$1,255 | \$658 |
| Surplus (deficit) of capital funding (C-D) | (\$273) | (\$283) | (\$264) |
| Funding balance ((A-B) + (C-D)) | \$0 | \$0 | \$0 |

STRATFORD DISTRICT COUNCIL FUNDING IMPACT STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

For Stormwater

| | Annual Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|
| Sources of operating funding | | | |
| General rates, uniform annual general charges, rates penalties | 354 | 355 | 326 |
| 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 | 1 | 2 | 2 |
| Total operating funding (A) | \$354 | \$357 | \$328 |
| Applications of operating funding | | | |
| Payment to staff and suppliers | 105 | 115 | 61 |
| Finance costs | 25 | 28 | 18 |
| Internal charges & overheads applied | 108 | 95 | 107 |
| Other operating funding applications | - | - | - |
| Total applications of operating funding (B) | \$238 | \$238 | \$187 |
| Surplus (deficit) of operating funding (A-B) | \$116 | \$119 | \$141 |
| Sources of capital funding | | | |
| Subsidies and grants for capital expenditure | - | - | - |
| Development and financial contributions | - | - | - |
| Increase (decrease) in debt | 199 | 151 | 207 |
| Gross proceeds from sale of assets | - | - | - |
| Lump sum contributions | - | - | - |
| Other dedicated capital funding | - | - | - |
| Total sources of capital funding (C) | \$199 | \$151 | \$207 |
| Applications of capital funding | | | |
| Capital expenditure to: | | | |
| - meet additional demand | - | - | - |
| - improve the level of service | 229 | 228 | 234 |
| - replace existing assets | 57 | 57 | 58 |
| Increase (decrease) in reserves | 30 | (15) | 56 |
| Increase (decrease) in investments | - | - | - |
| Total applications of capital funding (D) | \$315 | \$270 | \$348 |
| Surplus (deficit) of capital funding (C-D) | (\$116) | (\$119) | (\$141) |
| Funding balance ((A-B) + (C-D)) | \$0 | \$0 | \$0 |

STRATFORD DISTRICT COUNCIL FUNDING IMPACT STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

For Solid Waste

| | Annual Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|
| Sources of operating funding | | | |
| General rates, uniform annual general charges, rates penalties | 19 | 19 | 19 |
| Targeted rates | 698 | 709 | 696 |
| Subsidies and grants for operating purposes | - | - | - |
| Fees and Charges | 81 | 81 | 83 |
| Internal charges and overheads recovered | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | - | 1 | 2 |
| Total operating funding (A) | \$799 | \$810 | \$799 |
| Applications of operating funding | | | |
| Payment to staff and suppliers | 668 | 630 | 671 |
| Finance costs | 34 | 47 | 25 |
| Internal charges & overheads applied | 146 | 142 | 132 |
| Other operating funding applications | - | - | - |
| Total applications of operating funding (B) | \$848 | \$819 | \$828 |
| Surplus (deficit) of operating funding (A-B) | (\$49) | (\$9) | (\$29) |
| Sources of capital funding | | | |
| Subsidies and grants for capital expenditure | - | - | - |
| Development and financial contributions | - | - | - |
| Increase (decrease) in debt | (39) | (43) | (38) |
| Gross proceeds from sale of assets | - | - | - |
| Lump sum contributions | - | - | - |
| Other dedicated capital funding | - | - | - |
| Total sources of capital funding (C) | (\$39) | (\$43) | (\$38) |
| Applications of capital funding | | | |
| Capital expenditure to: | | | |
| - meet additional demand | - | - | - |
| - improve the level of service | - | - | - |
| - replace existing assets | 52 | 52 | 32 |
| Increase (decrease) in reserves | (141) | (104) | (99) |
| Increase (decrease) in investments | - | - | - |
| Total applications of capital funding (D) | (\$89) | (\$52) | (\$66) |
| Surplus (deficit) of capital funding (C-D) | \$49 | \$9 | \$29 |
| Funding balance ((A-B) + (C-D)) | \$0 | \$0 | \$0 |

STRATFORD DISTRICT COUNCIL FUNDING IMPACT STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

For Democracy

| | Annual Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|
| Sources of operating funding | | | |
| General rates, uniform annual general charges, rates penalties | 1,070 | 1,003 | 1,018 |
| Targeted rates | - | - | - |
| Subsidies and grants for operating purposes | - | - | - |
| Fees and Charges | 60 | 60 | 70 |
| Internal charges and overheads recovered | 1,220 | 1,343 | 1,130 |
| Local authorities fuel tax, fines, infringement fees, and other receipts | 4 | 11 | 9 |
| Total operating funding (A) | \$2,355 | \$2,417 | \$2,227 |
| Applications of operating funding | | | |
| Payment to staff and suppliers | 1,723 | 1,784 | 1,632 |
| Finance costs | - | - | - |
| Internal charges & overheads applied | 631 | 633 | 595 |
| Other operating funding applications | - | - | - |
| Total applications of operating funding (B) | \$2,355 | \$2,417 | \$2,227 |
| Surplus (deficit) of operating funding (A-B) | \$0 | \$0 | \$0 |
| Sources of capital funding | | | |
| Subsidies and grants for capital expenditure | - | - | - |
| Development and financial contributions | - | - | - |
| Increase (decrease) in debt | - | - | - |
| Gross proceeds from sale of assets | - | - | - |
| Lump sum contributions | - | - | - |
| Other dedicated capital funding | - | - | - |
| Total sources of capital funding (C) | \$0 | \$0 | \$0 |
| Applications of capital funding | | | |
| Capital expenditure to: | | | |
| - meet additional demand | - | - | - |
| - improve the level of service | - | - | - |
| - replace existing assets | 283 | 288 | 189 |
| Increase (decrease) in reserves | (283) | (288) | (189) |
| Increase (decrease) in investments | - | - | - |
| Total applications of capital funding (D) | \$0 | \$0 | \$0 |
| Surplus (deficit) of capital funding (C-D) | \$0 | \$0 | \$0 |
| Funding balance ((A-B) + (C-D)) | \$0 | \$0 | \$0 |

STRATFORD DISTRICT COUNCIL FUNDING IMPACT STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

For Economy

| | Annual Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|
| Sources of operating funding | | | |
| General rates, uniform annual general charges, rates penalties | 592 | 586 | 640 |
| Targeted rates | - | - | - |
| Subsidies and grants for operating purposes | - | - | - |
| Fees and Charges | 654 | 663 | 635 |
| Internal charges and overheads recovered | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | 2 | 5 | 5 |
| Total operating funding (A) | \$1,248 | \$1,254 | \$1,279 |
| Applications of operating funding | | | |
| Payment to staff and suppliers | 687 | 636 | 726 |
| Finance costs | 206 | 108 | 151 |
| Internal charges & overheads applied | 295 | 303 | 344 |
| Other operating funding applications | - | - | - |
| Total applications of operating funding (B) | \$1,188 | \$1,048 | \$1,221 |
| Surplus (deficit) of operating funding (A-B) | \$60 | \$206 | \$59 |
| Sources of capital funding | | | |
| Subsidies and grants for capital expenditure | - | - | - |
| Development and financial contributions | - | - | - |
| Increase (decrease) in debt | (3,518) | (101) | (3,746) |
| Gross proceeds from sale of assets | 4,360 | - | 3,816 |
| Lump sum contributions | - | - | - |
| Other dedicated capital funding | - | - | - |
| Total sources of capital funding (C) | \$841 | (\$101) | \$70 |
| Applications of capital funding | | | |
| Capital expenditure to: | | | |
| - meet additional demand | 794 | - | - |
| - improve the level of service | - | - | - |
| - replace existing assets | 45 | 15 | 97 |
| Increase (decrease) in reserves | 63 | 90 | 31 |
| Increase (decrease) in investments | - | - | - |
| Total applications of capital funding (D) | \$902 | \$105 | \$128 |
| Surplus (deficit) of capital funding (C-D) | (\$60) | (\$206) | (\$59) |
| Funding balance ((A-B) + (C-D)) | \$0 | \$0 | \$0 |

STRATFORD DISTRICT COUNCIL FUNDING IMPACT STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

For Environmental Services

| | Annual Plan 2019/20 \$000 | Long Term Plan 2020/21 \$000 | Annual Plan 2020/21 \$000 |
|--|---------------------------------|---------------------------------------|---------------------------------|
| Sources of operating funding | | | |
| General rates, uniform annual general charges, rates penalties | 982 | 1,082 | 1,255 |
| Targeted rates | - | - | - |
| Subsidies and grants for operating purposes | - | - | - |
| Fees and Charges | 497 | 464 | 484 |
| Internal charges and overheads recovered | - | - | - |
| Local authorities fuel tax, fines, infringement fees, and other receipts | 4 | 11 | 12 |
| Total operating funding (A) | \$1,484 | \$1,558 | \$1,752 |
| Applications of operating funding | | | |
| Payment to staff and suppliers | 778 | 891 | 905 |
| Finance costs | - | 1 | 2 |
| Internal charges & overheads applied | 698 | 657 | 837 |
| Other operating funding applications | - | - | - |
| Total applications of operating funding (B) | \$1,476 | \$1,549 | \$1,744 |
| Surplus (deficit) of operating funding (A-B) | \$8 | \$8 | \$8 |
| Sources of capital funding | | | |
| Subsidies and grants for capital expenditure | - | - | - |
| Development and financial contributions | - | - | - |
| Increase (decrease) in debt | 61 | 60 | - |
| Gross proceeds from sale of assets | - | - | - |
| Lump sum contributions | - | - | - |
| Other dedicated capital funding | - | - | - |
| Total sources of capital funding (C) | \$61 | \$60 | \$0 |
| Applications of capital funding | | | |
| Capital expenditure to: | | | |
| - meet additional demand | - | - | - |
| - improve the level of service | 61 | 61 | - |
| - replace existing assets | - | - | - |
| Increase (decrease) in reserves | 8 | 7 | 8 |
| Increase (decrease) in investments | - | - | - |
| Total applications of capital funding (D) | \$69 | \$68 | \$8 |
| Surplus (deficit) of capital funding (C-D) | (\$8) | (\$8) | (\$8) |
| Funding balance ((A-B) + (C-D)) | \$0 | \$0 | \$0 |

FEES AND CHARGES 2020/21

(Note: all prices include GST, if any)

ABANDONED VEHICLES

| | | |
|--------------------|----------|---|
| Towage | At Cost | |
| Inspection | \$230.00 | Fixed fee, includes inspection and administration |
| Storage of vehicle | At Cost | |

AERODROME

| | | |
|----------------|--------|-----------|
| Strip Hire Fee | \$6.50 | Per tonne |
|----------------|--------|-----------|

BUILDING

Processing of a Building Consent (Including the Project Information Memorandum through to the issue of a building consent, unless otherwise specified, inspections required following the issue of the consent are an additional fee.)

| | | |
|---|----------|--|
| Project Information Memorandum (when requested separate from a Building Consent) | \$280.00 | |
|---|----------|--|

| | | |
|---|---------|------------|
| Fee for ALL manual/hardcopy applications | \$50.00 | Fixed fee. |
|---|---------|------------|

(this fee will be charged on ALL Building applications not submitted via the [online portal](#))

| | | |
|---------------------------------------|---------|------------|
| Provision of a Record of Title | \$20.00 | Fixed fee. |
|---------------------------------------|---------|------------|

Building Consent data

| | | |
|-------------|----------|------------|
| • Per month | \$30.00 | Fixed fee. |
| • One year | \$120.00 | Fixed fee. |

| | | |
|---|----------|------------|
| Section 73 notification of building on land subject to natural hazards. | \$145.00 | Fixed fee. |
|---|----------|------------|

| | | |
|---|----------|---|
| Section 77 certification of building on land over two or more allotments. | \$320.00 | Fixed fee (includes LINZ fixed fee of \$176.00, pursuant to Section 75). |
|---|----------|---|

| | | |
|---|------------|---|
| New residential dwelling (house/townhouse/apartment) <i>Includes flat-pack styles</i> | \$1,750.00 | Base fee. Buildings with a value over \$20,000 will also be subject to: |
| New buildings – commercial/retail | | • Building Research Association of NZ (BRANZ) levy . |
| Cow sheds/milking sheds | | • Ministry of Business, Innovation and Employment levy. |

| | | |
|----------------------------|----------|---|
| Relocated buildings | \$820.00 | Base fee. Buildings with a value over \$20,000 will also be subject to: |
| | | • Building Research Association of NZ (BRANZ) levy . |
| | | • Ministry of Business, Innovation and Employment levy. |

| | | |
|--|------------|---|
| Residential or commercial alterations/ additions ⇒ UNDER \$20,000 in value | \$820.00 | Fixed fee. |
| Residential or commercial alterations/ additions ⇒ OVER \$20,000 in value | \$1,400.00 | Base fee. Buildings with a value over \$20,000 will also be subject to: • Building Research Association of NZ (BRANZ) <u>levy</u> . • Ministry of Business, Innovation and Employment levy. |
| Accessory buildings – residential (garages/carports) | \$750.00 | Base fee. Buildings with a value over \$20,000 will also be subject to: • Building Research Association of NZ (BRANZ) <u>levy</u> . • Ministry of Business, Innovation and Employment levy. |
| Pole sheds – residential or commercial | \$750.00 | Base fee. Buildings with a value over \$20,000 will also be subject to: • Building Research Association of NZ (BRANZ) <u>levy</u> . • Ministry of Business, Innovation and Employment levy. |
| Pole sheds – residential or commercial – where the application is submitted under a <u>Producer Statement</u> | \$350.00 | Base fee. Buildings with a value over \$20,000 will also be subject to: • Building Research Association of NZ (BRANZ) <u>levy</u> . • Ministry of Business, Innovation and Employment levy. |
| Fireplaces: Inbuilt/free-standing | \$450.00 | Fixed fee, including administration and inspection/s. |
| Inbuilt/free-standing (dry or with wetback) – where the application is submitted under a <u>Producer Statement</u> | \$350.00 | |
| Insulation of exterior walls | \$450.00 | Fixed fee. |
| Sewage and drainage | \$450.00 | Fixed fee, including administration and inspection/s. |
| Tents/marquees (established or in use for a minimum of 5 days) | \$350.00 | Fixed fee. |
| Amusement devices: <u>Pursuant to the Amusement Devices Regulations 1978</u> Inspection fee for – | | |
| • One device for first seven days (or part thereof). | \$11.50 | Per device. |
| • Each additional device operated by the same owner for the first seven days (or part thereof). | \$2.30 | Per device. |
| • Each further period of seven days (or part thereof). | \$1.15 | Per device. |
| Pool Inspections: New pool (as a stand-alone Building Consent application) | \$300.00 | Fixed fee. |
| Inspection (required 3-yearly) | \$130.00 | Per inspection. |
| Re-inspection (if non-compliance identified) | \$95.00 | Per inspection. |
| Spa pool exemption application | \$130.00 | Per exemption (for the life of the pool). |
| Inspections: Inspections and re-inspections | \$95.00 | Per inspection |
| Final inspection before issue of Code Compliance Certificate | \$245.00 | |



| | | |
|---|------------|--|
| <u>Certificate of Acceptance</u> | \$1,500.00 | Base fee. Buildings with a value over \$20,000 will also be subject to: <ul style="list-style-type: none"> • Building Research Association of NZ (BRANZ) levy. • Ministry of Business, Innovation and Employment levy. |
| Notice to Fix - Dangerous/Insanitary Notification | \$300.00 | Fixed fee. |
| Building Consent Amendment | At cost | As per staff charge out rates |
| | \$110.00 | Fixed fee. |
| Building Consent Extension, Exemption Levies | | |
| Building Research Levy | | As required by statute |
| MBIE (Formerly DBH) Levy – Certificates and Miscellaneous Notices | | As required by statute |
| <u>Certificate of Public Use</u> | | |
| • Altered Buildings | \$85.00 | Fixed fee. |
| • New Buildings | \$145.00 | Fixed fee. |
| <u>Compliance Schedules</u> | | |
| New building (requiring Building Consent) | \$265.00 | Base fee. A \$75 fee per <u>Specified System</u> also applies. |
| Existing building (may or may not require Building Consent) | \$550.00 | Base fee. A \$75 fee per <u>Specified System</u> also applies. |
| Amendment to Compliance Schedule | \$120.00 | Base fee. A \$75 fee per <u>Specified System</u> also applies. |
| <u>Building Warrant of Fitness (BWof)</u> | | |
| Site audit and findings report | \$125.00 | Fixed fee. |
| <u>Independently Qualified Persons (IOP's)</u> | | |
| Application | \$265.00 | Fixed fee. |
| Renewal | \$145.00 | Fixed fee. |
| Amendment | \$50.00 | |
| <i>The following building works are exempt from all consent application and inspection fees required for the installation/construction of those works:</i> | | |
| <ul style="list-style-type: none"> • Power generation where the generated power is for use only on the same property • Solar hot water heating (the exemption includes all plumbing inspections) • Plumbing and drainage systems allowing for the use of recycled water (the exemption includes all plumbing and drainage inspections) | | |
| Street Damage | | |
| Inspection | \$170.00 | Per inspection |
| Refundable Bond: | | |
| • New Construction | \$2,500.00 | |
| • Demolition/relocation of existing building | \$3,000.00 | |
| Repairs of Street Damages | At cost | |
| Vehicle Crossing | | |
| Refundable bond - new development on existing section with sub-standard crossing | \$1,000.00 | |

Bonds held by Council do not accrue interest.



BYLAWS

| | | |
|--|----------|--|
| All licences and certificates as required under Council bylaw* | \$230.00 | |
| Call Out Fee (in breach of bylaw, charged to offender) | \$300.00 | |
| Release of Impounded Stereo | \$150.00 | |
| Release of Impounded Skateboard or Cycle | \$50.00 | |
| Permit for Stands and Stalls in a Public Place (Bylaw 314) ** | \$20.00 | Per stand or stall per day with a minimum fee of \$60.00 |

* Excludes licences under:

- the Tattoo and Beauty Parlour Bylaw, see Health Licences;
- Solid Waste, see Refuse (Solid Waste);
- Trade Waste, see Trade Waste;
- Water Supply Bylaw, see Water Supply Bylaw Charges.

*Also excludes licenses under the Trade Waste

** Excludes not for profit organisations and community groups. See Health Licences section for Mobile and Travelling Shops.

CEMETERY

| | | |
|-------------------------------------|------------|--|
| Plot purchase | | |
| • Adult | \$2,200.00 | |
| • Child (under 14 years) | \$1,500.00 | |
| • Ashes plot | \$1,000.00 | |
| • RSA plot | no charge | |
| • Memorial Wall | \$180.00 | |
| Interments (includes grave digging) | | |
| • Adult | \$1,500.00 | |
| • Child (under 14 years) | \$1,100.00 | |
| • Stillborn | \$550.00 | |
| • Ashes | \$380.00 | |
| Miscellaneous Charges | | |
| • Conversion of Plot to Lawn Type | \$1,200.00 | Maintenance and perpetuity Fee |
| • Bond for damage (Private Users) | \$300.00 | Damage in excess of bond will be charged at cost |

Notes (Cemetery)

- Weekends/Public Holidays Fees are included in above charges.
- Administration and Permit Fees are included in above charges.
- Disinterment and Reinterment are the same as interment charges above.
- Extra Depth is included in above charges.
- Services Cemetery fees are the same as the adult interment charge above.
- Services Cemetery Purchase of Plot is free as per Stratford Borough Council decision at meeting on 16 July 1917.
- Memorial Wall Plaque - porcelain material, size 290mm x 240mm

DOG AND ANIMAL CONTROL**Registration Fees**

| | Discounted Fee if paid by the due date (per dog) | Standard Fee if paid on or after the due date (per dog) |
|--|--|---|
| Rural dog (for every dog up to and including first three dogs) | \$45.00 | \$55.00 |
| Rural dog (for every dog after first three dogs) | \$35.00 | \$40.00 |
| General Dog Owner | \$145.00 | \$180.00 |
| Good Dog Owner (refer Dog Control Policy) | \$115.00 | \$145.00 |
| Select Dog Owner (refer Dog Control Policy) | \$60.00 | \$75.00 |

Urban Multiple Dog Licence

- Application \$60.00
- Annual Renewal \$30.00

| | |
|-----------------|---------|
| Micro chipping | At cost |
| Replacement Tag | \$5.00 |

Impounding Fees

Dogs:

- Registered dog, 1st Impounding \$150.00
- Registered dog, subsequent Impounding \$250.00
- Unregistered dog \$300.00 Plus registration
- Unregistered dog under 3 months \$150.00 Plus registration
- After hours pound release fee \$60.00 Requires payment of all applicable fees (impounding, sustenance & after hours release) at iSite/pool/library during opening hours prior to release
- Sustenance fee per dog \$10.00 Per day
- Destruction At cost
- Re-housing fee \$50.00

Other animals:

- Stock, excluding sheep and goats \$50.00
- Sheep and goats \$15.00
- Sustenance fee per animal (all stock) \$10.00 Per day
- Advertising At cost
- Droving As per staff charge out rates or cost if provided by contractor
- Call Out Fee As per staff charge out rates
- Transporting of Stock At cost

Notes

- *The criteria for these categories are given within the Stratford District Council Dog Control Policy.*
- *Any application to be a Select Dog Owner must be made before 30 April 2020.*
- *Infringements may be issued for all outstanding registrations after 1 October 2020.*

HEALTH LICENCES**Health Act Registrations and Annual Renewals**

| | | |
|----------------------------------|----------|------------|
| • Hairdressers | \$230.00 | Annual fee |
| • Offensive Trade | \$400.00 | Annual fee |
| • Funeral Directors | \$230.00 | Annual fee |
| • Camping Ground | \$230.00 | Annual fee |
| • Sale yards | \$230.00 | Annual fee |
| • Complaint driven investigation | \$170.00 | Per hour |

Food Act 2014

| | | |
|---|----------|--|
| • Application for registration of a food control plan | \$460.00 | Fixed fee (includes up to 2 hours processing time) |
| • Renewal of registration | \$315.00 | Fixed fee (includes up to 1 hour processing time) |
| • Transfer of registration | \$400.00 | |
| • Initial verification visit including follow up remedial action | \$400.00 | Fixed fee |
| • Monitoring for food safety and suitability and subsequent verifications | \$170.00 | Per hour |
| • Complaint driven investigation | \$170.00 | Per hour |
| • Application for review of improvement notice | \$170.00 | Per hour |
| • Application for second sites and other amendments | \$170.00 | Per hour |

Mobile and Travelling Shop Bylaw

| | | |
|--|----------|-----------|
| • Licence for mobile and travelling shop (Bylaw 304)** | \$530.00 | Fixed fee |
| • Complaint driven investigation | \$170.00 | Per hour |

Tattoo and Beauty Parlour Bylaw

| | | |
|--|----------|--|
| • Application for registration of a High Risk Activity | \$375.00 | Fixed fee (includes up to 1.5 hours processing time and annual inspection) |
| • Renewal of registration | \$250.00 | Fixed fee (includes up to 1 hour processing time and annual inspection) |
| • Transfer of registration | \$375.00 | Fixed fee |
| • Complaint driven investigation | \$170.00 | Per hour |

HOUSING FOR THE ELDERLY

| | | |
|---|----------|----------|
| • Unit with neither conservatory, carport nor rear porch | \$125.00 | Per week |
| • Unit with one of either conservatory, carport or rear porch | \$130.00 | Per week |
| • Unit with two of either conservatory, carport or rear porch | \$135.00 | Per week |
| • Unit with conservatory, carport and rear porch | \$140.00 | Per week |

LAND INFORMATION MEMORANDUM**Standard Application (Processed within 10 working days)**

| | |
|---------------|----------|
| • residential | \$350.00 |
| • commercial | \$500.00 |

Urgent Application (Residential/Rural/Rural Residential Processed within two working days, Commercial within 5 working days)

| | |
|---------------|----------|
| • residential | \$600.00 |
| • commercial | \$800.00 |

Property File

| | | |
|--|---------|-------------------|
| • Electronic data (USB storage device) | \$20.00 | Per property file |
|--|---------|-------------------|

When requesting Property information; the information included is based on a search of Council records only. There may be other information relating to the land which is unknown to the Council. Council records may not show illegal or unauthorised building works on the property. The applicant is solely responsible for ensuring that the land is suitable for a particular purpose.

LIBRARY**Fees**

- | | | |
|--|---------|----------|
| • Inter-loaning a Book (between libraries in NZ) | \$10.00 | Per item |
| • DVD Rental | \$3.00 | Per week |
| • Membership Card Replacement Fee | \$6.00 | Per card |

Overdue Fines

- | | | |
|--------------------|--------|-----------------|
| • Adult's Books | \$0.30 | Per day overdue |
| • Children's Books | \$0.10 | Per day overdue |
| • DVDs | \$0.50 | Per day overdue |

With a grace period of 3 days before fine for total overdue days is imposed

Replacement books, DVDs

At cost

Laminating:

- | | | |
|------|--------|----------|
| • A4 | \$2.00 | Per page |
| • A3 | \$4.00 | Per page |

Scanning:

- | | | |
|---|-----------|------------------------------|
| • Self Service | No charge | |
| • Staff assisted or to a borrowed library USB | \$1.00 | Per 10 pages or part thereof |

Photocopying/Printouts/Facsimile

As per Photocopying, Printing & Facsimile charges

3D Printing

\$0.20 Per gram material, plus \$2.00 setup fee

Kowhai Room Hire
Programmes & Events

\$5.00 Per hour
As advertised

PARKING**Parking Infringement***

Exceeding restricted parking time limit:

- | | |
|------------------------|---------|
| • Up to 30 minutes | \$12.00 |
| • 30 minutes to 1 hour | \$15.00 |
| • 1 hour to 2 hours | \$21.00 |
| • 2 hours to 4 hours | \$30.00 |
| • Over 4 hours | \$42.00 |

Parking Offences*

- | | |
|---|---------|
| • Parked on or within 6m of an intersection | \$60.00 |
| • Parked on or near a pedestrian crossing | \$60.00 |
| • Parked on broken yellow lines | \$60.00 |
| • Double parking | \$60.00 |
| • Inconsiderate parking | \$60.00 |
| • Parked on a clear way | \$60.00 |
| • Parked on a bus only lane | \$60.00 |
| • All other Parking Offences | \$40.00 |

Temporary "No Parking" Signs Application

- | | |
|----------------------|---------|
| • Fee | \$15.00 |
| • Refundable deposit | \$20.00 |

* These penalties have been set by Council as being the maximum allowable, pursuant to Schedule 2 of the Land Transport Act 1998.

PHOTOCOPYING, PRINTING & FACSIMILE

Photocopying & Printing

| | | |
|-------------------------------------|--------|----------|
| • A4 Black and White | \$0.30 | Per page |
| • A4 Black and White (double sided) | \$0.40 | Per page |
| • A4 Coloured | \$0.50 | Per page |
| • A4 Coloured (double sided) | \$0.70 | Per page |
| • A3 Black and White | \$0.50 | Per page |
| • A3 Black and White (double sided) | \$1.00 | Per page |
| • A3 Coloured | \$1.00 | Per page |
| • A3 Coloured (double sided) | \$2.00 | Per page |

Facsimile

| | | |
|---------------------------------------|--------|----------|
| • National, first page | \$2.50 | |
| • National, each subsequent page | \$0.50 | |
| • International, first page | \$5.00 | |
| • International, each subsequent page | \$1.50 | |
| • Received Faxes | \$1.00 | Per page |

PUBLICATIONS

| | |
|---|---------|
| • Annual Plan | \$20.00 |
| • Long Term Plan (LTP) | \$40.00 |
| • Annual Report | \$20.00 |
| • Bylaws | \$20.00 |
| • District Plan (excluding planning maps) | \$70.00 |
| • Planning Maps | \$70.00 |

REFUSE (SOLID WASTE)

Bylaws

| | |
|--|----------|
| • Licensing - Application Fee for Commercial Waste Collectors and Waste Disposal Operators | \$50.00 |
| • Removal of Trade Refuse (Clause 13.4 of Bylaw) | At cost |
| • Application Fee for Event Waste Management and Minimisation Plan (EWMMP) Approval | \$100.00 |

Replacement Receptacles

| | | |
|-------------------|----------|-----------|
| • Recycling crate | \$40.00 | Per crate |
| • Wheelaway bin | \$128.00 | Per bin |

Transfer Station

| | Bag (50 ltr) | Car Boot | Car Other | Drum (200 ltr) | Small Trailer & Utes (no cage) | Tandem Trailer (no cage) | All Other (per m ³) |
|---------------------------------|--------------|----------|-----------|----------------|--------------------------------|--------------------------|---------------------------------|
| Green Waste | NA | \$5.00 | \$8.00 | \$8.00 | \$10.00 | \$38.00 | \$18.00 |
| Recyclables | Free | Free | Free | Free | Free | Free | Free |
| Clean Construction & Demolition | NA | \$8.00 | \$10.00 | \$10.00 | \$15.00 | \$35.00 | \$25.00 |
| Scrap Metal | NA | \$15.00 | \$20.00 | \$20.00 | \$25.00 | \$50.00 | \$50.00 |
| General Refuse | \$3.00 | \$15.00 | \$20.00 | \$20.00 | \$25.00 | \$85.00 | \$50.00 |

Refuse containing more than 25% demolition material (bricks, concrete etc) will be double standard rate.
Council reserves the right to charge in proportion of the units above, i.e. ¼ car boot, ½ bag.

| | | |
|------------------------|---------|--|
| Miscellaneous | | |
| • Whiteware | \$10.00 | Per unit |
| • TV | \$20.00 | Per unit |
| • Stereo, Computer | \$10.00 | Per unit |
| • Car Tyres | \$4.00 | Per unit |
| First Year Service Fee | | Pro rata amount of applicable targeted rate equivalent.* |

**A service charge will apply from the first month following connection with the same conditions that would apply to the owner as if they were a ratepayer for that year.*

RESOURCE MANAGEMENT

Subdivision Resource Consents (includes cross leases)

| | | |
|---|------------|---------------------------------|
| • Notified (full) | \$4,000.00 | Deposit with full cost recovery |
| • Notified (limited) | \$1,200.00 | Deposit with full cost recovery |
| • Controlled (Non Notified) other than boundary adjustments | \$1,200.00 | Fixed Fee |
| • Boundary adjustments (Non notified), no creation of new or additional title | \$850.00 | Fixed Fee |
| • Limited Discretionary (Non Notified) | \$1,200.00 | Fixed Fee |
| • Discretionary (Non Notified, including variations to consent) | \$1,200.00 | Fixed Fee |
| • Bond agreement under S222 | \$350.00 | Fixed Fee |
| • S224 Certificate (including survey plan approval) | | |
| o No inspection for conditions | \$230.00 | Fixed Fee |
| o Inspection for conditions | \$400.00 | Fixed Fee |
| • Certificate under Section 223 only | no charge | |
| • Road Access Certificate (Section 321 of Local Government Act) | \$230.00 | Fixed Fee |
| • Consultation with District Land Registrar | \$145.00 | Fixed Fee |
| • Reapproval of lapsed subdivision consent | \$900.00 | Fixed Fee |
| • Right of Way and Easements | \$850.00 | Fixed Fee |
| • Variation of Consent (Non-notified) | \$900.00 | Fixed Fee |
| • Variation of Consent (Notified) | \$1,200.00 | Deposit with full cost recovery |

Land Use Consents

| | | |
|---|------------|--|
| • Notified (Full) | \$4,000.00 | Deposit with full cost recovery |
| • Notified (limited) | \$1,200.00 | Deposit with full cost recovery |
| • Controlled (Non Notified) - standard | \$1,200.00 | Fixed Fee |
| • Controlled (Non Notified) – relocated buildings | \$900.00 | Fixed Fee |
| • Limited Discretionary (Non Notified) | \$1,200.00 | Fixed Fee |
| • Discretionary (Non Notified) – standard /complex application | \$1,200.00 | Fixed Fee |
| • Discretionary (Non notified) for performance standard non-conformance, or signs | \$900.00 | Fixed Fee |
| • Non Complying (Non Notified) | \$1,200.00 | Fixed Fee |
| • Deemed Permitted/Boundary Activity | \$500.00 | Fixed Fee |
| • Fast Track Consents | \$500.00 | Fixed Fee in addition to controlled resource consent application |
| • Planning Compliance Certificate | \$500.00 | Fixed Fee |
| • Variation of Consent (Non-notified) | \$900.00 | Fixed Fee |
| • Variation of Consent (Notified) | \$1,200.00 | Deposit with full cost recovery |

Miscellaneous

- | | | |
|--|------------|---|
| • Request for Plan Change | \$4,000.00 | Deposit with full cost recovery |
| • Request for Designation or Heritage Order or removal/variation of Designation | \$1,000.00 | Deposit with full cost recovery |
| • Planning, Compliance, or similar Certificates | \$250.00 | Fixed Fee |
| • Monitoring of Resource Consent Conditions | At cost | As per staff charge out rates |
| • Attendance to Noise Complaints (Charged to Offender) | \$300.00 | Per call out |
| • Joint Hearings with Other Authorities | At cost | As per staff charge out rates with deposit: As required by either Taranaki Regional Council or Horizons Regional Council |
| • Seizure, impounding, transporting and storage pursuant to S.328 of the Resource Management Act | \$300.00 | |

The following activities are exempt from all consent application, processing and monitoring fees:

- *The alteration, but not demolition, of any heritage structure listed in Appendix 6 of the Stratford District Plan*
- *Work to maintain or enhance indigenous fauna or flora in protected areas listed in Appendix 9 of the Stratford District Plan*

Any costs incurred from third parties in relation to any of the above applications will be on-charged to the applicant at cost.

