



Our reference  
F19/13/03-D21/26182

21 September 2022

**Policy and Services Committee**

Notice is hereby given that the meetings of the Farm and Aerodrome Committee and the Audit and Risk Committee will be held in the **Council Chambers, Stratford District Council, 63 Miranda Street, Stratford** on **Tuesday 27 September 2022 beginning at 3.00pm.**

**Timetable for 27 September 2022 as follows:**

2.45pm	Afternoon Tea for Councillors
3.00pm	Policy and Services Committee

Yours faithfully

Sven Hanne  
**Chief Executive**

# 2022 - Agenda - Policy & Services - September - Open



27 September 2022 03:00 PM - 05:00 PM

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# AGENDA

## Policy and Services Committee



F19/13/05 – D22/25498

**Date: Tuesday 27 September 2022 at 3.00 PM**  
**Venue: Council Chambers, 63 Miranda Street, Stratford**

1. Welcome
  - 1.1 **Opening Karakia**  
D21/40748 Page 9
  - 1.2 **Health and Safety Message**  
D21/26210 Page 10
2. Apologies
3. Announcements
4. **Declarations of members interest**  
Elected members to declare any real or perceived conflicts of interest relating to items on this agenda.
5. **Attendance Schedule**  
Page 11  
  
Attendance schedule for Policy and Services Committee meetings, including Hearings.
6. **Confirmation of Minutes**
  - 6.1 **Policy & Services Committee – 23 August 2022**  
D22/32840 (Open) & D22/32305 (PE) Page 12

### Recommendation

THAT the minutes of the Policy and Services Committee Meeting, including the public excluded section, held on Tuesday 26 July 2022 be confirmed as a true and accurate record.

/  
Moved/Seconded

7. **Matters Outstanding**  
D16/47 Page 20

### Recommendation

THAT the Matters Outstanding be received.

/  
Moved/Seconded

8. [Decision Report – Policy Reviews – September 2022](#)  
D22/34990 Page 21

**Recommendations**

1. THAT the report be received.
2. THAT the attached, updated and new policies, being the:
  - *Credit Card Policy*
  - *Elizabeth Maree Watson Estate Fund Policy*
  - *Allocation and use of Sports Grounds Policy*
  - *Management of Domains policy*
  - *Street Trees Policy*
  - *Trade Waste Policy*be adopted.
3. THAT the *Appointment & Remuneration of Directors for Council Organisations Policy* be withdrawn.

**Recommended Reason**

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

/  
Moved/Seconded

9. [Decision Report – Rooding Network Procurement Strategy 2022-2025](#)  
D22/35202 Page 50

**Recommendations**

1. THAT the report be received.
2. THAT the Rooding Network Procurement Strategy is endorsed by council.
3. THAT the Committee allow the amendment of the Rooding Network Procurement Strategy to be undertaken by Officers, from time to time, as required by legislation or Waka Kotahi, being a living document. Such amendments will be of a minor nature not requiring the entire strategy to be re-endorsed by council.
4. THAT the Rooding Network Procurement Strategy is made publicly available on the Stratford District Council website.

**Recommended Reason**

Waka Kotahi requires all Approved Organisation to have a procurement strategy that documents our long-term integrated approach to the procurement of transport activities funded under Section 20 of the Land Transport Management Act and Amendment Act 2013. This strategy replaces the existing expired Road Procurement Strategy.

/  
Moved/Seconded

10. [Decision Report – Waste Levy Contestable Fund – Deliberation and Adoption](#)  
D22/25341 Page 98

**Recommendations**

1. THAT the report be received.
2. THAT the Committee approves the new Waste Levy Contestable Fund Policy from 5 October 2022.
3. THAT the Committee approves the implementation of the Waste Levy Contestable Fund at \$25,000 per annum for 2022/2023 and 2023/2024 only, for eligible groups to apply for funding of waste minimisation initiatives within Stratford District.

**Recommended Reason**  
To provide the community the opportunity to apply for local funding to implement waste minimisation initiatives within Stratford district.

/  
Moved/Seconded

11. [Monthly Reports](#)

**11.1 Assets Report**  
D22/36122 Page 106

**Recommendation**

THAT the report be received.

/  
Moved/Seconded

**11.2 Community Services Report**  
D22/33581 Page 137

**Recommendation**

THAT the report be received.

/  
Moved/Seconded

**11.3 Environmental Services Report**  
D22/30480 Page 147

**Recommendation**

THAT the report be received.

/  
Moved/Seconded

**11.4 Corporate Services Report**  
D22/35714 Page146

**Recommendation**

THAT the report be received.

/ Moved/Seconded

12. Questions

13. Resolution to Exclude the Public

**RECOMMENDATION**

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

Agenda Item No: 13 and 14

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

General subject of each matter to be considered	Reason for passing this resolution to each matter	Grounds under section 48(1) for the passing of this resolution
Purchase of land	The withholding of the information is necessary for commercial sensitivity	The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. Section 7(2)b(ii) of the Local Government Official Information and Meetings Act 1987.
Purchase of land	The withholding of the information is necessary for commercial sensitivity	The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. Section 7(2)b(ii) of the Local Government Official Information and Meetings Act 1987.

/ Moved/Seconded

14. Public Excluded Item

15. Public Excluded Item

**Recommendation**

THAT the open meeting resume.

/  
Moved/Seconded

16. Closing Karakia  
D21/40748 Page 171

\*\*\*\*\*





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

**Our reference**  
F19/13/03-D21/40748

### **Karakia**

Kia uruuru mai  
Ā hauora  
Ā haukaha  
Ā haumāia  
Ki runga, Ki raro  
Ki roto, Ki waho  
Rire rire hau Paimārire

I draw in (to my being)  
The reviving essence  
The strengthening essence  
The essence of courage  
Above, Below  
Within, Around  
Let there be peace.



**Our reference**  
F19/13/03-D22/17082

### **Health and Safety Message**

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

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

**5. Attendance schedule for 2022 Policy & Services Committee meetings (including Hearings).**

Date	25/01/22	22/02/22	22/03/22	26/04/22	17/05/22	24/05/22	24/05/22	28/06/22	26/07/22	23/08/22	27/09/22
<b>Meeting</b>	PS	PS	PS	PS	H	H	PS	PS	PS	PS	PS
Neil Volzke	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Grant Boyde	✓	AV	✓	✓	✓	✓	✓	✓	✓	✓	
Rick Coplestone	✓	✓	AV	✓	✓	✓	✓	✓	✓	✓	
Peter Dalziel	✓	AV	AV	✓	A	✓	✓	AV	✓	✓	
Jono Erwood	✓	A	AV	✓	✓	✓	✓	✓	✓	✓	
Amanda Harris	✓	✓	AV	✓	✓	AV	AV	✓	✓	✓	
Alan Jamieson	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Vaughan Jones	✓	✓	AV	✓	✓	✓	✓	A	✓	✓	
Min McKay	A	A	AV	✓	✓	✓	✓	✓	AV	✓	
John Sandford	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Gloria Webby	✓	✓	AV	✓	✓	✓	✓	✓	✓	✓	

Key	
PS	Policy & Services Committee Meeting
H	Hearing (heard by Policy & Services Committee)
✓	Attended
A	Apology/Leave of Absence
AB	Absent
S	Sick
AV	Meeting held, or attended by, by Audio Visual Link

# MINUTES

## Policy and Services Committee



F19/03/05 – D22/32840

**Date: Tuesday 23 August 2022 at 3PM**  
**Venue: Council Chambers, 63 Miranda Street, Stratford**

### Present

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

### In attendance

The Chief Executive – Mr S Hanne, the Director Community Services – Ms K Whareaitu, the Director Assets – Mrs V Araba, the Director – Corporate Services – Mrs T Radich, the Committee Advisor and Executive Assistant – Mrs E Bishop, the Communications Manager – Ms G Gibson, the HR & Governance Administrator – Mrs C Reynolds, the Communications Advisor – Mrs S Clarkson (*part meeting*), the Communications Manager – Mr C Julie (*part meeting*), the Community Development Officer – Mrs A Kingston (*part meeting*), the Community Development Officer – Mrs V Fischer (*part meeting*), the Parks and Reserves Officer – Mrs M McBain (*part meeting*), the Asset Management Coordinator – Mrs L Campbell (*part meeting*), the Roading Asset Manager – Mr S Bowden, the Property Officer – Mrs S Flight (*part meeting*), the Projects Engineer/Manager – Mr S Taylor, Mr K Wright, Mrs J Patterson and Mr L Millard (Venture Taranaki), two members of the public and one member of the media (Taranaki Daily News).

### 1. Welcome

The opening karakia was read.

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

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

### 2. Apologies

An apology was noted from the Director Environmental Services – Mr B Sutherland

#### Recommendation

THAT the apology be noted.

JONES/DALZIEL  
Carried  
P&S/22/118

### 3. Announcements

The District Mayor acknowledged the three Urban Councillors who had been re-elected unopposed being Councillor Sandford, Erwood and McKay. Ellen Hall and Mathew Watt had also been elected unopposed for the urban ward and were in attendance in the public gallery.

The Deputy Mayor acknowledged that the District Mayor had also been re-elected unopposed. He introduced Carissa Reynolds as the new HR & Governance Administrator.

### 4. Declarations of members interest

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

## 5. Attendance Schedule

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

## 6. Confirmation of Minutes

### 6.1 Policy & Services Committee – 26 July 2022 D22/28691 (Open) & D22/28320 (PE) Page 11

#### **Recommendation**

THAT the minutes of the Policy and Services Committee Meeting, including the public excluded section, held on Tuesday 26 July 2022 be confirmed as a true and accurate record.

BOYDE/HARRIS  
Carried  
P&S/22/119

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

- Page 15 – Around to amount second bullet under questions.
- Page 19 - outlook to outlet – fifth bullet under Questions.

## 7. Matters Outstanding

D16/47 Page 23

#### **Recommendation**

THAT the Matters Outstanding be received.

ERWOOD/SANDFORD  
Carried  
P&S/22/120

## 8. Information Report – Economic Development Quarterly Report – Quarter Four

D22/24141 Page 24

#### **Recommendation**

THAT the report be received.

VOLZKE/McKAY  
Carried  
P&S/22/121

Kelvin Wright, Jennifer Patterson and Luke Millard of Venture Taranaki were in attendance to answer any questions arising from the quarterly report.

Questions/Points of Clarification:

- It was clarified that the bold numbers in the table on page 40 referred to the numbers accounted to Stratford. It was noted that the support engagements were undertaken face to face, by phone, email correspondence or virtual meetings.

- Councillor McKay questioned if there was any intention to break the referral and engagement targets within the Districts to provide accountabilities for each District? Mr Wright noted that Venture Taranaki was currently working with New Plymouth District Council on establishing a new daily measurement framework which will enable reporting directly for each District, particularly in respect to the funding allocated from council for services to be delivered by Venture Taranaki. There will be some demographics and geographic and equity analysis that will provide a good clear and concise view of where the funding is going.
- Mr Wright noted that while working with the shareholders there has been a recognition of the challenges for smaller councils in funding economic development and it has been requested that Venture Taranaki ensure Stratford District Council and South Taranaki District Council get more than their fair share of work undertaken for the funding they provide. It is expected that a workshop will be scheduled with council before March 2023 to present a proposal for where the best spend for council's money is in and around the district and ensure that this is within the next Venture Taranaki budget.
- It was clarified that the Regional Business Partners Funding always trends downwards towards the end of the financial year. This is a result of funding limitations and not a result of a downturn in requirements.
- Mr Wright noted that there was a strategy in place funded through Covid-19 Recovery for a tranche of affordable rentals. Quite a bit of funding could be allocated to Stratford due to affordability within the district. An application will be submitted in September to the Toi Foundation to support the running of the entity to get around 500 properties to operate. A second application will also go to the Toi Foundation to fund an independent planning team to look at where there isn't really residential land available where private work to create sections out of rural land could be achieved. Those subdivisions would be shared between the regional housing initiatives, Kāinga Ora and to the open market to subsidise the housing initiatives. There is not a lot of support from the government at the moment for the regional housing space and this model is really reliant on attracting private entities to build those houses and hold them as 'super landlords' rather than council having to be the developers. The Toi Foundation is really supportive of the model and wants to explore external housing developments. House builds around the region will be led by demand and will be a mix of high density, flats, two bedroom and three bedroom whānau homes. A feasibility study is being done in New Plymouth, South Taranaki and Stratford districts with the one being undertaken in Stratford being completed by Location Homes who have some sections and are currently doing some developments. Subject to the Toi Foundation funding it is hoped that the formal team will be established after Christmas.
- Mr Wright noted that he did not see much directional change being introduced at Venture Taranaki under his leadership, he acknowledged Venture Taranaki was respected nationally and with four new trustees on the board he noted they were currently going through the process of looking at opportunities to do things slightly differently, more fine tuning than change. The Section 17A review which was completed with the shareholders resulted in a set of recommendations so these were currently being put together. It was important to recognise changes in direction due to post covid talent shortages, immigration issues, productivity losses with increased absences and looking where staff could best look after that.
- It was clarified that the Regional Intelligence Survey was sent out to approximately 1,700 businesses across the region with a response rate of about 200. The report contained a brief breakdown of key findings from this survey but also included the link to the full report which had a strict breakdown of Taranaki wide industry sectors and a more in-depth question analysis. The next survey in December will provide comparative data which can be sliced by business type, size etc., and will allow viewers to see how things are changing. Of the 200 returned surveys about 8% were Stratford Businesses. There was a really good mix of respondents across rural farming businesses, professional services, retail and hospitality etc.

*Mr Wright, Mrs Patterson and Mr Millard and the Community Development Officers left the meeting at 3.24pm.*

## 9. Monthly Reports

### 9.1 Assets Report D22/28774 Page 52

#### Recommendation

THAT the report be received.

ERWOOD/WEBBY  
Carried  
P&S/22/122

The Director – Assets noted that the tables throughout the report incorrectly stated 2021/22 in the table headings for year to date results. This would be fixed before the next monthly report.

#### Questions/Points of Clarification:

- The Roading Asset Manager clarified that the Speed Management Plan to be submitted to the Regional Transport Committee was a result of the national Setting the Speed Limit Rule. He noted New Plymouth, South Taranaki and Stratford would individually complete the speed management plan and then take this to the Regional Transport Committee to ratify the regional speed management plan and ensure there are consistencies across the regional boundaries, he noted the example of Opunake Road that Stratford had recently reduced the speed for to 80km but has remained at 100km in South Taranaki. This had been included in the monthly report to signal that this is the next step following the speed reviews around schools. Roads have been assessed on the geometry of the road, width, existing speed profile and collective and personal risks. These risk scores have been factored into the megamaps tool. He confirmed that this would be brought to council for further discussion and then to be endorsed before being submitted to the Regional Transport Committee.
- The District Mayor questioned the credibility of the process as he noted the three plans would be submitted to the Regional Transport Committee who will make another decision on consistencies and speeds within the plan and then forward to Waka Kotahi who will have the final decision and could force further changes on the districts.
- It was noted that the risk scores for roads also took into account the formal function of the roads, traffic volumes, and crash data. Councillor Boyde noted the risk score for state highways at the moment would be through the roof.
- Councillor Jones acknowledged the pricing supplied for spraying of Yellow Bristle Grass and as this would require a change in level of service he requested it be discussed for the next Long Term Plan review due to the amount of work rural ratepayers get compared to what they see being done in town.
- Councillor Jones questioned whether council stockpiled metal for roading in the eastern hill country. Mr Bowden clarified that how the contractors operate in terms of efficiencies was their decision, council pays for supply, transportation and compacting.
- Councillor Coplestone noted the level of Dockstar quoted by the contractor in the monthly report would be 10 litres to the hectare which would be illegal under the Hazardous Substances Act. He noted Glyphosate could not be compared to Dockstar as they were for completely different outcomes, Round-up (glyphosate) would be useless in getting rid of bristle grass. Dockstar is a selective herbicide that takes out dock and bristlegrass without touching anything else. He noted he had estimated round-up would cost \$80 per hectare and dockstar at \$78 per hectare at the correct dosage rates. He acknowledged that both sprays would have to be applied at different times of the year.
- It was clarified that the additional staff noted to be employed for Electronic Water Metering was to fill an existing vacancy and was not as a result of the electronic water meters project.
- It was clarified that the KPIs under wastewater were the standard ones set by the Department of Internal Affairs. The District Mayor noted his concern that system adequacy – dry weather sewerage overflows was not providing relevant data and that a wet weather sewerage overflow would be more appropriate especially given the past week of wet weather and sewerage overflows. The Chief Executive noted that from an engineering perspective dry weather overflows highlight deficiencies in the system, where a wet weather overflow is a result of an overwhelmed system. The KPIs could be updated to include a wet weather sewerage overflow target during the Annual Plan process if that was the desire of elected members.

**9.2 Community Services Report**  
D22/29253 Page 90

**Recommendation**

THAT the report be received.

BOYDE/JONES  
Carried  
P&S/22/123

The Director – Community Services noted the following points:

- Stratford District Council's Customer Service ranked ninth out of 80 organisations in the recent mystery shopping undertaken by ALGIM.
- The team is working on completing the plans and strategies.
- Operationalising of the new pool is underway.

Questions/Points of Clarification:

- Councillor Boyde noted the outstanding achievement by the Customer Service team, especially during a difficult time.
- The Community Development Manager noted they were working alongside the Wheelhouse in helping to put a package together to help the Taranaki Pioneer Village build capability and capacity, looking at how Covid-19 has impacted the village, helping them build a strategy and encouraging some new faces on the committee to bring new ideas and help overcome challenges. It was confirmed the Taranaki Pioneer Village is a member of the Stratford Business Association.
- It was noted that the Memorandum of Understanding was expected to be approved by the Stratford Business Association at their meeting on 12 September, this would then be brought back to council for approval.

Council Organisations and Council Representatives on Other Organisations

- Councillor Sandford noted that the Taranaki Synthetic Turf Trust had been involved with the developments at the New Plymouth Racecourse and are being used as a vehicle for further synthetic surfaces at that facility. He noted he had stood down from this trust.

*The Community Development Manager left the meeting at 3.48pm.*

**9.3 Environmental Services Report**  
D22/21737 Page 99

**Recommendation**

THAT the report be received.

COPLESTONE/HARRIS  
Carried  
P&S/22/124

The Chief Executive noted the following points:

- Building consents are coming down and subdivision consents are going up – but both changes are not by significant numbers.
- There has been a downturn in building activity but this is occurring nationally and it is expected that this will plateau soon.



**9.4 Corporate Services Report**  
D22/30849 Page106

**Recommendation**

THAT the report be received.

ERWOOD/WEBBY  
Carried  
P&S/22/125

The Director – Corporate Services noted the following points:

- This report includes the interim draft results as at the end of 30 June 2022 and a summary of where council is looking. During the interim audit the auditors do not look at the financial statements but look at processes and internal controls. The final audit will be undertaken in October with an expected final audit report in December. These interim draft financial statements are still pending audit finalisation.
- With regards to the end of year financials:
  - Revenue is close to budget
  - Total expenditure is close to budget
  - The Rates Revenue is over budget and is a result of estimating when setting the annual plan and subsequent subdivision applications and the number of targeted rates being set at a higher level.
  - The final reserve balances will be brought to council in a report towards the end of the calendar year for council to consider what these reserves could be used for in terms of new projects within the next Annual Plan.
  - Last month council approved carrying forward \$3.9 million of capital expenditure into this financial year. An update will be provided each month with the full capital programme.
- Mrs Radich noted that the Information Management Assistant who had been employed through the Mayors Taskforce for Jobs programme for a fixed term of three months had been a success. Due to a number of other projects requiring to be undertaken in the Information Management space, the assistant had been employed by council for a further fixed term of 12 months.