Bonds held by Council do not accrue interest.

ROADING**Road Closure**

- | | | |
|--|----------|-------------------------------|
| • Application, including | \$520.00 | |
| – Traffic Management Plan | | |
| – Advertising (Up to \$200. Actual cost will be charged if it exceeds \$200) | | |
| – Inspection | | |
| • Additional Inspection | At cost | As per staff charge out rates |
| • Emergency Road Closure over 4 hours | At cost | |

Fallen Trees

- | | | |
|--|---------|--|
| • Clearing of privately owned fallen trees on road reserve | At cost | Applies to costs greater than \$500.00 |
|--|---------|--|

Temporary Obstruction Permit

- | | | |
|---------------------------|----------|-------------------------------|
| • Application, including | \$300.00 | |
| – Traffic Management Plan | | |
| – Inspection | | |
| • Additional Inspection | At cost | As per staff charge out rates |

Traffic Management Plan

- | | | |
|---|----------|--|
| • Generic Traffic Management Plan | \$500.00 | |
| • Site Specific Traffic Management Plan | \$200.00 | |

Corridor Access Request (CAR)

CAR application for:

- | | | |
|--|----------|--|
| • Excavation >10m ² in any CAR in carriageway | \$400.00 | |
| • Excavation <10m ² in berm | \$80.00 | |
| • CAR additional inspection | \$170.00 | |

Overweight Permit (set by statute, specified route)

- | | | |
|---|---------|--------------------|
| • Single or multiple trip overweight permit | \$20.91 | Plus disbursements |
| • Continuous overweight permit | \$62.73 | Plus disbursements |
| • Renewal of a continuous overweight permit | \$10.45 | Plus disbursements |
| • Over dimension permit | \$32.20 | Plus disbursements |
| • HPMV permit | \$62.73 | Plus disbursements |
| • Specialist vehicle permit | \$62.73 | Plus disbursements |

There is an additional fee of \$10.45 for overweight, HPMV or specialist vehicle permit applications if there are fewer than three working days available for processing.

Overweight Permits – District wide

- Generic Overweight Permit – valid for two years \$180.00
Note: Issued when an area wide permit is required to cover Stratford District Council defined roads. Permit outlines roads to be used, bridges to be crossed, bridges which are prohibited.
- Individual Overweight Permit – single trip only \$120.00
Note: Issued when an area wide permit is required to cover Stratford District Council defined roads. Permit outlines roads to be used, bridges to be crossed, bridges which are prohibited.
- Inspections (per hour) \$200.00

Licence to Occupy (Berm or Unused legal road)

- Application fee \$260.00
- Rental 5.75% Of land value per annum

Street Event

- Refundable bond for damages \$2,000.00
- Damages At cost

Other

- Damage to Street Furniture At cost
- Application for Road Stopping (LGA, 2002) \$500.00
- Application for Petrochemical pipeline in the road reserve \$750.00
- Application for Stock Underpass \$200.00

Vehicle Crossing

Vehicle Crossing Application fee \$205.00

Bonds held by Council do not accrue interest.

SALE OF ALCOHOL

Fee must be confirmed with the Liquor Licensing Inspector prior to lodging an application

On, Off and Club Licences Application Fees and Annual Fees:

| Total risk rating of premises | Fees Category | Application fee | Annual fee |
|-------------------------------|---------------|-----------------|------------|
| 0-2 | Very low | \$368.00 | \$161.00 |
| 3-5 | Low | \$609.50 | \$391.00 |
| 6-15 | Medium | \$816.50 | \$632.50 |
| 16-25 | High | \$1,023.50 | \$1,035.00 |
| 26 plus | Very high | \$1,207.50 | \$1,437.50 |

Special licence fees

| | |
|--|----------|
| Class 1 1 large event (400 people) <u>or</u> more than 3 medium events (100 to 400 people) <u>or</u> more than 12 small events (fewer than 100 people) | \$575.00 |
| Class 2 3 to 12 small events (fewer than 100 people) <u>or</u> 1 to 3 medium events (100 to 400 people) | \$207.00 |
| Class 3 1 or 2 small events (fewer than 100 people) | \$63.25 |



Manager’s Certificates (new or renewal) \$316.25
Fee set by regulation in accordance with the Sale and Supply of Alcohol (Fees) Regulations 2013

Other Fees

- Temporary Authority \$296.70
- Temporary Licence \$296.70
- Extract from Register \$50.00
- Compliance Certificate (RMA/Building) \$50.00
- Website Advertising Fee \$50.00

Gambling Consent Fee

- Application Fee \$230.00

SPORTS GROUNDS/PARKS AND RESERVES

Sportsgrounds – seasonal use

- Cricket (per oval) \$420.00
- Rugby (per field Page Street) \$420.00
- Rugby (per field Victoria Park no 1 and no 2) \$770.00
- Rugby (per field Victoria Park no 3) \$420.00
- Football (per field) \$420.00
- Croquet (Victoria Park greens) \$420.00
- Netball (King Edward Park hard courts) \$770.00
- Tennis (King Edward Park hard courts) \$770.00
- Other codes (per field Victoria Park) \$770.00
- Other codes (per field elsewhere) \$420.00

Sportsgrounds – casual use

- Per field, per hour or part thereof (without lights) \$10.00
- Per field, per hour or part thereof (with lights) \$15.00

Sportsgrounds/Parks and Reserves – other events

- Major event (public event) per day or part thereof \$155.00
- Minor event (private event) per day or part thereof \$78.00
- Refundable bond for damage to grounds

Determined by Council Officer upon initial assessment of application.

Page Street sports amenities building

- Seasonal use \$420.00
- Casual use per day or part thereof \$26.00

STAFF CHARGE OUT RATES

Charge out rates are as follows:

- Management \$210.00 Per hour or part thereof
- Technical \$170.00 Per hour or part thereof
- Research (includes LGOIMA, Cemetery enquiries) \$170.00 First 30 minutes free
- Administration \$120.00 Per hour or part thereof
- Vehicle Charge (Mileage) \$0.77 Per km

STORMWATER CONNECTION

- Application Fee \$205.00
- Connection Fee Property owner to engage suitably qualified contractor



SWIMMING POOL COMPLEX

Casual Use

| | | |
|--|--------|-------------|
| Pool Entry | | |
| • Adult | \$4.70 | Per entry |
| • Child/Senior/Green Prescription | \$3.70 | Per entry |
| • Caregiver/Parent Supervising Child under 8 year of age | free | Per entry |
| Pool entry for swim lessons provided by external providers | \$4.00 | Per entry |
| Group Fitness/Aquarobics/Adult Lessons | | |
| • Adult | \$8.00 | Per session |
| • Child/Senior/Green Prescription | \$6.50 | Per session |

Concession (x 10) - Valid for 6 months

| | |
|--|---------|
| Pool Entry | |
| • Adult | \$43.00 |
| • Child/Senior/Green Prescription | \$35.00 |
| Pool entry for swim lessons provided by external providers | \$38.00 |
| Group Fitness/Aquarobics/Adult Lessons | |
| • Adult | \$70.00 |
| • Child/Senior/Green Prescription | \$55.00 |

Short Term Memberships

Client decides on term and pays a lump sum up front. No cancellations. Membership can be suspended for a maximum of one month with medical certificate.

| | | |
|---|----------------|----------------|
| Full membership | <u>3 month</u> | <u>6 Month</u> |
| • Adult | \$260.00 | \$520.00 |
| • Child/Senior/Green Prescription | \$208.00 | \$416.00 |
| Group Fitness/Aquarobics/Adult Lessons (up to 3 classes per week) | <u>3 month</u> | <u>6 Month</u> |
| • Adult | \$182.00 | \$364.00 |
| • Child/Senior/Green Prescription | \$145.60 | \$291.20 |
| Pool Entry | | |
| • Adult | \$195.00 | \$390.00 |
| • Child/Senior/Green Prescription | \$156.00 | \$312.00 |
| Pool entry for swim lessons provided by external providers | | |
| • 1 x lesson per week | \$31.00* | \$62.00# |
| • 2 x lessons per week | \$62.00* | \$124.00# |
| • 3 x lessons per week | \$120.90~ | \$241.80** |
| • 4 x lessons per week | \$161.20~ | \$322.40** |
| • Unlimited lessons per week | \$201.50~ | \$403.00** |

* 1 School Term; # 2 School Terms; ~ 13 Weeks; ** 26 Weeks



12 Month Membership

Client decides on term and pays a lump sum up front. No cancellations. Membership can be suspended for a maximum of one month with medical certificate.

Full membership

- Adult \$832.00
- Child/Senior/Green Prescription \$624.00

Group Fitness/Aquarobics/Adult Lessons (up to 3 classes per week)

- Adult \$582.40
- Child/Senior/Green Prescription \$416.00

Pool Entry

- Adult \$624.00
- Child/Senior/Green Prescription \$520.00

Pool entry for swim lessons provided by external providers

- 1 x lesson per week \$100.00 40 weeks
- 2 x lessons per week \$200.00 40 weeks
- 3 x lessons per week \$390.00 47 weeks
- 4 x lessons per week \$520.00 47 weeks
- Unlimited lessons per week \$650.00 47 weeks

Miscellaneous

- School Groups \$1.50 Per pupil
- Instructor Hire – school group \$30.00 Per hour
- Big Inflatable \$100.00 Per event (maximum 3 hours)
- Instructor \$60.00 Per hour
- Use of showers (only) \$3.00 Per entry

Private Hire (includes entry fee)

- Pool Complex - exclusive use \$110.00 Per hour

Party Hire (includes entry fee)

- Party Hire (non-exclusive use of facility for up to 20 children, includes one instructor) \$120.00 For 2 hour period
- Party Hire add-on, extra hour \$50.00 Per extra hour
- Party Hire add-on, extra children up to 20, includes additional instructor \$100.00 For 2 hour period
- Party Hire add-on, extra children, extra hour \$40.00 Per extra hour

Upon completion of party, standard entry fees apply for any children or adults wanting to stay on.

Private Lessons (includes entry fee)

- Half an Hour lesson - One on one \$35.00 Per lesson
- One Hour lesson - One on one \$70.00 Per lesson
- Half an hour lesson - Two students to one instructor \$50.00 Per lesson
- One hour lesson - Two students to one instructor \$100.00 Per lesson



TRADE WASTE

The compliance monitoring fee component is based on the number of sampling events specified in a discharger's trade waste consent multiplied by the charge specified.

Annual License for Controlled Activity Consents

| | | |
|--|----------|-----------|
| • Administration fee (includes up to 2 hours officer time) | \$201.60 | |
| • Inspection fee (includes up to 1 hour officer time) | \$144.00 | |
| • Total base fee* (administration and inspection) | \$346.50 | |
| • Sampling event | \$239.40 | Per event |

Annual License for Conditional Activity Consents

| | | |
|--|----------|-----------|
| • Administration fee (includes up to 3 hours officer time) | \$302.40 | |
| • Inspection fee (includes up to 1.5 hours officer time) | \$194.40 | |
| • Total base fee* (administration and inspection) | \$496.80 | |
| • Sampling event | \$239.40 | Per event |

Consent Application for Temporary Discharge Consents

| | | |
|--|----------|--|
| • Administration fee (includes up to 1.5 hours officer time) | \$151.20 | |
| • Inspection fee (includes up to 1 hour officer time) | \$144.00 | |
| • Total base fee* (administration and inspection) | \$295.20 | |

Consent Application for Controlled Activity Consents

| | | |
|--|----------|--|
| • Administration fee (includes up to 3 hours officer time) | \$302.40 | |
| • Inspection fee (includes up to 3.5 hours officer time) | \$396.90 | |
| • Total base fee* (administration and inspection) | \$698.40 | |
| • Renewal fee (includes up to 1.5 hours officer time) | \$151.20 | |

Consent Application for Conditional Activity Consent

| | | |
|--|-----------|---------------------------------|
| • Administration fee (includes up to 5 hours officer time) | \$504.00 | |
| • Inspection fee (includes up to 5.5 hours officer time) | \$597.60 | |
| • Total base fee* (administration and inspection) | \$1102.50 | |
| • Renewal fee (includes up to 3 hours officer time) | \$302.40 | |
| • Technical charge for officer time above base fee (includes technical officers and monitoring officers) | | As per staff charge out charges |
| • Manager/external technical charge for officer time | \$134.10 | |

Non-compliance Re-inspection Fee

| | | |
|--|----------|-----------|
| • Administration fee (includes up to 3 hours officer time) | \$302.40 | |
| • Inspection fee (includes 1.5 hours officer time) | \$194.40 | |
| • Total base fee* (administration and inspection) | \$496.80 | |
| • Sampling event | \$239.40 | Per event |

Other Charges

| | | |
|-----------------------------------|----------|--------------------|
| • Volume | \$0.97 | Per m ³ |
| • Suspended solids (SS) | \$0.85 | Per kg |
| • Biochemical Oxygen Demand (BOD) | \$2.22 | Per kg |
| • Copper | \$210.43 | Per kg |
| • Nickel | \$352.00 | Per kg |
| • Zinc | \$70.02 | Per kg |

In addition to the base fees the discharger will be charged for the cost of treating their effluent (BOD, SS, volume and toxic pollutants) as per the scale of trade waste charges, and the cost of any laboratory expenses incurred in characterising the waste. If the discharge is made into the wet well at the wastewater treatment plant, a handling fee is also charged.

**Base fee: the base fee is non-refundable except in accordance with the refund criteria. It is set at a level to cover a straight forward application with no external inputs or other case-specific costs. This fee will cover the receipt and issue of the application and initial inspection, and includes the number of hours of technical input specified. In some cases the base fee will be exceeded. Matters that could cause the base fee to be exceeded include external or specialist inputs, amendments or additional information or application complexity. Any additional costs over and above the base fee will be invoiced to the applicant.*

VENUE HIRE (OTHER)**Centennial Rest Rooms**

- | | | |
|--|------------|--------------------------|
| • Meeting Rooms without kitchen | \$16.00 | Per hour or part thereof |
| • Meeting Rooms with kitchen | \$21.00 | Per hour or part thereof |
| • Refundable bond (when food and/or alcohol is to be served) | \$300.00 | |
| • Stratford Women's Club | \$4,000.00 | Per annum |

War Memorial Centre

- | | | |
|--|----------|--------------------------|
| • Stadium | \$24.00 | Per hour for 1-12 hours |
| | \$18.00 | Per hour for 12-24 hours |
| | \$12.00 | Per hour for 24+ hours |
| • Function Facility (with kitchen) | \$26.00 | Per hour for 1-12 hours |
| | \$19.00 | Per hour for 12-24 hours |
| | \$13.00 | Per hour for 24+ hours |
| • Function Facility (no kitchen) | \$18.00 | Per hour for 1-12 hours |
| | \$13.50 | Per hour for 12-24 hours |
| | \$9.00 | Per hour for 24+ hours |
| • TSB Chambers | \$16.00 | Per hour for 1-12 hours |
| | \$12.00 | Per hour for 12-24 hours |
| | \$8.00 | Per hour for 24+ hours |
| • Projector | \$15.00 | Per hire |
| • Piano | \$15.00 | Per hire |
| • Refundable bond (when food and/or alcohol is to be served) | \$300.00 | |

This includes hall-hirer insurance, if not already covered by insurance.

WASTEWATER**Bulk Discharge**

- | | | |
|---|----------|---|
| • Tanker Load less than 2m ³ | \$100.00 | Use of bulk discharge point requires prior Council approval in writing. |
| • Tanker Load between 2m ³ - 4m ³ | \$200.00 | |
| • Tanker Load between 4m ³ - 6m ³ | \$300.00 | |
| • Tanker Load over 6m ³ | \$400.00 | |
| • Dump Station Clean up Fee | At Cost | |

New Wastewater Connection

- | | | |
|---|------------|--|
| • Application fee | \$205.00 | Property owner to engage suitably qualified contractor |
| • Connection Fee | | |
| • First Year Service Fee | | Pro rata amount of applicable targeted rate equivalent.* |
| • Cost contribution in wastewater extension areas | \$3,000.00 | |
| • Reconnection Fee | At cost | |

WATER SUPPLY

| | | |
|---------------------------|--------|-----------------|
| Bulk Supply (Tanker Load) | \$5.00 | Per cubic metre |
|---------------------------|--------|-----------------|

New Water Connection

- | | | |
|--------------------------|----------|--|
| • Application fee | \$205.00 | Property owner to engage suitably qualified contractor |
| • Connection Fee | | |
| • Reconnection Fee | At cost | Pro rata amount of applicable targeted rate equivalent.* |
| • First Year Service Fee | | |

**A service charge will apply from the first month following connection with the same conditions that would apply to the owner as if they were a ratepayer for that year.*

Water Supply Bylaw Charges

- Costs incurred in remedying breach of Water Bylaw At cost
- Tampering/Interfering with Council equipment At cost
- Unauthorised water abstraction from Council supply At cost
- Correcting contamination of water supply At cost
- Repair of private water assets At cost
- Install backflow protection device At cost



STRATFORD
DISTRICT COUNCIL

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DECISION REPORT



TO: Policy and Services Committee

F19/13/04 - D20/9325

FROM: Special Projects Manager

DATE: 26 May 2020

SUBJECT: FURTHER REVIEW OF RESERVE MANAGEMENT PLAN 2011

RECOMMENDATIONS

1. THAT the report be received.
2. THAT, in terms of Section 41(4) of the Reserves Act 1977, as administering body of the reserves Council carry out a comprehensive review of the Reserve Management Plan 2011 as it affects the neighbourhood (urban) reserves of Windsor Park, Thomson Arboretum, Cassandra Reserve, Pembroke Reserve, Adrian Street Reserve, Swansea Road Sportsground, Pioneer Memorial Cemetery Reserve, Celia Street Reserve, Colonel Malone Statue Reserve, the Midhirst and Broadway Railway Beautification Reserves and nine unnamed urban esplanade reserves.
3. THAT following the review of the Reserve Management Plan 2011 as it affects the neighbourhood (urban) reserves, a similar comprehensive review be carried out in respect of the remaining reserves covered by the plan, namely the 11 rural domains and 18 other miscellaneous rural local purpose reserves in the district.

Recommended Reasons

The Reserves Act 1977 requires Council to “keep its management plan under continuous review” and it is now nine years since the current plan has had a formal review to guide their present and future use, maintenance and development, other than in regard to King Edward and Victoria Parks.

Moved/Seconded

1. **PURPOSE OF REPORT**

The purpose of this report is to seek Council’s approval to carry out a comprehensive two stage review of the Reserve Management Plan 2011 as it affects the remaining reserves in the District in order to comply with the provisions of the Reserves Act 1977.

2. **EXECUTIVE SUMMARY**

In 1984 Council developed and adopted Reserve Management Plans for King Edward Park, Victoria Park and Celia Street Reserve. Subsequently, in order to fully comply with legislative requirements, these plans were replaced in 2011 with an overarching management plan covering all reserves within the District.

The Reserves Act 1977 requires administering bodies to keep their Reserve Management Plans under continuous review and this proposal is a part of meeting that requirement. King Edward Park and Victoria Park, as Stratford’s premier reserves, were accorded their own reserve management plans in 2017 and 2018 respectively and it now appropriate to continue the review to eventually encompass all the remaining reserves in the district in order to update the focus on their particular issues and guide current and future use, maintenance and development.

3. **LOCAL GOVERNMENT ACT 2002 - SECTION 10**

How is this proposal applicable to the purpose of the Act?

- Is it for the provision of good quality local infrastructure? If so, why?; **OR**
- Is it for the performance of a good quality regulatory function? If so, why?; **OR**
- Is it for the performance of a good quality local public service?

AND

- Is it in a way that is most cost-effective to businesses and households? If so, why?

Good quality means, infrastructure, services, and performance that are efficient and effective, and appropriate to present and anticipated future circumstances.

Local public service means, a service provided for the community which is for the benefit of the District.

The proposal herein relates to the provision of good quality local infrastructure giving the local community an opportunity for input into the management and development of the respective reserves.

4. **BACKGROUND**

4.1 Section 41 of the Reserves Act 1977 requires a reserve administering body to prepare, adopt and continuously review a management plan for all reserves under its control. The management plan must “*provide for and ensure the use, enjoyment, maintenance, protection and preservation and the development, as appropriate, of the reserve for the purpose for which it is classified*”.

4.2 In 2011 Council adopted its current Reserve Management Plan which is an overarching plan covering every reserve in the district. This plan has been reviewed in accordance with the Act in respect of King Edward Park (2017) and Victoria Park (2018) and both given individual plans. It is now proposed to complete the review of the 2011 plan in respect of all the other reserves in the district.

- 4.3 The current plan is considered rather generic in nature and adequate to a degree for the smaller reserves in the district but there are several reserves missing. However, it tends to be too generic and it is considered appropriate to break it down further into urban and rural reserves and deal with them in more detail, highlighting the importance of these reserves to the respective environments and providing a valuable guiding document for their future use, maintenance and development.
- 4.4 Further, the current Reserve Management Plan is devoid of any detail around planned future developments within these reserves, referring only to a Parks and Reserves Activity Management Plan that was developed in 2000, revised in 2006 and thus somewhat out of date. This has resulted in rather fragmented and inconsistent documentation that is not a particularly useful management tool and arguably does not comply with the requirements of the Reserves Act.
- 4.5 Of the subject urban parks and/or reserves only about half (Windsor Park, Celia Street Reserve, Colonel Malone Statue Reserve, part of Cassandra Reserve and five of the unnamed esplanade reserves) are subject to the Reserves Act 1977 and thus legally obligated to have management plans. However the others are and have been for many years used and treated as reserves and it is appropriate they be incorporated in the reviewed plan, just as they are in the current 2011 plan.

A plan showing the location of these reserves is attached at **Appendix 1**.

- 4.6 In the rural ward there are 11 domains and 18 other areas of land comprising a mixture of local purpose reserves, all of which are subject to the Reserves Act 1977. A plan showing the location of these reserves is attached at **Appendix 2**.
- 4.7 Accordingly, in order to both comply with the legislative requirement to keep the plan under continuous review and to address the inadequacies of the current management plan, it is proposed to complete a two-stage comprehensive review of the plan as it affects the remaining reserves. This will enable a more detailed public scrutiny of the current plan in regard to these reserves and more focused community input into the review.

5. **CONSULTATIVE PROCESS**

5.1 **Public Consultation - Section 82**

Section 41(8) of the Reserves Act 1977 requires Council, in carrying out a comprehensive review of its reserve management plan(s), to give public notice of the intention to conduct the review and invite interested parties to make written submissions to the plan. Council is then required to prepare a draft plan for further community consultation and submission prior to adoption.

As well as initiating public notification, known interested parties including current user groups associated with the reserves will be specifically invited to make submissions.

Essentially the process involves:

- Advertising the intention to conduct the review and inviting public submissions.
- Workshopping the public submissions with Councillors prior to developing a draft management plan for Council's approval.
- Advertising the draft plan for public consultation and further submissions.
- Workshopping the second round of submissions with Councillors prior to developing the final plan for Council's adoption.

It is anticipated that the whole process for each stage will take approximately 8 months from the initial advertising to adoption of the management plan.

5.2 **Māori Consultation - Section 81**

Māori consultation in terms of Section 81 of the Local Government Act 2002 is appropriate in this instance. Accordingly, relevant iwi authorities will be specifically invited to make submissions to the review rather than their having to rely on the public notification

6. **RISK ANALYSIS**

Please refer to the Consequence and Impact Guidelines at the front of the reports in this agenda.

- Is there a:
 - financial risk;
 - human resources risk;
 - political risks; or
 - other potential risk?
- If there is a risk, consider the probability/likelihood of it occurring.
- Is there a legal opinion needed?

6.1 The impact of this decision is considered minor in terms of Council's Consequence and Impact Guidelines.

No legal opinion is required.

7. **DECISION MAKING PROCESS - SECTION 79**

7.1 **Direction**

| | Explain |
|--|---|
| Is there a strong link to Council's strategic direction, Long Term Plan/District Plan? | The proposals herein link appropriately to Council's activities and community outcomes in relation to parks, reserves and cemeteries as outlined in the Long Term Plan 2018 – 2028. |
| What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services? | This proposal is integral to the process of determining current and future needs relative to the reserve. |

7.2 **Data**

- | |
|--|
| <ul style="list-style-type: none"> • Do we have complete data, and relevant statistics, on the proposal(s)? • Do we have reasonably reliable data on the proposals? • What assumptions have had to be built in? |
|--|

The proposal herein is a legal requirement based on reliable data and no assumptions have had to be built in.

7.3 **Significance**

| | Yes/No | Explain |
|---|---------------|----------------|
| Is the proposal significant according to the Significance Policy in the Long Term Plan? | No | |
| Is it: | No | |
| • considered a strategic asset; or | No | |
| • above the financial thresholds in the Significance Policy; or | No | |
| • impacting on a CCO stakeholding; or | No | |
| • a change in level of service; or | No | |
| • creating a high level of controversy; or | No | |
| • possible that it could have a high impact on the community? | No | |

| | | |
|---|---------------|------------|
| In terms of the Council's Significance Policy, is this proposal of high, medium, or low significance? | | |
| HIGH | MEDIUM | LOW |
| | | ✓ |

7.4 **Options**

An assessment of costs and benefits for each option must be completed. Use the criteria below in your assessment.

1. What options are available?
2. For **each** option:
 - explain what the costs and benefits of each option are in terms of the present and future needs of the district;
 - outline if there are any sustainability issues; and
 - explain if the outcomes meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions?
3. After completing these, consider which option you wish to recommend to Council, and explain:
 - how this option is the most cost effective option for households and businesses;
 - if there are any trade-offs; and
 - what interdependencies exist.

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As mentioned above, reserve management plans are legally required to be kept under continuous review. It is nine years since any review of any substance has been conducted in regard to the subject reserves and 13 years since any cohesive thought has been given to improvements in or development of the parks.

If Council is not of a mind to undertake this review, the only option is to defer it to a more appropriate time, whenever that may be. Indefinite deferral could result in the Minister of Conservation requiring the review in terms of the Reserves Act.

7.5 **Financial**

- Is there an impact on funding and debt levels?
- Will work be undertaken within the current budget?
- What budget has expenditure come from?
- How will the proposal be funded? eg. rates, reserves, grants etc.

It is proposed that the majority of the work on the review will be conducted with “in house” resources although some external graphic design may be required to complement aspects of the plan. However, it is anticipated all production costs will be absorbed within current budgets.

7.6 **Prioritisation & Trade-off**

- Have you taken into consideration the:
- Council’s capacity to deliver;
 - contractor’s capacity to deliver; and
 - consequence of deferral?

There is no issue relative to capacity to deliver. The matter of deferring a decision has been addressed in 7.4 above.

7.7 **Legal Issues**

- Is there a legal opinion needed?
- Are there legal issues?

No legal opinion is required in this instance.

7.8 **Policy Issues - Section 80**

- Are there any policy issues?
- Does your recommendation conflict with Council Policies?

There are no policy issues inherent herein.

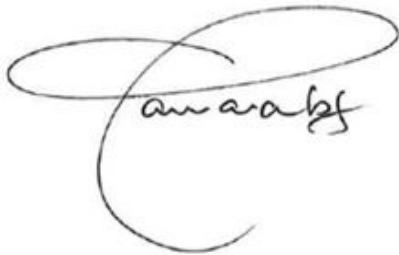
Attachments:

Appendix 1 – Urban Reserves Locality Map

Appendix 2 – Rural Reserves Locality Map



N Cooper
SPECIAL PROJECTS MANAGER



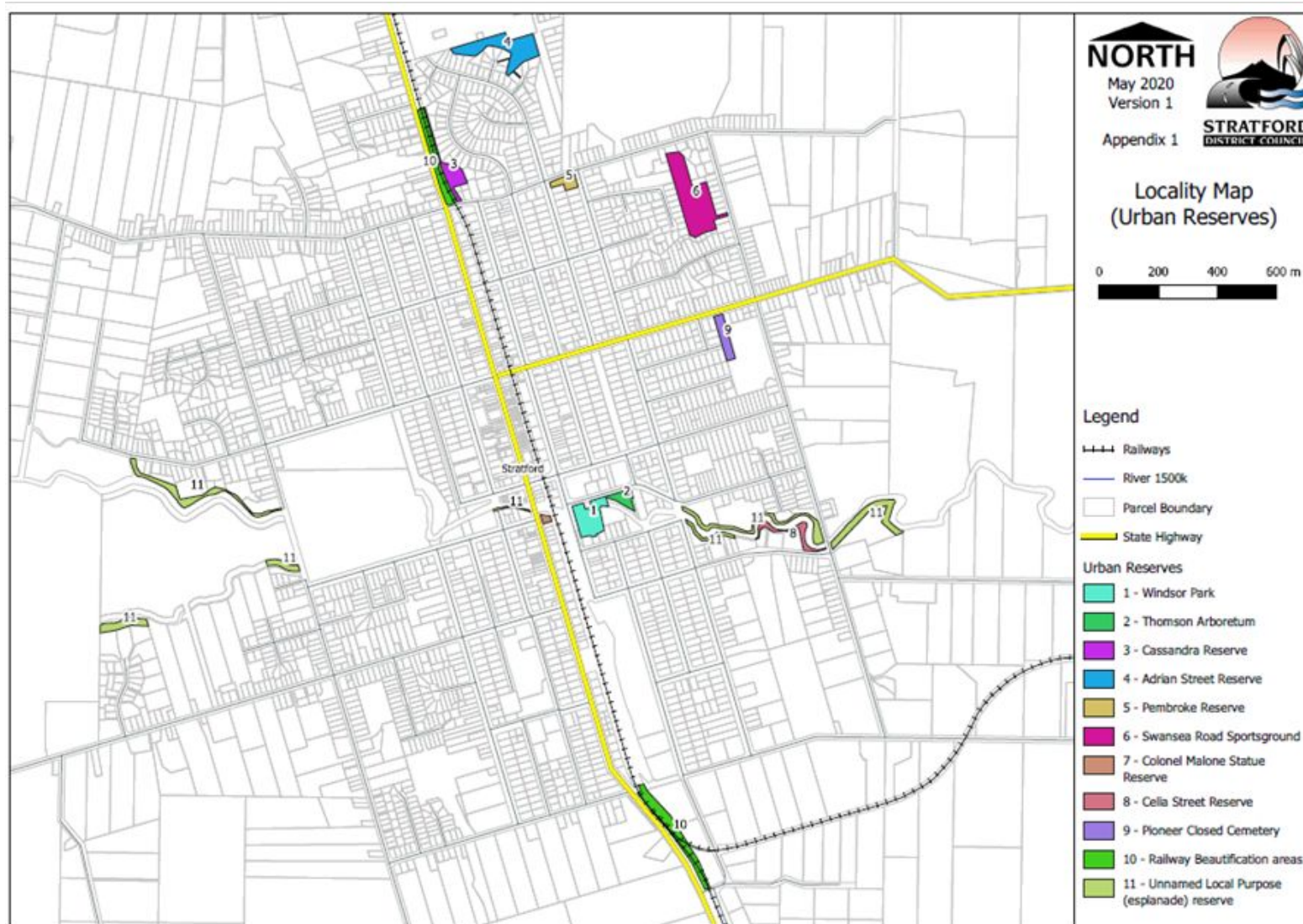
[Endorsed by]
V Araba
DIRECTOR ASSETS



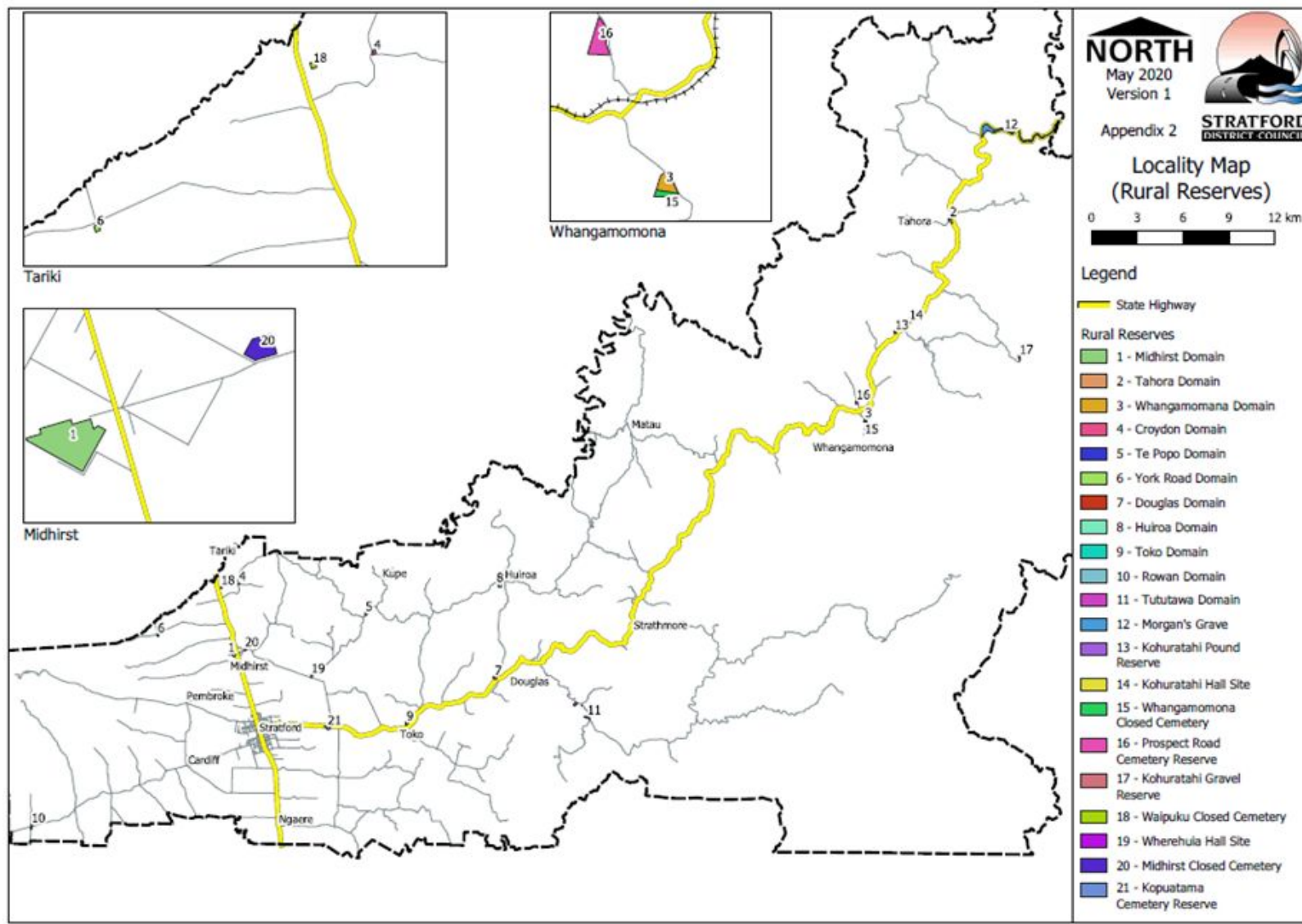
[Approved by]
S Hanne
CHIEF EXECUTIVE

DATE: 19 May 2020

APPENDIX 1



APPENDIX 2



DECISION REPORT



TO: Policy & Services Committee

F19/13 – D20/9273

FROM: Communications Manager

DATE: 26 May 2020

SUBJECT: ADOPTION OF THE COMMUNICATION AND ENGAGEMENT STRATEGY

RECOMMENDATIONS

1. THAT the report be received.
2. THAT feedback on the draft Communication and Engagement Strategy is acknowledged and any amendments, agreed to by elected members, are incorporated into the Communication and Engagement Strategy.
3. THAT the Communication and Engagement Strategy (attached) be approved, and recommended for adoption by Council at the June 2020 Ordinary Council meeting.

Recommended Reason

Adopting the strategy as a framework is recommended to support communication and engagement between Council and the community.

Moved/Seconded

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is for the Council to consider any public feedback and amendments to the *draft* Communication and Engagement Strategy (**Appendix A**) and subsequent adoption.

2. EXECUTIVE SUMMARY

- 2.1 The purpose of the Communication and Engagement Strategy is to:
 - Understand community satisfaction and expectations of Council in the areas of communication and community engagement;
 - Analyse Council's current process in communications and engagement;
 - Identify new initiatives that will support Council's commitment to communicate and engage in a way that encourages an open, transparent relationship between the community and Council.

- 2.2 Council approved the release of the draft Communications Engagement Strategy for public feedback on 22 April. This was made available for feedback between 25 April and 15 May 2020.
- 2.3 Council received feedback from Te Korowai O Ngāruahine Trust (**Appendix B**).
- 2.4 The following amendments have been made to the draft strategy in line with feedback received from the public and staff:
 - Addition to Legislation section to include “Part 6 - 81 Contributions to decision-making processes by Māori” page 3
 - Changes to Stakeholder Matrix (iwi moved to Partners section) page 7
 - Addition to Key Initiatives on page 12.
 - Addition to the Community Engagement objectives on page 13.
 - “What will we focus on first?” information updated on page 15 to reflect the change made to key initiatives.
 - Addition to “What will success look like?” on page 16 to include stakeholder relationships.

3. **LOCAL GOVERNMENT ACT 2002 - SECTION 10**

How is this proposal applicable to the purpose of the Act?

- Is it for the provision of good quality local infrastructure? If so, why?; **OR**
- Is it for the performance of a good quality regulatory function? If so, why?;
- OR**
- Is it for the performance of a good quality local public service?

AND

- Is it in a way that is most cost-effective to businesses and households? If so, why?

Good quality means, infrastructure, services, and performance that are efficient and effective, and appropriate to present and anticipated future circumstances.

Local public service means, a service provided for the community which is for the benefit of the District.

- 3.1 This strategy is for the *performance of a good quality local public service*.

4. **BACKGROUND**

- 4.1 The Local Government Act 2002 (the Act) is the primary Act that drives engagement and communications between Council and its community. The Act includes a series of principles which are intended to govern the overall actions of local authorities, and includes principles relating to the conduct of business in an open and transparent manner; making itself aware of community views; providing opportunities for Māori to participate in decision-making processes; collaborating and cooperating with other local authorities as appropriate; ensuring prudent stewardship of resources; and taking a sustainable development approach.

Some sections of the Act specifically relate to planning, decision-making, consultation and accountability:

- Part 6 – 76AA Significance and Engagement Policy
 - Part 6 – 78 Community Views in Relation to Decisions
 - Part 6 – 81 Contributions to decision-making processes by Māori
 - Part 6 – 82 Principles of Consultation
- 4.2 The Communication and Engagement Strategy provides a consistent approach for Council to give effect to the principles in the Local Government Act 2002.
- 4.3 The strategy focuses on having an engaged community, where everyone feels connected and able to participate in decision making opportunities. This will be achieved through the following principles: Informative, Proactive, Engaging, Customer-Centred and Accessible.
- 4.4 The International Association for Public Participation (IAP2) Spectrum framework is used to support the delivery of the strategy. The spectrum gives a guide on the level of public participation, and the types of communication for each of the levels.
- 4.5 The two year action plan focuses on delivering six key initiatives:
- New website functionality
 - Brand audit
 - Research and insights
 - Community engagement
 - Digital communications
 - Iwi engagement
- 4.6 The strategy also focuses on delivering actions and outcomes relating to six key areas:
- Internal communications
 - External communications
 - Community engagement
 - Media relations
 - Digital communications
 - Visual communications

5. **CONSULTATIVE PROCESS**

5.1 **Public Consultation - Section 82**

No formal public consultation was undertaken due to the significance threshold not being met.

Feedback from the public was sought over two weeks to gauge community opinion. The following engagement methods were undertaken to inform the community of the proposed strategy, and to solicit feedback:

1. Included in Central Link (Stratford Press) two weeks in a row (6 May to 13 May 2020),
2. Council website –Media Releases and Under Consultation pages.
3. Facebook posts (5 May and 14 May)
4. Email to Iwi

5.2 **Māori Consultation - Section 81**

No separate Māori consultation was required, however a copy of the draft Communication and Engagement Strategy and details of how to provide feedback were emailed to Ngāti Ruanui, Ngāruahine and Ngāti Maru on 11 May 2020.

6. **RISK ANALYSIS**

Please refer to the Consequence and Impact Guidelines at the front of the reports in this agenda.

- Is there a:
 - financial risk;
 - human resources risk;
 - political risks; or
 - other potential risk?
- If there is a risk, consider the probability/likelihood of it occurring.
- Is there a legal opinion needed?

6.1 There is no risk in adopting the Communication and Engagement Strategy. The Strategy has been written to give effect to legislative principles.

7. **DECISION MAKING PROCESS - SECTION 79**

7.1 **Direction**

| | Explain |
|---|--|
| Is there a strong link to Council’s strategic direction, Long Term Plan/District Plan? | Yes |
| What relationship does it have to the communities’ current and future needs for infrastructure, regulatory functions, or local public services? | The Communication and Engagement Strategy supports all future engagement on Council decisions that affect the communities’ needs across all functions. |

7.2 **Data**

- Do we have complete data, and relevant statistics, on the proposal(s)?
- Do we have reasonably reliable data on the proposals?
- What assumptions have had to be built in?

The data used within the strategy is from Statistics New Zealand, 2018/19 Customer Satisfaction Survey, and Council’s social media channels.

7.3 **Significance**

| | Yes/No | Explain |
|---|---------------|------------|
| Is the proposal significant according to the Significance Bylaw in the Long Term Plan? | No | |
| Is it: | No | |
| • considered a strategic asset; or | No | |
| • above the financial thresholds in the Significance Bylaw; or | No | |
| • impacting on a CCO stakeholding; or | No | |
| • a change in level of service; or | No | |
| • creating a high level of controversy; or | No | |
| • possible that it could have a high impact on the community? | No | |
| In terms of the Council’s Significance Policy, is this proposal of high, medium, or low significance? | | |
| HIGH | MEDIUM | LOW |
| | | ✓ |

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7.4 **Options**

An assessment of costs and benefits for each option must be completed. Use the criteria below in your assessment.

1. What options are available?
2. For **each** option:
 - explain what the costs and benefits of each option are in terms of the present and future needs of the district;
 - outline if there are any sustainability issues; and
 - explain if the outcomes meet the current and future needs of communities for good-quality local infrastructure, local public services, and performance of regulatory functions?
3. After completing these, consider which option you wish to recommend to Council, and explain:
 - how this option is the most cost effective option for households and businesses;
 - if there are any trade-offs; and
 - what interdependencies exist.

Option One – Approve the Communication and Engagement Strategy attached to this report.

This is the preferred option.

Option Two – Approve the Communication and Engagement Strategy with further amendments.

Minor amendments may be made, prior to adoption.

Option Three – Do not approve the Communication and Engagement Strategy.

This option is not recommended as it would mean the purposes as described in Section 2.1 of this report are unable to be achieved.

7.5 **Financial**

- Is there an impact on funding and debt levels?
- Will work be undertaken within the current budget?
- What budget has expenditure come from?
- How will the proposal be funded? e.g. rates, reserves, grants etc.

The adoption of the Communication and Engagement Strategy has no impact on funding and debt levels.

7.6 **Prioritisation & Trade-off**

- Have you taken into consideration the:
- Council's capacity to deliver;
 - contractor's capacity to deliver; and
 - consequence of deferral?

The Council is able to deliver on the objectives set out in the strategy. There is no value in deferring the adoption of this strategy.

7.7 **Legal Issues**

No legal opinion is required.

7.8 **Policy Issues - Section 80**

There are no policy issues. The strategy supports Council's Significance and Engagement Policy.

Attachments:

Appendix A – Draft Communication and Engagement Strategy

Appendix B – Feedback received.



Gemma Gibson
COMMUNICATIONS MANAGER



[Endorsed by]
Kate Whareaitu
DIRECTOR COMMUNITY SERVICES



[Approved by]
Sven Hanne
CHIEF EXECUTIVE

DATE 19 May 2020



STRATFORD DISTRICT COUNCIL

Communications & Engagement Strategy 2020

stratford.govt.nz





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Purpose

This strategy has been prepared as a framework to support communication and engagement between Stratford District Council ('Council' 'we') and the community.

We have developed the strategy to:

- understand community satisfaction and expectations of Council in the areas of communication and community engagement;
- analyse Council's current process in communications and engagement;
- identify new initiatives that will support Council's commitment to communicate and engage in a way that encourages an open, transparent relationship between the community and Council

Introduction

What is Communication and Engagement?

By 'communication', we mean:

- a) All our published documents, including leaflets, publications (e.g. annual report), website content, engagement and consultation documents, presentations and advertisements used to deliver messages to different audiences, including our residents, wider community, staff and external stakeholder groups
- b) All statements and comments issued to the media
- c) All face-to-face meetings, events and telephone conversations where we are hosting or organising the activities
- d) Materials that are produced to help 'inform' residents and the community, which may be 'one-way' communication at times

By 'engagement', we mean:

- a) Activities that are specifically designed to find out the experiences and views of the community
- b) Using a variety of methods depending on what is required and is most appropriate (moving away from a one size fits all approach), including the use of engagement and consultation events, structured discussions (e.g. focus groups, interviews), surveys or advisory groups
- c) Relationships with statutory partners and local partnerships including the voluntary and community sector, elected members and opinion leaders
- d) The ways in which we feed back the results of engagement activities, and make clear how these have been taken into account when making decisions.

Legislation

The Local Government Act 2002 (the Act) is the primary act that drives engagement and communications between Council and its community.

The Act includes a series of principles which are intended to govern the overall actions of local authorities, and includes principles relating to the conduct of business in an open and transparent manner; making itself aware of community views; providing opportunities for Māori to participate in decision-making processes; collaborating and cooperating with other local authorities as appropriate; ensuring prudent stewardship of resources; and taking a sustainable development approach.

Some sections of the Act specifically relate to planning, decision-making, consultation and accountability:

Part 6 – 76AA Significance and Engagement Policy

Part 6 – 78 Community Views in Relation to Decisions

Part 6 – 81 Contributions to decision-making processes by Māori

Part 6 – 82 Principles of Consultation

Also very relevant to local government is the engagement/consultation required

as part of the Resource Management Act and the Reserves Act.

The Communications and Engagement Strategy provides a consistent approach for Council to give effect to the principles in the Local Government Act 2002.

Summary of other legislation that relates to Local Government activities can be found at www.localcouncils.govt.nz/lqip.nsf/wpg_url/Policy-LocalGovernment-Legislation-Other-legislation



District profile

Our Council

Council manages a wide range of services for our people, including planning and resource consents, water services, rubbish and recycling, roads and transport, parks and reserves, economic and community development initiatives, and community facilities like the library and swimming pool.

Our district is one of New Zealand's smallest local authority areas.

We encompass just 2,170 square kilometres and within this have four distinct landscape 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 used for sheep and beef farming.
- The steep hill-country of eastern Taranaki, some areas of which are farmed mostly for sheep and beef farming.

Our district borders two national parks, Egmont National Park and Whanganui National Park. We are a main gateway to Taranaki Mounga including popular tourist sites Dawson Falls and Manganui

Ski Field. We are intersected by State Highway 3 and State Highway 43 (Forgotten World Highway) which connects Stratford township to our smaller towns including the Republic of Whangamomona and beyond to Taumararui.

Within our district we have 10 primary schools and two secondary schools.

Our diverse audience

We often need to communicate and engage with specific people on different challenges and opportunities. For the purpose of this strategy we have listed these in the below key audience groups:

Stratford district community

- Ratepayers
- Residents
- Businesses and industry
- Community, sporting and social clubs
- Education service
- Volunteers
- Key service users
 - young people
 - older people
 - people with a disability

Elected members and employees

Visitors to the district / tourists

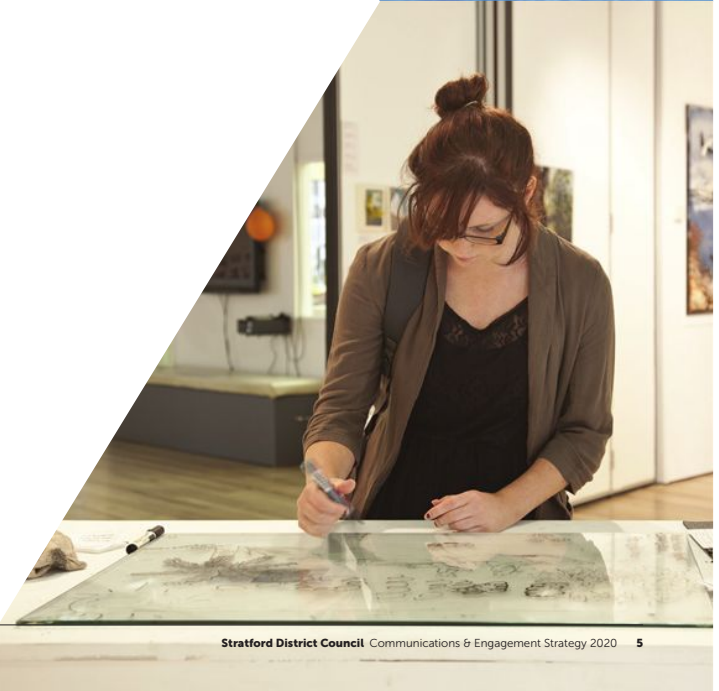
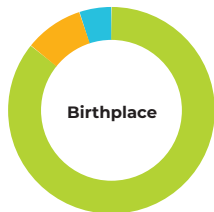
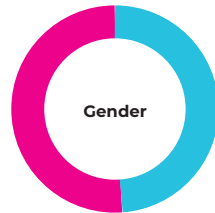
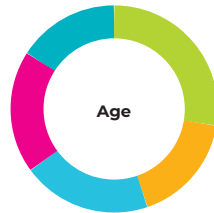
Partners/who we work with

- Government agencies
- Members of Parliament
- Other local authorities
- Media
- Iwi
- Contractors and suppliers
- Consultants

Our community

We have 8,991 residents (2013 census) who live in the heart of Taranaki and call the Stratford district their home, and this figure is predicted to grow. The majority of our population live in the Stratford township. We have a number of smaller satellite towns including Midhirst, Toko and Whangamomona with some of our rural community members living in very remote parts of the district.

Data sourced from Infometrics.co.nz





How we work now

Communicating with our diverse audience is important to ensure we have a well-informed community that has been provided the opportunity to engage with Council.

Council recognises that different people have different needs when it comes to communication and engagement. In any one community there are two ends of the spectrum: those who don't want to be bothered by Council at all, and those who want more ongoing involvement in initiatives to improve the area.

Through our existing relationships with stakeholders, learnings from previous consultation and engagement work and community feedback, we determine the best channel(s) to meet the needs and wants of the full spectrum of stakeholders.

The following Stakeholders Matrix displays the communication and engagement channels Council currently uses to meet these needs. It provides guidance on targeted communications and supports with managing our communication resources in the most efficient and cost effective way.

● Currently available
▲ Aim to provide

| | Mail | Media and Print | Digital | | | | Customer Experience | | | Community Engagement | | | | |
|-------------------------------------|--|--|-------------------------------------|---|---------------------------------------|---|-------------------------------|---------------------------------------|------------------------------------|----------------------|---|---|---|---|
| | Rates notices inserts Direct Mail (letters/email) Letterbox drop | Media release Radio Print advertising Publications Promotional materials | Digital advertising Social Media | Email invoicing/e-rates Email marketing Website | Intranet Mobile updates (APPS/SMS) | Council service centres Face-to-face Meetings | Telephone Community events | Surveys Workshops Online Forums | Information stalls Noticeboards | | | | | |
| Stakeholders | | | | | | | | | | | | | | |
| SDC | Elected members | ● | ● | ● | ● | ● | ▲ | ● | ● | ● | ● | ● | | |
| | Committee Members | ● | ● | ● | ● | ● | ▲ | ● | ● | ● | ● | ● | | |
| | Senior Leadership | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | |
| | Staff | ● | ● | ● | ● | ● | ▲ | ▲ | ● | ● | ● | ● | | |
| Stratford district community | Residents | ● | ● | ● | ● | ● | ▲ | ● | ▲ | ● | ● | ▲ | ▲ | ● |
| | Ratepayers | ● | ● | ● | ● | ● | ▲ | ● | ▲ | ● | ● | ▲ | ▲ | ● |
| | Businesses and industry | ● | ● | ● | ● | ● | ▲ | ● | ● | ● | ● | ▲ | ▲ | ● |
| | Community Organisations/ Clubs | ● | ● | ● | ● | ● | ▲ | ● | ● | ● | ● | ▲ | ▲ | ● |
| | Education services | ● | ● | ● | ● | ● | ▲ | ● | ● | ● | ● | ▲ | ▲ | ● |
| | Older people (65 years +) | ● | ● | ● | ● | ● | ▲ | ● | ● | ● | ● | ▲ | ▲ | ● |
| | Young people (12-24 years) | ● | ● | ● | ● | ● | ▲ | ● | ▲ | ● | ● | ▲ | ▲ | ● |
| People with a disability | ● | ● | ● | ● | ● | ▲ | ● | ▲ | ● | ● | ▲ | ▲ | ● | |
| Volunteers | ● | ● | ● | ● | ● | ▲ | ● | ▲ | ● | ● | ● | ▲ | ● | |
| Visitors/tourists | | | | | | | | | | | | | | |
| Partners we work with | Media | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | |
| | Iwi | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ▲ | |
| | Contractors and suppliers | ● | ● | ● | ● | ● | ● | ▲ | ● | ● | ● | ● | ● | |
| | Consultants | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | |
| | Other local authorities | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | |
| | Government agencies | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | |
| Members of parliament | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | ● | | |



How are we performing?

In preparing this Strategy we have considered feedback from our annual Customer Satisfaction Survey, outcomes of internal review work, and comments from elected members and members of the public through other forms of feedback.

The feedback from the community, staff and elected members has been invaluable and has helped us identify:

- Who makes up our community?
- Community needs in the way of communications and engagement
- What we're doing well and what we can improve
- Strategies to meet the needs and wants of our community

2018/19 Customer Satisfaction Survey results

Key themes

- Overall room for improvement in the way Council communicates and engages with community members on Council functions.
- Those who respond to current engagement opportunities are not a representative cross section of the community.
- Some people simply don't know if Council is making decisions in their best interest because they aren't engaged with the process, or aware of the decisions Council is making at all.
- Identified challenges of communicating to a diverse audience, a "one size fits all" approach impossible, everyone wants something different.
- A need for more transparency in Council decision making

Stats

- 32.15% of respondents "don't know" if Council's decisions represent the best interests of the district.
- 81.08% of respondents are satisfied with the amount of consultation that Council offers.
- 95.35% of respondents know where to get Council information from
- 95.62% use the local newspaper to keep up to date with Council information.
- 33.97% use Council's website
- 21.82% use Council's Facebook page

When asked how you'd most like to receive information about Council in the future, 88.14% of respondents said newspapers, 27.27% said Council's website, 24.11% said Council's Facebook, 18.18% said email updates and 23.12% said personal contact by phoning or visiting Council's Service Centre.

Feedback

- "Website could be easier to navigate"
- "I feel there is a disconnect between the council and the community."
- "Could special notices such as "Water restrictions" be sent to all ratepayers (and other groups) in a group email?"
- "Some people don't have computers or cell phones or email."
- "Council staff are always friendly and super helpful, whether it be by phone or in person. Facebook page updates are great but council must remember that not all of the community have access to social media/websites."
- "I love that Stratford Council have a Facebook page. The information posted is greatly appreciated ie, letting us know about water supply"
- "I have always found the standard of customer service outstanding and queries have always been well received and dealt with by all staff."

Social Media engagement

As of February 2020 Council's active social media presence includes:

| | | |
|-----------------------------------|---------------|-------------|
| Stratford District Council | 2,459 follows | 2,313 likes |
| Stratford Library | 532 follows | 510 likes |
| TSB Pool Complex | 1,551 follows | 1,495 likes |
| Stratford District Animal Control | 773 follows | 753 likes |
| Stratford District Youth Council | 594 follows | 561 likes |
| Stratford i-SITE | 283 followers | |
| Stratford District Youth Council | 181 followers | |
| TSB Pool Complex | 229 followers | |

We manage and monitor our social media platforms on a daily basis and can view insights on all posts (paid and organic content). Our social media platforms are continuing to trend upwards in audience reach.

SWOT Analysis

| | |
|---|--|
| <p>S</p> <p>Strengths</p> <ul style="list-style-type: none"> • Small community, eager to be involved • Good existing relationships with community groups and influencers • Good access to communication channels that community members are engaged with • Committed to improving community based decision making • Elected members advocating for and engaging with both rural and urban communities | <p>W</p> <p>Weaknesses</p> <ul style="list-style-type: none"> • Limited funding for new communication methods • Limited resources to effectively manage community expectations re communication and engagement • An outdated community directory • Inconsistent approach to Council branded communications |
| <p>O</p> <p>Opportunities</p> <ul style="list-style-type: none"> • An increasing captive social media audience • Increasing online services • Enhance interactive engagement through the use of advances in technology • Improving Iwi relationships • Through this strategy, an approach that is practical, innovative and integrated • Improved measures for communications and engagement • A community that feels supported, engaged and informed by Council | <p>T</p> <p>Threats</p> <ul style="list-style-type: none"> • Difficult decision making leading to disengagement / lack of trust • Commercial sensitivity of some decisions, and increasing need to protect information under the Privacy Act • Reputational risks • Role of local authorities changing |



How we want to work going forward

Our Communications and Engagement Vision

An engaged community, where everyone feels connected and able to participate in decision making opportunities.