Questions/Points of Clarification:

- Mrs Radich noted that there had been no changes in the demand from changing auditors as they are asking similar questions with the exception of a few extra questions that are needed at the start of being council's auditors.
- It was noted that the outstanding debtors was high at the moment due to the beginning of the financial year which brings all the previously unpaid rates into the overdue section. Overall the debtors is low and can be often impacted by roading expenditure and collecting the Waka Kotahi subsidy.
- Councillor Boyde reiterated how outstanding the achievement of staff had been to be able to complete 86% of capital expenditure which was the biggest capital expenditure ever spent by Stratford District Council.
- The District Mayor noted the increase with the revaluation of assets with the resulting depreciation increasing by \$521,000. Mrs Radich noted the asset revaluation had been factored into this years Annual Plan, auditors have requested another asset revaluation be completed for next years Annual Plan but was unable to comment on how this could affect rates at this point. For clarification it was noted that a 1% rates increase is about \$130,000. The District Mayor commented how this single adjustment to the accounts, which is done externally, could result in a 4% rates increase just to accommodate depreciation and noted how the community struggles with this, he appreciated that this was the process and standard accounting practices but noted the implications this can have on residents. Mrs Radich noted that depreciation funding was intergenerational to ensure there are sufficient funds to replace assets for the future generations in the community.
- It was clarified that only the 3 Waters Assets depreciation was only funded by 90% during the last Annual Plan.

*The Communications Advisor left the meeting at 4.04pm.*

- Councillor Jones questioned what terms the A&P Association loan was on and if they were expected to repay in full when it renews in 2025. It was clarified that the requirements were currently quarterly interest payments which have been met. The expiry date is December 2025 and council could ask for repayments at this time, there had been no expectations for repayments at this stage unless council was required to change its debt rating to fund projects. The District Mayor noted there had never been any implications that the association will be gifted the funds, purely that no principle repayments were required at this point. It was noted that there would be a presentation on the Stratford Park Project at the public forum on Tuesday 13 September 2022.
- It was clarified that the debt statement showing a difference of \$20,000 was due to the requirement to borrow rounded up.

10. Questions

- Councillor Boyde noted that the Citizens Advice Bureau had closed as the building was not fit for purpose. He asked all councillors to let them know if they knew of any building that was available as they offer a very valuable service.
- Councillor Boyde noted that from next Monday there will be 217 secondary school students participating in a hockey tournament at the Stratford Turf. These students and their support staff will be staying the full week.

11. Resolution to Exclude the Public

<p><b><u>RECOMMENDATION</u></b></p> <p><u>THAT</u> the public be excluded from the following parts of the proceedings of this meeting, namely:</p> <p>Agenda Item No: 12</p> <p>The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:</p>		
<p><b>General subject of each matter to be considered</b></p> <p>Purchase of property</p>	<p><b>Reason for passing this resolution to each matter</b></p> <p>The withholding of the information is necessary for commercial sensitivity</p>	<p><b>Grounds under section 48(1) for the passing of this resolution</b></p> <p>The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. Section 7(2)(b)(ii) of the Local Government Official Information and Meetings Act 1987.</p>
<p style="text-align: right;">BOYDE/DALZIEL Carried <u>P&amp;S/22/126</u></p>		

*The HR & Governance Administrator, members of the public and media left the meeting at 4.11pm*

12. Public Excluded Item

**Recommendation**

THAT the open meeting resume.

ERWOOD/HARRIS  
Carried  
P&S/22/129

13. Closing Karakia

D21/40748 Page 142

The closing karakia was read.

*The meeting closed at 4.26pm.*

A L Jamieson  
**Chairman**

Confirmed this 27<sup>th</sup> day of September 2022.

N C Volzke  
**District Mayor**

## Policy and Services Committee Matters Outstanding Index

ITEM OF MATTER	MEETING RAISED	RESPONSIBILITY	CURRENT PROGRESS	EXPECTED RESPONSE
Street Numbering - Pembroke Road - Ariel Street (raised 26 May 2020)		Blair Sutherland	Ongoing	Update in Monthly Report item 11.3
Future of Page Street Swimming Pool Complex		Sven Hanne		Annual Plan/Long Term Plan
Surplus Assets List	Ordinary - 12 April 2022	Victoria Araba	Complete	

# DECISION REPORT



F19/13/04 – D22/34990

To: Policy and Services Committee  
From: Chief Executive  
Date: 27 September 2022  
Subject: Policy Reviews – September 2022

## Recommendations

1. THAT the report be received.
2. THAT the attached, updated and new policies, being the:
  - *Credit Card Policy*
  - *Elizabeth Maree Watson Estate Fund Policy*
  - *Allocation and use of Sports Grounds Policy*
  - *Management of Domains policy*
  - *Street Trees Policy*
  - *Trade Waste Policy*be adopted.
3. THAT the *Appointment & Remuneration of Directors for Council Organisations Policy* be withdrawn.

## Recommended Reason

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

/  
Moved/Seconded

## 1. Purpose of Report

This report is part of Council's rolling review of its policies. There are a small number of policies that are reviewed as part of other processes and will not form part of this review cycle – but the majority of policies is expected to be presented this way over time. Occasionally where a policy requires significant attention, this may be done via a separate report.

## 2. Executive Summary

Policies are an essential element of Council's business processes as they communicate elected members' expectations on general business matters to staff. These require periodic review to remain current.

### 3. Local Government Act 2002 – Section 10

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

Up to date policies enable council to perform a good quality local public service and good quality regulatory functions.

### 4. Background

- 4.1 Council has recently reviewed a large volume of policies which were due or overdue for review. Having overcome most of this backlog, it is important to maintain momentum to ensure policies are reviewed in the appropriate time frame.
- 4.2 Policy review cycles vary notably and part of the review of each policy will be to ensure each policy has the appropriate review cycle attached. Review of policies can be triggered outside of the normal review cycle by a range of factors, including but not limited to legislative change, operational requirements identified by staff and request by elected members.
- 4.3 For the policies for adoption within this report, the following changes have been incorporated and are being recommended by staff:
- 4.3.1 Credit Card Policy – Appendix 1  
(existing policy, minor change)
- 4.3.1.1 Move of policy to current template.
- 4.3.1.2 The changes are highlighted as tracked changes in the attached policy, they are:
1. Removal of references to purchase orders as this process is no longer used by council.
  2. Clarification that credit cards should not be used with vendors where council has an account.
  3. Change in authorisation of credit card expenditure from the individual directors to Director Corporate Services and Chief Executive only, to address sensitive expenditure.
  4. Minor housekeeping changes including removal of mention of cheques.
- 4.3.2 Elizabeth Maree Watson Estate Fund – Appendix 2  
(existing Policy, minor change)
- 4.3.2.1 The sole change to this policy (apart from the move to the new template) is the replacement of the payment method from cheque to direct credit. Payments are made to the service provider, not the applicant. This remains unchanged in the updated policy.
- 4.3.3 Allocation and use of Sports Grounds Policy – Appendix 3  
(existing Policy, no change)

4.3.3.1 Policy has been moved to new template; no other changes proposed

4.3.4 Management of Domains Policy – Appendix 4  
(existing Policy, minor change)

4.3.4.1 The sole change to this policy (apart from the move to the new template) is the addition of a note at the end of clause 5.19 clarifying the involvement of council officers in the establishment of grazing licenses.

4.3.5 Street Trees Policy– Appendix 5  
(existing Policy, minor change)

4.3.5.1 The sole change to this policy (apart from the move to the new template) is the addition of an appendix. This appendix provides a list of suitable species for planting and thereby supports the intent of the policy.

4.3.6 Trade Waste Policy– Appendix 6  
(existing Policy, minor change)

4.3.6.1 The sole change to this policy (apart from the move to the new template) is a variation of clause 7.1 (clause 15 in old policy) setting out the process followed in the case of non-compliance by users. This contains a number of steps including communication and voluntary compliance prior to suspension where the previous policy prescribed immediate suspension of the operator. This is illustrated in the attached policy.

4.4 The following policy is recommended to be withdrawn:

4.4.1 Appointment and Remuneration of Directors for Council Organisations Policy – Appendix 7

It is unclear whether this policy has ever been used in the past and for what purpose. It does not currently apply to any council activities, nor is it applicable to the management of council's sole CCO, being Percy Thomson Trust. Remuneration and appointment of trustees for Percy Thomson Trust is governed by its own Trust Deed which is unaffected by this policy. It is therefore recommended to withdraw this policy.

## 5. Consultative Process

### 5.1 Public Consultation - Section 82

Some policies will require public consultation, this determination will be made on a case-by-case basis in alignment with legislative requirements and Council's Significance and Engagement Policy.

### 5.2 Māori Consultation - Section 81

Where appropriate, direct consultation will be undertaken with Māori.

## 6. Risk Analysis

Refer to the Council Risk Register - available on the Council website.
<ul style="list-style-type: none"> <li>Does this report cover any issues that relate to any risks on the Council Risk Register, and if so which risks and what are the impacts and likelihood of eventuating?</li> <li>Does this report cover any issues that may lead to any new risks that are not on the Council Risk Register, and if so, provide some explanation of any new identified risks.</li> <li>Is there a legal opinion needed?</li> </ul>

- 6.1 The key risk within this process is that legislative and or consultation requirements are overlooked or policy change creates undesired outcomes. These factors need to be managed on a policy-by-policy basis as part of the process.

## 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?	Policies form the basis of a variety of council functions including the provision of infrastructure, regulatory functions and the provision of a local public service.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	Policies in many cases form the basis and framework to how these needs are identified, addressed and met.

### 7.2 Data

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

The review and preparation of each policy will incorporate the required research and where needed additional information and or data will be provided within the relevant context.

### 7.3 Significance

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



#### 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.

There is overall no alternative to having key policies. For policies which are not legislatively required, consideration needs to be given whether the effort to develop and maintain a policy exceeds the potential benefit. Within each policy, council has options how to manage events and actions stipulated by that policy. These options will be discussed with elected members for each relevant policy.

#### 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.

There is no immediate impact other than through the actions triggered by each policy. This will be discussed on a policy-by-policy level where required.

#### 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?

No trade-off is being undertaken, all policies will form part of the review cycle, as outlined in the original report on this matter.

#### 7.7 Legal Issues

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

There are no legal implications at a high (all policies) level, individual policies will have to reflect current legislation.

7.8 **Policy Issues - Section 80**

- |   |
|---|
| <ul style="list-style-type: none"><li>• Are there any policy issues?</li><li>• Does your recommendation conflict with Council Policies?</li></ul> |
|---|

The subject of this report is the review of policies, their alignment, legality and timely review

**Attachments:**

- Appendix 1** – Credit Card Policy
- Appendix 2** – Elizabeth Maree Watson Estate Fund
- Appendix 3** – Allocation and Use of Sports Grounds Policy
- Appendix 4** – Management of Domains Policy
- Appendix 5** – Street Trees Policy
- Appendix 6** – Trade Waste Policy
- Appendix 7** – Appointment and Remuneration of Directors for Council Organisations Policy



Sven Hanne  
Chief Executive

Date 20 September 2022

# POLICY



Policy:	CREDIT CARD
Department:	<b>Corporate Services</b>
Approved by:	Director Corporate Services
Effective date:	2021/2022
Next review date:	2024/2025
Document Number:	

## 1. Background

- 1.1 Most Stratford District Council procurement activity will be ~~undertaken using a purchase order processed through Accounts Payable on invoice,~~ or written contract. However, credit cards can provide a more efficient, convenient method of making low-value purchases ~~where there is no account with a supplier.~~ Because of this, it is important to establish principles for the use of credit cards that promote transparent, conservative, and appropriate business practices. There are also situations where payment in advance by credit card is a requirement by some vendors, e.g travel bookings, conferences.
- 1.2 The Council considers the use of credit cards to be appropriate in circumstances ~~where it is impractical to use other procurement methods, necessitating the use of a credit card for Council business, or where it is a more efficient method of procurement.~~
- 1.3 There is some risk in having Council credit cards, including unauthorised expenditure, fraudulent use of credit card if card is lost or stolen, and potential non-compliance with Council's procurement policy. Risk mitigation measures are outlined in this policy and must be adhered to by Council officers who have been issued with Council credit cards.

## ~~2.~~ Purpose

### ~~3.2.~~

- 2.1 This policy sets out the guidelines for use of credit cards issued to Council officers. It should be read in conjunction with the *Procurement Policy*.

## 3. Policy

- 3.1 Credit cards will be issued to Council officers at the discretion of the Chief Executive.
- 3.2 At all times while issued with a card, the cardholder is deemed responsible for the use of the card. The cards must be kept in a safe and secure location at all times and any PIN's activated must not be made known to any other person.
- 3.3 The credit limit on each card may be up to \$10,000 - the limit is to be authorised by the Chief Executive at the time of application.
- 3.4 The maximum limit for each transaction is \$2,500, but may be waived by the Chief Executive prior to incurring the expenditure.
- 3.5 ~~3.5~~ Credit cards are not to be used for personal expenditure.
- 3.6 Credit cards can not be used to withdraw cash.
- 3.7 All credit card expenditure must be supported by original GST acceptable documentation that states the transaction date, amount paid, and description of items purchased. If the transaction is less than \$50, a till receipt is acceptable.

- 3.8 The cardholder is responsible for checking statements and advising the Director – Corporate Services of any mistakes. The bank must be notified in writing within 30 days of the statement close date.
- 3.9 In all cases of unauthorised use or misuse, Council reserves the right to recover any monies from the cardholder by appropriate legal means and/or cancel the card.

[3.10](#) Expenditure must be consistent with Council's Procurement Policy.

#### 4. Procedures

- 4.1 The credit card provider's application form will be completed by the applicant and authorised by two delegated signatories.
- 4.2 The Council's *Credit Card Use Declaration* (Appendix One) must be signed by the credit card holder and authorised prior to the card being issued to the Council officer.
- 4.3 Tax invoices/receipts must be submitted for approval within 10 working days of the end of the month in which the expenditure is incurred. The invoices must be physically attached to the monthly credit card statement in order of the transactions. Account codes must be provided for each transaction.
- 4.4 The cardholder must sign the statement, and must get signed authorisation from [either the Chief Executive or Director of Corporate Services. ~~their Director. Alternatively, the Director – Corporate Services or Chief Executive may authorise credit card expenditure.~~](#)
- 4.5 Once the monthly statement is complete it must be given to the Accounts Payable team for processing. This should be done before the statement balance has been direct debited from Council's bank account.
- 4.6 Credit cards must be destroyed and the credit card provider advised to cancel the credit card when the card holder leaves employment, or when authority to use a credit card is withdrawn.
- 4.7 If a credit card is lost or stolen, the Director - Corporate Services must be immediately advised to cancel the credit card with the credit card provider.

APPENDIX ONE

STRATFORD DISTRICT COUNCIL – CREDIT CARD USE DECLARATION

CARD \_\_\_\_\_ HOLDER: Employee \_\_\_\_\_ Name: \_\_\_\_\_

I hereby confirm that on receipt of my Stratford District Council credit card, issued in my name, I will abide by the following conditions:

- The Card will be used only by me and only after I have signed it in the space provided.
- I undertake to comply in all respects with the credit card provider's Terms and Conditions in relation to the Card and understand as a credit card holder that I am jointly and severally liable along with the Stratford District Council for all transactions on this Card.
- I will not charge personal expenditure to the Card. The Card will only be used for Council business related expenses in accordance with the Stratford District Council Procurement Policy and the Credit Card Policy, and I agree that it is my responsibility to always keep myself informed of such policies and procedures.
- I have read all related procedures and guidelines.
- Should I use the Card for personal expenditure or expenses which are subsequently not approved as valid Council business related expenses, then I authorise the Stratford District Council to deduct from any sum it owes to me at any time the amount of unapproved expenditure and I agree that should amounts still be outstanding, I will pay these immediately in full to the Council. The Council may also recover any such amount as a debt. I also agree that personal transactions on Council credit cards constitute breach of Code of Conduct and will be dealt with accordingly.
- ~~I will not use the Card to guarantee the payment of a cheque to a third party.~~
- If the card is lost or stolen, then I understand that I must notify the Director – Corporate Services and the Police immediately, and request a replacement Credit Card.
- I undertake to code and submit my expenditure and invoices in accordance with the procedures in the Credit Card Policy.
- I will immediately surrender my Card upon the request of an authorised representative of the Stratford District Council, if for any reason I cease to be employed by the Council.
- I understand and accept that my Credit Card can be withdrawn or cancelled by the Council at any time, entirely at its discretion.
- I understand and agree that any failure to comply with any of the above conditions of use, or any of the Council's policies and procedures referred to above, will result in the Card being withdrawn or cancelled.

Cardholders \_\_\_\_\_ Director \_\_\_\_\_ Chief \_\_\_\_\_  
 Executive Cardholder's Signature \_\_\_\_\_ Position \_\_\_\_\_ Date \_\_\_\_\_ Director \_\_\_\_\_  
 Signature \_\_\_\_\_ Name \_\_\_\_\_ Date \_\_\_\_\_ Chief Executive \_\_\_\_\_  
 Signature \_\_\_\_\_ Name \_\_\_\_\_ Date \_\_\_\_\_ Signature \_\_\_\_\_  
 Signature \_\_\_\_\_ Signature \_\_\_\_\_

\_\_\_\_\_  
 Date \_\_\_\_\_

# POLICY



<b>Policy:</b>	Elizabeth Maree Watson Estate Fund
<b>Department:</b>	Corporate Services
<b>Approved by:</b>	[Click here and type text]
<b>Effective date:</b>	2021/2022
<b>Next review date:</b>	2024/2025
<b>Document Number:</b>	

## 1. Purpose

- 1.1 To allocate funding to assist needy, elderly people in the Stratford area

## 2. Source of Funds

- 2.1 Public Trust, as trustee of the estate of Elizabeth Maree Watson has agreed with Stratford District Council to establish a fund to be operated by the Council to receive annually the net income from the estate and distribute it in accordance with the wishes of the late Ms Watson.

- 2.2 Income not distributed in one year will be carried forward to the following year.

## 3. Criteria

- 3.1 The applicant must meet the following criteria:
- The applicant must reside in the Stratford area, including but not limited to: Toko, Douglas, Midhirst, Tariki, Cardiff, Ngaere, Pembroke, Waipuku, Tuna, Huinga, Pukengahu, Wharehuia, Mahoe and Lowgarth.
  - The applicant must have reached the age of entitlement to NZ Superannuation.
  - The applicant must be considered by the Mayor as needy and require financial support and assistance.
  - Individual applicants must provide proof of need, including income, bank statements and other such correspondence that may be necessary e.g. eviction letter, doctor's account, power disconnection letter etc.
  - Applications must be in writing.
  - All applications will be assessed individually.
  - Guidelines:
    - a) Applicants must not have cash assets in excess of \$10,000.
    - b) Applicants must not have a gross income level higher than 25% above the NZ superannuation level.
    - c) Applicants must not be in full-time employment.
- 3.2 The Mayor will have wide discretion as to how the funds are distributed, but the funds can be specifically used for the purchase of clothing, the payment of doctor's accounts and the payment of domestic accounts.
- 3.3 Applications can be made at any time, after which the Mayor will make a decision within one month of receipt of the application.
- 3.4 The Mayor has the right to consult with any person or community organization for advice if he/she so wishes.
- 3.5 Funds can be paid to individuals, or rest homes or senior citizens associations as long as the payment is for charitable purposes.
- 3.6 Each applicant will be advised in writing of the outcome of their application, whether successful or not.

**4. Payment of Monies**

- 4.1 A separate bank account will be opened in the name of "Elizabeth Watson Estate Fund".
- 4.2 All payments will be made by ~~cheque~~, direct credit to the person/s providing the service, not the individual applicant.
- 4.3 No cash advances or loans are provided from the fund.
- 4.4 The signatories for the Fund's ~~cheque~~ account to be the usual Council's signatories,
- 4.5 An annual financial transactions report will be prepared by Council Officers and signed off by the Mayor prior to publication.
- 4.6 The identities of applicants will not be revealed and will remain confidential at all times.

# POLICY



<b>Policy:</b>	Allocation and use of sports grounds
<b>Department:</b>	Assets
<b>Approved by:</b>	Director Assets Parks and Reserves Officer
<b>Effective date:</b>	[Click here and type text]
<b>Next review date:</b>	2024/25
<b>Document Number:</b>	

## 1. Purpose

To provide a framework for a consistent approach to the ongoing and seasonal use of Council's sports grounds. Council aims to do this in a fair and equitable manner in order to accommodate the requirements of the District's sporting clubs and organisations. This policy enables Council to manage the use in a responsible manner so as to ensure the quality of the grounds.

## 2. Conditions of allocation (seasonal use)

- 2.1 Clubs and other sporting organisations using, or wishing to use sports grounds on a seasonal basis may apply to Council for a Permit at any time. Previous seasonal users will be contacted approximately one month prior to the start of their normal season to determine if continued use is required and invited to make a further application.
- 2.2 Applications must be made on the prescribed form, giving an indication of player/team numbers, days and times it is anticipated the grounds will be required and the activities proposed. It is acknowledged that clubs may not have finalised their league schedules at the stage of applying so the days and times of requirement will be "best guess" based on anticipated requirements.
- 2.3 Where there are winter and summer codes using the same grounds and there is an overlap of days/times requested, Council will expect these clubs/organisations to have liaised in advance of their applications to ensure there is no conflict. This is becoming more of a necessity as codes seek to extend their seasons for one reason or another and impinge, in some cases unreasonably, on the other code. If it appears there has been no such liaison Council will request it and this may delay approval.
- 2.4 Council will give due consideration to each request and issue a "Permit to Use" outlining the approved days, times and activities (practice or match play) and the Conditions of Use.
- 2.5 A fee shall be applicable depending on the sports code and as determined by Council's Fees and Charges set each year. This fee must be paid upon receipt of the Permit and an invoice.

## 3. Conditions of allocation (casual use)

- 3.1 Casual users wishing to utilise a sports ground for a one-off or irregular event (being of a sporting nature or otherwise) may apply to Council for a Permit at any time.
- 3.2 In the first instance Council will determine if the proposed use is appropriate for the ground applied for and not likely to cause any undue wear and tear.



- 3.3 If the proposed use is considered appropriate, Council will advise the applicant and, if the subject ground is permitted to a seasonal user, request it/them to liaise with that user and provide a letter of support from such user.
- 3.4 If there is no reason to withhold approval, Council will issue a "Permit to Use" outlining the approved days, times and activities and the Conditions of Use.
- 3.5 A fee shall be payable depending on the sports code or event and as determined by Council's Fees and Charges set each year. This fee must be paid upon receipt of the Permit and an invoice.

#### **4. Conditions of use (all use)**

- 4.1 Notwithstanding the grant of a Permit, the use of the sports grounds is always subject to Council's control through the Parks and Reserves Officer and, as outlined below under "Ground Closures", there will be times when Council may close the grounds. In such circumstances, no use is permitted although Council may allow conditional use (for example practice only by junior teams in a certain area of the sports ground).
- 4.2 Notwithstanding the grant of a Permit, Council reserves the right to take over any sports ground for any important local, regional or national event of which due notice was not given at the time of issuing the Permit.
- 4.3 The grounds must be left in a clean and tidy condition at the conclusion of each day's activities.
- 4.4 No fixed infrastructure may be erected on the grounds for the duration of the Permit without the prior approval of Council. This includes lighting, goal posts, "dugouts", shelters or other similar structures. All such approved structures must be maintained in a clean, sound and safe condition to the satisfaction of the Parks and Reserves Officer.
- 4.5 The permit holder shall be responsible for the installation and dismantling of all temporary facilities such as goals/nets, flags and other operational material/equipment.
- 4.6 The permit holder shall be responsible for marking or otherwise delineating playing areas, (including turf and artificial playing fields and hard courts) subject to the conditions set out below under "Sports Ground Line Marking".
- 4.7 Permit holders may not carry out any maintenance or remedial works on the grounds without first obtaining the consent of Council's Parks and Reserves Officer.
- 4.8 Permit holders must maintain for the duration of the Permit, public liability insurance in the minimum sum of \$2, 000,000 (two million dollars).
- 4.9 Council reserves the right to attach any other conditions to a Permit that may be appropriate to the time, sport or event.

#### **5. Ground closures**

Grounds will be closed or have their usage restricted if it is considered that immediate continued use would produce damage to the field(s) to such an extent that it that would render it/them unsafe or unusable for future games within the same season. When this situation arises, on the authority of the Parks and Reserves Officer, Council officers or maintenance contractors will place "Ground Closed" signs on the grounds and all seasonal or casual users will be obliged to stay off the grounds until further notice. Any club or person removing or ignoring such signs may find their permit to use the fields cancelled for the remainder of the season or, potentially, longer.

## 6. Sports ground line marking

Line marking of turf sports grounds is an activity that regrettably is often carried out poorly and results in damage to the field that is extremely difficult, time consuming and expensive to remedy. To prevent this, the following conditions apply:

- No herbicide shall be used prior to line marking.
- No waste or diesel oil combinations are permitted to be used. This is environmentally unacceptable and results in dangerous ruts where the grass cover has been destroyed.
- Line marking must be completed using an approved turf line marking solution or diluted acrylic paint that is free of anti mould agents such as simazine.
- The plant growth regulator PRIMO MAXX (trinexapac – ethyl) may be added to the marking solution at a rate of 2ml per litre of line marking paint so as to provide additional life of the markings.
- Any mowing/cutting prior to line marking shall not be to a height of less than 20mm. and clippings must be removed from the site.

# POLICY



<b>Policy:</b>	Management of domains
<b>Department:</b>	Assets
<b>Approved by:</b>	Director Assets Parks and Reserves Officer
<b>Effective date:</b>	[Click here and type text]
<b>Next review date:</b>	2024/25
<b>Document Number:</b>	

## 1. Purpose

The purpose of this policy is to provide a framework for the responsible and beneficial management and administration of domains within the District that meets the legal requirements of the Reserves Act 1977 and the Local Government Act 2002, while providing for the maximum input by the local community.

In order to achieve the objective stated above, and meet Council's obligations and responsibilities in terms of the Reserves Act 1977 and the Local Government Act 2002. As Council considers that these small, local reserves would be better managed with a maximum of local community input it has determined that it shall appoint either a suitable, legally constituted body to manage the reserve pursuant to Section 53(1)(o) of the Reserves Act 1977 or, in the absence of such a body, establish a subordinate committee under the provisions of Schedule 7 of the Local Government Act 2002 to carry out this function.

## 2. Schedule of domains covered by this policy

Midhirst Domain	Tahora Domain	Whangamomona Domain
Croydon Domain	Te Popo Domain	Douglas Domain
Huiroa Domain	Toko Domain	Tututawa Domain

## 3. Appointment of legally constituted body

In order to meet the requirement of "legally constituted", such a body must be incorporated under the provisions of the Incorporated Societies Act 1908. Only in this manner is it legally capable of carrying out the duties and responsibilities outlined in this policy. Appointment shall be way of a Management Agreement.

## 4. Appointment of committees of council

4.1 Section 30(1) of Schedule 7 of the Local Government Act 2002 empowers Council to appoint a subordinate committee to carry out delegated functions in terms of the Reserves Act 1977. It may appoint anyone to that committee that it considers "has the skills, attributes or knowledge that will assist the work of the committee". The committee must comprise a minimum of 3 members, one of whom must be an elected member of Council. In that regard, the respective elected member shall be the ex officio member of the committee.

4..2 Accordingly, to meet the objective of this policy, whenever it is necessary to appoint or replace any new member(s) to a Domain Management Committee, Council shall:

4.21 Advertise in a local newspaper calling for expressions of interest from persons residing in the respective communities interested in serving on the local Domain Management Committee. Expressions of Interest should include a statement of each person's skills, attributes and knowledge relative to the role.

- 4.22 Interview each person expressing an interest to fully determine their suitability for the role.
- 4.23 Formally, by resolution, appoint to the committee, those persons deemed suitable.

## 5. Duties and responsibilities of committees or other appointed bodies

- 5.1 In terms of Sections 53, 54 and 74 of the Reserves Act 1977 Council, as administering body, has many diverse powers in respect of Recreation Reserves. It is not considered appropriate to delegate all these powers to the Management Committees, however, the following shall be delegated and considered to be the limited duties and responsibilities of each committee:
  - 5.11 Maintain the grounds within the Domain to the standard necessary to accommodate the sports or other activities that normally occur, whether seasonally or casually. This will include mowing, rolling and fertilising as appropriate and necessary.
  - 5.12 Maintain any structures or other built features in a clean, structurally sound and safe condition at all times.
  - 5.13 Ensure the Domain maintains a tidy appearance at all times.
  - 5.14 Prohibit from time to time the public from entering or encroaching on any part of the Domain that has undergone any renewal of grass or other rehabilitation, or to protect the public from any unsafe condition of the grounds or structures.
  - 5.15 Prescribe the games, sports or other activities for public recreation or enjoyment which may take place on the Domain, and regulate the use of the Domain for those activities.
  - 5.16 Grant the exclusive use of the Domain or any part thereof to any person, body, voluntary organisation or society for the purpose of particular games, sports or other activities for public recreation and enjoyment, provided that such grant shall not be for a period in excess of 6 consecutive days.
  - 5.17 Charge the public for admission to the Domain, or any part thereof, or authorise an exclusive user of the Domain to charge for admission, provided that such charges shall be reasonable and not levied on more than 40 days in any calendar year.
  - 5.18 Set apart as it sees fit any part or parts of the Domain for gardens, open spaces, footpaths, driveways, picnic grounds or other like facilities and amenities necessary for the public using the Domain.
  - 5.19 For the purpose of maintaining the grounds of the Domain, grant a grazing licence to any person, provided such licence shall be temporary in nature and capable of being terminated on no more than one month's notice, and that such termination is affected giving sufficient time to carry out any ground rehabilitation required to accommodate seasonal sporting activities normally utilising the Domain.

**Note: Grazing Licences must be approved and executed by Council Officers**
- 5.20 Expend any funds derived from admission charges or grazing licences only in carrying out any of the duties and responsibilities listed above.
- 5.21 Submit for Council's audit, annual financial records of income and expenditure and statement of accounts by 1 September in each and every year.
- 5.22 Obtain Council's prior consent to any other matter or activity not contained herein.

# POLICY

<b>Policy:</b>	Street Trees
<b>Department:</b>	Assets
<b>Approved by:</b>	Director Assets Parks and Reserves Officer
<b>Effective date:</b>	[Click here and type text]
<b>Next review date:</b>	2024/25
<b>Document Number:</b>	

## 1. Purpose

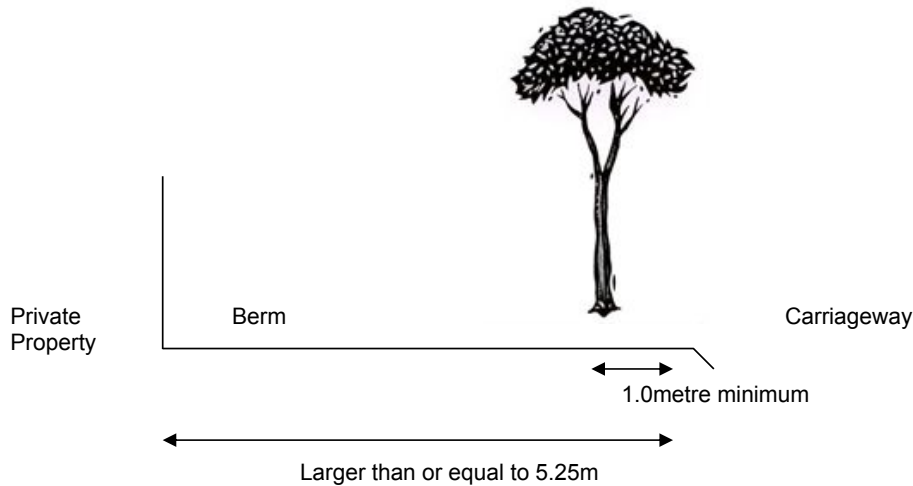
To provide guidelines on how Council will manage and maintain street trees in order to enhance the streetscape within the Stratford urban area.

Street trees are those located within the grass verge or berm along streets or, occasionally, within the footpath or road carriageway. They have been planted with the intention of providing amenity value to the neighbourhood and can have both positive and negative impacts. Council needs to manage street trees to avoid, remedy or mitigate any adverse effects while maximising their amenity value.

## 2. Planting new trees

- 2.1 Stratford District Council supports the planting of trees in streets in order to improve the aesthetics and the ecological health and sustainability of the urban built environment and retains the sole right to carry out such planting. Adjoining private property owners must not carry out any planting within the street corridor, however any request for Council to carry out such planting will be considered on a case by case basis provided it meets the approved criteria herein.
- 2.2 When assessing the feasibility of planting new or replacement trees in street berms or anywhere within street corridors, the following shall apply:
  - 2.2.1 Trees shall not be planted in any location where there is a possibility of their encroaching into overhead utility services or impeding access to such services for maintenance purposes. Generally speaking, this would mean that trees will not be planted on the same side of a street where such services exist.
  - 2.2.2 Trees shall not be planted in any location where there is a possibility of their roots causing damage to footpaths, kerb and channel or underground utility services.
  - 2.2.3 Trees shall not be planted in such a location whereby the safety or convenience of pedestrians is likely to be compromised, visibility for vehicle drivers at intersections or vehicle crossings is likely to be impeded, any kerb overhang of branches will affect vehicle movements (particularly rubbish collection or other service trucks) or future road improvements are likely to be compromised.
  - 2.2.4 The consent of both the Roding Asset Manager and the Services Asset Manager shall be obtained before any street tree planting takes place.
  - 2.2.5 Owners of property immediately adjacent to any proposed street tree planting sites will be consulted as part of the planning process.
  - 2.2.6 Only trees listed in the Stratford District Council Street Trees List of Approved Species (refer Appendix 1) will be used in any street tree planting program.

The diagram below provides guidelines for the location of trees to be planted within a street berm, subject to the above conditions.



Trees should not be planted closer than:

- 1 metre to underground services
- 6 metres to a light standard
- 3 metres to a private entrance crossing
- 15 metres from a street intersection

### 3. Management and maintenance of street trees

Street trees will be maintained to ensure their continued health and pruning only conducted to remove dead or broken branches, basal growth or branches obstructing vehicle or pedestrian traffic or to retain or improve the form of the tree. Pruning shall only be carried out under the direction of a qualified arborist.

Any maintenance work on those trees that are listed in Appendix 5: Notable Trees Identified for Protection in the Stratford District Plan, must be assessed against the requirements of the District Plan prior to work being carried out. Unless the work is such that it is required for the health of the tree, and does not affect its form, or the work is required for the immediate restoration of power or telecommunications, then a resource consent will be required before the work is carried out.

### 4. Removal of trees

Individual trees will be removed if they are unhealthy, pose a hazard to safety, have been previously planted in such a location that their branches are continually encroaching into overhead power or telecommunication lines or their roots are damaging footpaths, kerb and channel or underground services or they cannot be successfully pruned so as to mitigate any vehicle or pedestrian obstruction.

Any significant, multiple tree removal program will require consultation with residents of the subject street and any other identified affected parties and approval by resolution of Council prior to implementation.

In order to maintain street amenity, where any unhealthy tree is removed it will be replaced provided its condition was not due to any adverse environment in which it was growing and the criteria under Section 1 above are met.

## 5. Appendices

### Stratford District Council Street Trees

#### List of Approved Species

For a consistent pattern of planting the species of street trees regarded as suitable for the Stratford environment as listed below will be considered:

#### **Small:**

##### Native:

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

##### Exotic

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

#### **Medium:**

##### Native:

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

##### Exotic

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

#### **Large:**

##### Native

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

##### Exotic:

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

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

# POLICY



<b>Policy:</b>	Trade Waste
<b>Department:</b>	Assets
<b>Approved by:</b>	Director Assets
<b>Effective date:</b>	March 2022
<b>Next review date:</b>	March 2025/26
<b>Document Number:</b>	D22/6856

## 1. Purpose

- 1.1 To provide a framework that enables a fair and consistent approach to the receiving and management of trade waste in the district.
- 1.2 To clarify circumstances under which the Council will receive trade waste from its producers/transporters to, in particular, ensure compliance with Resource Consent Conditions and meet its obligations under the relevant legislation and environmental compliance requirements.

## 2. Scope

- 2.1 This Trade Waste Policy ('this policy') applies to all trade waste collection within the Stratford District Council (the Council).
- 2.2 This policy is to be read in conjunction with the Council's Trade Waste Bylaw 2020, Wastewater Bylaw 2020 and subsequent amendments.
- 2.3 For the purpose of this policy, trade waste means:

*Any liquid, with or without matter in suspension or solution, including septic waste, that is or may be discharged from trade premises to the Council's wastewater system in the course of any trade or industrial process or operation, or in the course of any activity or operation of a like nature, and may include condensing water or cooling water, or stormwater which cannot be practicably separated from the wastewater.*

## 3. Objectives

- 3.1 To protect the environment by ensuring compliance with environmental standards and avoiding system failures;
- 3.2 To protect the health and safety of all persons within the Stratford District Council, including Council staff, contractors and the public through undue exposure;
- 3.3 To protect the sewerage infrastructure to ensure continued service delivery at the agreed levels;
- 3.4 To protect treatment processes by ensuring that their ability to treat wastewater streams is not unacceptably impacted;
- 3.5 To ensure fairness and equitable cost recovery from conveying, treating and disposing of trade waste through the Council's sewerage infrastructure;
- 3.6 To protect the ratepayers connected to Council's sewerage system from carrying the burden of trade waste generated outside the district.