Our principles



Informative



Proactive



Engaging



Accessible



Customer-centred



Connecting with our community

Council believes that by encouraging open conversations on community challenges and opportunities we can improve our delivery of service and empower our community.

The below framework will be used to support Council when delivering the objectives set out in this Strategy.

IAP2 Public Participation Spectrum

The International Association for Public Participation (IAP2) developed a framework for engagement which is considered a best practice benchmark worldwide.

The IAP2 Public Participation Spectrum gives a guide on the five levels of public participation, from informing to empowering, and the types of communication suitable for each. The purpose of the spectrum is to improve the practice of public participation or community engagement, incorporating key stakeholders that affect the

public interest. In simply 'informing' stakeholders, there is no expectation of receiving feedback and consequently there is a low level of public interest or 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 when engaging on an issue, and for different stakeholders. It will not always be appropriate or practicable to conduct engagement at the 'collaborate' or 'empower' end of this spectrum. Some topics of interest or issues will not need such an involved approach.

| | Inform | Consult | Involve | Collaborate | Empower |
|---------------------------|---|---|--|---|---|
| Public Participation Goal | One-way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened. | Two-way communications designed to obtain public feedback about ideas on rationale, alternatives and proposals to inform decision making. | Public participation in the 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. |
| Promise to the public | We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced that decision. | We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible. | We will implement what you decide. |
| Example tools | <ul style="list-style-type: none"> Factsheet Website Social media Public notices | <ul style="list-style-type: none"> Formal submissions and hearings Focus groups Online surveys | <ul style="list-style-type: none"> Workshops Focus groups | <ul style="list-style-type: none"> External working groups (involving community experts) | <ul style="list-style-type: none"> Binding referendum Local body elections |

Alongside the IAP2 Framework and Stakeholders Matrix, this Strategy will align with the principles set out in Council's Relationships Framework and Policy in order to provide a consistent approach to engaging and collaborating with external community focused groups.



Key initiatives

While this strategy outlines in further detail the objectives we will implement, the below are six key initiatives that Council will focus on over the next two years.

- New website functionality** – to improve functionality, stability and overall user experience of the website.
- Brand audit** – complete an audit of Council’s brand to ensure a consistent, recognised and strengthened brand is applied to the district.
- Iwi engagement** – work with iwi and hapū on developing an engagement framework.
- Research and insights** – improve the way we measure communications and engagement within the community to better improve our delivery.
- Community engagement** – use this strategy to implement a number of initiatives to ensure Council works towards best practice standards and to further embed engagement initiatives into Council’s project management.
- Digital communications** – use this strategy to implement a plan to grow our online community and engage more through social media and email communications.



Our strategic aims and objectives

These aims and objectives are a combination of Council’s legislated requirements to enable democratic local decision-making and promoting the social, economic, environmental and cultural well-being of Stratford districts communities, while undertaking the deliberate, planned and sustained effort to establish and maintain understanding between Council and the community.

Internal Communications

Aim

Establish a culture that strengthens internal communication and provide staff with the tools to enhance the way Council engages with the community.

| Objective | Outcome |
|---|--|
| Develop a communications toolkit for staff | Planned and effective communications for our community, resulting from a collaborative approach |
| Create a writing style guide for Council staff | Establish an internal culture of writing that uses plain language and is fit for purpose |
| Provide support and training to staff members to assist them to determine community engagement requirements on a project by project basis | Establish a consistent culture of community engagement where staff are aware of Council’s policies and procedures in considering engagement as early as possible in the project’s development. |
| Implement media protocols/policy for Council staff | Better informed community through consistent communication |
| Create a writing for the web guide for Council staff | Establish internal culture of writing for the web that results in timely and effective web communications |
| Develop a communications toolkit for staff | Develop a communications toolkit for staff |

Community engagement

Aim

Liaise with the community on relevant projects to ensure all stakeholders are informed, and create meaningful engagement opportunities seeking community making feedback that is considered as part of the decision making process.

| Objective | Outcome |
|---|---|
| Review and revise the Community Directory | Council has a robust and up to date Community Directory |
| Proactively seek new opportunities and innovative ways for elected members to engage with the community | Provide community with more open and informal opportunities to discuss issues and ideas with Council |
| Educate the community on the engagement and consultation process | Increased understanding leading to engaged discussions where our community feel part of Council decision making |
| Proactively seek new opportunities to engage with our key audience groups | All members of our community feel informed and engage with Council on services, event, initiatives and projects |
| Develop an engagement framework with iwi and hapū | Engagement processes established between council, iwi and hapū |
| Review and revise the Significance and Engagement Policy | Council has an updated policy in place that assists Council to execute best practice community engagement by identifying the appropriate level of engagement for each project |



Visual communications

| Aim | |
|---|---|
| Ensure Council's online presence and printed publications strengthen our brand via creative, informative and engaging communications. | |
| Objective | Outcome |
| Implement an updated brand style guide for the organisation | Consistent approach to Council produced publications |
| Review Council's Signage Policy | Consistent approach to signage throughout the district |
| Endorse a united brand identity for Council, the district and our Shakespearean identity | Consistent, recognised and strengthened brand that promotes our unique identity |
| Improve/increase access to approved promotional images | Consistent, recognised and strengthened brand that promotes our district and the people who live here |

Digital communications

| Aim | |
|--|---|
| Connect with and build relationships online with our community by developing engaging and valuable two-way conversations. Be the central point of contact online, enabling 24/7 access to information and services to our customers. | |
| Objective | Outcome |
| Improve Council's online presence through the development of a new website | Provide a modern, user-friendly, multi-media rich platform that is engaging and meets web accessibility standards |
| Improve Council's social media presence by building awareness and exposure of Council's social media channels | Increase community awareness and participation in Council social media channels |
| Review current Council smart phone applications and proactively seek new initiatives in this space | Access to relevant information as the customers time-of-need |

Media relations

| Aim | |
|--|--|
| Deliver clear, consistent and factual information to the media to ensure positive and accurate coverage of Council decisions and activities. | |
| Objective | Outcome |
| Extend traditional media to include digital distribution of messages | Reach more people with information on Council services, events, initiatives and projects |
| Have most up to date key Council information available on website | Better informed community through accessible information |
| Build on relationships with local media | Better informed community through consistent and accurate information sharing |
| Seek opportunities for spokesperson interviews across media outlets | Increased awareness of Council services, events, initiatives and projects |

External Communications

| Aim | |
|--|--|
| Deliver planned, transparent and effective communications by using multiple digital and print mediums that are cost effective, innovative and specific to our community. | |
| Objective | Outcome |
| Review use of existing communications tools/channels | Targeted communications based on community interest and needs |
| Realign resources from traditional communications to digital communications to meet the growing demand for information and engagement online | New and creative mediums for increased exposure to Council services, events, initiatives and projects through cost-effective options |
| Proactively seek new opportunities and innovative ways to communicate with the community | Reach more people with information on Council services, events, initiatives and projects |

Where to from here

Council will develop a work plan that supports this strategy. Progress on the initiatives and objectives highlighted will be reported to elected members on a regular basis, and shared with the wider community.

The strategy will be reviewed every three years or as needed.



Related documents

- Significance and Engagement Policy
- Media Policy
- Relationships Framework
- Relationships Policy
- Community Development Strategy
- Long Term Plan 2018 – 28
- Annual Plan

Glossary

| | |
|----------------------|--|
| Our Council | Elected members, staff and the policies and guidelines that deliver the services, events, projects and initiatives |
| Our district | The area that Stratford District Council services and people, organisations, businesses within it |
| Our Community | The people who make up the Stratford district, the key stakeholders and audiences who we wish to communicate and engage with |
| Services | An ongoing deliver of an expected community service |
| Event | A community-focused event |
| Initiative | A partnership based delivery or community service |
| Project | A partnership based delivery or community service |



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stratford.govt.nz



APPENDIX B



Sven Hanne
Chief Executive Officer
Stratford District Council

Via email: feedback@stratford.govt.nz

Rāmere, 15 Haratua, 2020

Stratford District Council - Draft Communications and Engagement Strategy

Tēnā koe Sven,

1. We write to you to provide feedback on the Draft Communications and Engagement Strategy posted on your website.
3. Te Korowai's interest in this kaupapa stems from Ngāruahine iwi having a special cultural, spiritual, historical and traditional association with parts of the rohe of the Stratford District Council. Te Korowai, as the post-settlement governance entity for Ngāruahine has a responsibility to ensure that the interests of Ngāruahine are safe-guarded. This requires ensuring relationships with local government are effective and productive. An effective Communications and Engagement Strategy is integral to this.
4. Please note that due to the time available to Te Korowai for providing comments, we were unable to clarify certain aspects. These comments are made under the assumption that the draft strategy encompasses the full and complete engagement of Council with iwi. We are not aware of any other strategy or process relating to Council and iwi relationships.

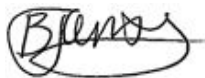


5. We have read the draft strategy and have the following comments:
6. The draft strategy specifically refers to three sections of the local government act 2002. Not specifically referred to is Part 6 – 81 - Contributions to decision-making processes by Māori. This is a significant oversight, as this section requires you to “establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes” and to consider ways in which you may “foster the development of Māori capacity to contribute to the decision-making processes”. This should be a critical component of your communication and engagement strategy.
7. Unfortunately, it appears that section 81 has not been addressed by the draft strategy, as iwi are mentioned just once and hapū not at all. It is promising that improving iwi relationships has been identified as an opportunity as this relationship currently is not functioning well, with Te Korowai only becoming aware of this consultation the day before comments closed, via a Facebook post.
8. A key step to improving this relationship is recognising the position iwi have in our community. The draft strategy places iwi in the same group as residents, business and social clubs. It does not place iwi in the same group as those identified as partners. Ngaruahine is a treaty partner, which is much more than just a member of the community.
9. The strategy needs to recognise iwi as treaty partners. This is the first step in recognising the principles of Te Tiriti, as required by the Local Government Act. We request that the strategy includes specific statements regarding iwi engagement in the “Key initiatives”, “Our strategic aims and objectives” and ‘Where to from here” sections. Better yet, the Council could develop a similar stand alone strategy specifically for communication and engagement with iwi and hapū.



10. We have recently had some concerns regarding our dealings with the Stratford District Council and also have some concerns about whether the Council is properly fulfilling their responsibilities regarding statutory acknowledgments. We would also like to gain a better understanding of how the Council is fulfilling their requirements regarding section 4 and 81 of the Local Government Act 2002.
11. As a follow up to our comments, Te Korowai suggests that a meeting with our printers
12. , Allie Hemara-Wahanui, would be worthwhile.
13. If you wish for any further clarification, please contact me at policy@ngaruahine.iwi.nz

Nāku iti noa, nā



Bart Jansma

Poutātari Kaupapa Taiao

MONTHLY REPORT



F19/13/04-D20/8086

TO: Policy and Services Committee
FROM: Director - Assets
DATE: 26 May 2020
SUBJECT: REPORT FOR THE MONTH OF APRIL 2020

RECOMMENDATION

THAT the report be received.

Moved/Seconded

12.1

HIGHLIGHTS:

A. General

- Council made 10 applications to central government in response to their call for shovel ready infrastructure projects from the public sector, impacted by COVID-19.
- As essential service providers, most staff worked throughout the COVID-19 lockdown Alerts Levels 3 and 4 periods.

B. Roading

- All Roading works were suspended due to the COVID-19 pandemic, the exception being a two-man crew undertaking urban and rural patrols to respond to CRM's, litter collection and leaf fall.

C. Water Supply

- Water Technicians were relocated to the Treatment Plan at Cardiff Road prior to Alert Level 4 lockdown and operated from there through the month of April.
- Minor unplanned shutdown at Avon Street due to tapping failure.
- No issues at the 3 water treatment plants.

D. Wastewater

- Resource Consent renewed for our wastewater discharge into the Pātea River.
- New Wastewater Bylaw adopted by Council, comes into effect from 1 June 2020.
- No disruptions to operation.

E. Stormwater

- No Health and Safety incidents.

F. Solid Waste

- Recycling – Due to COVID-19 Level 3 the MRF was not operational through the month of April, residents were asked to store recycling where possible.
- New Solid Waste Bylaw adopted by Council, comes into effect from 1 June 2020.

G. Property

- Minimal maintenance of Council properties due to the lockdown.
- Council Farm is going well, target of 150,000kgms met.

H. Parks and Reserves

- Work is returning to “normal” within Parks and Reserves and the contractors are catching up on maintenance that was missed during Alert Level 4.
- Playgrounds will reopen under Alert Level 2 – but with appropriate signage for users.
- Walkways have remained open during lockdown.

G. Special Projects

- To date 13 sale and purchase agreements of the Pembroke Road land development have been completed.
- The location of this new aquatic facility adjacent the TET Multi Sports Centre has been approved by Council and work is now underway on detailed design.
- Settlement of all but 3 of the 45 sites of the Midhirst abandoned land has been completed.

1. **ROADING**1.1 **Level of Service and Performance Measures**

The Levels of Service for the Roading Activity are measured using a number of performance indicators as shown in the table below.

Roading Level of Service (LoS) and Performance Measures

| Level of Service | Performance Measure | Target | 2019/2020 YTD |
|----------------------|---|--------|--|
| Safe Roading Network | Road safety - The change from the previous financial year in the number of deaths and serious injury crashes (DSI) on the local road network, expressed as a number. (2018/2019 DSI was 7, new target is 6) | 1 | Achieved to date - DSI = 5 There were no DSI crashes in April. |
| Road Condition | Urban Road condition – The average quality of ride on sealed urban road network, measured by smooth travel exposure. | ≥ 83% | Achieved to date - 88%. This is a 1% decrease from 2018/19 year’s survey and can be attributed to various roadworks that been undertaken in the urban area where the reinstatement has affected the survey results. |
| | Rural Road condition- The average quality of ride on sealed rural road network, measured by smooth travel exposure. | ≥ 91% | Not Achieved to date - 78%. This is a marked decrease from 2018/19 year’s results of 96%. This is a clear indication that the rural roads are deteriorating as a result of heavy traffic use. The biggest reduction is on rural roads carrying more than 1000 vehicles per day, that reduction being a 17%. Typically these are the heavy haulage routes, such as Monmouth Road, Cardiff Road, Opunake Road, Beaconsfield Road. |
| Road Maintenance | Sealed Road maintenance – The percentage of the sealed road network that is resurfaced: | ≥5% | Achieved 5.4% (21.6km) This has complete the programme for the year. |
| | Unsealed Road maintenance - The percentage of the unsealed road network that has been metal dressed. | ≥7% | Achieved to date 14.4% (29.5km). This completes the programme for the year. |
| Footpaths | Footpaths that fall within LoS Standard - The percentage of footpaths within a territorial authority district that fall within | >82% | In progress. This year’s footpath condition survey has been partially undertaken, but this stopped due to the |

| Level of Service | Performance Measure | Target | 2019/2020 YTD |
|--------------------------------------|---|--------|--|
| | the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document. | | lockdown in March. When we return to Alert Level 2, the survey team will re-visit Stratford to re-commence the survey, which is expected to take a week to complete. |
| Customer Request Management Response | 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. | >86% | Achieved to date - 100%. |
| Customer Satisfaction | <ul style="list-style-type: none"> Roading Network | >76% | Not yet measured The 2019/20 customer satisfaction survey will provide the results at the end of the financial year. |
| | <ul style="list-style-type: none"> Footpaths | >77% | Not yet measured The 2019/20 customer satisfaction survey will provide the results at the end of the financial year. |

1.2 **Outstanding Customer Requests (CRMs)**

- There were no outstanding CRM's for the month of April.

1.3 **Routine Maintenance**

- Day-to-day maintenance activities were suspended due to the COVID-19 pandemic. By arrangement with Fulton Hogan, we have had a two-man crew on a weekly rotation with other crews to attend to CRM's, litter collection, leaf sweeping and clearing roadside sump tops.
- With the alert level reducing to Alert Level 3 on 28 April 2020, we took the opportunity to grade five roads in the Tututawa area of the district.

1.4 **Ready Response Works**

- Minimal calls were received during April, and these primarily related to leaf fall and blocked drains.

1.5 **Capital Works**

- All capital works sites were suspended made safe during the lockdown. Council staff and the contractors, undertook regular patrols to ensure the sites remained safe.

1.6 **Health and Safety**

- No health and safety incidents occurred during April.

1.7 **Roading Projects**

- The Walking and Cycling Strategy 2020 – Workshop for Councillors was presented by council officers on 12 May 2020.
- Crossing facilities on State Highway 3 – The New Zealand Transport Agency has requested that Council engage with the community in respect to the new crossing facility located near the State Highway 3/Pembroke Road intersection.
- Council is currently finalising a Bridge Inspection contract which is to be publically tendered once the COVID-19 alert levels reduce to allow consultants to undertake preliminary site visits should they choose to do so. The contract will have a duration of six years and will require the consultant to inspect all of roading’s structural assets, as well as parks, bridges, and pipe bridges.

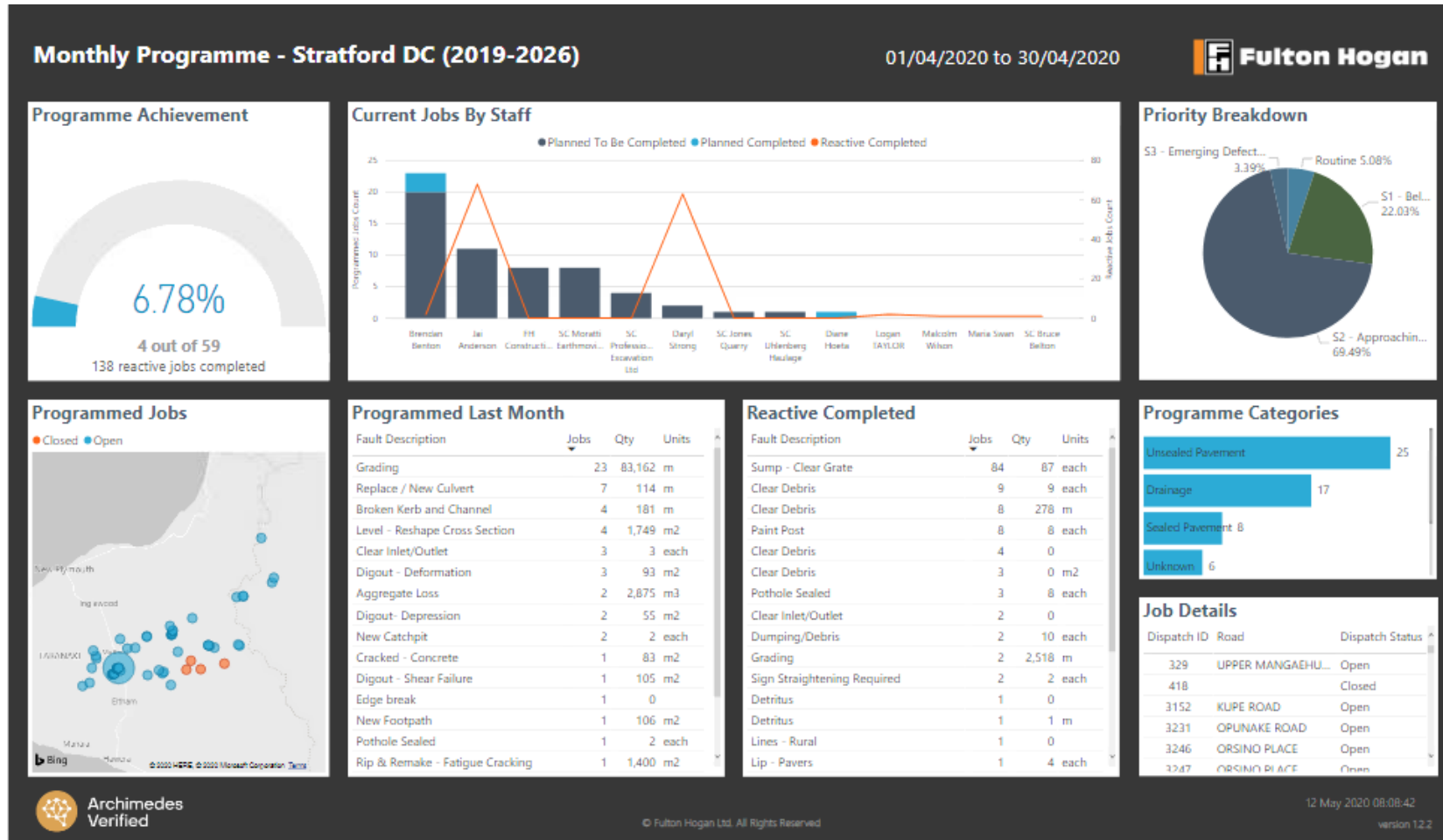
1.8 **Roading Activities**

- The Roothing Activities completed Reactive and Programmed Works, as shown in *Figure 1* below.

1.9 **Shovel Ready Infrastructure Projects**

- Council made 5 applications to central government in response to their call for shovel ready infrastructure projects impacted by COVID-19 for the following projects:
 - Brecon Road Extension;
 - Monmouth Road Pavement Strengthening Stage;
 - Beaconsfield Road Pavement Strengthening and Safety Improvements;
 - Palmer, Manaia and Opunake Roads Safety Improvements; and
 - Retaining Wall Replacement.

Figure 1: Monthly Programme Achievement Chart – April 2020



As can be seen above, the COVID-19 pandemic has had a dramatic effect on the programme of work for April.

2. SERVICES

2.1 Water Supply

The Levels of Service for the Water Supply Activity are measured using a number of performance indicators as shown in the table below.

Water Supply Level of Service (LoS) and Performance Measures

| Level of Service | Performance Measure | Target | 2019/2020 YTD |
|--|--|---------------------------------|------------------------------|
| Safe Drinking Water – <ul style="list-style-type: none"> • Drinking Water Standards; • Maintenance of Reticulation | DWSNZ Bacterial compliance - Compliance with Part 4 of the Drinking-water standards (bacteria compliance) | 100% | On Target |
| | DWSNZ Protozoal compliance - Compliance with Part 5 of the Drinking-water standards (protozoal compliance) | 100% | On Target |
| | Water Loss – 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% | Not yet measured |
| A Reliable Water Supply – <ul style="list-style-type: none"> • Response Time; • Unplanned Disruptions | Urgent Response Times - The performance measure targets for the median response time for urgent attendance and resolution | | |
| | • Attendance for urgent call-out | 1 hr | Achieved to date - 0.60 hrs |
| | • Resolution for urgent call-out | 8 hrs | Achieved to date - 2.59 hrs |
| | Non-urgent Response Times – The performance measure targets for the median response time for non-urgent attendance and resolution | | |
| | • Attendance non urgent call-out | 2 working days | Achieved to date - 8.58 hrs |
| | • Resolution non urgent call-out | 5 working days | Achieved to date - 12.05 hrs |
| | Unplanned Disruptions - The performance measure target for disruptions. | | |
| | • Minor disruptions (between 5 and 50 connections affected) | < 5 | Achieved to date - 5 |
| | • Major disruptions (more than 50 connections affected) | < 2 | Achieved to date - 0 |
| Demand Management | Water Consumption - The average consumption of drinking water per day per resident within the district | <275L / resident / day | Not yet measured |
| Customer Satisfaction | Number of complaints - The performance measure target for customer satisfaction is <32 per 1,000 complaints received for: | | Achieved to date 0 |
| | • Drinking Water Clarity; | <32 / 1000 complaint s received | 2 |
| | • Drinking Water Taste; | | 0 |
| | • Drinking Water Odour; | | 0 |

12.1

| Level of Service | Performance Measure | Target | 2019/2020 YTD |
|------------------------|---|--------|------------------|
| | • Drinking Water Pressure or Flow; | | 4 |
| | • Continuity of Supply | | 0 |
| | • Council's response to any of these issues. | | 0 |
| Water Pressure | Water Pressure – The average 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% | Not yet measured |
| NZFS Conditions | Fire Hydrants – The performance measure targets the percentage of hydrants meeting the NZFS Code of Practice conditions regarding supply | 100% | Not yet measured |

Operations

12.1

Water Treatment

- There were no issues relating to the operations at the 3 water treatment plants in April.

Water Reticulation

- There were no major reticulation disruptions during April and water restrictions were lifted at the end of March.
- There was a minor unplanned shutdown on Avon St when a tapping band failed on a 50mm rider-main.
- During the COVID-19 shut-down water quality testing was carried out in accordance with the Drinking Water Standards. Due to Courier issues several councils (including Stratford) did not have all their samples delivered to the laboratory in the required timeframes. The District Health Board has advised that leniency is expected to be granted so as not to affect the end of year compliance results.

Water Supply Health and Safety

- There were no health and safety incidents during the month.

Shovel Ready Infrastructure Projects

- Council made 3 applications to central government in response to their call for shovel ready infrastructure projects from the public sector, impacted by COVID-19.
- The applications were submitted on 14 April 2020 for the following projects:
 - Drinking Water Reservoir at the Water Treatment Plant (WTP);
 - Secondary Trunk Water Main – New; and
 - Renewal of Existing Trunk Main

2.2 Wastewater

The Levels of Service (LoS) for Wastewater Activity are measured using a number of performance indicators as shown in the table below. The overarching LoS is the management of wastewater without risk to public health.

Wastewater Level of Service (LoS) and Performance Measures

| Level of Service | Performance Measure | Target | 2019/2020 YTD |
|--------------------------------------|---|--------------|--------------------------------|
| System Adequacy | Dry weather sewerage overflows - The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system. | <5 per 1,000 | Achieved to date - 0 per 1,000 |
| Discharge Compliance | Resource Consent Compliance – Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number, received by the territorial authority in relation to those resource consents, of: | | Achieved to date |
| | • Abatement notices; | 0 | 0 |
| | • Infringement notices; | 0 | 0 |
| | • Enforcement orders; and | 0 | 0 |
| Response and Resolution Times | Sewerage overflows - 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 are measured: | | |
| | • Attendance time from the time that the territorial authority receives notification to the time that service personnel reach the site. | 1 hr | Achieved to date – 0.70 hrs |
| | • 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 hr | Achieved to date – 4.07 hrs |
| Customer satisfaction | Complaints - The total number of complaints, expressed per 1000 connections to the territorial authority's sewerage system, received by the territorial authority about any of the following: | | Achieved to date - |
| | • Sewage odour | 6 | 0 |
| | • Sewerage system faults | 6 | 0 |
| | • Sewerage system blockages, and | 6 | 0 |
| | • The territorial authority's response to issues with its sewerage system | 6 | 0 |

Operations:**Wastewater Treatment**

- There were no disruptions to the operation of the oxidation ponds in April.
- As part of the new discharge consent dissolved oxygen probes are now fully operational and reporting automatically for Taranaki Regional Council monitoring.
- The *Wastewater Bylaw 2020* was passed by Council and comes into effect from 1 June 2020.

Wastewater Reticulation

There were no sewer network disruptions effecting more than 4 properties during April.

Wastewater Health and Safety

There were no health and safety incidents for the month of April.

2.3 Stormwater

The Levels of Service for the Stormwater Activity are measured using a number of performance indicators as shown in the table below.

Stormwater Level of Service (LoS) and Performance Measures

| Level of Service | Performance Measure | Target | 2019/2020 YTD |
|--|--|--------|--------------------------|
| Stormwater system protects property from impacts of flooding. | System adequacy | | |
| | <ul style="list-style-type: none"> • The number of flooding events that occur in a territorial authority district. "Flooding" in this context means stormwater entering a habitable floor | 0 | Achieved to date - 0 |
| | <ul style="list-style-type: none"> • For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.) • For each flooding event, the number of buildings in the central business zone affected by flooding. | 0 | Achieved to date - 0 |
| Discharge Compliance | Resource Consent Compliance – Compliance with the territorial authority's resource consents for discharge from its stormwater system measured by the number of: | | Achieved to date - |
| | <ul style="list-style-type: none"> • Abatement notices; | 0 | 0 |
| | <ul style="list-style-type: none"> • Infringement notices; | 0 | 0 |
| | <ul style="list-style-type: none"> • Enforcement orders; and • Convictions. | 0 | 0 |
| Response Time | 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 hr | Achieved to date - 0 hrs |
| Customer satisfaction | Complaints - 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 | Achieved to date - 0 |

Operations**Stormwater Reticulation**

- There were no rainfall events that were of sufficient intensity to affect the stormwater network in the month of April.
- The pre-winter catchment walk-over to identify probable obstructions has been completed with no notification required to be issued.

Stormwater Health and Safety

There were no Health and Safety incidents in the month of April.

2.4 **Solid Waste**

The Levels of Service for the Solid Waste Collection Activity are measured using the performance indicators shown in the table below.

Due to COVID-19, the kerbside collection services were reduced to general waste collection only. Residents were asked to stockpile their recycling where possible until the MRF reopened. At COVID-19 Alert Level 3, the Stratford Transfer Station services were reopened to the public with traffic management in place and payment by way of Eftpos or account. No Cash was accepted.

Solid Waste Level of Service (LoS) and Performance Measures

| Level of Service | Performance Measure | Target | 2019/2020 YTD |
|---|---|--------|----------------------------|
| The levels of waste generated are reducing | Quantity of Waste to landfill per household (municipal kerbside collection only) | <700kg | Achieved – 478* |
| | Percentage (by weight) of council controlled waste stream that is recycled (municipal kerbside collection only). | >25% | Not achieved -22%* |
| Customer Satisfaction | Percentage of customers satisfied with the service provided. | >90% | Survey yet to be collated. |
| *Claim info yet to be received from EnviroWaste | | | |

2.4.1 **Planning – Bylaws, Policies and Meetings**

- *Regional Waste Management and Minimisation Officers* meeting was held weekly.
- The *Solid Waste Management and Minimisation Bylaw*, passed by Council, comes into effect from 1 June 2020.
- *Regional Behaviour Change Strategy* is under development to assist in better recycling habits and reducing waste to landfill.

2.4.2 Weekly Recycling Bin Audits

The audits have not been completed during the lockdown period.

The weekly recycling audit summary up to 16 March 2020 is provided in the chart below. The amber tags are at 12 per cent and the red tags are at 1 per cent. While our “no contamination” percentage sits at 87 per cent, the goal is to have the green line consistently at 100 per cent.

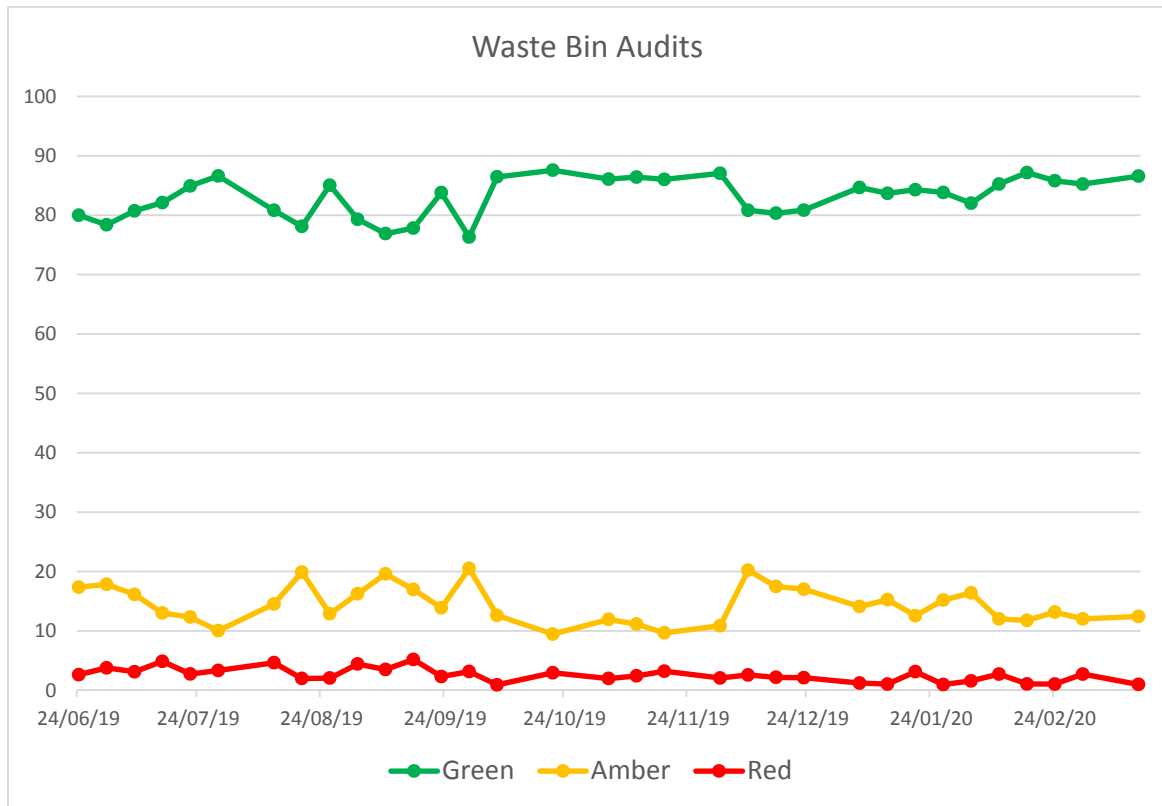


Figure 2: Weekly Recycling Audit Summary up to 16 March 2020

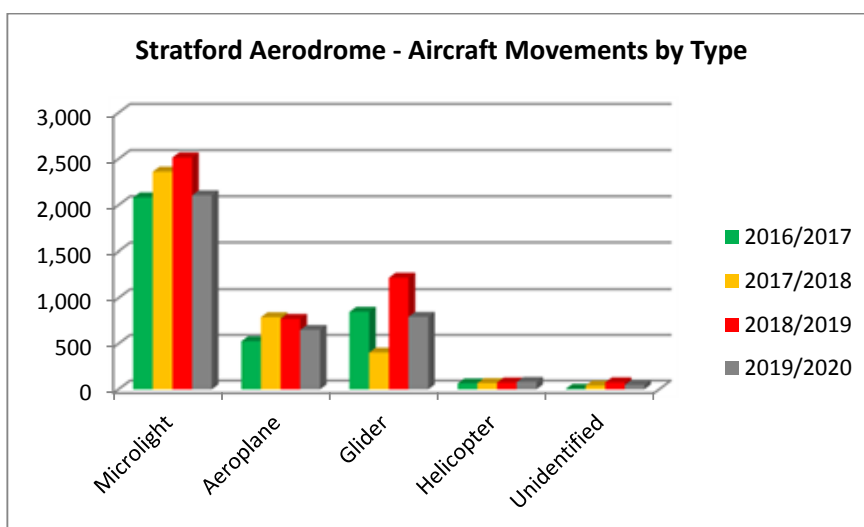
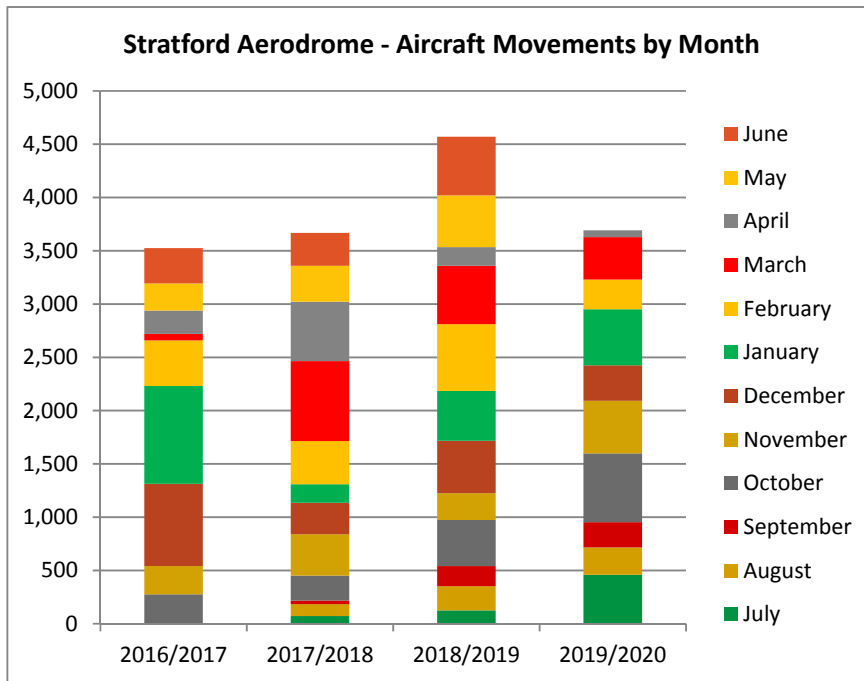
2.4.3 Waste Minimisation activities Completed, Planned and Under consideration

| DATE | ACTIVITY | DESCRIPTION | WMMP Reference | Status |
|---------------|--|--|----------------|--|
| Jan | Summer Nights | Bin station provided and waste audit completed on waste produced. | CP2 | Completed |
| Feb | Again Again coffee cup fleet rentals for cafes | The initiative has been created out of the desire to reduce the number of disposable coffee cups that go to landfill. Again Again have created a service for cafes to rent a fleet of reusable cups. The cups are made of stainless steel and the lids are silicone and can be used up to 50 times before being disposed of. The customer pays an initial \$5 for the cup rental and returns the cup dirty and gets another one at no charge. If the cup is returned with no swap, the customer gets their \$5 back. NPDC would like this pushed out through the whole region. Awaiting further information. | CP3/L3 | On hold due to COVID-19. It is expected small businesses will not have the resources to engage in initiatives for some time. |
| March | Pembroke School support | Pembroke School has created a group of children (Kaitiaki Group) that are learning to be leaders in reusing, recycling and reducing waste for the school. A waste audit was completed at school with Kaitiaki Group with oversight from Council WMO, then to follow up on the results and for the children to see where the waste goes, we visited the Stratford transfer station and the MRF on 13 March 20. | CP3 | Completed |
| March | In-house waste strategy | Draft completed, being reviewed again by WMO, to be completed by August 2020 | L6 | Underway |
| March | Zero Waste Lunchbox Challenge | This was targeted at children to send in photos of their sustainable lunchboxes. We have 3 winners and these will be presented with their prizes (a cool Zero Waste Taranaki aluminium drink bottle and sandwich saver each) after the lockdown is over. | CP3 | Completed |
| March | Solid Waste Bylaw | Elected Members adopted new bylaw on 14/4/2020. Enforceable from 1/6/2020. Implications on creating a process for event holders needing to complete a waste minimisation plan. | CP4 | Completed |
| Mar/ Apr | Advertising for Keeping it Clean | Zero Waste Taranaki advertising in apps and websites for 3 months – Newshub, The Breeze, The Edge, More FM and Three Now for keeping recycling clean. | BC1 | Underway |
| Apr/ May | Events and waste minimisation plans. | Process, application forms and website information being developed for event organisers to create a waste minimisation plan. This will be done in conjunction with the Community Development Manager. | CP6 | Underway |
| April/ May | Regional Zero Waste Taranaki Behaviour Change Strategy - Education Plan review | A new regional strategy is being developed to outline how the 3 district councils will approach behaviour change to work towards Zero Waste in Taranaki. This fits in well with our Waste Management and Minimisation Plan and the behaviour change actions. This will be ready for consideration by Council Members by July 2020. The Education Plan will be included in the strategy as an action. | BC1-BC6 | Underway |
| May | The Junction opening | New Plymouth District Council has opened a community facility where people can bring their items for resale, upcycling and recycling. It has a shop and an education space along with some art work created from off-cuts from building sites. The Junction encourages reduction of waste through reuse and recycling, the donation of preloved goods for resale and provides fun, hands-on education. Share this information with Stratford District communities as this can be accessed by the whole of Taranaki. | CP3; CP5 | Planned |
| May | Waste-Free Period Sessions in schools | Dates to be confirmed for sessions in our district's 3 High Schools. | CP3 | Planned |
| July | Plastic Free July | Push this out within our district through Facebook, Central Link and have a stall at the Prospero Markets focussed on being plastic free. | BC1 | Planned |
| Oct | AgRecovery Event | Support for an AgRecovery event for Farmers to bring their old farm chemicals and plastics for recycling and safe disposal. Provide venue and promotion. | L3 | Planned |
| Nov | A&P Show | Discussion with the A&P Association on Rubbish and Recycling for the A&P show, providing a waste station to enable waste diversion from the landfill. Working with NPDC and STDC. | L3 | Planned |

3. **PROPERTY**

3.1 **Aerodrome**

The performance measure for the aerodrome is based on >70 per cent customer satisfaction with the condition and maintenance of the facility. This is measured annually and reported on in July 2020 – at the end of the financial year. Aircraft movements are provided in the charts below.



Everything was grounded due to Covid19, with very little movement.

3.2 Civic Amenities

The Council's Amenities portfolio include, but are not limited to:

- Housing for the elderly;
- War Memorial Centre;
- Centennial Restrooms; and
- Public toilets.

The Levels of Service Provision including their Performance Measures are based on the condition of the assets and associated customer satisfaction. The performance of these services are annually measured and are reported on in July 2020 – at the end of the financial year.

| Level of Service | Performance Measure | Target |
|--|---|--------|
| To provide facilities that are well maintained and utilised. | Buildings legally requiring a Building Warrant of Fitness (WoF) have a current Building WoF at all times. | 100% |
| | Annual booking of War Memorial Centre. | >500 |
| | Annual booking of Centennial Restrooms. | >200 |
| To provide suitable housing for the elderly. | Percentage of Customer satisfaction. | >89% |
| | Annual Occupancy rate. | >95% |
| To provide clean, well maintained toilet facilities. | Percentage of Stratford District residents satisfied with overall level of service of toilets. | >75% |

12.1

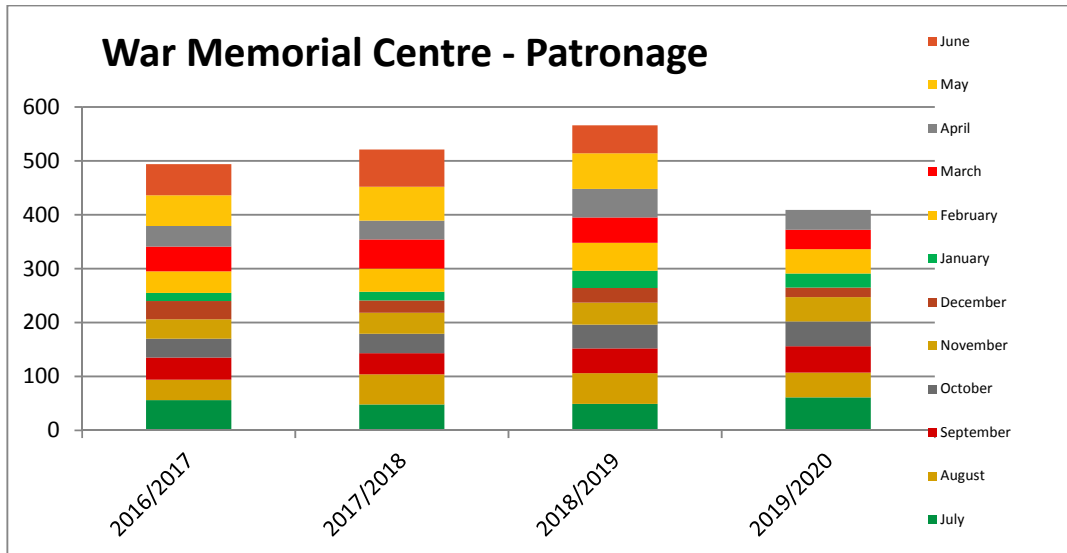
The Civic amenities occupancy rates / patronage are shown in the table and charts below.

3.2.1 Housing for the Elderly Occupancy Rates

| OCCUPANCY RATES | | | | | | |
|-----------------|------------|------------|------------|-------------|-------------|---------------|
| Unit | 2014/15 | 2015/16 | 2016/17 | 2017/2018 | 2018/2019 | 2019/2020 YTD |
| 1 | 100% | 100% | 100% | 97% | 100% | 100% |
| 2 | 87% | 100% | 100% | 100% | 100% | 100% |
| 3 | 100% | 100% | 100% | 100% | 100% | 100% |
| 4 | 88% | 100% | 100% | 100% | 100% | 100% |
| 5 | 99% | 100% | 100% | 100% | 100% | 100% |
| 6 | 100% | 100% | 100% | 100% | 100% | 100% |
| 7 | 100% | 96% | 100% | 100% | 100% | 100% |
| 8 | 99% | 100% | 100% | 100% | 100% | 100% |
| 9 | 98% | 95% | 100% | 100% | 100% | 100% |
| 10 | 100% | 92% | 95% | 100% | 100% | 100% |
| Total | 97% | 98% | 99% | 100% | 100% | 100% |

3.2.2 War Memorial Centre Patronage

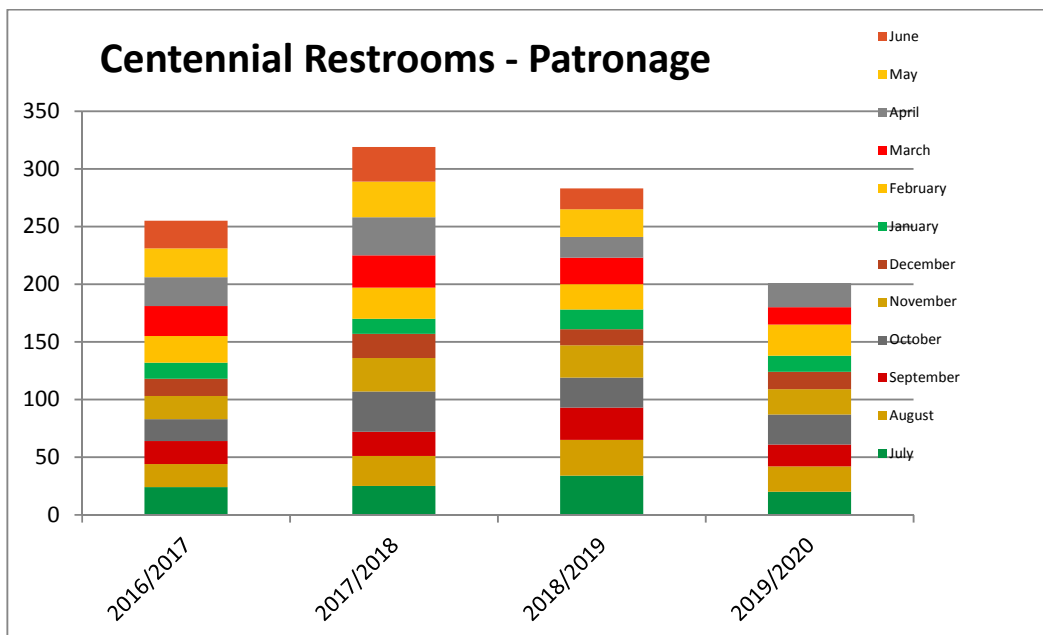
All bookings for the month of April were cancelled due to COVID-19. There were a total of 37 bookings for the month of April but all bookings were cancelled due to the COVID-19 lockdown. Cancelled bookings are also included in the graph below.



12.1

3.2.3 Centennial Restrooms Patronage History

All bookings for the month of April were cancelled due to COVID-19. There were a total of 21 bookings for the month of April but all bookings were cancelled due to COVID-19 lockdown. Cancelled bookings are also included in the graph below.



3.3 Rental and Investment Properties

The Council’s Rental and Investment Properties are:

- The farm;
- Holiday Park (operated by a formal lease for the land); and
- Rental properties (urban and rural land and commercial properties).

The Levels of Service are measured using the performance indicators shown in the table below. These are measured and reported at the end of the financial year - in the July 2020 report.

| Level of Service | Performance Measure | Target |
|--|------------------------------------|-------------|
| Maximum profits from the farm are returned to Council. | Milk production is maximised | >150,000 kg |
| Leased property is safe and fit for purpose. | Number of complaints from tenants. | <5 |

The history of the farm milk production and the Holiday Park patronage and occupancy rates is shown in the 2 charts below.

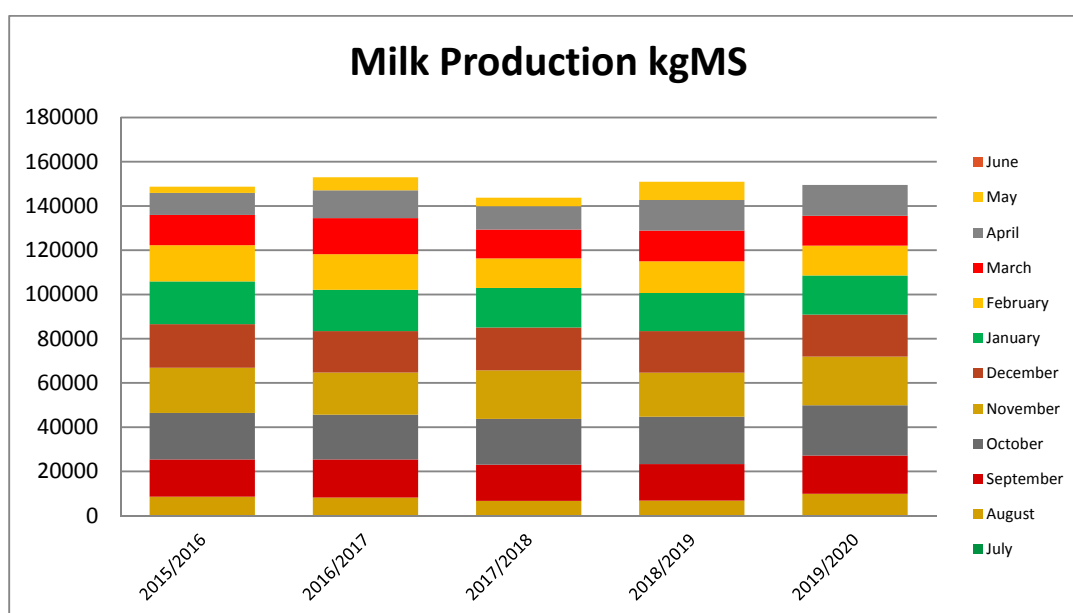
12.1

3.3.1 **The Farm**

The farm has met the target of 150,000 kgms (KG Milksolids) for the year. The farm record sits at 152,797 kgms and this looks to be broken this year.

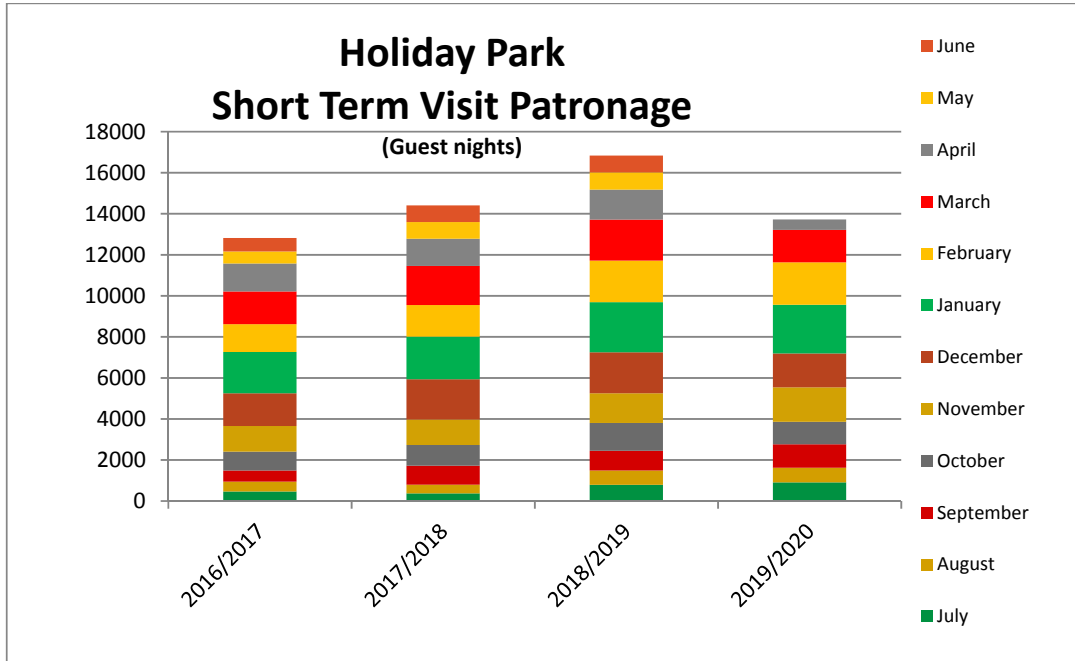
- Both herds will be milked until 16 May 2020.
- Main herd will then go on OAD (once a day).
- Both herds will be dried off by next Wednesday.
- Farm looking at doing close to 154,000 kgms, which will be a new record.

Milk Production History



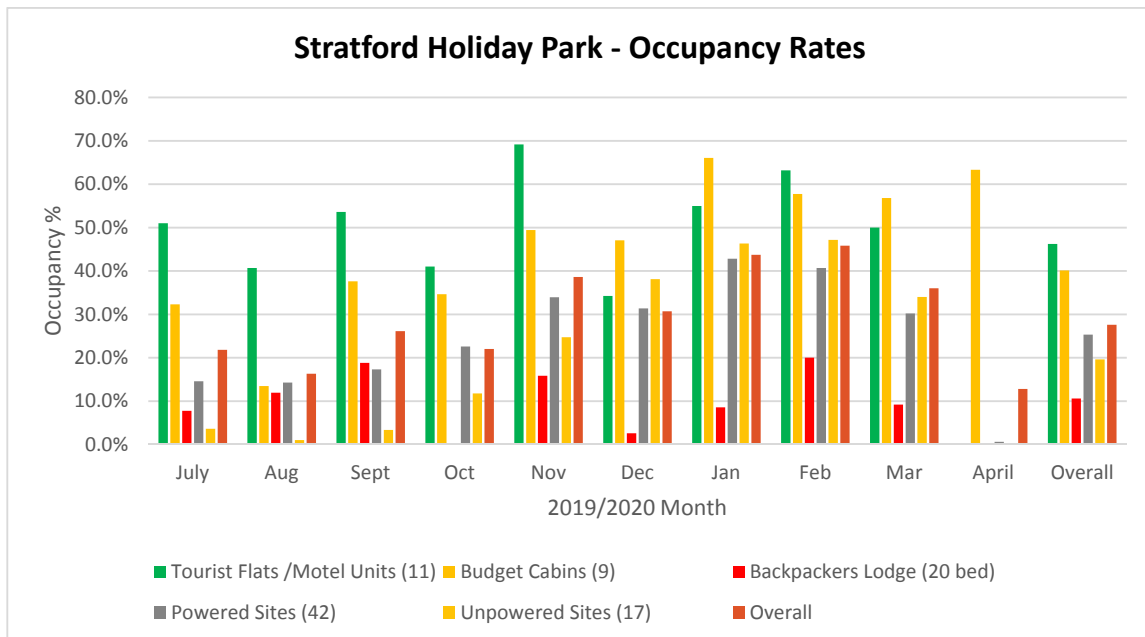
3.3.2 The Holiday Park Patronage

It is noted that the patronage has dropped dramatically due to COVID-19 Alert Levels 3 and 4. Numbers went from 1585 last month to just over 504 this month.



12.1

The Holiday Park Occupancy Rates



4. **PARKS AND RESERVES**

The performance of Council's parks and reserves activities are measured using the targets shown in the table below. These are measured annually and will be reported on in July 2020, at the end of the financial year.

Council will continue to meet the New Zealand Safety Standards for playgrounds and footbridges.

Key activities to be completed during Level 3 and Level 2 include:

- Extension of accessible path (lime chip path) – from Page Street entrance to the Page Street Sportsground;
- Re-metal and level path at Aerodrome;
- Install bollards at Windsor Park; and
- Walkway upgrade on Eastern Loop – path to be widened and metal to be laid.

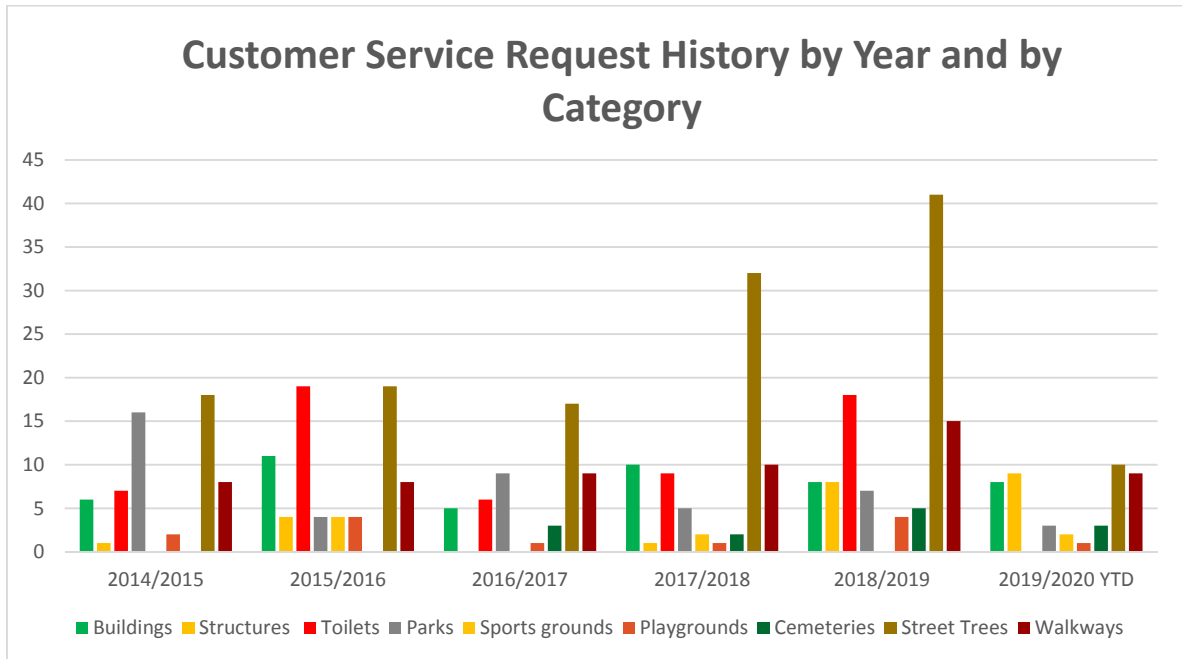
| Level of Service | Performance Measure | Target |
|--|---|--------|
| To provide parks, Sports fields and other open spaces that meet community demand | Number of complaints and requests for service. | <40 |
| | Percentage of Stratford residents satisfied with: | |
| | • Parks; | >80% |
| | • Sports fields; | >80% |
| | • Cemeteries. | >80% |
| Safe playgrounds are provided | All playgrounds meet NZ Safety Standards. | 100% |
| Foot Bridges are safe. | All foot bridges meet NZ Safety standards. | 100% |

12.1

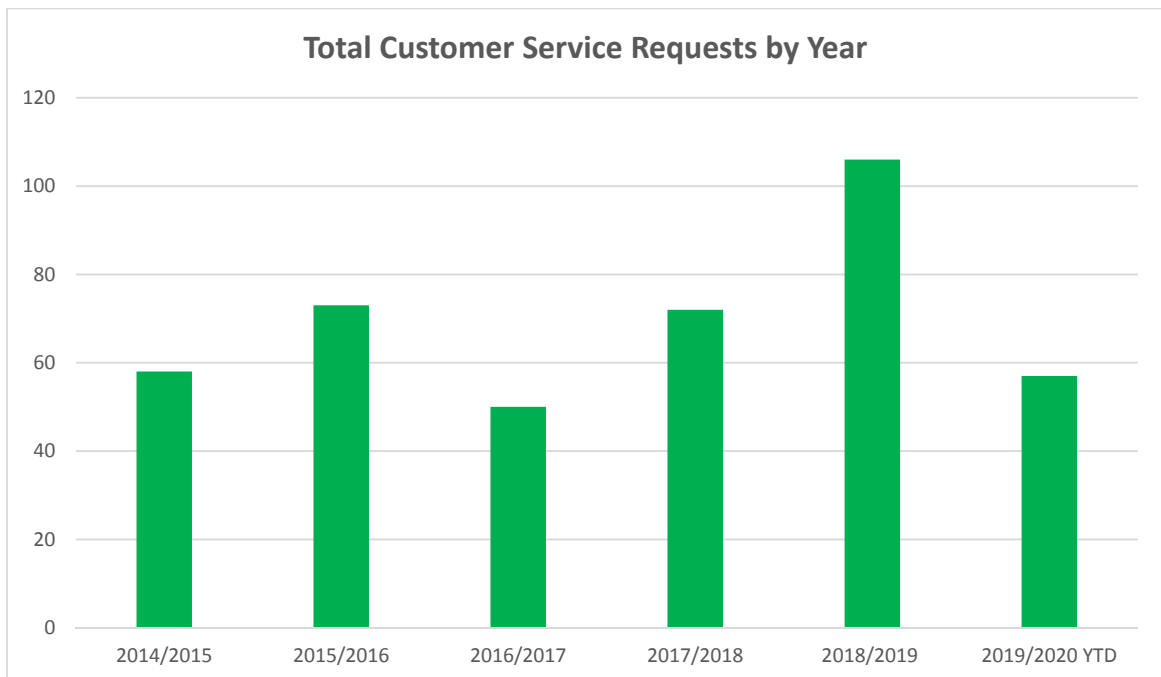
The customer service request history for the Property, Parks and Reserves Activity is shown below.