#### **4. Method**

- 4.1 To achieve the purpose of this trade waste policy, Council will:
- a. Communicate the Council's trade waste management system and its requirements to producers/transporters;
  - b. Apply a risk-based approach to trade waste management, including implementation of a consistent and equitable third-party compliance framework;
  - c. Incorporate best trade waste management practices as set out in relevant guidelines and standards; and
  - d. Develop cost effective approach to pricing and charging for fairness and consistency.

#### **5. Receiving of Trade Waste**

- 5.1 Council will only receive trade wastes generated within the district (see attached district maps).
- 5.2 No trade waste generated from outside of the district may be discharged into Council's sewerage system at any time unless specific approval is given in a consent.
- 5.3 The receiving of trade waste into Council's sewerage system shall be subject to prior approval process, as per Council's Trade Waste Bylaw, and provided that:
- a. The waste does not contain a prohibited substance;
  - b. The waste does not contain substances in amounts that are or may be toxic, hazardous or damaging to the environment, sewerage infrastructure, treatment processes or personnel;
  - c. Where necessary and practicable, the trade waste has been pre-treated on-site using 'best practicable treatment' to ensure compliance with the approval requirements; and
  - d. The system is of adequate capacity to effectively collect, transport and treat trade waste.
- 5.4 The producers/transporters of trade waste will be required to declare, prior to discharging into the Council's sewerage system, the origin/source and constituents of the trade waste, including location within the district. Other information to be provided include:
- a. Name of Company;
  - b. Name of Operator/ Driver;
  - c. Physical Address and telephone contact number of Origin/source Owner;
  - d. Volume of Trade waste;
  - e. Time of collection from origin/source;
  - f. Time of discharge into Council's sewerage system;
  - g. Any other relevant information.

#### **6. Audit**

- 6.1 Periodic audits will be carried out by the Council and its authorised Agents to ensure compliance with the Trade Waste Policy.

#### **7. Suspension and Reinstatement of Service**

- 7.1 Repeated non-compliance with the Trade Waste Bylaw, or consent conditions, will be managed by way of promoting voluntary compliance with the operator followed by formal notification of a potential suspension from using the service.
- 7.2 Following a suspension period, the Council may reinstate the service, following appropriate communication with the producers/transporters and upon being satisfied that there will be no further reoccurrence of the non-compliance.

**8. Dispute Resolution**

- 8.1 In the event of a dispute over any aspect of this policy, immediate action will be taken by the Services Manager through effective and constructive consultation between the parties concerned and in accordance with any Council complaints or dispute resolution policies.
- 8.2 If a resolution cannot be reached, the Director of Assets will have final say on the matter.

**9. Exceptions**

- 9.1 Exceptions to this policy will be subject to a pre-approval process.
- 9.2 Approval must be obtained from the Director, Assets for any exception to this policy.

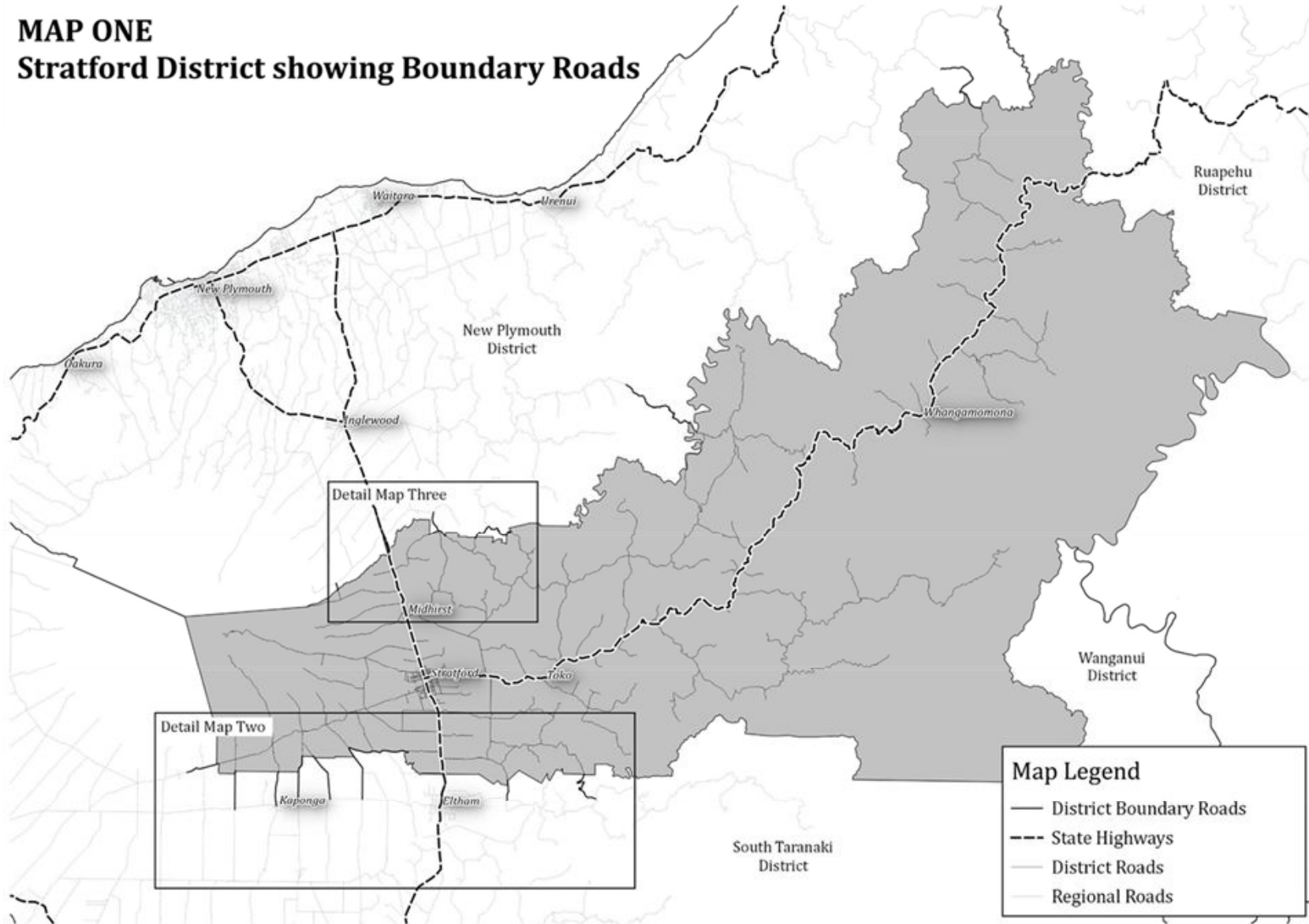
**10. Review**

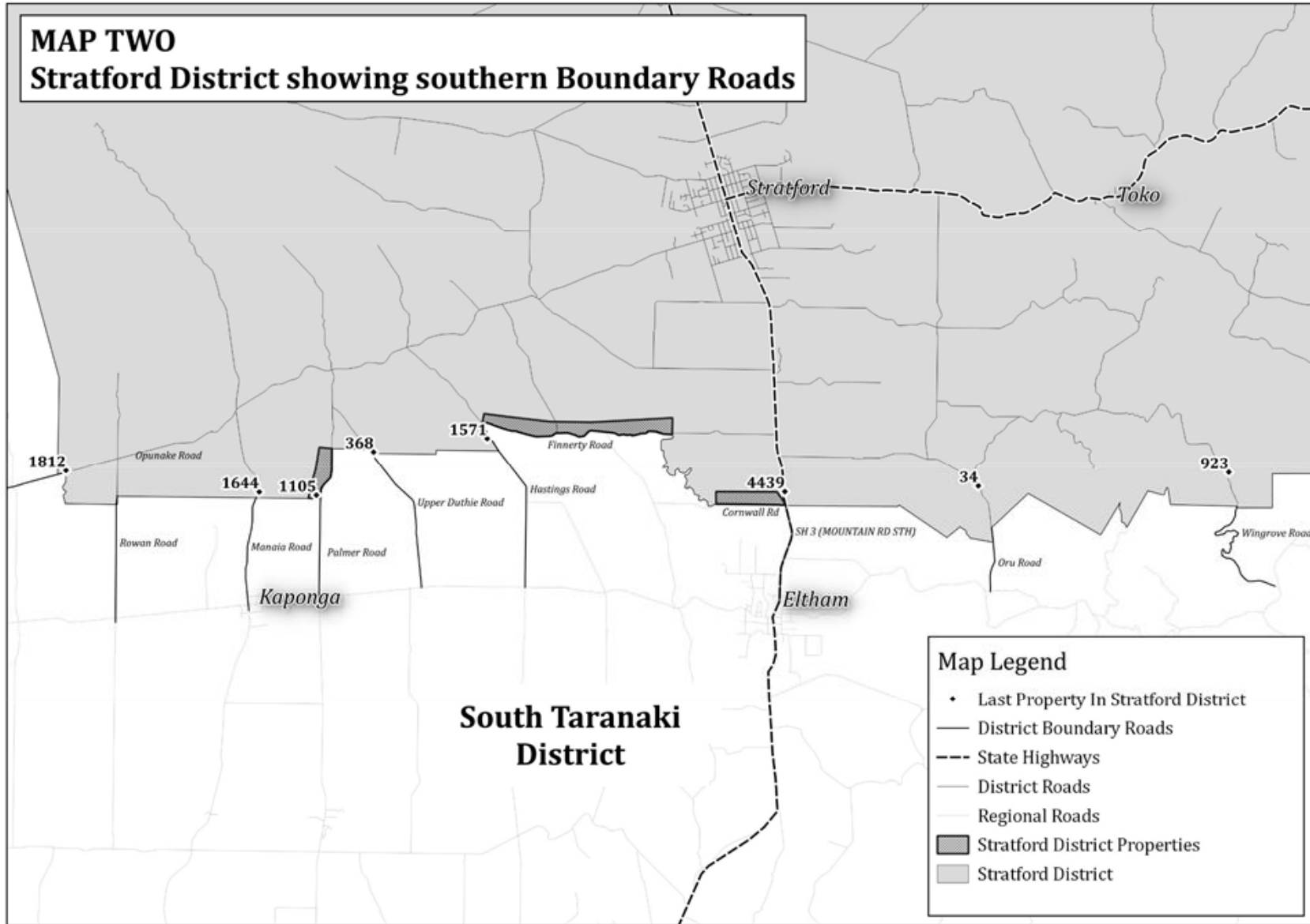
- 10.1 This policy is to be reviewed:
  - a. In 2025/2026; or
  - b. Where there is a change in resource consent conditions; or
  - c. As /when required

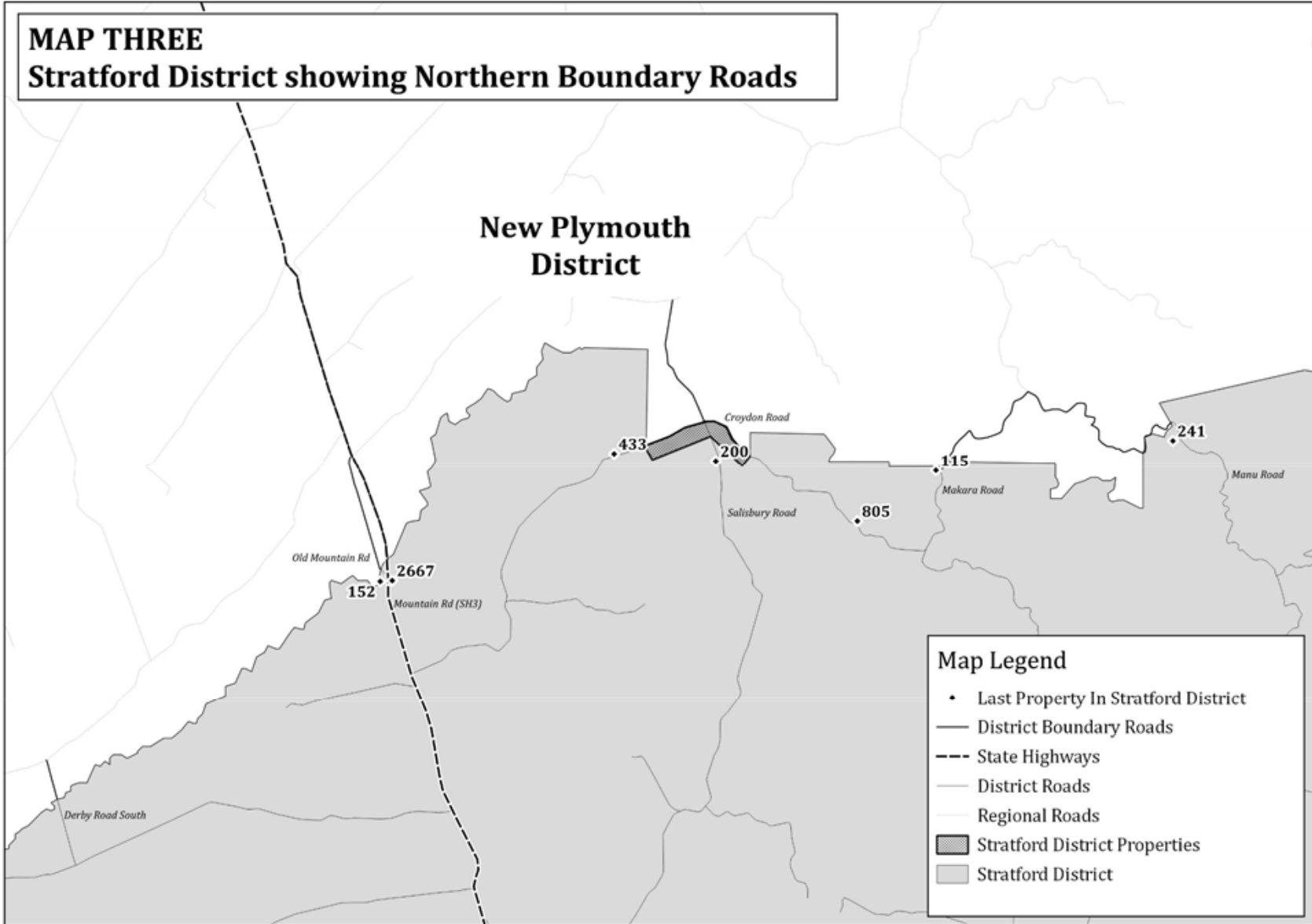
**11. Appendices**

- 11.1 District Maps

# MAP ONE Stratford District showing Boundary Roads







## Appendix 7

# STRATFORD DISTRICT COUNCIL

<b><u>POLICY: APPOINTMENT AND REMUNERATION OF DIRECTORS FOR COUNCIL ORGANISATIONS</u></b>	
<b>DEPARTMENT:</b> Office of the Chief Executive	<b>RESPONSIBILITY:</b> • Chief Executive
<b>SECTION:</b>	
<b>REVIEW DATE:</b> 2015/2016	<b>NEXT REVIEW:</b> 2018/2019
<b>VERSION:</b> 3	<b>APPROVAL DATE:</b> 9/10/2012

## **INTRODUCTION**

The Stratford District Council has an interest in a number of Council Organisations (COs). This policy also incorporates Council Controlled Organisations.

## **DIRECTORS**

1. The Local Government Act 2002 requires that the Council may appoint a person to a directorship of Council Organisations only if the Council considers the person has the skills, knowledge and experience to:
  - guide the organisation given the nature and scope of its activities.
  - contribute to the achievement of the objectives and the organisation.
2. Further, the Local Government Act 2002 requires that the Council may appoint a person to a directorship of Council Controlled Organisations only if the Council considers the person has the skills, knowledge and experience to:
  - assist the organisation to meet its objectives and any other requirements in its Statement of Intent.
  - contribute to the achievement of the objectives and the organisation.
3. The Council is required to adopt a policy setting out an objective and transparent process for identifying and considering the skills required of a Council Organisation director, and appointing the directors of COs, and the remuneration of directors of a Council Organisation.
4. Council may appoint Council Directors where:
  - There is a statutory requirement.
  - Council has a financial interest or an interest through ownership.
  - There are wider community benefits.

## **APPOINTMENTS**

1. Appointments are made by Council in terms of Section 57 of the Local Government Act.

2. Appointments are made following the members election to office.

### **TENURE**

Tenure shall be for the term of office (three years) unless otherwise determined by Council, or 80% of the organisation concerned excluding the Council Director.

### **SKILLS**

The Council considers that any person that it appoints to be a director of a Council Organisation should, as a minimum, have the following skills:

- intellectual ability.
- an understanding of governance issues.
- either business experience or other experience that is relevant to the activities of the organisation (or both).
- sound judgement.
- a high standard of personal integrity.
- the ability to work as a member of a team.
- a preparedness to undergo some governance training or have the required experience in this area.

### **DUTIES**

- To attend all committee meetings of the organisation.
- To support the organisation.
- To act as liaison between the organisation and Council.
- To report to Council on the organisation's progress at least annually or more frequently if requested by Council.

### **APPOINTMENT PROCESS**

1. When vacancies arise in any Council Organisation the Council will follow the subsequent process for appointing directors.
2. The Council will decide in open Council whether to advertise a particular vacancy or make an appointment without advertisement. When making this decision the Council will consider:
  - the costs of any advertisement and process.
  - the availability of qualified candidates.
  - the urgency of the appointment (eg. a Council Organisation that is without a quorum cannot hold board meetings).

### **APPOINTMENT BY ADVERTISEMENT**

1. Where the Council decides to advertise a vacancy, it will form an ad hoc committee to consider applications and make a recommendation to the Council. The Mayor, or a Councillor nominated by the Mayor, will chair the committee.
2. A shortlist of council candidates will be prepared by the Mayor and/or the chairperson of the committee charged with responsibility for monitoring the CO, and the Chief Executive.

3. The short listed candidates will be interviewed by the relevant committee and the committee will report to Council on each of the candidates. The committee may make a recommendation if it wishes to do so.

#### **APPOINTMENT WITHOUT ADVERTISEMENT**

1. Where the Council decides not to advertise a particular vacancy it will refer the matter to the Council committee that is responsible for monitoring the Council Organisation.
2. The Council committee will consider the appointment at its next scheduled meeting. The committee will identify a shortlist of candidates whom it considers meet the above criteria and will forward those to Council together with a report explaining why these candidates meet the criteria. The committee may make a recommendation.

#### **FINAL APPOINTMENT**

1. The Council will make a decision In-Committee (thus protecting the privacy of persons). Public announcement of the appointment will be made as soon as practicable after the Council has made its decision.
2. An elected member who is under consideration to fill a particular vacancy may not take part in the discussion or vote on that appointment.

#### **CONFLICTS OF INTEREST**

Stratford District Council expects that directors of Council Organisations will avoid situations where their actions could give rise to a conflict of interest. To minimise these situations the Council requires directors to follow the provisions of the New Zealand Institute of Directors' Code of Ethics. All directors are appointed 'at the pleasure of Council' and may be dismissed for breaches of this code.

#### **REMUNERATION**

1. Remuneration of directors of Council Organisations is a matter of public interest.
2. Where the Council is the sole shareholder in a particular organisation the Council will set director's remuneration either by resolution at the annual general meeting or will review salaries on an annual basis (for those organisations that do not have such a meeting). In reaching a view on the appropriate level of remuneration for directors of Council Organisations the Council will consider the following factors:
  - the need to attract and retain appropriately qualified people to be directors of the Council Organisation.
  - the levels and movement of salaries in comparable organisations (the Council will retain professional advice on salary levels and movements).
  - the objectives of the Council Organisation (in particular whether or not the Council Organisation operates on a charitable basis).
  - the past performance of the Council Organisation.
  - whether the Council Organisation is operating as a trading undertaking.
  - the financial situation of the Council Organisation.
  - any determinations from the Remuneration Authority.
3. In cases where the Council cannot exercise direct control, such as in an organisation where it is one shareholder among many, it will conduct its own monitoring of



salaries against the above factors and will publicly disclose the name of any Council Organisation which it considers is not complying with the above factors.

# DECISION REPORT



F16/1237 – D22/35202

**To:** Policy and Services Committee  
**From:** Roothing Asset Manager  
**Date:** 27 September 2022  
**Subject:** Roothing Network Procurement Strategy 2022 – 2025.

## Recommendations

1. THAT the report be received.
2. THAT the Roothing Network Procurement Strategy is endorsed by council.
3. THAT the Committee allow the amendment of the Roothing Network Procurement Strategy to be undertaken by Officers, from time to time, as required by legislation or Waka Kotahi, being a living document. Such amendments will be of a minor nature not requiring the entire strategy to be re-endorsed by council.
4. THAT the Roothing Network Procurement Strategy is made publicly available on the Stratford District Council website.

## Recommended Reason

Waka Kotahi requires all Approved Organisation to have a procurement strategy that documents our long-term integrated approach to the procurement of transport activities funded under Section 20 of the Land Transport Management Act and Amendment Act 2013. This strategy replaces the existing expired Road Procurement Strategy.

/  
Moved/Seconded

## 1. Purpose of Report

- 1.1 To seek the Council's endorsement of the Roothing Network Procurement Strategy 2022-2025 (**Appendix 1**).
- 1.2 This strategy demonstrates to Waka Kotahi how the Council will support the delivery of Council Priorities through robust procurement processes to deliver value for money for ratepayers.
- 1.3 This strategy is a Waka Kotahi requirement to for all approved organisations - as the co-investor of our road management programme.
- 1.4 This strategy replaces the existing expired Roothing Network Procurement Strategy 2019 – 2022.
- 1.5 This strategy does not override, but is consistent with, the Stratford District Council Procurement Strategy.

## 2. Executive Summary

- 2.1 The Roothing Network Procurement Strategy 2022-2025 (*the Strategy*) is based on a prescribed format provided in Appendix A of Waka Kotahi's own Procurement Manual.
- 2.2 The strategy requires a consideration and inclusion of Central Government's four Broader Outcomes for Procurement which are:
  - Increasing access for New Zealand businesses;
  - Construction skills and training;
  - Improving condition for New Zealand workers; and
  - Reducing emissions and waste.

- 2.3 The purpose of the strategy is to demonstrate to Waka Kotahi how the Stratford District Council intends to procure its contracts, through robust procurement processes to achieve value for money for ratepayers and support the optimised delivery of our contracts.
- 2.4 These robust processes will support the achievement of the Government’s objectives and broader outcomes, in addition to Council’s Community Outcomes.
- 2.5 The strategy covers various aspect of procurement including:
  - Strategic objectives of the approved organisation;
  - Competitive markets;
  - Value for money;
  - Details of current maintenance contracts – size, scale, term of contract;
  - Other activities that can be bid by contractors who are not the main maintenance contractors;
  - Delivery model and supplier selection methodology;
  - Capacity and capability to deliver the programme of works;
  - A Communication plan; and
  - An Implementation Plan.
- 2.6 The audience for the document is primarily Suppliers, as well as internal staff and Councillors. We send it to Waka Kotahi in order for them to approve the strategy thus ensuring we are meeting their procurement rules.

**3. Local Government Act 2002 – Section 10**

Under section 10 of the Local Government Act 2002, the Council’s purpose is to “enable democratic local decision making by and on behalf of communities; as well as promoting the social, economic, environmental, and cultural well-being of communities now and into the future”			
Does the recommended option meet the purpose of the Local Government 4 well-beings? And which:		Yes – Our Community Outcomes are aligned with the Government’s Broader Outcomes for procurement.	
<b>Social</b>	<b>Economic</b>	<b>Environmental</b>	<b>Cultural</b>
✓	✓	✓	✓

The Roothing Network Procurement Strategy incorporates Council’s Community Outcomes as well as the Governments Broader Outcomes for Procurement. Both sets of outcomes promote:

- Social growth – contractors will develop their labour force through the development of skills and training;
- Economic growth – encouraging Stratford based organisations to bid for contracts put to the supplier market;
- Environmental responsibility – minimising travel, using local suppliers, minimising waste, innovation;
- Cultural – provides opportunities for Māori and Pacifica businesses.

**4. Background**

- 4.1 The current Roothing Network Procurement Strategy has to be reviewed and re-approved by Waka Kotahi, taking into account changes to the supplier markets and the governments procurement outcomes.
- 4.2 This review is undertaken every three years and it signals to Waka Kotahi council’s thoughts on procurement, the style and type of contracts it lets.

- 4.3 If these contracts are a departure from the traditional 3 + 1 + 1 term maintenance contracts, the council has to stipulate the benefits of the proposed terms.
- 4.4 There are some recommendations in the roading procurement strategy, seeking Waka Kotahi’s approval for this departure, as council’s maintenance contract is potentially a seven-year contract.

**5. Consultative Process**

**5.1 Public Consultation - Section 82**

This is an internal document for endorsement by Council and Waka Kotahi, therefore no public consultation is required. Once endorsed by Council and Waka Kotahi, the strategy is required to be publicly available via our website. This is included in the Communications Plan.

**5.2 Māori Consultation - Section 81**

No specific consultation is required with Iwi.

**6. Risk Analysis**

Refer to the Council Risk Register - available on the Council website.

- Does this report cover any issues that relate to any risks on the Council Risk Register, and if so which risks and what are the impacts and likelihood of eventuating?
- Does this report cover any issues that may lead to any new risks that are not on the Council Risk Register, and if so, provide some explanation of any new identified risks.
- Is there a legal opinion needed?

- 6.1 The risk of not having this strategy endorsed is that officers will be unable to let contracts to the supplier markets for works that are co-funded by Waka Kotahi. It has been known for Waka Kotahi to seek refunds for the sums spent on contracts that have been procured and awarded using a non-approved Roothing Procurement Strategy. Therefore, officers seek the approval and endorsement of the strategy to eliminate this risk.
- 6.2 This relates to Risks 4 & 25 of the Council’s Risk Register in that it ensures that council’s procurement policies are current to support all Roothing procurement activities.

**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 roading activity is vital to ensure the roading network remains functional and resilient in order for the Stratford district to thrive.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	There are levels of service incorporated into the contracts we let for roading activities in order to maintain and improve the roading infrastructure.

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?

This strategy relies on, amongst others, information contained in:

- The existing expired Procurement Strategy 2019-2022, as base reference;
- The Central Government’s Procurement Manual, relating to Broader Outcomes and other prescribed matters;
- The Long-Term Plan, relating to Council’s Community Outcomes;
- The Council’s Procurement Policy, with regards to Council’s position on sustainability and other relevant procurement principles; and
- Strategies approved by Waka Kotahi for other Approved Organisations.

7.3 **Significance**

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long-Term Plan?		
Is it:	Yes	The roading network is a strategic asset.
• considered a strategic asset; or	Yes	The roading activity is above the financial threshold.
• 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	Yes	If the roading procurement strategy is not endorsed by Council and Waka Kotahi, then we are unlikely to receive a financial contribution to undertake the maintenance and renewals of the roading network. This would have to be fully funded by SDC. This would have a significant impact on rates.
• possible that it could have a high impact on the community?		

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.

There are two options which apply to this report:

- Option 1** Do not endorse the Rooding Network Procurement Strategy. This will have a significant impact on Council's ability to attract funding from Waka Kotahi going forward. We are unlikely to be co-funded by Waka Kotahi without a current approved procurement strategy. Also, we will be unable to attract new funding streams from Waka Kotahi in the future.
- Option 2** Endorse the Rooding Network Procurement Strategy. This is a requirement of Waka Kotahi to secure funding for rooding activities for next three years. **This is the recommended option.**

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.

Funding levels are approved as part of the Long-Term Plan process and approved through the funding allocation provide by Waka Kotahi.

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 are no trade-offs.

Without this Strategy, officers cannot operate to maintain the rooding network within the district. Officers will be unable to award maintenance or capital works contracts which would attract a subsidy from Waka Kotahi. Also, council would be unable to attract new funding streams from Waka Kotahi in the future.

7.7 **Legal Issues**

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

This strategy is a requirement of Waka Kotahi's Procurement Manual in order for Council to remain an Approved Organisation with Waka Kotahi.

7.8 **Policy Issues - Section 80**

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

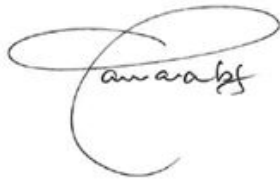
This strategy is consistent with the Council's own corporate Procurement Policy.

**Attachments:**

**Appendix 1** Road Network Procurement Strategy 2022-2025



Stephen Bowden  
**Roding Asset Manager**



[Endorsed by]  
Victoria Araba  
**Director - Assets**



[Approved by]  
Sven Hanne  
**Chief Executive**

**Date** 20 September 2022





**APPENDIX 1**

**Road Network  
Procurement Strategy  
2022-2025**



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



## DOCUMENT QUALITY ASSURANCE

	NAME/ROLE	DATE
<b>Prepared By</b>	Stephen Bowden, Roding Asset Manager Steve Taylor, Projects Manager	August 2022
<b>Reviewed By</b>	Victoria Araba, Director Assets	September 2022
<b>Approved By</b>	Sven Hanne, Chief Executive	September 2022
<b>Waka Kotahi Endorsement</b>	xxxxx	October 2022
<b>Council Adoption</b>	Extraordinary Meeting of Council	4 October 2022

## DOCUMENT CONTROL

VERSION	DATE	DESCRIPTION	UPDATED BY
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# **Road Network Procurement Strategy 2022-2025**

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## Executive Summary

The Rooding Activity accounts for approximately 34% of the Stratford District Council 's annual total expenditure.

Given that a large proportion of this budget is spent on procurement of external suppliers to deliver the operating, maintenance and capital works, it is crucial that the Council has appropriate procurement process to support the achievement of *Value for Money* for the district ratepayers.

The Rooding Procurment Strategy (the strategy) is a Waka Kotahi NZ Transport Agency (Waka Kotahi) requirement for all Approved Organisations (AO), for the procurement of transport activities funded under Section 20 of the Land Transport Management Act and Amendment Act 2013.

This Rooding Procurement Strategy achieves this requirement – it demonstrates to our key stakeholders and external suppliers, including Waka Kotahi, how we intend to approach the supplier market for the procurement of contracts to achieve Council's key priorities and Central Government Broader Outcomes.

This strategy replaces the current expired Rooding Network Procurement Strategy 2019 – 2022 and is consistent with the Stratford District Council 's Procurement Policy.

# 1.0 Introduction

## 1.0: Introduction

The rooding activity encompasses the management, maintenance and provision of rooding assets including rural and urban roads, footpaths, kerb and channel, street lighting and associated infrastructure for the district excluding the 2 State Highways in the district: State Highway 4 (SH4) and State Highway 43 (SH43). State Highway 3 bisects the township of Stratford whilst State Highway 43 (Forgotten World Highway) connects the Stratford district to Ruapehu district to the east.

The rooding network managed by the SDC is approximately 600km (as at 30 June 2022), made up of 557km of rural roads and 43km of urban streets. 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.

As a provincial rural district, the predominant users of the network are the farming community, (particularly sheep, beef farming and dairy), forestry, oil and gas, a small commercial sector, and visitors. Fonterra, NZ's largest dairy company, is a key heavy transport user and the dairy industry collectively has a significant impact on the rural rooding network. With the recent increase in forestry activity and the implementation of 50Max and HPMV rated vehicles, we have seen a significant increase in the number of permits issued since 2016.

The network is coming under increased pressure from forestry, as trees planted in the mid 1980's are now reaching maturity. Whilst oil and gas companies have a presence in the district, exploration has tailed off in the last three years as the oil and gas companies are focusing on maintaining their existing production sites.

Section 317 of the Local Government Act 1974 states that all district roads shall be under the control of the relevant Council.

### 1.1. Opportunities to achieve Value for Money

This summary discusses the opportunities available to create value for money for the district ratepayers. The balance between effective competition and efficiency of procurement processes is essential to achieving value for money over the long term. This strategy provides for a delivery model and procurement procedures that will ensure competition is maintained while minimising inefficiencies.

Three key opportunity areas to create value for money are:

- Professional Services Delivery Model;
- Physical Works Delivery; and
- Future Procurement Approach

#### 1.1.1. Professional Services Delivery

Waka Kotahi requires local authorities to separate their technical services from their asset management functions. Many authorities choose to achieve this separation by employing consultants, while some have semi-autonomous in-house business units. SDC made the decision some years ago to provide its technical services via an In-house Business Unit.

The In-house Business Unit provides technical advice, limited design capability, procurement, contract management, data collection as well as customer relationship functions. It is responsible for ensuring that rooding contract works along with other programmed works are carried out as efficiently and economically as possible. While the unit is separately funded and operated to achieve the required separation, the officers delivering this service are typically SDC employees.

The cost of the In-house business unit is recovered through *Work Category 151: Network and Asset Management*.

#### 1.1.2. Physical Works

The Taranaki region is reasonably well-served by small to medium to contracting companies. However, there are only two national contracting companies, these being Downer and Fulton Hogan.



## Introduction

This mix of small to large contractors provides the flexibility to target our procurement to suit the size, scale and complexity of our projects. Due to the remoteness of the region, our long term maintenance contracts are usually bid for by the two national companies.

This is no requirement within our maintenance contracts for national Tier 1 contractors to engage small to medium sized contractors for a stated percentage of the work that is undertaken. However, considering the current shortage of labour and that Fulton Hogan have three maintenance contracts in the region, they do call upon the services of small contractors who are based in Stratford.

The small to medium contractors have been reasonably successful in winning some of the spot contracts that we advertise via Tenderlink. An example of this is Superior Civil Construction Ltd, a Stratford based contractor who secured the contract for safety improvements outside the Stratford High School.

Value for Money can be achieved by creating a market place where small to medium size contracting firms can compete with major national firms. This flows from SDC's reputation of being a fair and reasonable client. SDC is an advocate of cooperative relationship building where 'value for money' can be achieved and unproductive adversarial disputes can be avoided.

For the majority of procured physical works, SDC uses a traditional Measure and Value contract in accordance with NZS 3910:2013 for site specific contracts and NZS 3917:2013 for term service contracts. The current General Rooding Maintenance contract is a three-year term, with the possibility of a further two, two-year extensions (3+2+2). SDC has just offered Fulton Hogan the first of the two-year extensions, taking the contract to 30 June 2024.

SDC predominantly uses the Price Quality Method (PQM) for awarding contracts. We have on occasion used Lowest Conforming Tender and Direct Appointment, based on three quotes received. These projects are typically relatively straightforward and low in value, and the risks assessed as low.

### 1.1.3. Future Procurement Approach

With an eye to the future, SDC is considering an alternative form of contract for the next general maintenance contract. We are currently weighing the costs and benefits of the *Cost-Plus Reimbursable* style of contract for the following reasons:

- There is a lack of Tier 1 contractors in the region;
- Establishment cost for Tier 1 contractors from outside the region is high;
- Both local Tier 1 contractors (Fulton Hogan and Downer) are embedded in current maintenance contracts within the region;
- *Cost-Plus Reimbursable* style of contract is expected to provide clarity in the pricing of items, which will support the development of future levels of service;
- Transparency of pricing is expected, so there are no 'artificially' low or escalated rates that are based on the contractor's tendering strategy at the time of tender;
- Clear *Contract Cost* and *Delivery Outcomes* are anticipated with this style of delivery;
- We require a locally based contractor who is encouraged to use local suppliers.

With this in mind, we are trialling this approach for our reseals and pavement rehabilitation components of the current contract. Also, given the significant increase in the price for culvert pipes, we will be using a plant and labour rate, plus the actual cost of culvert pipes for the replacement of any culverts.

SDC has liaised with the New Plymouth District Council (NPDC) on the opportunity to combine both of our Streetlight Maintenance and Renewal contracts into one, that covers both districts. The rationale behind this is:

- SDC's streetlight maintenance is small in value and is unlikely to attract multiple bids;
- Both contracts have come to their natural expiry date;
- Both authorities have completed the conversion of their old streetlights from sodium to LEDs;
- The current maintenance contractor is the same for both authorities; and
- Creating a bigger contract may prove to be attractive for contractors from outside the region.

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In March 2021, SDC awarded the Structural Inspection contract to a local consultant, Red Jacket. This contract is a six-year term contract for the purposes of inspecting all of the Councils structural assets, excluding buildings.

### **1.2. Recommendations**

It is recommended that Waka Kotahi:

- Endorses Stratford District Council's Road Network Procurement Strategy;
- Approves the continued use of in-house professional services;
- Approves a variation to the Procurement Manual section 10.21 for the continuation of a term service contract for infrastructure or planning and advice for a maintenance contract with a maximum term of seven years (3+2+2);
- Approves a variation to the Procurement Manual section 10.21 for the continuation of a maximum term of a term service contract for infrastructure or planning and advice for a professional services contract for inspection of SDC's structural assets for a maximum term of six years (2+2+2); and
- Approves a variation to the Procurement Manual section 10.21 for of a maximum term of a term service contract for infrastructure or planning and advice for streetlight maintenance and renewals for a maximum term of seven years (5+1+1).

### **1.3. Endorsement of the Procurement Strategy**

A decision report will be prepared to go before the Policy and Services Committee meeting on 27 September 2022 which seeks the endorsement of this procurement strategy by Council. It is expected that this strategy will be received and adopted at the full Council Extraordinary Meeting on 4<sup>th</sup> October 2022.

## **2.0**

# **Policy Context**

## 2.0: Policy Context

The Roading Procurement Strategy is set in the context of:

- The Stratford District Councils;
  - Vision Statement
  - Community Outcomes;
  - Strategic Goals and Objectives; and
  - Other Council Outcomes
- Central Government's Broader Outcomes

### 2.1. Vision and Community Outcomes

Council has spent time reviewing its vision statement for the district. Our Vision as per the recent Long-Term Plan is to aspire to be:

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

To the deliver this vision, SDC has held workshops to refine the outcomes to better reflect what is important to Stratford. These are then used to provide direction and inform SDC on service delivery and use of resources. These community outcomes are provided in **Table 1** and include:

- A Vibrant Community;
- A Sustainable Environment;
- Connected Communities; and
- An Enabling Economy

The Community Outcomes echo and support the New Zealand Procurement Broader Outcomes discussed in Section 2.4 of this strategy. SDC Community Outcomes are, in effect, able deliver the intent of NZ Broader Outcomes.