Customer Service Request History

| | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 | 2019/2020 YTD |
|--|-----------|-----------|-----------|-----------|------------|---------------|
| Buildings | 6 | 11 | 5 | 10 | 8 | 8 |
| Structures | 1 | 4 | 0 | 1 | 8 | 9 |
| Toilets | 7 | 19 | 6 | 9 | 18 | 12* |
| Parks | 16 | 4 | 9 | 5 | 7 | 3 |
| Sports grounds | 0 | 4 | 0 | 2 | 0 | 2 |
| Playgrounds | 2 | 4 | 1 | 1 | 4 | 1 |
| Cemeteries | 0 | 0 | 3 | 2 | 5 | 3 |
| Street Trees | 18 | 19 | 17 | 32 | 41 | 10 |
| Walkways | 8 | 8 | 9 | 10 | 15 | 9 |
| Total | 58 | 73 | 50 | 72 | 106 | 57 |
| *Blocked (0); Cleaning (0); Replace Parts (0); Vandalism (0); Graffiti (0); Accidental Damage (0) Parks (0) Walkways (2) | | | | | | |



12.1



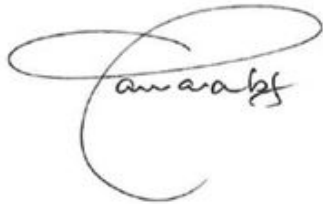
5. SPECIAL PROJECTS

Below is an update on the progress of the key projects that the Council is currently undertaking:

- **Pembroke Road land development**
To date 13 sale and purchase agreements have been completed, 7 of which have settled. A further 4 are unconditional and due to settle once COVID-19 returns to Level 2 and the one remaining 2 are conditional on due diligence. Agents advise enquiry has stalled due to the virus crisis but negotiations are still ongoing with two spec builders who are keen to be involved subject to assessment of the impact of COVID-19. Completion of Stage 2 has recommenced with the major earthworks 90 per cent completed and it is hoped to complete the project ahead of the onset of winter's worst weather.
- **Midhirst abandoned land**
Settlement of all but three of the 45 areas of land has been completed. Negotiations have been initiated with the remaining adjoining occupying owners shortly and a further report will be brought before Council once negotiations have been concluded.
- **ANZ Bank demolition**
Demolition has been completed, the site back-filled and turfed and screen-fenced from the vacant site to the north. The site will be opened to the public in approximately two weeks once the turf has established fully and ready for pedestrian traffic.
- **Children's Bike Park**
Detailed design has been completed for the combined bike park/pump track/half basketball court/BBQ area development and the half basketball court component was put out for tender just prior to lockdown. This resulted in tender prices substantially in excess of the current grant funding, resulting in a review of the project timelines and funding strategy.
- **Whangamomona walkways**
These walkways (Te Awa o Maru) have been constructed through the Kingheim forestry block at Whangamomona. We continue to be waiting on the Walking Access Commission to formalise the easements and appoint Council as the controlling authority but in the meantime, signage is ready for erection with a view to officially opening the first track as soon as the above formalities have been enacted.
- **I-Site relocation**
A floorplan has been adopted for the accommodation of the I-Site within the library and detailed design work is underway. The intent was to endeavour to complete the relocation by 1 July but this is likely to be delayed due to the COVID-19 lockdown and September is now a more likely date.
- **Replacement Aquatic Facility**
The location of this new facility adjacent the TET Multi Sports Centre has been approved by Council and work is now underway on detailed design contemporaneous with consultation in regard to replacement netball and cricket facilities.
- **Shovel Ready Infrastructure Projects**
Council made two applications to central government in response to their call for shovel ready infrastructure projects from the public sector, impacted by COVID-19. The applications were submitted on 14 April 2020 for the *Replacement Aquatic Indoor Facility* and the *Children's Cycling Education Park and Basketball Court*.

Attachment:

Appendix A – CAS (Crash Analysis System) Report

A handwritten signature in black ink, appearing to read 'Araba', with a large, stylized flourish above it.

Victoria Araba
DIRECTOR – ASSETS

A handwritten signature in blue ink, appearing to read 'S Hanne', with a long horizontal flourish extending to the right.

[Approved]
S Hanne
CHIEF EXECUTIVE

DATE: 19 May 2020

Appendix A

11/13/2019

Crash Analysis System (CAS) | NZTA



Untitled query

TLA (Territorial local authority)

Stratford District

Crash severity

Fatal Crash, Serious Crash

Financial year

Intersection

Crash year

Crash date

01/07/2019 – 31/10/2019

Plain English report

3 results from your query.

1-3 of 3

| Crash road | Distance | Direction | Side road | ID | Date | Day of week | Time | Description of events | Crash factors | Surface condition | Natural light | Weather | Junction | Control | Crash count fatal | Crash count serious | Crash count minor |
|-------------------|----------|-----------|--------------|---------------------------|------------|-------------|-------|--|--|-------------------|---------------|---------|---------------|----------|-------------------|---------------------|-------------------|
| 003-0279 | | I | REGAN ST | 201971951 | 08/10/2019 | Tue | 12:00 | Motorcycle1 SDB on Broadway lost control; went off road to left, Motorcycle1 hit shop, other | MOTORCYCLE1, lost control when turning, speed on straight | Dry | Bright sun | Fine | Roundabout | Give way | 0 | 1 | 0 |
| CARDIFF ROAD | 640m | N | OPUNAKE ROAD | 201955314 | 02/09/2019 | Mon | 00:30 | Ute1 SDB on CARDIFF ROAD, CARDIFF, STRATFORD missed inters or end of road, Ute1 hit embankment (driven over) | UTE1, alcohol suspected, too far right | Dry | Dark | Fine | Nil (Default) | Unknown | 0 | 1 | 0 |
| OFF ROAD DRIVEWAY | | | | 201960011 | 26/07/2019 | Fri | 17:30 | Motorcycle1 DRN on OFF ROAD DRIVEWAY lost control; went off road to left, Motorcycle1 hit fence | MOTORCYCLE1, accelerator or throttle jammed, speed on straight | Dry | Overcast | Fine | Nil (Default) | Unknown | 0 | 1 | 0 |

1-3 of 3

<https://cas.nzta.govt.nz/query-builder>

1/1

12.1

MONTHLY REPORT



F19/13/04 – D20/7958

TO: Policy and Services Committee
FROM: Director – Community Services
DATE: 26 May 2020
SUBJECT: **REPORT FOR THE MONTH OF APRIL 2020**

RECOMMENDATION

THAT the report be received.

Moved/Seconded

12.2

This report presents a summary of the monthly progress and any highlights for the main areas of activity within Community Services i.e. Community Development, Promotions, Information Centre, Pool and Library. The Long Term Plan 2018 - 2028 sets the performance measures for these activities and this report presents, in tabular form, the progress measured to date against the target for each performance measure.

1. HIGHLIGHTS

The main points to note for April were:

- Preparing and responding to COVID-19.

2. COMMUNITY AND ECONOMIC DEVELOPMENT

2.1 Council Organisations and Council Representatives on Other Organisations

Councillors may take the opportunity to report back from Strategic and Community organisations on which they are a representative for Council.

2.2 **Performance Measures** (*LTP Performance Measures in bold*)

| | Target | 2019/20 YTD |
|---|--|--|
| Number of community events organised | Minimum 2 | <ul style="list-style-type: none"> • Chunuk Bair Commemorations • Trade Graduation Celebration • Scarecrow Trail • Mayoral Gifts • Summer Nights Concert • Summer Nights Movies • Children's Day |
| Percentage of residents feeling a sense of community | >72% | |
| Number of projects successfully developed and implemented by youth with support from community development | 4 | <ul style="list-style-type: none"> • On the Bus – Ice Skating and Curling • A Scary Night: Carnival • On the Bus – Bowlarama • Colour in the Park |
| Events Council has provided or supported are measured | 2 | <ul style="list-style-type: none"> • International Day of the Older Person • Nigel Latta • NZ Hockey – Japan and Korea Series • Targa Rally • Dirty Detours • Stratford A&P Show • Stratford Christmas Parade & Carols • Take a Kid Fishing • School Holiday Programmes – July, Dec |
| Business mentoring and economic development support is available | Venture Taranaki Quarterly Report received | Quarter Three 2019/20 |
| Provide administration support to the Stratford Business Association meetings | 11 | 8 |

2.3 **Youth Council**

Two casual Zoom meetings were held to check in with Youth Councillors around how the Alert Level 4 lockdown was impacting them and thoughts for what might be some areas to focus on.

Content shared across social media focused on doing things differently during COVID-19.

2.4 **Civic and Community Events**

Due to COVID-19 no civic or community events were held.

Coming Up

- Puanga Celebrations: June – July 2020.

2.5 **Community Projects**

COVID-19 Recovery

As we transition towards the end of the lockdown, discussions with key organisations and groups will be had to start planning for community recovery.

2.6 **Funding**

2.6.1 Creative Communities

Round Two funding opened 10 March 2020 and was due to close 9 April 2020. This close date was extend until 30 April 2020 due to COVID-19.

2.6.2 Sport New Zealand Rural Travel Fund

Round Two funding opened on 24 February 2020 and closed 20 March 2020. Eight applications were received however due to COVID-19 the committee meeting has been postponed and will take place in Alert Level 2.

2.7 **Positive Ageing**

The April committee meeting was cancelled due to COVID-19.

2.8 **Stratford Business Association**

Newsletter

May's Newsletter focused on business support both at a regional level and through government. It also contained information on Venture Taranaki's Ahead of the Curve webinar series, NZME's Go Local campaign, the Media Works Mediafund, the Dog Control Policy and the Draft Annual Plan for review through Council.

Social Channels

Regular social media communication has continued both on Facebook and Instagram focusing on support and advice, webinars, sharing engaging initiatives and members' own promotions.

General Business

- Weekly Stratford Press adverts have continued with the Stratford Press resuming print. There has been a focus on how these businesses can be reached under various Alert Levels.
- Venture Taranaki has launched a regional Go Local campaign. At a district level the Stratford Business Association will be supporting this initiative through competitions, painting the hoarding on Broadway with the 'Go Local, Go Stratford' badge and continual communications.
- BA5's will be addressed at June's committee meeting as to when they are able to resume.

3. **COMMUNICATIONS****Performance Measures** (*Performance Measures in bold*)

| | Target | 2019/20 YTD |
|---|---|--------------------|
| The number of visitors accessing Council information and services via the internet is measured | Not less than previous year 2018/19 – 40,978 | 43,607 |
| The community is satisfied with how Council keeps them informed | >85% | |

3.1 **Highlights**

Five Central Link updates were produced in April. Of the five, only three were published in Stratford Press due to restrictions on community newspaper print and distribution across New Zealand. Council supported the Stratford Press to begin distribution again as soon as practical in April. This was to all rural addresses and it was available at locations such as supermarkets for pick up.

Central Link focus for April:

- COVID-19 updates and support
- Council services during alert levels
- Support for businesses impacted by COVID-19
- Library click and collect service
- Rubbish and Recycling update
- Anzac Day #StandAtDawn campaign
- Creative Communities funding
- Council documents out for feedback (Draft Dogs bylaw & policy, Draft Annual Plan)
- Water restrictions lifted.

Media Releases posted to www.stratford.govt.nz for the month of April:

- Support for small-medium businesses in the Stratford District
- Water restrictions lifted
- Business as usual for councillors, but from a distance
- Council invites you to stand at dawn this Anzac Day
- Stratford Library click and collect services
- Feedback on the draft Annual Plan
- Council services during Alert Level 3.

3.2 **Website Page Views for month 1 – 30 April 2020**

| | |
|---|-------------------|
| Total number of users for the month | 3,375 ↓ |
| Total number of page views for the month | 13,232 ↓ |
| Top 10 pages visited for month | Page views |
| Home Page | 2,421 |
| Rubbish and recycling | 736 |
| Cemetery Search | 727 |
| Contact Us | 265 |
| Library | 230 |
| News – Council Services during alert level 3 | 212 |
| Taranaki Regional Xplorer | 212 |
| Rates and Property Information | 203 |
| Agendas and Minutes | 199 |
| Search function | 187 |

3.3 **Official Information Requests**

For the 2019/20 calendar year, so far we have received 69 Local Government Official Information and Meetings Act (LGOIMA) requests.

The below table includes the LGOIMA's received for the month of April 2020.

| Date Received | Query | Due Date | Date Responded | Days to Respond |
|---------------|------------------|------------|----------------|-----------------|
| 5/04/2020 | Freedom Camping | 6/05/2020 | 28/04/2020 | 14 |
| 20/04/2020 | Pay cuts | 18/05/2020 | TBC | |
| 21/04/2020 | Waste Management | 19/05/2020 | 27/04/2020 | 4 |

4. **INFORMATION CENTRE****Performance Measures** (*Performance Measures in bold*)

| | Target | 2019/20 YTD |
|---|---------|--|
| Number of people into the Information Centre is measured | >40,000 | 38,216 (February) (Unable to access March data) |
| Number of users of AA Agency Services is measured | >10,000 | 11,128 (February) (Unable to access March data) |
| Percentage customers are satisfied | >75% | |

The i-SITE was closed for the month of April due to COVID-19. A number of i-SITE staff worked as part of the regional Civil Defence response in New Plymouth.

5. **LIBRARY****Performance Measures** (*Performance Measures in bold*)

| | Target | 2019/20 |
|---|-------------------|------------------------------|
| Number of people visiting the library is measured | >90,000 | 47,032 (to March 23 2020) |
| Users satisfied with library services | >80% | |
| Number of people accessing the Wi-Fi service is measured | >15,000 | 20,892 (to March 23 2020) |
| Number of people accessing the People's Network is measured. | >10,000 | 5,893 (to March 23 2020) |

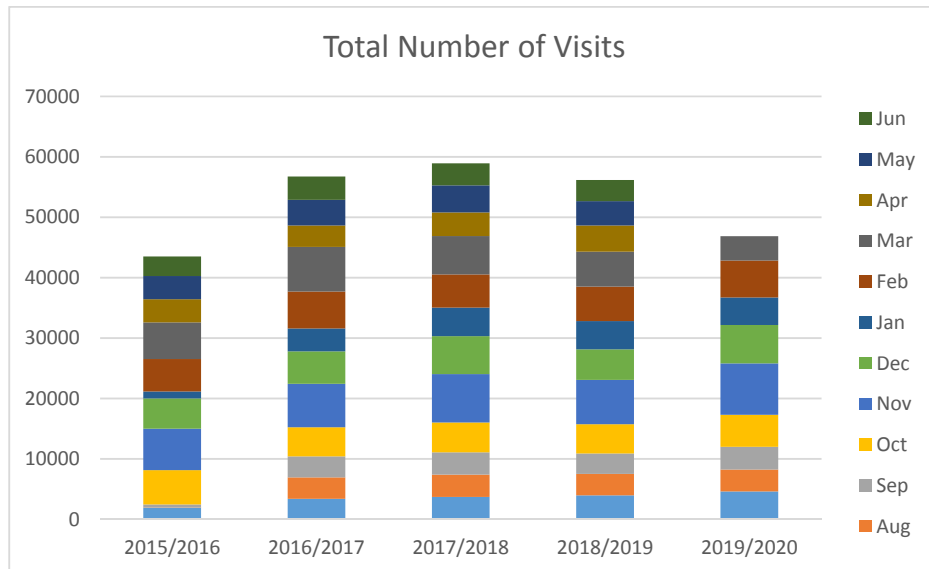
- Library staff were able to work on a number of projects during the lockdown period including improving the quality of catalogue records, promoting online services and providing support to library users.
- In April, unique users on the eBook services grew a further 56 per cent on top of the increase in March and the number of items issued increased by 62 per cent.
- 17 Stratford District residents with no internet were assisted by library staff to access Skinny Jump and are now connected.
- APNK Wi-Fi was turned off Taranaki wide at the request of police.
- Library staff were able to start a contactless click and collect service on Tuesday 28 April 2020. It was very well received with 55 users accessing the service the first week.

6. **POOL COMPLEX**

| Level of Service Category | Performance Measure | Target | 2019/20 YTD |
|--|--|---------------|---------------------------|
| The pool complex will be a safe place to swim | Number of reported accidents, possible accidents and similar incidents per annum (pa). | <80 | Zero accidents for April. |
| | Compliance with NZS5826:2010 NZ Pool Water Quality Standards | 100% | 100% |
| The pool facilities meet demand | Percentage of pool users are satisfied with the pool | >80% | |
| | Number of pool admissions per annum | >55,000 | 46,851 |

6.1 **Highlights for April**

- Due to COVID-19 the TSB Pool Complex was closed, therefore there were no patrons through the facility for April 2020.



12.2

- During the lockdown period the facility was spring cleaned and some pool staff were able to work on projects at home mostly supporting processes improvements. The pool was drained in order to eliminate the need for staff come in daily and check the water quality and plant operations.
- To support our group fitness members we maintained an online presence by offering three high intensity/strength sessions per week for the lockdown period.

Kate Whareaitu
DIRECTOR – COMMUNITY SERVICES

Sven Hanne
CHIEF EXECUTIVE

DATE: 19 May 2020

MONTHLY REPORT



F19/13/04 – D20/7465

TO: Policy and Services Committee
FROM: Director – Environmental Services
DATE: 26 May 2020
SUBJECT: **REPORT FOR THE MONTH OF APRIL 2020**

RECOMMENDATION

THAT the report be received.

/_____
Moved/Seconded

12.3

This report presents a summary of the monthly progress and highlights for the main areas of activity within the Environmental Services department. The Long Term Plan 2018-2028 sets the performance measures and this report presents progress to date against the target for each performance measure.

1. OVERVIEW

Eight building consents were received in April:

- Four of those received were for residential activity – with two alterations and two fire installations.
- Four commercial applications were received – with two pole sheds, one new building and one new septic system.

Work on all functions was able to continue to varying degrees while staff were working from home during the COVID-19 Alert Level 4 lockdown. The lock down has reduced the number of applications that were received during April, but staff were able to progress all applications that were received, including issuing consents and licences where appropriate.

2. STRATEGIC/LONG TERM PLAN PROJECTS

Boffa Miskell consultants have drafted a framework for a new District Plan following the workshops that were held last year. Further discussions with councillors will be needed to confirm the direction and scope for the remainder of this project.

Working on reviewing bylaws has been continuing with the Dog Control Bylaw recently out for consultation and the Signs, Keeping of Animals and Public Places Bylaws all being worked on during April. These bylaws will be brought to the Council for approval to release for consultation as the changes to them are finalised.

3. **DASHBOARD- ALL BUSINESS UNITS**

3.1 The following table summarises the main licencing, monitoring and enforcement activity across the department for the month:

| ACTIVITY | RESULT |
|---|---------------|
| Building Control Authority | |
| Building Consent Applications | 8 |
| Building Consents Issued | 3 |
| Building Consents Placed on Hold | 0 |
| Inspections completed | 17 |
| Code Compliance Certificate Application | 0 |
| Code Compliance Certificate Issued | 0 |
| Code Compliance Certificate Refused | 0 |
| Number of Building Consents Received in Hard Copy | 1 |
| Number of Buildings Consents Received Digitally | 7 |
| Building Act Complaints received and responded to | 0 |
| Planning | |
| Land Use Consents Received | 2 |
| Land Use Consents Granted | 1 |
| Subdivision Consents Received | 0 |
| Subdivision Consents Granted | 4 |
| 223/224 Applications Received | 2 |
| 223/224 Applications Granted | 1 |
| Resource Consent Applications Received in Hard Copy | 0 |
| Resource Consent Applications Received in Digital Form | 2 |
| Resource Consent Placed on Hold or Returned | 4 |
| LIM's Received | 2 |
| LIM's Granted | 2 |
| Health and Liquor Licences and Bylaws | |
| Registered Premises Inspected for Compliance under the Food or Health Act | 0 |
| Health or Food Act Complaints Received and responded to | 2 |
| Licensed Premises Inspected for Compliance under the Sale & Supply of Alcohol Act. | 0 |
| Certificates and Licence Applications received under the Sale and Supply of Alcohol Act | 5 |
| Bylaw Complaints Received and responded to ¹ | 14 |
| Dog Complaints Received and responded to ² | 20 |

¹ A breakdown of the complaint types will be provided at the meeting.

² A breakdown of the complaint types will be provided at the meeting.

4. **KEY PERFORMANCE INDICATORS – ALL BUSINESS UNITS**

4.1 **Building Services**

| Level of Service | Performance Measures | Targets | Status |
|---|--|-----------|---------|
| To process applications within statutory timeframes. | Percentage of building consent applications processed within 20 days. | 100% | 100% |
| | Percentage of inspection requests completed within 1 working day of request. | 100% | 100% |
| | Percentage of code compliance certificate applications determined within 20 working days | 100% | 100% |
| To process LIMs within statutory timeframes | % of LIMs processed within statutory timeframes | 100% | 100% |
| To retain registration as a Building Consent Authority. | Current registration | Confirmed | Current |
| Service meets customer expectations. | Percentage of customers using building consent processes are satisfied with the service provided | >80% | 78% |

4.2 **Planning and Bylaws**

| Level of Service | Performance Measure | Target | Status |
|--|---|-----------------------------------|---|
| To promote the sustainable management and use of land and public spaces. | To undertake a comprehensive review of the district plan, with notification no later than 2018/19. | Feedback on draft | Work on the review of the District Plan has begun and a draft framework for a proposed District Plan has been prepared. |
| | To undertake a systematic review of bylaws and related policies as they reach their statutory review dates. | Drafting, notification / hearings | Polices and bylaws for review have been identified and are currently in progress, beginning with bylaws. |
| To process resource consents within statutory timeframes. | % of non-notified applications processed within 20 working days. | 100% | 100% |
| | % of notified applications processed within legislated timeframes for notification, hearings and decisions. | 100% | 100% |
| | % of S223 and S224 applications processed within 10 working days. | 100% | 100% |
| Service meets customer expectations. | Percentage of customers using resource consent processes are satisfied with the service provided | >80% | 80% |

4.3 Community Health and Safety

| Level of Service | Performance Measure | Target | Status |
|---|---|--------|--------|
| To fulfil obligations to improve, promote and protect public health | Percentage of registered premises registered under the Food Act, Health Act, Beauty and Tattoo Bylaw, to be inspected for compliance. | 100% | 100% |
| | Health nuisance and premise complaints are responded to within 1 working day. | 100% | 100% |
| To fulfil obligations as a District Licensing Committee | Percentage of licensed premises inspected. | 100% | 100% |
| | Percentage of applications processed within 25 working days (excluding hearings). | 100% | 100% |
| To monitor and enforce bylaws | Percentage of complaints responded to within 2 hours. | 100% | 100% |
| To ensure dogs are controlled | Percentage of known dogs registered | 97% | 96% |
| | Percentage of dog attack/wandering dog complaints responded to within an hour | 97% | 100% |

5. DETAILED REPORTING BUILDING SERVICES

5.1 Building Control Authority (“BCA”)

5.1.1 Compliance/Notices to Fix issued as a BCA

No Notices to Fix were issued in April. Two Notices to Fix that were issued in March were unable to be complied with within the timeframe specified because of the lockdown. We are working with the owners of these properties to determine an appropriate timeframe for them to achieve compliance.

5.1.2 Lapsed Consents

Section BC5 of the Quality Management System requires the BCA to check the files to identify consents issued 10 months previously, against which no inspections have been recorded.

No building consents have lapsed, following warning letters sent over the last reporting period. No warning letters have been issued for April, as no review of consents reaching their 10 month anniversary was completed.

5.1.3 Regulation 6A Compliance Dashboard

Clause 6A of the Accreditation Regulation requires BCAs to notify the Ministry of Business Innovation and Enterprise (“MBIE”) if any of the following incidents occur:

| Incident | Occurrence this month |
|---|---|
| A significant change in the legal, commercial, or organisational status of the building consent authority or the wider organisation in which it operates: | Nil |
| The departure of the building consent authority’s authorised representative or responsible manager: | Nil |
| In any one quarter of a calendar year, a reduction of 25% or more of employees doing technical jobs who are not replaced with employees who have equivalent qualifications and competence: | Nil |
| A transfer under section 233 or 244 of the Act of (i) 1 or more functions of the building consent authority to another building consent authority: (ii) 1 or more functions of another building consent authority to the building consent authority: | Nil |
| An arrangement being made under section 213 of the Act for—(i) another building consent authority to perform a significant amount of the functions of the building consent authority: (ii) the building consent authority to perform a significant amount of the functions of another building consent authority: | Nil |
| A material amendment to the building consent authority’s policies, procedures, or systems required by these regulations. | With GoLive complete for Simpli and GoGet the focus will now be on switching to the IANZ approved Simpli online QMS. This will be an action for the new Quality Assurance Manager. Once implemented this will be notified to the required entities. |

5.1.4 Training needs analysis

No training was attended during April 2020.

5.1.5 Internal audit/external audit timetable

No internal or external audits took place during April. The next external audit is scheduled for July 2020. We have received notification of the audit from International Accreditation New Zealand along with a request to provide some documentation prior to the audit. We are currently working on gathering that documentation which is due to be supplied by 29 May 2020.

5.2 Territorial Authority

5.2.1 Compliance Schedules/Building Warrants of Fitness

No Compliance Schedules were issued for April 2020. No notifications were issued for Warrant of Fitness renewal.

5.2.2 Earthquake Prone Buildings

Currently Council officers are in the stock-take phase of identifying buildings. The report to the MBIE on our progress has been completed.

5.2.3 Swimming Pools

No inspections were completed in April due to COVID-19 related restrictions. Inspections are scheduled to continue from next month.

5.2.4 Non Standard Site Register Maintenance

No new sites were added to the non-standard site register this month.

5.2.5 Notices to Fix/Other Compliance as a Territorial Authority

No NTF actions remain in progress.

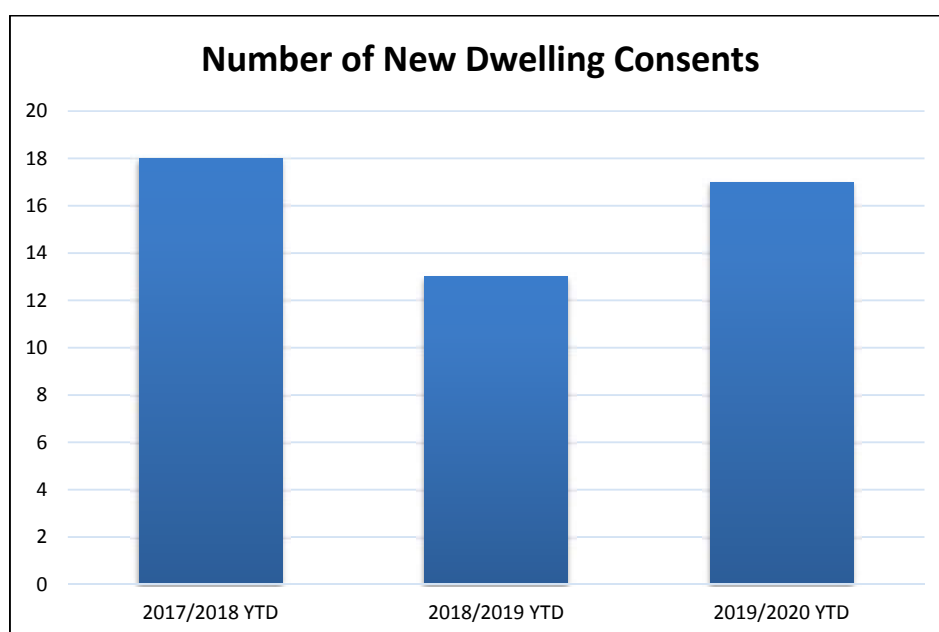
5.3 Trends Analysis

5.3.1 Consents applied for by type:

| Type | This month | Last year (corresponding month) | This Year (YTD) 2019/20 | Last Year (Total) 2018/19 |
|--|------------|---------------------------------|-------------------------|---------------------------|
| New Dwellings | 0 | 1 | 17 | 11 |
| Relocated dwellings | 0 | | 7 | 6 |
| Relocated buildings other than dwellings | 0 | | 0 | 0 |
| Fires | 2 | 16 | 20 | 41 |
| Pole sheds/accessory buildings | 2 | 4 | 34 | 34 |
| Additions and alterations – residential | 2 | 4 | 36 | 25 |
| New Commercial buildings | 1 | | 1 | 7 |
| Additions and alterations – commercial | 0 | | 10 | 6 |
| Other/miscellaneous | 1 | 1 | 10 | 10 |
| Total/s | 8 | 26 | 139 | 139 |

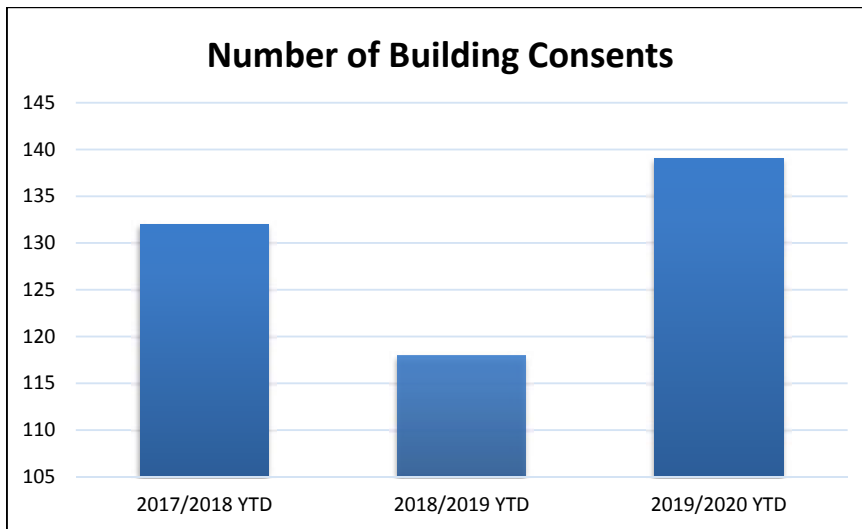
12.3

New House indicator by year



| Year to date | New Dwellings |
|-----------------------|---------------|
| 2017/2018 Same period | 18 |
| 2018/2019 Same period | 13 |
| 2019/2020 YTD | 17 |

Consent numbers by year



12.3

| Year to date | Building Consents |
|-----------------------|-------------------|
| 2017/2018 Same period | 132 |
| 2018/2019 Same period | 118 |
| 2019/2020 YTD | 139 |

B Sutherland
DIRECTOR - ENVIRONMENTAL SERVICES

[Approved]
 S Hanne
CHIEF EXECUTIVE

DATE: 19 May 2020

MONTHLY REPORT



TO: Policy and Services Committee

F19/13/04 – D20/9048

FROM: Director – Corporate Services

DATE: 26 May 2020

SUBJECT: REPORT FOR THE MONTH OF APRIL 2020

RECOMMENDATION

THAT the report be received.