**Table 1: Council Community Outcomes and Delivery on the Procurement Strategy**

Community Outcome	What Council Will Do	How does this Strategy Support these Outcomes
Vibrant community	<ul style="list-style-type: none"> <li>• We celebrate and embrace our community's cultures and traditions</li> <li>• We tell our unique story</li> <li>• We develop strong relationships with iwi, hapu and marae</li> </ul>	<ul style="list-style-type: none"> <li>• Our procurement will reach out to those who otherwise have less access to opportunities within the community including Maori and Pacifica</li> </ul>
Sustainable environment	<ul style="list-style-type: none"> <li>• Our natural resources can be enjoyed now and by future generations.</li> <li>• We are committed to working towards zero waste</li> <li>• We have well planned and resilient infrastructure that meets the current and future needs of the district</li> <li>• We aim to understand and support Te Ao Māori values and principles</li> </ul>	<ul style="list-style-type: none"> <li>• We source materials locally to reduce the transportation costs and emissions.</li> <li>• We have a Waste Minimisation Plan to reduce and re-use wherever possible.</li> <li>• We encourage innovation for the recycling of materials to be used in construction.</li> <li>• We consider the impacts of climate change on our infrastructure, e.g., culvert sizes.</li> </ul>

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Community Outcome	What Council Will Do	How does this Strategy Support these Outcomes
Connected communities	<ul style="list-style-type: none"> <li>• Our neighbourhoods are safe and supported</li> <li>• We enable positive healthy lifestyles, through access to health, social and recreation services</li> <li>• We have a strong sense of belonging</li> <li>• We value opportunities to be involved and work together as a community</li> </ul>	<ul style="list-style-type: none"> <li>• We provide a safe roading network through the Road to Zero programme of safety improvements.</li> <li>• We are finalising our Connecting our Communities Strategy (Walking and Cycling) to encourage sustainable transport options within the district.</li> <li>• We have a strong connection to our community and we are in-tune with their requirements.</li> </ul>
Enabling economy	<ul style="list-style-type: none"> <li>• We are a welcoming and business friendly District</li> <li>• We encourage a strong and diverse local economy</li> <li>• We promote opportunities to visit, live and invest in the district</li> <li>• We support economic opportunities for Māori</li> </ul>	<ul style="list-style-type: none"> <li>• We maintain a resilient network to ensure goods are delivered to the market place in order to enable growth.</li> <li>• We include local contractors in our procurement where their skill set is suitable for the project.</li> </ul>

## 2.2.Strategic Goal and Objectives

SDC has developed goals and supporting objectives to direct its efforts towards the achievement of the desired outcomes.

The Roding activity goal is:

***To ensure a safe, accessible, resilient and appropriate land transport network that supports growth and remains sustainable to meet the needs of current and future communities.***

The principal objectives are:

- To plan for, and forecast, the investment for the future maintenance and provision of the roading infrastructure in perpetuity, to anticipate growth and demand trends that may affect this level of investment.
- To ensure that all infrastructure assets meet adequate safety and service standards.
- To monitor and assess the performance and compliance of the various roading components.
- To maintain an adequate management system for all matters relating to the roading infrastructure; and
- To provide for informed community consultation.
- To provide the right treatment in the right place at the right time.
- Incorporate the One Network Framework into the current maintenance contract to ensure the procurement of services is consistent with the road classification within the ONF framework.

## 2.3.Other SDC Outcomes

SDC considers that the following outcomes are in the delivery of successful procurement outcomes for the district.

- Sustainability;
- Health and Safety;
- Value For Money;

- Support for Local Procurement;
- Competitive and Efficient Markets; and
- Fair Competition among Suppliers;

### 2.3.1. Sustainability

As per the SDC's Procurement Policy, "Council has a commitment to sustainability and environmental protection. Where cost-effective and legal this will be pursued by promoting purchasing practices which conserve water resources, demonstrate energy efficiency, minimise waste, have low toxicity and/or will protect the environment and public health, and maintain environmental safety and quality.

Consideration of any sustainability requirements should be made at the procurement planning phase. The competitive tendering process may include a criteria weighting for sustainability and environment protection. This will be decided by the Tender Evaluation Team. If sustainability objectives are a desired outcome of the procurement activity, then they should be included in the RFT."

This outcome is consistent with the NZ Procurement Broader Outcome of 'Reducing Emissions and Waste'.

### 2.3.2. Health and Safety

Health and Safety of contractors and the general public is a crucial part of every procurement process. SDC prioritises this outcome by marking it, during Tender Evaluation, both:

- An Eliminator – with Pass/Fail pre-condition in the requirement for pre-qualification of contractors, where pre-qualification is a necessary condition to advance to the next stage of the evaluation process; and
- A Differentiator – where SDC assigns the appropriate weighting to Health and Safety as part of the Tender Evaluation attributes, and require the Tenderer's Health and Safety and other related documents. These documents are then evaluated and scored based on the quality of information supplied.

This outcome is consistent with the NZ Procurement Broader Outcome of 'Improving conditions for New Zealand workers'.

### 2.3.3. Value for Money

The concept of **Value for Money** is crucial as it considers the projected whole-of-life cost as more important than the upfront quoted price. This concept is embedded as a key principle in Councils Procurement Policy.

Value for Money is a key driver for SDC and Waka Kotahi as our rating base is small. With the effects of Covid-19, the world's economy, Waka Kotahi are under pressure to reduce costs due to a shortage in revenue from fuel excise and *Road User Charges*.

Ensuring we obtain a fair value for the works we procure is vitally important. When considering current cost escalations of 15% on maintenance contracts, this will reduce the quantum of work that we can procure. Being smarter about what and when we procure will enable SDC to fulfil our annual works programme to deliver our Community Outcomes.

This outcome is consistent with the 3 Broader Outcomes of:

- Increasing awareness for New Zealand Business;
- Increase the size of construction skills and training; and
- Improving conditions for New Zealand workers.

### 2.3.4. Support for Local procurement

This is another procurement principle in the Councils Procurement Policy. It aims to support local businesses where practicable. The principles of the 'local' procurement policy are:

- To promote local economic sustainability and growth;
- To encourage business activity by local rate paying firms, where they are competitive suppliers in respect of price and quality; and
- To minimise transport costs and their environmental effects through measures which provide for Council to buy from local sources, where competitive.

'Local' in this sense refers to the proximity of the location of supplier. The objective is to:

- provide opportunity to small and medium -sized enterprises;
- provide opportunity for local employment; and
- support reduced emissions and waste.

This outcome is consistent with all four of the NZ Procurement Broader Outcomes.

### 2.3.5. Competitive and Efficient Markets

The balance between effective competition and efficiency of procurement processes is essential to achieving value for money over the long term.

Procuring large scale contracts within Taranaki tends to attract the attention of two national contractors - Downer and Fulton Hogan. This is primarily due to remoteness of the region and these contractors have already established themselves in the region and have done so for at least 15 years plus. This is a key outcome in our procurement process.

This outcome is consistent with the NZ Procurement Broader Outcome of:

- Increasing awareness for New Zealand Business; and
- Improving conditions for New Zealand workers.

### 2.3.6. Fair Competition among Suppliers

Ensuring competitive supports the achievement of 'value for money' that is sustainable in the long term. Creating a market place where small to medium size contracting firms can compete with major national firms is a good starting point.

SDC's philosophy is to encourage small local contractors to bid for work that SDC offers to the market. If we can use local contractors for some of the smaller projects this is beneficial to the local community as we are effectively returning money back into the local economy. SDC encourages larger contractors to use local contractors, maybe as sub-contractors. This has been very successful with Fulton Hogan, providing the local contractors meet Fulton Hogan's and our own Health and Safety requirements. Typically, we have used local earthworks contractors for water table renewals, clearing roadside drains, removing slips, and spreading metal on the unsealed road network.

This Council Outcome is consistent with the 3 Broader Outcomes of:

- Increasing awareness for New Zealand Business;
- Increase the size of construction skills and training; and
- Improving conditions for New Zealand workers.

## 2.4. Waka Kotahi Broader Outcomes and Council Alignment

The New Zealand Procurement Broader Outcomes identify 4 key priorities being:

- Increasing awareness for New Zealand Business;
- Increase the size of construction skills and training;
- Improving conditions for New Zealand workers; and
- Reducing emissions and waste.

Council's Vision, Objectives, Community and Other Outcomes described in Sections 2.1 to 2.3 above have been assessed to align well with these four Broader Outcomes above.

In Sections 2.4.1 to 2.4.4 and Table 1 below, we provide a summary of how these are aligned with Waka Kotahi's Broader Outcomes.

#### **2.4.1. Increasing awareness for New Zealand Business**

*Agencies must consider how they can create opportunities for New Zealand businesses, including Māori, Pasifika and regional businesses, as well as social enterprises. This includes increasing access to government contract opportunities for these groups.*

As discussed above, we encourage local contractors to bid for contracted work which falls outside the terms of the General Rooding Maintenance contract. On some occasions, for works less than \$100,000, SDC Procurement Policy requires three quotes from local suppliers and contractors. This provides an avenue for regional business to work with SDC.

This Broader Outcome is supported by all Council's Community Oncomes in Section 2.2 and other Outcomes in Section 2.2.3 to 2.3.6.

#### **2.4.2. Construction skills and training**

*Increasing the size and skill level of the domestic construction sector workforce and provide employment opportunities to targeted groups.*

Since the commencement of the Mayoral Taskforce for Jobs (MTFJ) in 2020, SDC has successfully placed 114 school leavers in jobs with local businesses. This has been an outstanding achievement over the two years the programme has been operating. Central Government has recently extended funding for this initiative to facilitate skills training.

Our rooding maintenance contract, Fulton Hogan, is actively seeking young employees by approaching through approaches to the Stratford High School. With resources in short supply, engaging with the schools to offer school leavers a career in the construction industry, is seen as an opportunity for succession planning.

This Broader Outcome is supported by all SDC's Community Oncomes in Section 2.2 and other Outcomes in Section 2.2.3, 2.3.4 & 2.3.6.

#### **2.4.3. Improving conditions for New Zealand workers**

*Improving conditions for workers and future-proofing the ability of New Zealand business to trade.*

SDC's Health and Safety Pre-Qualification process requires all contractors to meet a pre-determined level of health and safety before they can be engaged for any work. This ensures the welfare and safety of construction workers is improved and retained at a consistent level. The pre-qualification approval has to be renewed every two years, whereby the supplier provides evidence of new personnel, training records and any changes to the supplier processes and procedures.

This Broader Outcome is supported by all Council's Community and Other Council Oncomes in Section 2.2 and 2.3.

#### **2.4.4. Reducing emissions and waste**

*Supporting the transition to a zero net emissions economy and reducing waste from industry by supporting innovation and designing waste out of the system.*



## Policy Context

Using local material suppliers (for example, Vickers Quarry, Midhirst) and local contractors, the reduction in travel distance from depot to site assists with reducing emissions. Our Waste Minimisation Strategy provides direction and information for waste minimisation initiatives for businesses and identify opportunities for reducing commercial waste.

Being open to new techniques and innovation where recyclable materials can be incorporated into construction materials, assists in the delivery of these targets. The use of recycled glass in aggregates and asphalt, plastics in drainage pipes are some examples. Moving to emulsion-based bitumen for our resealing programme to reduce emissions generated by this activity.

This Broader Outcome is supported by Council's Community Outcome of Sustainable Environment and Connected Communities. It is also supported in Sections 2.3.1 and 2.3.4 of Other Council Outcomes.

**Table 2: Alignment of Council Outcomes Against the Waka Kotahi Broader Outcomes**

	Stratford District Council Outcomes	Broader Outcomes			
		Increasing Awareness	Constructi on Skills and Training	Improving Conditions	Reducing Emissions and Waste
	<b>Community Outcomes</b>				
1	Vibrant community	√	√	√	
2	Sustainable environment	√	√	√	√
3	Connected communities	√	√	√	√
4	Enabling economy	√	√	√	
	<b>Other Council Outcomes</b>				
5	Sustainability				√
6	Health and Safety			√	
7	Value for Money	√	√	√	
8	Support for Local procurement	√	√	√	√
9	Competitive and Efficient Markets	√		√	
10	Fair Competition among Suppliers	√	√	√	

## 2.5. Other District Context

Other factors considered important to take into account are discussed below.

### 2.5.1. Section 17A Review

A section 17A review is being undertaken at a corporate level between in August 2022 and July 2023, in time to feed into the Long-Term Plan 2024 – 2034 (LTP).

The outcome of this review will be incorporated into the Roding Procurement processes and procedures, where necessary.

### 2.5.2. Level of Service Review

SDC is also undertaking a review of the levels of service delivered to the community. The result of this review will feed into the maintenance, operating and capital budgets, programmed for completion in time to feed into the 2024 – 2034 Long Term Financial Plan.

Early indication is that there are changes driven by either legislation; climate change impacts; changing customer expectations or other drivers. The final report will be subject to Council approval, prior to feeding into the LTP.

### 2.5.3. Organisational Polices and Plans

The Council has a current Procurement Policy which has been developed for use by council officers, current and potential suppliers, elected members, ratepayers and government funding agencies, and applies to all procurement, regardless of the value. The purpose of this policy is to ensure Council, when procuring goods, works or services:

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

SDC also maintains a Waste Minimisation and Management Plan (WMMP) which presents a 5-year Action Plan for the management and minimisation of waste in the Stratford District. This WMMP is being reviewed to meet the legislative requirement by 2023.

### 2.5.4. The Regulatory Environment

SDC has statutory obligations under the Land Transport Management Act (LTMA) 2003 to maintain a road network within the district and the transport activity is delivered by the Council. SDC has an obligation to provide a safe and efficient road network that enables the movement of people and products, both within and through the district. An effective road network is also essential to ensuring the economic growth, sound well-being of the community, through the provision of access and mobility for people, goods and services.

Further to the requirements of the Land Transport Management Act 2003 the transport activity is also guided by the following legislative documents:

- Government Policy Statement;
- New Zealand Transport Agency “Arataki”;
- One Network Road Classification/Framework; and
- Regional Land Transport Plan.

### 2.5.5. Consultancy

SDC currently provides its technical services via an in-house business unit, rather than using consultants. The Business Unit provides technical advice, procurement, contractual management, data collection and other consultancy functions as required.

One of the recommendations from the 2020 Procedural Audit was SDC should recover the full cost of the in-house business unit. SDC undertook an analysis of this cost, including costs for other staff that have an interaction with roading. This cost equated to 12% of the approved funding allocation and not the 2.25% as claimed though work category 151. We have taken the view to “subsidising” this additional 9.75% to allow the approved funds to fully invested in the network, rather than paying for staff and other associated costs.

## 2.6. Why continue with the in-house business unit?

This option was chosen because it offered the following advantages:

- Long standing knowledge and expertise is retained in-house. As the staff members are council employees, professional intelligence issues do not arise and the full knowledge of the business unit is available to the Council at all times at no additional cost.
- Overheads can be spread over additional Council departments as the Business Unit are available as an internal consultant for other teams within council, for example, Environmental Services, in regard to planning/consenting issues. Overheads would be reduced without the business unit, but probably not in direct proportion, which means that overhead charges would be higher across other departments.
- There are opportunities for business unit staff members to be utilised from time to time by other Council departments. This is an important consideration in a small local authority with limited staff numbers and budgets.
- Outsourcing professional services to consultants would result in a significant increase in the cost of Network and Asset Management work category, thereby negating the “value for money” the current in-house business unit provides.

## 2.7. Network Management

The level of service, including ride comfort, safety and the general appearance of the roading network is dependent upon how well maintained the asset is maintained. With the contractor developing his work programmes from regular inspections, this allows SDC to undertake targeted maintenance where necessary. We work closely with our maintenance contractor to ensure the right treatment is applied to the right location at the right time.

The management of the roading network can be broadly categorised into two work streams:

- Planned Maintenance, including Routine maintenance and Capital works programme; and
- Un-planned or Reactive Maintenance, as triggered by climatic change impacts; asset failure damage or vandalism, fly tipping, etc.

The majority of the work undertaken on our network is by the maintenance contractor Fulton Hogan. Due to the diverse nature of the works and the geographical challenges of the district, Fulton Hogan has engaged local contractors to assist with slip clearing, water tabling and attending to emergency or minor events.

## 3.0

# Procurement Programme

## Procurement Programme

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### 3.0: Procurement Programme

Council is required to follow the Waka Kotahi NZ Transport Agency's Procurement Manual when it engages a roading contractor, as detailed in the Waka Kotahi's Procurement Manual.

In addition, Council has its own procurement policy, which is to be followed when goods or services are being purchased. The policy can be found in the SDC Policy Manual.

The Stratford District Council's procurement programme is discussed under the following headings:

- General Roading Maintenance, Resurfacing, Rehabilitation and Roadmarking 2019-2022;
- Other Works outside of the terms of the maintenance contract;
  - Streetlight Maintenance and Renewals 2023 – 2028;
  - Professional Services Contract for Inspection and Management of SDC's Structural Assets 2020 – 2026; and
  - Site specific contracts which are outside the terms of the General Roading Maintenance and Renewals contract.

#### 3.1. General Roading Maintenance Contract Works

The Council's "General Roading Maintenance, Resurfacing, Rehabilitation and Roadmarking Contract 2019-22", requires the contractor to provide not only physical works but also a degree of professional services for significant aspects of the work. The contractor will be expected to develop, execute and monitor maintenance strategies which will ensure the proper and long-term performance of Council's roading asset. This will include any changes to the level of service we provide to our community using the One Network Framework. The differential levels of service currently being developed by the Roading Efficiency Group will have a bearing on the way the contract currently operates.

This is a three-year contract with two rights of renewal of two years each for the continued operation and maintenance of the Stratford District Council's roading assets.

The contractor will be required, unless specified otherwise, to provide a complete maintenance service for all elements included in the Contract. This will include:

- The identification of maintenance needs within the defined work categories contained in the specifications.
- Undertaking all necessary inspections, reporting and programming of work required.
- Providing all labour, plant and materials to effect prompt and efficient maintenance of the district's assets included in the Contract.
- Executing the works to specification requirements in a safe efficient and timely manner while minimising any inconvenience to the public.
- Undertaking the annual resealing programme in accordance with NZTA P17 and M10.
- Undertaking sealed road pavement rehabilitation projects as defined throughout the duration of the contract period.
- Complete the annual roadmarking programme.
- Responding promptly to emergencies and minimising as far as possible any resultant damage.

#### 3.2. Works outside of the General Roading Maintenance Contract.

The Council also procures work outside of the General Maintenance Works in the:

- Streetlight Maintenance and Renewals Contract 2023 – 2028;
- Professional Services for Inspection and Management of SDC's Structural Assets 2020 – 2026;
- Site specific contracts which are outside the terms of the General Roading Maintenance and Renewals, including, but not limited to:
  - Road safety improvements;
  - Emergency works remediation projects;

- Road to Zero projects (such as installation of roadside barriers);
- School safety Improvement projects;
- Electronic warning signs – supply and installation;
- Geometric re-alignment;
- Intersection upgrades;
- Structural assets renewal/replacement projects.

### **3.2.1. Streetlight Maintenance and Renewals Contract 2023 - 2028.**

During 2021, the Stratford District Council has been in discussion with our neighbours, New Plymouth District Council concerning the possibility of providing one contract that serves both authorities. Early conversations included South Taranaki District Council, unfortunately, STDC decided to let a contract separate to a joint SDC/NPDC contract. This decision was based on their contract coming to an end.

This joint contract will be consistent with Section 17a of the Local Government Act 2002, as both NPDC's and our streetlight maintenance contracts expire at the same time.

Both SDC and NPDC have been given approval from Bernie Cuttance, Procurement Improvement Practice Manager, to extend our existing contracts up to midnight on 31 December 2022.

The new contract is expected to commence on 1 January 2023. The term of the contract will be five years, with the possibility of two, one-year extensions (5+1+1). The form of the contract will be a Measure and Value using the NEC4 STSC

The scope of this maintenance contract includes:

- Monthly inspections.
- Programming and undertaking routine maintenance of streetlight stock.
- Fault investigation.
- Updating the asset inventory via RAMM Contractor.
- Validating RAMM data and condition rating of the streetlights.
- Reporting additional works that maybe required over and above the routine maintenance.
- Undertaking ordered works following an instruction from the Engineer.
- Responding to emergency repairs on a 24-hour basis.
- Forward works programming.
- Maintenance of Waka Kotahi's streetlights on the State Highways within the two districts.
- Renewal of streetlight columns as identified through the routine inspections as budgets allow.

### **3.2.2. Professional Services Contract for Structural Assets 2020 – 2026.**

In June 2021 we let this contract to a local consultancy company, Red Jacket Limited, as the Professional Services providers to undertake annual inspections of the council's structural assets. This is the first contract of its kind for the Stratford District Council. Other contracts with professional service providers have been via Short Form Agreements or specific one-off commissions.

The general scope of this proposed contract covers:

- Inspection of all structural assets of Stratford district council, including, bridges, retaining walls, tunnels, large diameter culverts (≥1200mm diameter), earth drives, pipe bridges and an external inspection of reservoirs.
- Inspection of Parks bridges;
- Inspection of playground equipment
- Delivery of inspection reports.
- Recommending maintenance programmes.
- Developing medium and long term (10 year and 30 year) structural replacement programmes, based on condition of the structure.
- Bridge posting for over-weight vehicles.
- Approval of over-weight permits for non HPMV approved routes.

## Procurement Programme

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Currently the bridge inspection programme is split into two regions; Front Country (Mt Taranaki to Douglas) and Back Country (Douglas to Ruapehu District boundary) in order to spread the workload and reduce the annual cost of inspections. The requirement of this proposed contract is for inspections to alternate between Front and Back Country areas. As well as being national best practice, it is recommended that every six years a detailed inspection is undertaken on structural assets. The proposed duration of this professional services contract is for two years with potentially two extensions of two years, (2+2+2). The rationale for this contract duration, is that every structure will have two general inspections and one detailed inspection.

Included in the contract requirements is the use of the "Clairinspect" inspection module which is a tablet-based inspection form in accordance with NZTA's S6 inspection record. The Clairinspect module automatically downloads the inspection record into RAMM as well as issuing dispatches to the maintenance contractor for minor works. SDC are using GD's "Max.Structures" software for monitoring the inspection programme.

The annual cost for this contract is \$82,000.

### **3.2.3. Site specific contracts**

These site-specific contracts are those which are outside the terms of the General Roading Maintenance and Renewals contract. These are generally:

- Road safety improvements;
- Geometric and intersection improvements;
- Supply and installation of electronic warning signs or speed limit signs;
- Emergency works remediation projects; and
- Structural renewal/replacement projects

Projects that are under this category is managed either in house or by external consultants. Any procurement for these works will align to SDC and Waka Kotahi's procurement policies and procedures.

## 4.0

# Procurement Environment



## 4.0: Procurement Environment

### 4.1. Analysis of Supplier Market

The four contracts outlined below have differing timeframes associated with them.

For South Taranaki District Council (STDC) both of their contracts are (3+2+2), whilst SDC contract is (3+2+2), the first three-year period expires in a different year. Both districts operate a traditional measure and value style of contract which includes; pavement repairs, vegetation control, drainage work, customer service requests, traffic services, emergency works. There is a slight difference between these 2 contracts in as much as SDC's includes reseals and pavement rehabilitations works, whereas STDC's, does not. These are let separately by STDC.

**Table 3: Maintenance Contracts within Taranaki**

	Contract Area	Approved Organisation	Expected Completion Date	Contractor
1	Patea/Waverley	South Taranaki	30/6/2024	Fulton Hogan
2	Egmont & Central	South Taranaki	30/6/2024	Fulton Hogan
3	New Plymouth Urban and Rural	New Plymouth	30/6/2029	Downer
4	Stratford Urban & Rural	Stratford	30/06/2024	Fulton Hogan

New Plymouth District Council (NPDC) has recently awarded a NEC4 Infrastructure Term Service Contract that is expected to last 10 years. This contract includes the following:

- Maintenance and Renewals of Transportation activity;
- Maintenance and Renewals of Parks assets on the Transport Corridor;
- Water Reticulation Renewals;
- Waste Water Network Renewals

NPDC Parks Department maintain their own Parks and Open Spaces using an in-house Parks Services Team.

The other major maintenance contracts are:

**Table 4: Other Notable Contracts**

	Contract Area	Approved Organisation	Expected Completion Date	Contractor
1	West Wanganui State Highways	Waka Kotahi	30/6/2027 + 2 subject to performance.	Downer
2	Open Space Management	Stratford	30/6/2024 + 2 subject to performance	Downer
3	Stratford Water Services	Stratford	30/6/2024 + 2 subject to performance	CityCare
4	Facilities Maintenance Contract	Stratford	30/6/2024 + 2 subject to performance	Fulton Hogan
5	Open Space Maintenance	South Taranaki	30/6/2027 + 5 subject to performance	Downer
6	New Plymouth Water Services	New Plymouth	30/6/2024	CityCare
7	New Plymouth Water Meter Installation	New Plymouth	30/06/2024	Offshore Plumbing Services
8	South Taranaki Water Services	South Taranaki	02/10/2024	Veolia

## 4.2. Capable Regional Contractors

The following contractors operate within the Taranaki region and are capable delivering Roading Projects:

- Downer;
- Fulton Hogan;
- Whitaker Civil Engineering;
- Burgess and Crowley Construction Limited;
- Veolia – Water;
- Offshore Plumbing Services – Water;
- Superior Civil Construction Limited; and
- Graham Harris 2000 Limited.

## 4.3. Current Procurement Expenditure and Profile.

Below in Table 5 is an extract from Waka Kotahi's Transport Investment Online (TIO) showing the approved allocation for the current NLTP period.

**Table 5: Funding for 2021-2024 NLTP period**

	Activity Summary	2021/2022 (NZD)	2022/2023 (NZD)	2023/2034 (NZD)
<b>1</b>	<b>Local Roads</b>			
	Maintenance	1,692,921	1,566,666	1,566,666
	Operations	1,059,579	885,900	885,900
	Renewal	4,001,100	4,113,034	4,041,034
<b>2</b>	<b>Special Purpose Roads</b>			
	Maintenance	39,883	185,924	63,000
	Operations	56,551	89,000	89,000
	Renewal	17,642	85,000	85,000
<b>3</b>	<b>Low Cost /Low Risk Improvements including Road to Zero</b>	392,619	917,381	575,000
	<b>Total (NZD)</b>	<b>7,260,295</b>	<b>7,842,905</b>	<b>7,305,600</b>

#### 4.4. Approved Organisations Impact on our Procurement Programme

Stratford District Council has just commenced Year 4 of a potential Seven-year maintenance contract with Fulton Hogan. This contract was signed in May 2019. At the commencement of the contract, Fulton Hogan were required to provide the following documents for SDC approval:

- Contract Management Plan;
- Quality Plan;
- Environmental Plan;
- Health and Safety Plan; and
- Traffic Management Plans.

With New Plymouth District Council awarding a 10-year maintenance and renewals contract in 2019, this has set the scene locally for other districts to consider longer term contracts subject to Waka Kotahi's approval.

South Taranaki District Council have just awarded their two roading maintenance contracts to Fulton Hogan. Both of these contracts have a potential duration of seven years (3+2+2).

As noted in the recommendation in section 1, SDC is considering a longer-term contract for the next version of our maintenance contract. This would be consistent with our partners, Waka Kotahi, New Plymouth District Council. Each of these organisations have longer term contracts than what was considered the "norm" of three plus one, plus one term maintenance contracts, some years ago. Offering a longer contract period to the supply markets would provide long term security for the successful contractor, time in which to invest in the region, in terms of employing local people, investing in plant and machinery as well as building relationships with the community.

**Table 6: Current Maintenance Contracts**

Contract Area	Approved Organisation	Commencement Date
New Plymouth Urban and Rural	New Plymouth District Council	01/07/2019
West Wanganui State Highways	New Zealand Transport Agency	1/7/2020

The existing General Rooding Maintenance contract potentially expires on 30 June 2026. As neighbouring TLA's (Waka Kotahi, NPDC), have nine and ten year contracts, SDC should consider longer term contracts with a view that this could attract contractors to bid, who currently do not have a presence in the Taranaki region. This will provide the contractors the opportunity to invest in resources locally, in order to deliver the Governments broader outcomes,

# 5.0 Work Programme Delivery Approach

## Work Programme Delivery

### 5.0: Work Programme Delivery Approach

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

The Rooding activity encompasses the management, maintenance and provision of rural and urban roads, footpaths, kerb and channel, street lighting and associated infrastructure for the district excluding State Highway 43 (SH43) and State Highway 3 (SH3). The Rooding activity goal is:

The Rooding activity contributes to the district’s social and economic well-being, and supports the following desired Community Outcomes from the Stratford District Council’s LTP:2021-2031

- Affordable high quality core services and facilities.
- Smart, vibrant and prosperous district.
- Growth.
- Stratford district as a unique destination.

#### 5.1. The Procurement Approach

The Council’s procurement process follows the eight-stage procurement life-cycle below. The life-cycle model is preferred as it allows for refinement of the procurement process and for learnings from previous activity undertaken to contribute to future procurement process improvement.

Our Procurement framework includes:

- Stratford District Council Procurement Policy;
- Procurement Manuals (SDC & Waka Kotahi NZTA);
- The Rooding Procurement Strategy;
- The Government Rules of Sourcing; and
- National Procurement guidelines



Source: (Recoloured from) the Ministry of Business, Innovation and Employment.

## Work Programme Delivery

### 5.1.1. Value for Money Principle

'Value for money' is the principal driver of performance; this concept can be illustrated with the following equation:

$$\text{Value for money} = \frac{\text{Functional Performance}}{\text{Resources Consumed}}$$

In this equation 'Functional Performance' is described as the gain received from the investment in terms of economic, social and environmental performance. SDC considers such intangibles as innovation, design and integrity, safety and human development in its measure of 'Functional Performance'.

'Resources Consumed' include the cost incurred to deliver the functionality sought. Therefore, in SDC's view best 'value for money' from any activity is a result of extracting the greatest performance out of any activity and delivering the work for the most efficient cost, where both performance and cost are assessed in economic, social and environmental terms.

### 5.1.2. Innovation, Complexity, Scale, Risk and Assessment of Supplier Market.

**Innovation** - Reduced budgets, high user expectations and demand issues is common and there is a growing recognition of the role of procurement in encouraging innovative responses to meet these challenges. Innovation can be broken down into the following categories:

- Leadership – SDC encourages a culture which allows in-house staff and external suppliers to think about new ways to do things. As SDC is a small council, we can resource projects as required to external suppliers who can look at our network with 'fresh eyes'. Alternative procurement procedures – SDC allows alternative tenders in the competitive tendering process
- Public Sector Innovation – Consultation with the community who know the environment best and often has solutions or ideas to improve the network
- Work with Suppliers – Identify potential problems in the project so suppliers can provide solutions in the tendering process.

**Complexity and Scale** - SDC's procurement process allows for staggered approach for procurement, depending on the value and complexity of the project. Our procurement levels are as follows:

- < \$5,000 – There are no formal procedures for procurement with a value of less than \$5,000 but council officers are to ensure preferred suppliers are used, where applicable.
- \$5,000 to \$20,000 – Where the proposed procurement value is between \$5,000 and \$20,000, at least two written quotes must be obtained
- \$20,000 to \$100,000 –At least three written quotes or written quotes from all available suppliers should be obtained unless the purchase is for specialised goods/services where there is a limited market, WITH an exemption from a Director or the CEO.
- >\$100,000 - Any expenditure with a procurement value over \$100,000 must go through the formal public tendering process.\

**Risk** - Managing risk requires Council officers to:

- always act responsibly and with integrity – be fair, open and transparent and remain impartial,
- plan how and when you will engage with the market,
- make the process clear to all suppliers and manage their expectations,
- treat all suppliers the same – do not discriminate,
- do not favour one supplier over others,
- share the same information with all suppliers, for example, by briefing them together,
- be open to new players, new ideas and new solutions and do not get 'sold' on one solution,

## Work Programme Delivery

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- ask suppliers to identify any aspect of their offerings which they deem to be commercially sensitive – then ensure that information is not disclosed without the supplier's written consent, and
- keep written records of all meetings.

**Assessment of Supplier Market** - Our Supplier Markets are assessed based on the category of services they provide:

- Civil Works – Maintenance and Renewals. The market share is dominated by two large suppliers - Downer and Fulton Hogan, with CityCare as a big player for the three waters maintenance contract.
- Professional Services – Key suppliers are WSP, Beca, BTW, Red Jacket. These have relatively similar share of the market, given that there are many suppliers. This allows for healthy competition.

### 5.1.3. Aggregation, Bundling and Terms Service Contracts.

We are currently working with New Plymouth District Council to co-join our streetlight maintenance and renewal contracts into a single contract. Our intention is to advertise and award this contract by the end of the calendar year. The contract will commence on 1 January 2023 and will be a five-year contract with two, one year extensions (5+1+1).

Up until 2019, SDC used to let small contracts for concrete works, primarily, kerb, channel and footpath replacements. With the closing of a local business who provided these services, we had limited numbers of contractors locally who could deliver the annual concrete programme. As the roading maintenance contract was due for renewal, the decision was taken to incorporate this work into a bigger contract. This provided for a contract of a larger value, whilst offering ourselves the opportunity to possibly reduce some costs.

Similarly, our annual resealing and pavement rehabilitation programmes have been incorporated into the maintenance contract. This adds a further \$1.5m of work to the successful contractor.

### 5.1.4. Proposed Delivery Model(s) and Supplier Selection Method(s)

SDC will continue to use the Price Quality Method (PQM) for supplier selection for significant projects or term maintenance contracts. On occasions small specific projects will be let to local contractors, for example minor bridge maintenance works. The method of procurement for these works will be invited tender, where three invitations are sought. This method is designed for the evaluation of tenders when the quality of the supplier is important. SDC prefer the PQM because it is simple and transparent.

SDC has recently started using the New Zealand Government Electronic Tenders Service (GETS) for advertising and communicating with potential suppliers. This is in line with Waka Kotahi's recommendations and provides a fair, transparent, inclusive and efficient platform for procurement.

## 5.2. Impact of the Preferred Approach on Other Outcomes

PQM gives a clear and consistent process for deciding the supplier quality premium (SQP) for each tenderer. It also enables tenderers who don't win the contract to learn the difference between their SQP and the winning tenderer's SQP. It also makes evaluating alternative tenders much simpler. SDC believe that encouraging alternative tenders will also encourage innovation.

## Work Programme Delivery

Tender de-briefing meetings with small contractors is welcomed as these are the contractors that tend to miss out on securing the contracts we award. This is due to possibly the lack of knowledge in answering the RFT or the format of the tender documents presented. We take this opportunity to use these sessions as a chance to up-skill the local contracting industry, as invariably, they are competing against large contractors who have dedicated teams who are skilled in tender document preparation. What matters to SDC is the delivery of the product for a fair and reasonable price, where the contractor makes a profit and we have a timely, well managed and quality product delivered.

### 5.3.Risk Identification and Management

SDC has developed a risk management process based on AS/NZS 31000:2009. In July 2018, the Council adopted a Risk Management Framework, Risk Management Policy, and an initial council-wide Risk Register which is regularly reviewed and updated. Specifically, the risk management process is designed to raise awareness of threats to Council and ensure appropriate mitigations are implemented to minimise either the impact or likelihood of a harm incident occurring or both. The risks in the council-wide Risk Register are categorised by the following areas:

- Financial
- Operational
- Legislative and Compliance
- Data and Information
- Health and Safety Wellbeing
- Reputational and Conduct

Risk Management of Procurement Contracts is guided by the Council's Procurement Policy and comprehensive Procurement Manual.

Because the consequences of failing to follow a robust policy and framework can be significant in terms of the potential financial implications, reputational damage, political scrutiny, and reduced Council performance, the Council's Procurement Policy recommends the management of risks in a number of phases, summarised below. Each of these phases are addressed in further detail in the Procurement Manual.

#### 5.3.1. Planning the Procurement – Phase 1

- Document business needs and reason/s for the procurement (Business Case).
- Develop detailed scope and design of the procurement project (Procurement Plan).
- Identify health and safety risks.
- Consideration of alternative business models such as public/private partnerships, government schemes, social enterprise delivery, and potential alternative funding sources.
- Identify desired outcomes.

#### 5.3.2. Engaging with the Market – Phase 2

- Ensure the approach to the market is fair and accessible, acknowledging that it is the perception of openness and fairness that matters.
- Develop a set of criteria and appropriate weightings based on the risk, complexity and nature of the work required.
- Consider the benefits of using alternative approaches such as shortlisting, requesting expressions of interest (EOI), or invitation-only tenders where appropriate.
- The selection process should be fair and objective with any conflicts of interest declared prior to the appointment of the TET.
- Due diligence to be carried out on prospective suppliers.
- Ensure retention, dispute-resolution, confidentiality, contractor insurance and security clauses are incorporated into public works contracts.
- Draft contract for High-Risk Procurement should be independently reviewed by a legal professional and the Health and Safety Manager before signing.



## Work Programme Delivery

### 5.3.3. Review and Monitoring – Phase 3

- Regular and timely reporting provided by contractor on specific key contractual obligations and updated in Authority contract management system.
- Implement regular performance reviews, meetings.
- Retentions held until specific performance criteria met as per Contract Schedule.
- All records, minutes, and relevant communications between contractor and council officers to be filed in Content Manager.
- Internal audit programme to review Council Officer compliance with the Procurement Policy and Procurement Manual.
- Implement regular staff training on Council's Procurement Policy, Procurement Manual, and Pre-Qualified Contractor Manual.

*Note: The Procurement Policy shall not be applied to invalidate Waka Kotahi NZ Transport Agency's Procurement Manual when applied to roads maintenance and construction.*

The Council manages the contractor's health and safety risk by ensuring all contractors are pre-approved by the Council's Health and Safety Adviser prior to being able to submit a tender for a Council contract.

The health and safety pre-qualification process is robust and requires demonstration that the contractor has the experience and capability to comply with health and safety best practice. Council officers must identify potential health and safety risks at the procurement planning phase of the procurement lifecycle.

All tenders must incorporate a health and safety section which will be weighted appropriate to the type of contract.

## 5.4. Approach to Contract Management

SDC planning for the management of the contract commences in the procurement planning phase and continues right through evaluation and contract award. Throughout this period consideration is being given to the requirements of how the contract will be managed based on consideration of the value, complexity, strategic importance, risk, the general market maturity and the selected supplier capability.