_____/_____
Moved/Seconded

12.4

1. FINANCIAL MANAGEMENT

Reports attached as at 30 April 2020 are:

- 1) Statement of Comprehensive Revenue and Expenses
- 2) Balance Sheet
- 3) Expenditure and Revenue by Activity
- 4) Capital Expenditure Report
- 5) Treasury Report
- 6) Cashflow Forecast
- 7) Debtors Report

1.1 SUMMARY OF FINANCIAL RESULTS AND PROGRESS

Operational Results – Year to Date

Overall, total revenue is tracking \$42,172 over year to date (“YTD”) budget. Some revenue items were unbudgeted for: including Dividends (received from Civic Assurance), Financial Contributions, and some Grants received. Sale of Land revenue is expected to be significantly under budget as the Council subdivision sections are forecast to be sold over the next 24 months, rather than in full by 30 June 2020 as originally budgeted for. (This will also impact budgeted debt repayments, and inventory on hand at year end).

Total expenditure is under budget by \$374,355 for the YTD. Interest on debt is \$202,840 below budget YTD (budgeted average interest rate was conservative at 3.40 per cent, currently 2.60 per cent).

Personnel costs are \$375,297 over budget YTD, however other operating costs are under budget by \$652,728. Individually, some Activity expenditure is over budget, and some under – refer to Expenditure and Revenue by Activity report for further detail.

Depreciation is \$184,565 under budget as a result of the recent independent valuation for Council owned buildings, effective as at 31 December 2019. This resulted in a combination of an increase in remaining useful lives, and lower replacement values, culminating in a lower depreciation cost going forward.

Capital Expenditure Report

Total capital expenditure budgeted in the Annual Plan 2019/20 is **\$7,467,000**. In addition, **\$1,964,621** was carried forward from work not completed in previous years. This gives a combined total capital expenditure budget for 2019/20 of **\$9,431,621**. Total estimated capital expenditure for the year has been re-forecasted down to **\$6,726,169**.

The attached Capital Expenditure Report details actual expenditure to date, of **\$4,338,490**.

Significant project expenditure for the 2019/20 year include the following:

| | |
|---|---------------------------|
| • Council Subdivision | \$1,060,839 (self-funded) |
| • Stormwater – Reticulation capacity increase | \$348,640 (loan-funded) |
| • Parks and Reserves – Discovery Trail | \$151,575 (grant-funded) |
| • Broadway / Prospero Place Upgrade | \$91,424 (loan-funded) |
| • Demolition of ANZ building | \$62,000 (loan-funded) |
| • Animal Control – New Dog Pound | \$61,300 (loan-funded) |

In addition, capital expenditure includes \$4,428,696 (re-forecasted figure) of asset replacements, funded by depreciation reserves and New Zealand Transport Agency (“NZTA”) funding.

1.2 TREASURY MANAGEMENT

Gross Council debt increased by \$1,000,000 in April. Gross debt approved by Council in the Annual Plan 2019/20 was budgeted to be \$16,709,000 by year end. However, debt is currently at \$15,500,000 and this is not expected to change by year end.

In April, \$3,000,000 of debt matured, and a further \$1,000,000 of debt matured in May. The full \$4,000,000 was refinanced on 7 April in four separate loans:

| | | | |
|---------------|------------------|---------|------------|
| • \$2,000,000 | 1.31% (floating) | 1 year | April 2021 |
| • \$1,000,000 | 1.55% | 3 years | April 2023 |
| • \$1,000,000 | 2.02% | 6 years | April 2026 |

In May, at the same time the \$1,000,000 loan matured, the Council refinanced a 7 year term loan of \$1,000,000 at 1.38 per cent.

Council still has access to a \$1,000,000 credit facility with TSB Bank which was last used in October 2019. No line fee is paid on this, interest is only payable when funds are drawn down.

As at 30 April 2020, term deposits remained at \$3,000,000 but cash on hand was \$2,110,528. A further \$1,000,000 has been invested in May to ensure the \$4,000,000 120 day investment programme is maintained, with sufficient cash on hand for short term needs.

All internal, and Local Government Funding Agency (“LGFA”), covenants were met as at 30 April 2020.

| | Actual | Policy |
|---------------------------------|---------------|--------------------|
| Actual Fixed Debt | 87% | >60% |
| Actual Floating Debt | 13% | <60% |
| Fixed 1-3 years | 29% | 10-60% |
| Fixed 3-5 years | 35% | 10-60% |
| Fixed >5 years | 16% | 5-60% |
| Debt Matures 1-2 years | 29% | 10-60% |
| Debt Matures 2-4 years | 35% | 10-60% |
| Debt Matures > 4 years | 16% | 10-60% |
| Debt Servicing to Revenue Ratio | 2% | <10% |
| Debt to Revenue Ratio | 52% | <130% |
| Liquidity Ratio | 127% | >110% |
| Net Debt per Capita | \$ 1,295 | <\$3,000 |
| Net Debt per Ratepayer | \$ 2,590 | No specified limit |

12.4

Cashflow Forecast

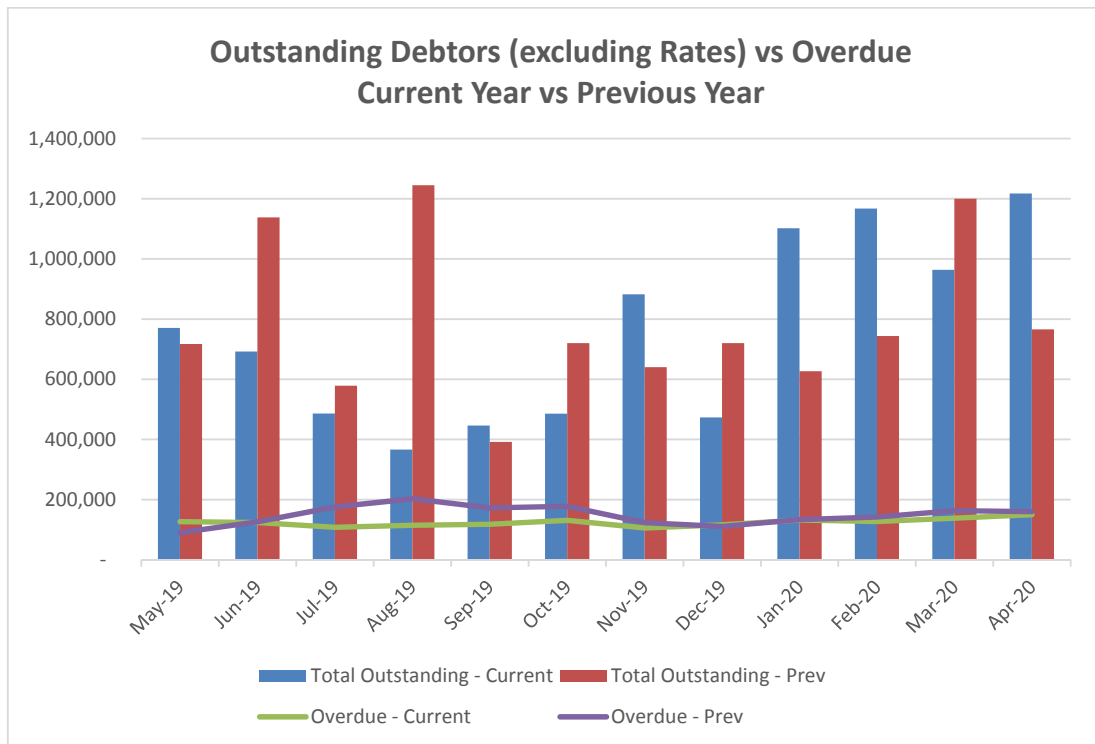
As stated previously, forecast revenue depends on the ability to settle on property sales in the months specified. There is some uncertainty around whether deposits and settlements on the subdivision sections will be regularly sold from now on, however titles have now been issued for all sections, and as at early May, 13 sections (of 33) have gone unconditional or are under contract.

Assumptions:

- A decline in rates and user charges revenue receipts (from previous expectations) in May and June 2020 of approximately 20 per cent.
- New Swimming Pool construction work will commence from January 2021.
- The weighted average interest rate on debt will remain at 2.6 per cent.
- Interest rates on investments will be 2.3 per cent.

1.3 DEBTORS COLLECTION

Overdue debtor balances remain consistent. Council officers will keep a close eye on outstanding Water Billing and Rates debtors, particularly over the next couple of months. The priority will be to get those debtors that may be experiencing financial hardship onto a payment arrangement as soon as possible.



12.4

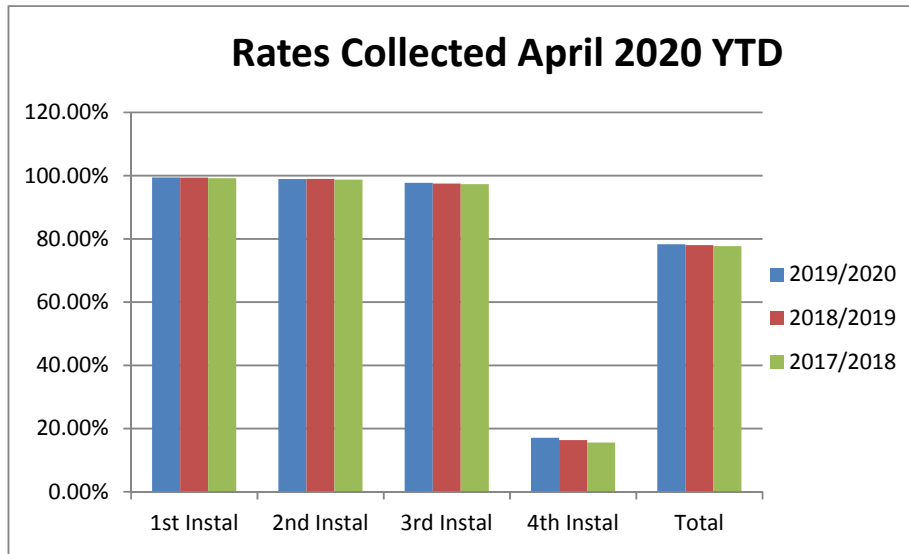
2.0 RATES

The Stratford District rating valuation will be carried out by Quotable Value in September, effective as at 1 July 2020, and will take effect on rates from 1 July 2021. March 2020 QV figures show that the average residential sales price in the Stratford District is currently \$318,334, which is \$83,962 (36%) up on the last revaluation as at 1 September 2017.

Rates Arrears (owing from 2018/19 year and earlier) \$17,570 – As at 30 April 2020, 92 per cent of rates in arrears have been collected since 1 July 2019 (2019: 93%).

- There were two properties with overdue rates that went for mortgagee sale in March and were due to settle in April. The arrears have now been cleared in May.
- An overdue ratepayer that was with the courts for rates recovery by way of property rating sale, has started making payments and so the legal process is on hold for now.
- One property is with the debt collector as the property market value is too low to justify incurring expenditure through the legal process.
- The remaining ratepayers with arrears have entered into payment arrangements with the Council.

Current Year Rates – As at 30 April 2020, 78 per cent of rates had been collected (2019, 78%). The due date for the final rates instalment is 27 May 2020. A drop in collection is expected, with many cancelling their direct debits and automatic payments recently. Council still intends to charge penalties on late payments unless ratepayers are forthcoming and enter into an appropriate payment arrangement beforehand or apply for a relevant remission under the Rates Remission Policy.



3.0 INFORMATION TECHNOLOGY AND RECORDS

- Digital Impound Register – this has now been set up and allows Council to keep a digital record of impounded dogs. The online register will increase efficiency of reporting and service centre processes.
- Digital Earthquake Prone Building Register – purpose is to assist the building department in keeping a complete record of which buildings are earthquake prone in the district.
- Accounts Receivable Invoice and Statement Email functionality has been set-up in Authority which now allows Council debtor invoices to be emailed out instead of posted, saving time and money.
- Digital Sign in has been set-up on I-Pads in the Service Centre, Library, I-Site and Pool to allow for contact tracing during COVID-19.
- Project Phoenix (digitisation of every property file in district) – a total of 4,506 of a total 5,783 property files have been scanned and quality checked (78% complete) and are now available for the public digitally at request.

Tiffany Radich
DIRECTOR – CORPORATE SERVICES

Approved By:
 Sven Hanne
CHIEF EXECUTIVE

DATE: 19 May 2020

Statement of Comprehensive Revenue and Expense

For the Period Ended 30 April 2020

| | April '20 Actual YTD | April '20 Budget YTD | Variance YTD | Total Budget 2019/20 | April '19 Actual YTD |
|--|-------------------------|-------------------------|------------------|-------------------------|-------------------------|
| <u>Revenue</u> | | | | | |
| Finance Revenue | \$80,795 | \$105,000 | (\$24,205) | \$126,000 | \$89,854 |
| NZTA Financial Assistance | \$3,071,711 | \$3,117,500 | (\$45,789) | \$3,741,000 | \$4,307,890 |
| Grants and Donations | \$167,868 | \$103,333 | \$64,535 | \$124,000 | \$86,670 |
| Rates Revenue other than Water Supply Rate | \$9,279,952 | \$9,258,750 | \$21,202 | \$12,345,000 | \$8,879,197 |
| Water Supply Targeted Rate | \$262,048 | \$288,750 | (\$26,702) | \$462,000 | \$259,494 |
| Sundry Revenue | \$41,960 | \$37,600 | \$4,360 | \$41,000 | \$38,295 |
| Dividends | \$54,930 | \$0 | \$54,930 | \$0 | \$0 |
| Financial Contributions | \$43,842 | \$0 | \$43,842 | \$0 | \$56,673 |
| Sale of land | \$1,298,736 | \$1,453,333 | (\$154,597) | \$4,360,000 | \$0 |
| User Charges for Services | \$2,038,544 | \$1,933,947 | \$104,597 | \$2,249,000 | \$1,900,500 |
| Total Revenue | \$16,340,386 | \$16,298,214 | \$42,172 | \$23,449,000 | \$15,618,573 |
| <u>Operating Expenditure</u> | | | | | |
| Personnel Costs | \$3,329,893 | \$2,954,596 | (\$375,297) | \$3,573,000 | \$2,894,640 |
| Other Direct Operating Costs | \$7,867,794 | \$8,520,522 | \$652,728 | \$10,104,000 | \$8,571,221 |
| Total Operating Expenditure | \$11,197,687 | \$11,475,118 | \$277,431 | \$13,677,000 | \$11,465,861 |
| (See attached Breakdown to Activity Cost) | | | | | |
| <u>Other Operating Expenditure</u> | | | | | |
| Loss on disposal of assets | \$265,845 | \$0 | (\$265,845) | \$0 | \$195 |
| Depreciation | \$3,405,685 | \$3,590,250 | \$184,565 | \$4,308,300 | \$3,689,417 |
| Finance Costs | \$330,493 | \$533,333 | \$202,840 | \$640,000 | \$383,662 |
| Impairment landfill costs | \$23,346 | \$0 | (\$23,346) | \$0 | \$0 |
| Sundry Expenditure | \$1,290 | \$0 | (\$1,290) | \$0 | \$9,856 |
| Total Other Expenditure | \$4,026,659 | \$4,123,583 | \$96,924 | \$4,948,300 | \$4,083,130 |
| Total Expenditure | \$15,224,346 | \$15,598,702 | \$374,355 | \$18,625,300 | \$15,548,991 |
| Net Surplus (Deficit) | \$1,116,040 | \$699,512 | \$416,528 | \$4,822,700 | \$69,582 |

12.4

Statement of Financial Position

As at 30 April 2020

| | April '20 Actual YTD |
|---|---------------------------------|
| Assets | |
| <u>Current Assets</u> | |
| Cash and Cash Equivalents | \$2,110,528 |
| Short Term Deposits | \$3,000,000 |
| Receivables | \$1,217,190 |
| Inventory - assets held for sale | \$1,313,694 |
| Prepayments | \$10,511 |
| Other Financial Assets | \$18,670 |
| Current Assets Total | \$7,670,593 |
| <u>Non-Current Assets</u> | |
| Investment in Other Financial Assets | |
| LGFA Borrower Notes | \$232,000 |
| Other Loans | \$19,323 |
| Shares | \$733,293 |
| Trust Settlements | \$110 |
| Work in Progress | \$6,751,664 |
| Property, Plant & Equipment / Intangibles | \$316,151,079 |
| Non-Current Assets Total | \$323,887,469 |
| Assets Total | \$331,558,062 |
| Liabilities & Equity | |
| <u>Equity</u> | |
| Renewal Reserves | \$3,613,761 |
| Contingency Reserve | \$504,500 |
| Other Council Created Reserves | \$1,053,912 |
| Restricted Reserves | \$647,071 |
| Targeted Rate Reserves | -\$664,498 |
| Asset Revaluation Reserves | \$132,837,072 |
| Retained Earnings | \$176,999,964 |
| Equity Total | \$314,991,782 |
| <u>Liabilities</u> | |
| Current Liabilities | |
| Borrowings (maturing less than one year) | \$4,500,000 |
| Provision for Landfill Aftercare | \$10,858 |
| Employee Entitlements | \$117,006 |
| Payables and Deferred Revenue | \$847,193 |
| Non-Current Liabilities | |
| Borrowings | \$11,000,000 |
| Employee Entitlements | \$47,264 |
| Provision for Landfill Aftercare | \$43,959 |
| Liabilities Total | \$16,566,280 |
| Liabilities & Equity Total | \$331,558,062 |

Expenditure and Revenue by Activity

For the Period Ended 30 April 2020

*Note: Expenditure excludes interest and depreciation allocated to each activity.

Revenue includes user charges, water revenue by meter, sundry revenue and NZTA subsidies as per Comprehensive report

| | April '20 Actual YTD | April '20 Budget YTD | Variance YTD | Total Budget 2019/20 | April '19 Actual YTD |
|---|-------------------------|-------------------------|--------------|-------------------------|-------------------------|
| <u>Community Services</u> | | | | | |
| Aerodrome | | | | | |
| Expenditure | \$66,080 | \$73,942 | \$7,862 | \$88,600 | \$63,836 |
| Revenue | \$21,631 | \$17,917 | \$3,714 | \$21,500 | \$21,000 |
| Net cost of activity | \$44,449 | \$56,025 | \$11,576 | \$67,100 | \$42,836 |
| Civic Amenities | | | | | |
| Expenditure | \$413,378 | \$474,466 | \$61,088 | \$545,600 | \$367,925 |
| Revenue | \$41,506 | \$58,747 | (\$17,241) | \$67,600 | \$53,000 |
| Net cost of activity | \$371,872 | \$415,719 | \$43,847 | \$478,000 | \$314,925 |
| Pensioner Housing | | | | | |
| Expenditure | \$60,259 | \$69,732 | \$9,473 | \$82,000 | \$59,262 |
| Revenue | \$55,650 | \$53,000 | \$2,650 | \$63,600 | \$54,800 |
| Net cost of activity | \$4,609 | \$16,732 | \$12,123 | \$18,400 | \$4,462 |
| Community Development | | | | | |
| Expenditure | \$389,484 | \$327,283 | (\$62,201) | \$378,500 | \$275,518 |
| Revenue | \$28,844 | \$20,500 | \$8,344 | \$20,500 | \$13,600 |
| Net cost of activity | \$360,640 | \$306,783 | (\$53,857) | \$358,000 | \$261,918 |
| Library | | | | | |
| Expenditure | \$461,309 | \$465,227 | \$3,918 | \$557,000 | \$433,667 |
| Revenue | \$13,505 | \$15,333 | (\$1,828) | \$18,400 | \$16,200 |
| Net cost of activity | \$447,804 | \$449,893 | \$2,089 | \$538,600 | \$417,467 |
| Parks and Reserves | | | | | |
| Expenditure | \$428,749 | \$465,904 | \$37,155 | \$557,800 | \$442,436 |
| Revenue | \$6,171 | \$7,333 | (\$1,162) | \$8,800 | \$6,600 |
| Net cost of activity | \$422,578 | \$458,570 | \$35,992 | \$549,000 | \$435,836 |
| Cemeteries | | | | | |
| Expenditure | \$153,398 | \$185,517 | \$32,119 | \$222,500 | \$154,346 |
| Revenue | \$67,860 | \$101,750 | (\$33,890) | \$122,100 | \$97,600 |
| Net cost of activity | \$85,538 | \$83,767 | (\$1,771) | \$100,400 | \$56,746 |
| TSB Pool Complex | | | | | |
| Expenditure | \$694,716 | \$663,160 | (\$31,556) | \$793,900 | \$645,418 |
| Revenue | \$180,217 | \$194,167 | (\$13,950) | \$233,000 | \$189,400 |
| Net cost of activity | \$514,499 | \$468,993 | (\$45,506) | \$560,900 | \$456,018 |
| <u>Democracy and Corporate Support</u> | | | | | |
| Expenditure | \$938,205 | \$945,633 | \$7,428 | \$1,134,000 | \$833,938 |
| Revenue | \$112,974 | \$87,600 | \$25,374 | \$101,000 | \$74,595 |
| Net cost of activity | \$825,231 | \$858,033 | \$32,802 | \$1,033,000 | \$759,343 |
| <u>Economy</u> | | | | | |
| Economic Development | | | | | |
| Expenditure | \$312,068 | \$335,125 | \$23,057 | \$402,000 | \$347,006 |
| Net cost of activity | \$312,068 | \$335,125 | \$23,057 | \$402,000 | \$347,006 |
| Information Centre | | | | | |
| Expenditure | \$276,067 | \$243,525 | (\$32,542) | \$292,000 | \$296,094 |
| Revenue | \$68,274 | \$93,250 | (\$24,976) | \$111,900 | \$90,100 |
| Net cost of activity | \$207,793 | \$150,275 | (\$57,518) | \$180,100 | \$205,994 |

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*Note: Expenditure excludes interest and depreciation allocated to each activity.

Revenue includes user charges, water revenue by meter, sundry revenue and NZTA subsidies as per Comprehensive report

| | April '20 Actual YTD | April '20 Budget YTD | Variance YTD | Total Budget 2019/20 | April '19 Actual YTD |
|---------------------------------|-------------------------|-------------------------|--------------|-------------------------|-------------------------|
| Rental Properties | | | | | |
| Expenditure | \$39,685 | \$44,105 | \$4,420 | \$52,000 | \$41,500 |
| Revenue | \$27,551 | \$28,583 | (\$1,032) | \$34,300 | \$48,300 |
| Net cost of activity | \$12,134 | \$15,522 | \$3,388 | \$17,700 | -\$6,800 |
| Farm | | | | | |
| Expenditure | \$189,026 | \$184,133 | (\$4,893) | \$220,000 | \$203,128 |
| Revenue | \$452,199 | \$420,417 | \$31,782 | \$504,500 | \$408,800 |
| Net cost of activity | -\$263,173 | -\$236,283 | \$26,890 | -\$284,500 | -\$205,672 |
| Holiday Park | | | | | |
| Expenditure | \$12,902 | \$13,333 | \$431 | \$16,000 | \$15,127 |
| Revenue | \$0 | \$0 | \$0 | \$3,000 | \$0 |
| Net cost of activity | \$12,902 | \$13,333 | \$431 | \$13,000 | \$15,127 |
| Environmental Services | | | | | |
| Building Control | | | | | |
| Expenditure | \$381,487 | \$347,100 | (\$34,387) | \$416,200 | \$374,143 |
| Revenue | \$223,156 | \$218,083 | \$5,073 | \$261,700 | \$164,300 |
| Net cost of activity | \$158,331 | \$129,017 | (\$29,314) | \$154,500 | \$209,843 |
| District Plan | | | | | |
| Expenditure | \$97,983 | \$122,167 | \$24,184 | \$146,600 | \$75,491 |
| Net cost of activity | \$97,983 | \$122,167 | \$24,184 | \$146,600 | \$75,491 |
| Resource Consents | | | | | |
| Expenditure | \$153,476 | \$137,817 | (\$15,659) | \$165,300 | \$128,063 |
| Revenue | \$54,914 | \$26,417 | \$28,497 | \$31,700 | \$45,400 |
| Net cost of activity | \$98,562 | \$111,400 | \$12,838 | \$133,600 | \$82,663 |
| Food and Health | | | | | |
| Expenditure | \$100,028 | \$72,867 | (\$27,161) | \$87,400 | \$70,523 |
| Revenue | \$26,465 | \$14,500 | \$11,965 | \$14,500 | \$26,600 |
| Net cost of activity | \$73,563 | \$58,367 | (\$15,196) | \$72,900 | \$43,923 |
| Alcohol Licensing | | | | | |
| Expenditure | \$122,584 | \$130,700 | \$8,116 | \$156,800 | \$112,669 |
| Revenue | \$29,086 | \$28,833 | \$253 | \$34,600 | \$29,600 |
| Net cost of activity | \$93,498 | \$101,867 | \$8,369 | \$122,200 | \$83,069 |
| Parking and Other Bylaws | | | | | |
| Expenditure | \$135,308 | \$155,700 | \$20,392 | \$186,800 | \$138,016 |
| Revenue | \$285 | \$22,083 | (\$21,798) | \$26,500 | \$2,400 |
| Net cost of activity | \$135,023 | \$133,617 | (\$1,406) | \$160,300 | \$135,616 |
| Animal Control | | | | | |
| Expenditure | \$153,933 | \$150,833 | (\$3,100) | \$180,900 | \$162,177 |
| Revenue | \$140,755 | \$128,200 | \$12,555 | \$128,200 | \$145,300 |
| Net cost of activity | \$13,178 | \$22,633 | \$9,455 | \$52,700 | \$16,877 |
| Civil Defence | | | | | |
| Expenditure | \$107,080 | \$113,333 | \$6,253 | \$136,000 | \$120,591 |
| Net cost of activity | \$107,080 | \$113,333 | \$6,253 | \$136,000 | \$120,591 |
| Assets | | | | | |
| Roading | | | | | |
| Expenditure | \$3,336,381 | \$3,295,921 | (\$40,460) | \$3,955,105 | \$3,845,828 |
| Revenue | \$3,423,258 | \$3,425,000 | (\$1,742) | \$4,070,800 | \$4,611,490 |
| Net cost of activity | -\$86,877 | -\$129,079 | (\$42,202) | -\$115,695 | -\$765,662 |

12.4

*Note: Expenditure excludes interest and depreciation allocated to each activity.

Revenue includes user charges, water revenue by meter, sundry revenue and NZTA subsidies as per Comprehensive report

| | April '20 Actual YTD | April '20 Budget YTD | Variance YTD | Total Budget 2019/20 | April '19 Actual YTD |
|-----------------------------------|-------------------------|-------------------------|--------------|-------------------------|-------------------------|
| Stormwater | | | | | |
| Expenditure | \$151,014 | \$177,784 | \$26,770 | \$212,631 | \$180,442 |
| Revenue | \$178 | \$0 | \$178 | \$0 | \$0 |
| Net cost of activity | \$150,836 | \$177,784 | \$26,948 | \$212,631 | \$180,442 |
| Wastewater (Sewerage) | | | | | |
| Expenditure | \$508,535 | \$517,720 | \$9,185 | \$620,364 | \$399,805 |
| Revenue | \$72,669 | \$59,583 | \$13,086 | \$71,500 | \$44,500 |
| Net cost of activity | \$435,866 | \$458,137 | \$22,271 | \$548,864 | \$355,305 |
| Solid Waste | | | | | |
| Expenditure | \$665,941 | \$678,892 | \$12,951 | \$814,000 | \$669,504 |
| Revenue | \$105,067 | \$67,750 | \$37,317 | \$81,300 | \$103,100 |
| Net cost of activity | \$560,874 | \$611,142 | \$50,268 | \$732,700 | \$566,404 |
| Water Supply | | | | | |
| Expenditure | \$848,611 | \$1,083,200 | \$234,589 | \$1,257,000 | \$1,009,408 |
| Revenue | \$262,048 | \$288,750 | (\$26,702) | \$462,000 | \$259,494 |
| Net cost of activity | \$586,563 | \$794,450 | \$207,887 | \$795,000 | \$749,914 |
| Total Activity Expenditure | \$11,197,687 | \$11,475,118 | \$277,431 | \$13,677,000 | \$11,465,861 |
| Total Activity Revenue | \$5,414,263 | \$5,377,797 | \$36,466 | \$6,493,000 | \$6,506,179 |
| Net Cost of Activities | \$5,783,424 | \$6,097,321 | \$313,897 | \$7,184,000 | \$4,959,682 |

CAPITAL EXPENDITURE SUMMARY BY ACTIVITY AS AT 30 APRIL 2020

| Project | Total Available | Actual YTD Expenditure 2019/20 | Projected year end expenditure | Projected under/(over) spend 2019/20 | |
|------------------------------|-------------------------|--------------------------------|--------------------------------|--------------------------------------|--------------|
| Roading | <i>Level of service</i> | 84,425 | 3,071 | 56,112 | 28,313 |
| | <i>Replacements</i> | 3,061,880 | 2,704,392 | 2,920,227 | 141,653 |
| Stormwater | <i>Level of service</i> | 504,607 | 348,640 | 348,640 | 155,967 |
| | <i>Replacements</i> | 277,455 | 138,145 | 277,455 | 0 |
| Wastewater | <i>Level of service</i> | 1,159,380 | 43,011 | 86,571 | 1,072,809 |
| | <i>Replacements</i> | 510,978 | 150,377 | 410,978 | 100,000 |
| Water Supply | <i>Level of service</i> | 606,093 | 47,732 | 154,427 | 451,666 |
| | <i>Replacements</i> | 970,017 | 73,750 | 432,461 | 537,556 |
| Parks and Reserves | <i>Level of service</i> | 295,837 | 83,387 | 320,476 | -24,639 |
| | <i>Replacements</i> | 0 | 0 | 0 | 0 |
| Solid Waste | <i>Replacements</i> | 40,800 | 0 | 40,800 | 0 |
| Animal Control | <i>Level of service</i> | 61,300 | 40,162 | 61,300 | 0 |
| Swimming Pool | <i>Level of service</i> | 43,900 | 31,257 | 31,257 | 12,643 |
| Aerodrome | <i>Level of service</i> | 3,021 | 0 | 3,021 | 0 |
| Civic Amenities | <i>Level of service</i> | 188,900 | 92,536 | 189,326 | -426 |
| | <i>Replacements</i> | 2,530 | 2,227 | 2,227 | 303 |
| Library | <i>Replacements</i> | 0 | 1,230 | 20,000 | -20,000 |
| Miranda Street Office | <i>Level of service</i> | 0 | 5,200 | 5,200 | -5,200 |
| | <i>Replacements</i> | 3,100 | 3,840 | 3,840 | -740 |
| Farm | <i>Level of service</i> | 51,369 | 6,408 | 51,369 | 0 |
| | <i>Replacements</i> | 0 | 3,683 | 3,683 | -3,683 |
| Economy | <i>Growth</i> | 1,060,839 | 412,274 | 962,274 | 98,565 |
| Pensioner Housing | <i>Level of service</i> | 12,250 | 0 | 7,500 | 4,750 |
| | <i>Replacements</i> | 22,460 | 18,898 | 22,460 | 0 |
| Communications | <i>Replacements</i> | 75,065 | 450 | 75,065 | 0 |
| Corporate | <i>Replacements</i> | 395,415 | 127,820 | 239,500 | 155,915 |
| TOTAL | | \$ 9,431,621 | \$ 4,338,490 | \$ 6,726,169 | \$ 2,705,452 |

Policy & Services Committee - May 2020 - Monthly Reports

CAPITAL EXPENDITURE SUMMARY BY ACTIVITY AS AT 30 APRIL 2020

| Council Activity | Project Description | 2019/20 Annual Plan Budget (a) | Funds Carried Forward (b) | Total Funds Available (a + b) | 2019/20 Actual Expenditure YTD | Projected year end forecast | 2019/20 Projected under/(over) spend | Expected Project Completion Date | Comments |
|---|------------------------------------|--------------------------------|---------------------------|-------------------------------|--------------------------------|-----------------------------|--------------------------------------|----------------------------------|---|
| GROWTH - to meet additional demand | | | | | | | | | |
| Economy | Proposed Council subdivision | 793,700 | 267,139 | 1,060,839 | 412,274 | 962,274 | 98,565 | By 30 June 2020 | Total cost to date for the entire project is \$3,581,000. It is anticipated that the final cost will be approximately \$4.2m. |
| Total Growth Expenditure | | 793,700 | 267,139 | 1,060,839 | 412,274 | 962,274 | 98,565 | | |
| LEVEL OF SERVICE - to improve the level of service on an existing asset or provide an additional asset to increase a service level | | | | | | | | | |
| Roading - Financially assisted NZTA | LED Lighting Upgrade | 0 | 16,112 | 16,112 | 3,071 | 16,112 | 0 | By 30 June 2020 | NPE-Tech will complete the conversion this year |
| Roading non-subsidised | Kerb & Channel Improvements | 0 | 68,313 | 68,313 | 0 | 40,000 | 28,313 | By 30 June 2020 | This will be used for Mangaotuku Road improvements and Page Street kerb and channel. |
| Stormwater | Reticulation Capacity Increase | 108,150 | 91,945 | 200,095 | 348,640 | 348,640 | (148,545) | COMPLETED | This over spend was from the manhole lid safety screen budget in the line below. All lids on private property have been completed, and are now part of this the reticulation capacity increase programme of works, for the inlets and outlets in the pipe systems. |
| Stormwater | Manhole Lid Safety Screens | 120,320 | 184,192 | 304,512 | 0 | 0 | 304,512 | COMPLETED | See above |
| Wastewater | Camper van drainage facility | 0 | 5,000 | 5,000 | 0 | 5,000 | 0 | By 30 June 2020 | |
| Wastewater | Reticulation capacity increase | 102,520 | 75,980 | 178,500 | 12,151 | 11,571 | 166,929 | CARRY FORWARD PROPOSED | There is not enough resources to carry out the design work to enable the project to be tendered. Part of the budget will be used for the Broadway upgrade in 2021/21. |
| Wastewater | Safety screens | 33,160 | 32,300 | 65,460 | 0 | 0 | 65,460 | NOT REQUIRED | There are no longer any manholes on private property with no screens |
| Wastewater | Pump station telemetry | 82,000 | 0 | 82,000 | 0 | 0 | 82,000 | CARRY FORWARD PROPOSED | A carry forward is proposed to 2020/21 as other options of communication are being investigated |
| Wastewater | Bulk discharge | 51,300 | 0 | 51,300 | 0 | 10,000 | 41,300 | CARRY FORWARD PROPOSED | This is part of the project on the line above regarding communication options |
| Wastewater | Stage 2 treatment - Oxidation Pond | 768,920 | 8,200 | 777,120 | 30,860 | 60,000 | 717,120 | CARRY FORWARD PROPOSED | Council have now received a consent for a trial period of 3 years. The scope of the project will then be determined after this trial period ends. |
| Water Supply | Water Meter Installation | 30,750 | 1,677 | 32,427 | 28,723 | 32,427 | 0 | By 30 June 2020 | |
| Water Supply | Zoning | 307,500 | 184,166 | 491,666 | 16,009 | 40,000 | 451,666 | CARRY FORWARD PROPOSED | This was carried forward from the previous year, as the tender received was unacceptable. The project has now been reviewed, as a bigger contract with 4 different job sites. Each site is to be done separately, in order to obtain a more favourable price, so will take longer to complete. The project went out for tender in January 2020. |
| Water Supply | Toko reservoir | 51,250 | 0 | 51,250 | 3,000 | 51,250 | 0 | By 30 June 2020 | |
| Water Supply | Stratford street work rider mains | 30,750 | 0 | 30,750 | 0 | 30,750 | 0 | By 30 June 2020 | |
| Parks and Reserves | Park Development | 15,300 | 0 | 15,300 | 15,299 | 15,299 | 1 | COMPLETED | |
| Parks and Reserves | Walkway development | 15,300 | 0 | 15,300 | 4,944 | 15,300 | 0 | By 30 June 2020 | Whanga Walkway and Cardiff Walkway upgrades |
| Parks and Reserves | Walkway signs | 10,200 | 10,000 | 20,200 | 3,182 | 20,200 | 0 | By 30 June 2020 | Waiting on template design and branding |
| Parks and Reserves | King Edward Park accessible path | 46,000 | 0 | 46,000 | 45,640 | 45,640 | 360 | COMPLETED | |
| Parks and Reserves | Plantings and signs | 12,250 | 10,212 | 22,462 | 0 | 22,462 | 0 | By 30 June 2020 | This is on hold until a template has been designed |

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| Council Activity | Project Description | 2019/20 Annual Plan Budget (a) | Funds Carried Forward (b) | Total Funds Available (a + b) | 2019/20 Actual Expenditure YTD | Projected year end forecast | 2019/20 Projected under/(over) spend | Expected Project Completion Date | Comments |
|---|-------------------------------------|--------------------------------|---------------------------|-------------------------------|--------------------------------|-----------------------------|--------------------------------------|----------------------------------|--|
| Parks and Reserves | Victoria Park bike park | 0 | 25,000 | 25,000 | 13,302 | 25,000 | 0 | By 30 June 2020 | Project design is complete, and detail design and tender documentation preparation is underway. |
| Parks and Reserves | Discovery Trail | 102,100 | 49,475 | 151,575 | 1,020 | 151,575 | 0 | By 30 June 2020 | 100% grant funded - waiting on design confirmation |
| Parks and Reserves | Half basketball court - grant \$25k | 0 | 0 | 0 | 0 | 25,000 | (25,000) | By 30 June 2020 | Cost of \$25,000 is 100% grant funded. Tenders received were in excess of the budget, so funding is now under review. |
| Swimming Pool | Various Pool improvements | 43,900 | 0 | 43,900 | 14,848 | 14,848 | 29,052 | COMPLETED | 50% grant funding |
| Swimming Pool | Pool development | 0 | 0 | 0 | 16,409 | 16,409 | (16,409) | By 30 June 2020 | |
| Aerodrome | Level operational area | 0 | 3,021 | 3,021 | 0 | 3,021 | 0 | By 30 April 2020 | |
| Civic Amenities | Demolish ANZ building | 76,600 | 0 | 76,600 | 52,735 | 62,000 | 14,600 | By 31 May 2020 | Completed apart from site remediation |
| Civic Amenities | Broadway / Prospero Place upgrade | 112,300 | 0 | 112,300 | 3,899 | 91,424 | 20,876 | By 30 June 2020 | |
| Civic Amenities | LED Entrance way sign | 0 | 0 | 0 | 35,902 | 35,902 | (35,902) | COMPLETED | The total cost for this project (over two years) was \$90,876, of which \$70,000 was grant funded, and the overspend of \$20,000 is to be funded from the Broadway / Prospero Place upgrade project above. |
| Farm | Emergency generator | 30,000 | 0 | 30,000 | 0 | 30,000 | 0 | By 30 June 2020 | Farm and Aerodrome Committee will make recommendation in June. |
| Farm | Landscaping / riparian planting | 15,310 | 6,059 | 21,369 | 6,408 | 21,369 | 0 | By 30 June 2020 | Meeting with TRC - plants will be purchased in May and project finished by June 2020 |
| Animal Control | New dog pound | 61,300 | 0 | 61,300 | 40,162 | 61,300 | 0 | By 30 June 2020 | |
| Library | Information centre relocation | 0 | 0 | 0 | 1,230 | 20,000 | (20,000) | By 30 June 2020 | |
| Miranda Street Office | Heating in archive room | 0 | 0 | 0 | 5,200 | 5,200 | (5,200) | COMPLETED | Required to meet record storage requirements |
| Pensioner Housing | Conservatories | 12,250 | 0 | 12,250 | 0 | 7,500 | 4,750 | By 30 April 2020 | Tender process has commenced. The budget was for 2 conservatories but now only doing 1 as the remaining unit already has a back porch. |
| Total Level of Service Expenditure | | 2,239,430 | 771,652 | 3,011,082 | 702,634 | 1,335,199 | 1,675,883 | | |

REPLACEMENTS - replaces an existing asset with the same level of service provided

| | | | | | | | | | |
|-------------------------------------|---|---------|----------|---------|---------|---------|-----------|------------------------|--|
| Roading - Financially assisted NZTA | Unsealed Road metalling | 844,600 | (44,600) | 800,000 | 422,732 | 540,000 | 260,000 | CARRY FORWARD PROPOSED | Revised NZTA approved budget due to overspend in 2018/19 |
| Roading - Financially assisted NZTA | Sealed Road resurfacing | 800,000 | (50,000) | 750,000 | 772,254 | 775,000 | (25,000) | By 30 June 2020 | Revised NZTA approved budget due to overspend in 2018/19. Reseals commenced at the end of January 2020. |
| Roading - Financially assisted NZTA | Drainage Renewals | 568,300 | (43,300) | 525,000 | 401,868 | 470,000 | 55,000 | CARRY FORWARD PROPOSED | Revised NZTA approved budget due to overspend in 2018/19. Reseals commenced at the end of January 2020. |
| Roading - Financially assisted NZTA | Pavement Rehabilitation | 762,100 | (19,320) | 742,780 | 860,337 | 865,000 | (122,220) | By 30 June 2020 | Revised NZTA approved budget due to overspend in 2018/19. Monmouth Road rehabilitation has been completed. |
| Roading - Financially assisted NZTA | Structure Components Replacement | 96,100 | (16,100) | 80,000 | 119,955 | 140,000 | (60,000) | By 30 June 2020 | Revised NZTA approved budget due to overspend in 2018/19. Lower Kohurutahi Road bridge repairs commenced in January 2020. |
| Roading - Financially assisted NZTA | Traffic Servcies Renewals | 63,100 | (13,100) | 50,000 | 92,861 | 95,000 | (45,000) | COMPLETED | Revised NZTA approved budget due to overspend in 2018/21 |
| Roading - Financially assisted NZTA | Sealed Road resurfacing-Special purpose | 52,000 | 49,800 | 101,800 | 7,768 | 7,768 | 94,032 | CARRY FORWARD PROPOSED | It is proposed to carry forward this years budget to be done as one bigger project in 2020/21 |
| Roading non-subsidised | Underverandah lighting | 12,300 | 0 | 12,300 | 158 | 1,000 | 11,300 | CARRY FORWARD PROPOSED | |
| Roading | Traffic counters | 0 | 0 | 0 | 26,459 | 26,459 | (26,459) | COMPLETED | Current traffic counters are no longer compatible with software so replacements are required, to accurately count traffic volumes. |

Policy & Services Committee - May 2020 - Monthly Reports

| Council Activity | Project Description | 2019/20 Annual Plan Budget (a) | Funds Carried Forward (b) | Total Funds Available (a + b) | 2019/20 Actual Expenditure YTD | Projected year end forecast | 2019/20 Projected under/(over) spend | Expected Project Completion Date | Comments |
|--------------------------------------|---|--------------------------------|---------------------------|-------------------------------|--------------------------------|-----------------------------|--------------------------------------|----------------------------------|---|
| Solid Waste | Building renewals | 40,800 | 0 | 40,800 | 0 | 40,800 | 0 | By 30 June 2020 | Pending the recommendation of the building maintenance report, and also reseals to commence this year |
| Stormwater | Weather events emergency fund | 2,560 | 0 | 2,560 | 0 | 2,560 | 0 | By 30 June 2020 | |
| Stormwater | Reticulation Renewals | 54,330 | 220,565 | 274,895 | 138,145 | 274,895 | 0 | By 30 June 2020 | |
| Wastewater | Step / aerate treatment renewals | 30,700 | 18,978 | 49,678 | 10,302 | 49,678 | 0 | By 30 June 2020 | |
| Wastewater | Treatment pond renewals | 51,300 | 0 | 51,300 | 0 | 51,300 | 0 | By 30 June 2020 | |
| Wastewater | Reticulation renewals | 410,000 | 0 | 410,000 | 140,075 | 310,000 | 100,000 | By 30 June 2020 | This project commenced in January 2020 |
| Water Supply | Laterals | 31,370 | 0 | 31,370 | 3,388 | 31,370 | 0 | By 30 June 2020 | |
| Water Supply | Stratford street work rider mains | 210,000 | 0 | 210,000 | 11,318 | 210,000 | 0 | By 30 June 2020 | |
| Water Supply | Infrastructure general Stratford | 25,620 | 25,000 | 50,620 | 0 | 50,620 | 0 | By 30 June 2020 | |
| Water Supply | Infrastructure general Midhirst | 3,070 | 639 | 3,709 | 0 | 3,709 | 0 | By 30 June 2020 | |
| Water Supply | Infrastructure general Toko | 1,600 | 0 | 1,600 | 0 | 1,600 | 0 | By 30 June 2020 | |
| Water Supply | Treatment plant replacements | 0 | 37,023 | 37,023 | 30,127 | 30,127 | 6,896 | CARRY FORWARD PROPOSED | |
| Water Supply | Grit tank replacement | 0 | 250,000 | 250,000 | 1,505 | 15,000 | 235,000 | CARRY FORWARD PROPOSED | The project did not commence in 2018/19 and has been carried forward to this year. The tender will now be awarded before 30 June 2020 and the physical works will be carried out in 2020/21 year. As this is specialist work, there are limited contractors that are able to do the work. |
| Water Supply | Meter replacements | 51,260 | 50,000 | 101,260 | 7,646 | 50,000 | 51,260 | CARRY FORWARD PROPOSED | The balance of this project will be done in 2020/21 due to the unavailability of the contractor's resources, as it is a specialised task. |
| Water Supply | Patea delivery line | 0 | 259,400 | 259,400 | 0 | 15,000 | 244,400 | CARRY FORWARD PROPOSED | See above comments for the grit tank replacement. These two projects have been combined as the Patea delivery line feeds in to the grit tank. |
| Water Supply | Hydrants | 15,170 | 9,865 | 25,035 | 19,766 | 25,035 | 0 | By 30 June 2020 | |
| Civic Amenities | WMC - replace furniture | 2,530 | 0 | 2,530 | 2,227 | 2,227 | 303 | COMPLETED | |
| Pensioner Housing | Appliance replacements | 22,460 | 0 | 22,460 | 18,898 | 22,460 | 0 | By 30 June 2020 | Replacing in early 2020 |
| Farm | Heat pump replacement | 0 | 0 | 0 | 3,683 | 3,683 | (3,683) | COMPLETED | |
| Miranda Street Office | Furniture Replacement | 3,100 | 0 | 3,100 | 3,840 | 3,840 | (740) | COMPLETED | |
| Communications | Website redevelopment | 0 | 75,065 | 75,065 | 450 | 75,065 | 0 | By 30 June 2020 | This project was carried forward due to internal resourcing and re-prioritisation. |
| Corporate | Computers/Peripherals/ Software | 140,000 | 65,915 | 205,915 | 91,404 | 150,000 | 55,915 | By 30 June 2020 | |
| Corporate | AssetFinda and GIS software replacement | 15,000 | 0 | 15,000 | 0 | 15,000 | 0 | By 30 June 2020 | |
| Corporate | Telephone System | 50,000 | 50,000 | 100,000 | 0 | 0 | 100,000 | CARRY FORWARD PROPOSED | Currently working through RFP process - three suppliers have been shortlisted. Product demonstrations will be evaluated in May. |
| Corporate | Vehicle Replacement (after trade in) | 54,500 | 0 | 54,500 | 28,672 | 54,500 | 0 | By 31 May 2020 | |
| Corporate | Miscellaneous | 20,000 | 0 | 20,000 | 7,744 | 20,000 | 0 | By 30 June 2020 | This includes civil defence equipment for the local ECC. |
| Total Replacement Expenditure | | 4,433,870 | 925,830 | 5,359,700 | 3,223,582 | 4,428,696 | 931,004 | | |
| TOTAL EXPENDITURE | | \$7,467,000 | \$1,964,621 | \$9,431,621 | \$4,338,490 | \$6,726,169 | \$2,705,452 | | |

| LIABILITIES AND INVESTMENTS STATEMENT AS AT 30 APRIL 2020 | | | | | |
|--|----------------------|---------------|-------------------|-----------------------|-----------------------|
| Public Debt Statement | | | | | |
| Lender | Amount | Interest Rate | Term (Years) | Date Drawn | Maturity Date |
| LGFA | \$ 1,000,000 | 1.99% | 1 | May 2019 | May 2020 |
| LGFA (floating) | \$ 2,000,000 | 1.31% | 1 | April 2020 | April 2021 |
| LGFA | \$ 1,500,000 | 2.62% | 3 | August 2018 | May 2021 |
| LGFA | \$ 2,000,000 | 2.81% | 4 | August 2018 | April 2022 |
| LGFA | \$ 1,000,000 | 1.55% | 3 | April 2020 | April 2023 |
| LGFA | \$ 1,500,000 | 3.47% | 5 | May 2018 | May 2023 |
| LGFA | \$ 2,000,000 | 2.53% | 5 | May 2019 | May 2024 |
| LGFA | \$ 2,000,000 | 3.38% | 7 | August 2018 | April 2025 |
| LGFA | \$ 1,000,000 | 2.02% | 6 | April 2020 | April 2026 |
| LGFA | \$ 1,500,000 | 3.65% | 9 | August 2018 | April 2027 |
| | \$ 15,500,000 | 2.60% | | | |
| Internal Debt Register | | | | | |
| Activity | Amount | Start Date | Term | Interest Rate | Details |
| Water | \$ 1,510,000 | 2013 | N/a | 2.60% | Water treatment plant |
| | \$ 1,510,000 | | | | |
| Committed Cash Facilities | | | | | |
| Lender | Facility Value | Outstanding | Rate | | |
| TSB Bank | \$ 1,000,000 | \$ - | BKBM* + 3% | | |
| | \$ 1,000,000 | | | | |
| Investment Statement | | | | | |
| Bank / LGFA | Amount | Interest Rate | Term (Days) | Start | End |
| TSB | \$ 1,000,000 | 2.15% | 124 | 8/04/2020 | 10/08/2020 |
| ANZ | \$ 1,000,000 | 2.30% | 90 | 28/02/2020 | 28/05/2020 |
| Westpac | \$ 1,000,000 | 2.68% | 120 | 13/02/2020 | 12/06/2020 |
| LGFA | \$ 32,000 | 2.13% | 1827 | 10/05/2019 | 10/05/2024 |
| LGFA | \$ 32,000 | 0.91% | 378 | 7/04/2020 | 20/04/2021 |
| LGFA | \$ 24,000 | 2.22% | 992 | 27/08/2018 | 15/05/2021 |
| LGFA | \$ 32,000 | 2.41% | 1326 | 27/08/2018 | 14/04/2022 |
| LGFA | \$ 16,000 | 1.15% | 1103 | 7/04/2020 | 15/04/2023 |
| LGFA | \$ 24,000 | 3.06% | 1826 | 24/05/2018 | 24/05/2023 |
| LGFA | \$ 32,000 | 2.98% | 2423 | 27/08/2018 | 15/04/2025 |
| LGFA | \$ 16,000 | 1.62% | 2199 | 7/04/2020 | 15/04/2026 |
| LGFA | \$ 24,000 | 3.25% | 3153 | 27/08/2018 | 15/04/2027 |
| | \$ 3,232,000 | 2.37% | | | |
| Shareholdings Statement | | | | | |
| | No. of Shares | Share Price | Value of Shares | | |
| Fonterra | 158,716 | \$ 3.67 | \$ 582,488 | | |
| Ravensdown | 17,920 | \$ 1.00 | \$ 17,920 | | |
| Civic Assurance | 65,608 | \$ 1.59 | \$ 104,317 | | |
| | | | \$ 704,724 | | |
| Other Investments | | | | | |
| | Date Drawn | Amount | Interest Rate | Details | |
| Loan to Stratford Health Trust | 2010 | \$ 40,000 | Nil | Repay \$20,000 a year | |

*BKBM - The Bank Bill Market Rate is a short term interest rate used widely in NZ as a benchmark for pricing debt.

CASHFLOW FORECAST FOR THE YEAR ENDED APRIL 2021

| | | Apr-20 | Apr-20 ACTUAL | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | Dec-20 | Jan-21 | Feb-21 | Mar-21 |
|--------------------------------------|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| OPENING BALANCE | | 1,816,379 | 1,816,379 | 2,157,169 | 1,631,752 | 1,006,418 | 473,534 | 2,970,200 | 1,909,866 | 854,863 | 2,337,554 | 1,271,220 | 268,336 | 692,002 |
| Rates | 1 | 224,000 | 356,389 | 1,500,000 | 320,000 | 400,000 | 3,280,000 | 540,000 | 350,000 | 2,800,000 | 400,000 | 370,000 | 2,900,000 | 400,000 |
| NZTA Refunds | | 416,510 | 416,510 | 118,792 | 430,000 | 400,000 | 209,000 | 126,000 | 265,000 | 250,000 | 650,000 | 250,000 | 450,000 | 750,000 |
| Fees and Charges | 1 | 200,000 | 58,489 | 200,000 | 200,000 | 350,000 | 319,000 | 300,000 | 200,000 | 250,000 | 350,000 | 240,000 | 350,000 | 350,000 |
| Sale of Assets | 2 | 268,000 | 268,000 | 528,000 | 126,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 |
| Interest Revenue | | 8,633 | 9,966 | 8,666 | 8,666 | 8,666 | 8,666 | 8,666 | 8,666 | 8,666 | 8,666 | 8,666 | 8,666 | 8,666 |
| Other Income | 3 | - | - | - | - | - | - | - | - | - | - | 1,000,000 | 1,000,000 | 1,000,000 |
| Total Cash In | | 1,117,143 | 1,109,354 | 2,355,458 | 1,084,666 | 1,283,666 | 3,941,666 | 1,099,666 | 948,666 | 3,433,666 | 1,533,666 | 1,993,666 | 4,833,666 | 2,633,666 |
| Salaries and Wages / Elected Members | | 390,000 | 377,137 | 390,000 | 410,000 | 410,000 | 240,000 | 350,000 | 440,000 | 400,000 | 400,000 | 300,000 | 340,000 | 400,000 |
| Payments to Suppliers - Operating | | 400,000 | 235,062 | 600,000 | 500,000 | 800,000 | 730,000 | 790,000 | 550,000 | 700,000 | 800,000 | 400,000 | 370,000 | 950,000 |
| Major contract payments | | 800,000 | 1,053,294 | 1,100,000 | 800,000 | 500,000 | 475,000 | 600,000 | 900,000 | 950,000 | 1,400,000 | 3,600,000 | 3,700,000 | 1,400,000 |
| Interest Expense | | 107,404 | 103,071 | 90,875 | - | 6,550 | - | - | 113,669 | 70,975 | - | 6,550 | - | - |
| GST Paid | | - | - | (300,000) | - | 100,000 | - | 420,000 | - | 170,000 | - | 190,000 | - | 250,000 |
| Total Cash Out | | 1,697,404 | 1,768,564 | 1,880,875 | 1,710,000 | 1,816,550 | 1,445,000 | 2,160,000 | 2,003,669 | 1,950,975 | 2,600,000 | 4,496,550 | 4,410,000 | 3,000,000 |
| (Increase)/Reduce Term Deposits | 4 | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Borrowing /(Repaying) Loans* | 5 | 1,000,000 | 1,000,000 | - | - | - | - | - | - | - | - | 1,500,000 | - | - |
| CLOSING BALANCE | | 1,236,118 | 2,157,169 | 1,631,752 | 1,006,418 | 473,534 | 2,970,200 | 1,909,866 | 854,863 | 2,337,554 | 1,271,220 | 268,336 | 692,002 | 325,668 |
| Net Debt | | 11,284,000 | 12,284,000 | 11,284,000 | 11,284,000 | 11,284,000 | 11,284,000 | 11,284,000 | 11,284,000 | 11,284,000 | 11,284,000 | 12,784,000 | 12,784,000 | 12,784,000 |

Notes re Cashflow Forecast:

1. Due to the Covid-19 lockdown, an assumption has been made that Rates and Fees and Charges Revenue will decrease by 20% until 01 July 2020 where it is expected to pick back up again.
2. Sale of Assets figures March 2020 onwards relates to the sale of the Council subdivision sections. Titles were issued in March and it is expected that at least 8 properties will be due for settlement in the next 3 months. 4 Sections Settle in May and 1 in June.
2. Remainder of Victoria Road sale \$81K to be paid in May 2020
3. Other income relates to grant income expected to fund \$3m of the cost of the pool (total budgeted cost \$15m).
4. A \$1m term deposit was required in April but reinvested in May. The decision was made to maintain \$4m invested in Term deposits as a cash buffer, and supporting reserve balances.
5. Council refinanced \$4m of loans through the LGFA in April. \$3m relates to loans maturing in April and \$1m relates to a loan maturing in May. In May council will increase its debt by a further \$1m to ensure there is always sufficient cash. This will be funded through

Outstanding Debtors as at 30 April 2020

| Category | Total Outstanding | Overdue > 3 months | Notes relating to outstanding balances |
|-------------------------|--------------------|--------------------|--|
| Rates | \$170,724 | \$17,570 | The overdue balance for rates debtors is what is owed for previous financial years i.e. up to 30 June 2019. This amount includes some rates where legal proceedings have commenced. All outstanding rates are charged a 10% penalty on amounts outstanding at the end of each quarter. |
| Transfer Station | -\$72 | \$0 | |
| Cemeteries | \$19,133 | \$10,218 | Overdues relate to 7 debtors, which have payment arrangements with council or are with a debt collector for recovery. |
| Rental Properties | \$9,420 | \$3,576 | Overdue amount is an annual charge paid off in monthly instalments. |
| Pensioner Housing | -\$3,687 | \$0 | Credit as tenants pay two weeks in advance. |
| Planning and Regulatory | \$6,136 | \$6,106 | Overdue debtors are actively being pursued by debt collectors DMC. |
| Facility Hire | \$2,479 | \$0 | |
| Sundry Debtors | \$651,038 | \$10,048 | Overdue debtors are actively being pursued by debt collectors. One account has payment arrangement. Targeted Rates due 30/06/20. Sundry debtors includes income accrued, ie Fonterra milk cheque, and section sales that have gone unconditional in April and funds will be received in May. |
| NZTA | \$118,792 | \$0 | |
| Swimming Pool | \$3,151 | \$0 | These are March invoices due - due to the Covid-19 lockdown all schools were closed in April and unable to make payment. |
| Resource Consents | \$19,000 | \$0 | |
| Infringements | \$63,225 | \$63,225 | All debtors are overdue and with the Ministry of Justice for collection. |
| Wastewater Discharge | \$46,167 | \$15,167 | Payment arrangement made for overdue amount. Current bills paid. |
| Water Billing | \$111,684 | \$24,004 | Four debtors are overdue, two debtors have entered into approved Council payment arrangements, and Council officers are chasing up the other two. A 10% penalty is applied each quarter on all amounts overdue. |
| TOTAL | \$1,217,190 | \$149,913 | |