The planning for contract management is broken down into three broad areas:

- Service delivery management
- Relationship management
- Contract administration

All three areas must be managed successfully if the contract is to be a success.

While the written contract is a record of each party's obligations, it is not designed as a management document for the contract. Therefore, SDC prepare a contract management plan. The contract management plan is formalised following the contract award; however, it is a living document and will continue to be updated throughout the life of the contract.

## 5.5. Variations to Procurement Procedures and Rules

## Work Programme Delivery

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The procurement of an output or activity takes place within a strategic context that is informed by the overarching procurement strategy. This context informs the delivery model best suited to managing, amongst other things, the price, risks, scope and complexity of the output. The choice of delivery model in turn informs the choice of supplier selection method. A contract is then established to purchase the required outputs. Surrounding each of these components are rules that put limitations or restrictions on the choices that can be made.

In relation to delivery models and supplier selection methods, several options are available within each procurement procedure. The Procurement manual contains guidance on which delivery models and supplier selection methods are best suited to particular situations.

When considered in this way, the procurement process can be broken down into discrete pieces of work and, due to the options available, considerable tailoring of the procurement procedures is therefore possible, all within a strategic context. This ensures that the specific procurement procedure chosen to purchase the outputs can be designed by SDC to obtain best value for money in our particular circumstances.

'Advanced' delivery models generally apply to more complex procurement activities and require a higher level of procurement capability and experience to ensure their success. SDC have therefore decided to retain with a tried and tested procurement procedures, i.e., the Price Quality Method (PQM) for supplier selection.

SDC's decisions and choices are consistent with its strategy, the relevant procurement procedure and rules, therefore no further approval from Waka Kotahi should be required.

# 6.0 Implementation

## 6.0: Implementation

### 6.1. Capability and capacity

The current and desired state includes the current structure, roles and responsibilities within the wider organisational structure.

The Rooding assets will be managed in a sustainable way, delivered by a ten-year programme to meet future demand and to preserve the long-term service potential of the assets.

The Council will monitor its targets for Rooding, and review its service through surveys and feedback, and plan for continuous improvement.

Comprehensive reviews of the Asset Management Plan (AMP) and the Road Maintenance Procurement Strategy will coincide with the preparation of subsequent Long-Term Plans. Any changes resulting from increased knowledge of the assets, including their operating and financial performance, will also be expressed through the Annual Plan and Long-Term Planning process.

#### 6.1.1. Capability and Capacity Gaps

Stratford District Council has participated in the Road Efficiency Group Workshops, since their inception in 2015. Over time, these workshops have led to including the Business Case Approach into asset management planning and incorporation into our Activity Management Plan. The focus for the latest round of workshops has been focusing on procurement. It has become apparent at these workshops, of the skills shortage facing the construction and rooding industry.

SDC's Rooding team typically comprises the Rooding Manager, a Rooding Engineer and a Graduate Rooding Engineer. Therefore, SDC relies heavily on the supply chain of consultants, contractors, subcontractors and other specialist service providers.

Having a full complement of staff, knowledge retention within the rooding team is vital, especially considering the size of the district and the "history" attached to various aspects of managing the rooding network. This institutional knowledge can be catalogued in files, process maps, procedures and policies along with passing this local knowledge onto members of the team.

Outside of the organisation itself, there is a real concern within the region of the lack of resources available to undertake the physical works. With New Plymouth District Council awarding a 10-year maintenance contract to Downer, this has resulted in Downer increasing their workforce to service this contract, thus drawing on the limited pool of resources within the region.

On the horizon are numerous projects that are planned to commence within the next five years, these being:

- The Network Outcomes Contract for NZTA – start date 1 July 2020;
- Two maintenance contracts in South Taranaki District - starting 1 July 2021;
- State Highway 3 Waitara to Bell Block safety improvements – valued at \$94M;
- State Highway 3/3A intersection upgrade;
- State Highway 3 – New Plymouth to Hawera – Roadsafety project – estimated \$129M;
- State Highway 3 Mt Messenger Bypass - \$280M

Whilst these projects could attract the attention of the larger contracting organisations, typically within the Taranaki region, Downer and Fulton Hogan are the only two that tender for these works, as they both have a base within the region.

That said, we do have a strong body of small contracting companies who are available to tender for the small value contracts (\$200,000 - \$1,000,000). For SDC, this would be for the

replacement of retaining walls, large diameter culverts, bridges or components of bridges, and low-cost low risk improvement projects.

### **6.1.2. Filling the gap.**

Continue to review the best methodology for delivering rooding services. This includes looking for effectiveness and efficiency gains through collaboration and shared services.

Currently we engage consultants who are qualified tender evaluators to assess any contracts that we tender. Both the Director Assets, Rooding Asset Manager, Projects Manager have attended the "Clever Buying" two-day training course with a long-term view that either or both attain the qualified tender evaluator status. This will reduce the requirement to engage consultants to fulfil this role.

In regard to the limited resources available for contracts, SDC engages with the contracting industry in order to optimise the timing of when we tender contracts, in order that we avail ourselves of the best price, certainty of programming and to support the local contracting industry.

## **6.2. Internal Procurement Processes**

Council is required to follow Waka Kotahi's Procurement Manual when it engages a rooding contractor, as detailed in Waka Kotahi's Procurement Manual.

In addition, Council has its own procurement policy, which is to be followed when goods or services are being purchased. The policy can be found in the SDC Policy Manual.

## **6.3. Performance Measurement and Monitoring**

The measurement and monitoring of successful procurement will be undertaken using a combination of actions including:

- Measurement against identified key performance indicators;
- Tracking performance trends;
- Developing an Improvement Plan to address areas of under-achievement;
- Regular reporting to the Council, as per Council's Procurement Policy

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

### **6.3.1. Key Performance Indicators**

Our current performance is monitored through key performance indicators derived from three main sources:

- The ONRC performance measures;
- The Department for Internal Affairs (DIA) performance measures; and
- Council (Internal) performance measures.

**The ONRC Performance Measures:** Under the ONRC, the Stratford District Council is required to maintain the Rooding infrastructure to the '*Customer Levels of Service*' of *Safety; Resilience; Amenity; Accessibility and Cost efficiency*.

**The DIA Performance Measures:** Since 2014 all local authorities have been required to comply with a standard set of performance measures. The performance measures are

intended to provide information that will enable the public to contribute to discussions on future levels of service and participate more easily and effectively in decision-making processes.

**The Internal Performance Measures:** These are performance measures put in place by Council that are intended to inform the community about how well Council is delivering on Levels of Service and the performance of the activity assets. Currently there is only one Council specific performance measure - Customer Satisfaction – which monitors customer satisfaction with regards to the Rooding Network and Footpaths.

In maintaining its roads, the Council must deliver across three Outcome categories:

- Customer Outcome;
- Technical Output; and
- Cost Efficiency.

### 6.3.2. Performance Reporting

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

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

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

## 6.4. Communication Plan

The Communication Plan for these 3 groups are as follows:

### 6.4.1. Internal Stakeholder Communication:

Our internal Stakeholders include:

- The Elected Members – We require elected members to adopt this Strategy and provide funding in the Long-term and Annual Plans. As such, elected members partner the Rooding Team of SDC to provide a rooding network for all
- Finance Team – Our Finance Team manage payments of claims and invoices and advise any budget issues. By working as a team across both Finance and Asset Teams, we are able to provide a culture where SDC is a preferred client for contractors;
- Assets Team – The Rooding Team is part of the Assets Team. Support amongst this Team is imperative for the efficiency of Asset Management;
- Communications Team – By utilising the skills of the Communications Team, SDC is able to effectively communicate internally and externally. Our Communications Team manages SDC's social media and internet presence. Using clear, plain English is essential for all communication to be understood.

### 6.4.2. Other Approved Organisations and Entities:

These include:

- The Taranaki Regional Council – Helps us to understand Taranaki Region's needs. SDC actively attends RTC meetings;
- Adjoining District Councils, i.e., NPDC; and STDC – Helps us to provide a consistent network regionally. We can share ideas and solutions which help with innovation;
- Iwi - our key Iwi partners are Ngati Ruanui Te Runanga o Ngati Ruanui Trust, Te Korowai o Ngāruahine Trust and Ngati Maru;

- Stratford Business Association (SBA) – A key member in promoting opportunities for increasing our competitive market, in both supplying goods and services. Our Community Development team provide a link between the Assets Team and the SBA
- Ratepayers – Help us to learn the needs of our community. Regular communication through consultation, Social Media, and our local newspaper help us to connect with our Ratepayers.

### **6.4.3. Supplier Market:**

These include:

- Contractors and Consultants – Procurement is through the GETS system for both invited and open competitive. Having a small contractor pool allows us to know our contractors and have a good working relationship with them;
- Goods Providers – While not directly involved for tenders, SDC is keen to promote local suppliers. This helps with our 'carbon footprint' and sustainability while also creating employment opportunities.;

### **6.4.4. Waka Kotahi:**

Waka Kotahi is our Funding Partner and is responsible for endorsing and providing on-going feedback/comments on this Procurement Strategy.

Our Rooding Asset Manager has a positive relationship with regional Waka Kotahi representatives that SDC is keen to maintain. Regular meetings with Waka Kotahi help us to understand our network needs and resources.

Waka Kotahi endorse a procurement strategy that is fair, honest and competitive so that SDC can manage its rooding network in the most efficient way, as well as allowing for cost effective innovation and improvements.

## **6.5. Implementation Plan**

The implementation of this Procurement Strategy defines the “how, when and what” the Assets Department will be delivering. It sets the framework for dealing with the “on time, on budget and to expectations” objective.

The Implementation Plan determines and defines the major phases of work that will be undertaken to achieve the desired objectives and the associated deliverables. It documents a logical sequence of events over time to progress the rooding programme from concept to delivery. It also includes the work breakdown structure that details the related activities and tasks, responsibilities and timeline.

The Implementation Plan provides the following information:

- Project phases;
- Preparation of an internal procurement plan for approval by the Director – Assets;
- Consideration of the procurement methodology;
- Funding availability for the project;
- Deliverables associated with each phase;
- Major activities for each deliverable;
- Key milestones;
- Who is responsible for delivery of each major activity; and
- Any dependencies.

## **6.6. Corporate Ownership and Internal Endorsement**

This Procurement Strategy will be presented to the council at the 27 September Policy and Services Committee Meeting. It is expected to be approved and adopted by the Full Council on 4<sup>th</sup> October 2022 Ordinary Meeting.

This intent of this Strategy is not inconsistent with Council Priorities and, as per Section 2, has been shown to align with the Council's Vision, Objectives and Community Outcomes.



## APPENDIX 1 - References

**Some of the key references** used in developing our procurement strategy are:

- Waka Kotahi Procurement Manual (Amendment 5 - September 2019)  
<http://www.nzta.govt.nz/resources/procurement-manual/>
- Government Procurement Rules (Fourth Edition 2019)  
<https://www.procurement.govt.nz/procurement/principles-and-rules/government-rules-of-sourcing/>
- SDC Procurement Policy  
<https://www.stratford.govt.nz/repository/libraries/id:2cvuccag1cxbygm8445/hierarchy/Council%20Documents/Policies/Policy-Procurement2020.pdf>

# DECISION REPORT



F16/1221 - D22/25341

**To:** Policy and Services Committee  
**From:** Asset Management Coordinator/Waste Minimisation Officer  
**Date:** 27 September 2022  
**Subject:** Waste Levy Contestable Fund Policy - Deliberation and Adoption

## Recommendations

1. THAT the report be received.
2. THAT the Committee approves the new Waste Levy Contestable Fund Policy from 5 October 2022.
3. THAT the Committee approves the implementation of the Waste Levy Contestable Fund at \$25,000 per annum for 2022/2023 and 2023/2024 only, for eligible groups to apply for funding of waste minimisation initiatives within Stratford District.

## Recommended Reason

To provide the community the opportunity to apply for local funding to implement waste minimisation initiatives within Stratford district.

/  
Moved/Seconded

## 1. Purpose of Report

- 1.1 To seek approval for the new Waste Levy Contestable Fund Policy effective from 5 October 2022.
- 1.2 Request approval for \$25,000 per annum for the next 2 years from the Waste Levy Reserve Fund.

## 2. Executive Summary

- 2.1 The Waste Levy Contestable Fund Policy ('this policy') applies to the funds received from the waste levy imposed by central government on our solid waste disposal.
- 2.2 Council Officers are seeking approval for a maximum of \$50,000 of the waste levy funds received to be made available to the community over 2 years (\$25,000 in 2022/23 and \$25,000 in 2023/24).
- 2.3 If approved, applications will be accepted from the following local groups:
  - Not for profit organisations;
  - Individuals; and
  - Other eligible groups
- 2.4 Funds approved will have strict requirements around matters including:
  - Progress;
  - Data reporting; and
  - Demonstration of effectiveness of the waste reduction initiative
- 2.5 The level of reporting will depend on the amount of funding granted. For projects or activities greater than \$3,000, reporting will be required quarterly as well as a final outcome report. For projects seeking less than \$3,000 of funding support, only one (final) report will be required.

- 2.6 Projects must be new or expanded activities and should be for a specified timeframe with achieved results within one year.
- 2.7 Applications will be considered against the assessment criteria based on the Council's *Waste Management and Minimisation Plan - Section 5.3 Waste Minimisation Levies* and the criteria will be made available on the Council website and determined by the relevant committee.
- 2.8 Exclusions - funding will not be awarded for existing activities or the running of costs of existing activities of organisations, individuals and groups.
- 2.9 Annual audits are completed by the Ministry for the Environment to ensure compliance with the Waste Levy Contestable Fund Policy.

### 3. Local Government Act 2002 – Section 10

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

- 3.1 **Social** - This fund will encourage the community to think outside the box on waste minimisation and own future actions to improve our districts waste composition and amount we send to landfill. Workshops can be provided to the community to assist in behaviour change and education, and provide subsidies for equipment that may be needed to set up residents in their homes to reduce household waste.
- 3.2 **Economic** - This fund will enable money to be allocated to eligible groups to purchase infrastructure or services to assist in waste reduction.
- 3.3 **Environmental** - Any initiatives to encourage reducing waste to landfill is good for the environment. There will be less emissions to air through transportation and landfill.
- 3.4 **Cultural** - This fund could empower local Iwi and hapū to access funding to improve their waste management at their Marae.

### 4. Background

- 4.1 The waste disposal levy was introduced under the Waste Minimisation Act 2008. The purpose of the waste disposal levy is to:
  - raise revenue for the promotion and achievement of waste minimisation; and
  - recognise that disposal imposes costs on the environment, society and the economy.
- 4.2 Approximately half of the levy money goes to territorial authorities to spend on promoting or achieving the waste minimisation activities set out in their waste management and minimisation plans. The remaining levy money is put into the Central Waste Minimisation Fund.
- 4.3 The levy is paid at disposal in the landfill and is set at the following:
  - 2022/2023 - \$30 per tonne
  - 2023/2024 - \$50 per tonne
  - 2024/2025 - \$60 per tonne

The Council sends approximately 1680 tonnes of waste to the landfill annually.

- 4.4 The formula below is how Stratford District Council is allocated funds from the waste levy. The forecasted revenue is based on the assumption that the population of New Zealand is 5 million people, and the population of Stratford remains at 9880.

Calculation:

$$SDC's\ share = \frac{(Total\ NZ\ levy\ collected - total\ levy\ refunded)}{2} \times \frac{SDC's\ population}{NZ's\ population}$$

## 5. Consultative Process

### 5.1 Public Consultation - Section 82

Not required as this is an operational budget and there is no change in level of service to the community.

### 5.2 Māori Consultation - Section 81

Not required, however, this fund will also be open to Iwi and hapū as well.

## 6. Risk Analysis

- 6.1 Some of the corporate risks associated with the delivery of this policy and fund include:

- Compliance and Legislation
- Financial
- Operational
- Reputational

### Compliance and Legislation

- **Risk No 1 - Legislation Changes**

If changes to legislation or case law occur and are not implemented by staff, then Council may be acting illegally and in breach of legislation. This is mitigated this by regularly reviewing policies and updating the legislative compliance register and providing staff training.

### Financial

- **Risk No 19 - Internal Financial Controls**

If internal financial controls are compromised then there could be possible fraud or budget blowout, delayed service. This is mitigated by having good quality controls and the annual audit by the Ministry for the Environment ensures all is above board.

### Operational

- **Risk No 78 - Government Policy Impacting on Local Government**

If Government policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes or it may mean previous investment has become redundant. This is mitigated by keeping up to date with upcoming proposals from central government to anticipate potential changes and impacts and respond strategically.

### Reputational

- **Risk No 72 - Elected Members - Decision Making** - If Elected Members make significant decisions based on inaccurate/insufficient information, "biased" influences, conflicts of interest not disclosed, or lack of understanding of the financial or legislative impacts, then there could be funding access difficulties, audit scrutiny, financial penalties, and/or community distrust in Elected Members. Potential breach of Local Authorities Act 1968, and Councillors may be personally financially liable under S.47 of LGA 2002. The mitigation for this is to provide information to Elected Members in a timely manner. There will be a committee made up of Elected Members and an advisor to the committee to review fund applications and follow strict criteria to award funding. The final decision will be made by the Committee. Council has a Professional Indemnity Insurance policy for all Elected Members and independent committee members.

## 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 - funding community-based initiatives in waste reduction and minimisation is in line with our LTP, WMMP and the new Waste Strategy due out at the end of 2022
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	There will be no change to current and future needs.

### 7.2 Data

As the waste levy being paid at the landfill gate is increasing every year until 2024/25, the Council will receive more waste levy funds from the Government. Future anticipated levy payments will rise, and so is the returned funds allocated back to Council.

The following table provides the waste levy funds anticipated to be returned to the Council over the next 3 years.

Year	Levy/tonne Paid at the Landfill	Annual Waste Levy Payment
2021/22	\$20.00	\$64,220
2022/23	\$30.00	\$96,000
2023/24	\$50.00	\$160,000
2024/25	\$60.00	\$192,000

The successful applicants are required to capture data on their initiatives and provide reports to Council to demonstrate alignment with the purpose of the funds received.

### 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
		✓

### 7.3 Options

There are 2 main options to consider:

#### Option 1 - Decline to approve the recommendation

- Council's Waste Levy will continue to be spent only on Council-led resource recovery initiatives run by Council.
- The opportunity will be lost to support community-led initiatives on waste minimisation and resource recovery;
- Pace of our community's behavioural change could be impacted.

### Option 2 - Approve the recommendation

This is the **Preferred Option**. This will support the realisation of the objectives of the Waste Levy Contestable Fund Policy.

#### 7.4 Financial

- This fund does not impact the existing Solid Waste Management budget.
- The Waste Levy Reserve Fund has built up over a number of years and can be used to fund the current proposed Waste Levy Contestable Fund of \$50,000 over 2 years.

#### 7.5 Prioritisation & Trade-off

There is no need for prioritisation or trade-off as there are no competing projects for this fund.

The consequence of deferral will mean the Waste Levy Reserve Fund will continue to grow. This fund is to be made available for community-led waste minimisation and resource recovery initiatives within Stratford District, which are expected to result in less waste to landfill, enabling SDC to meet the new government set targets around waste minimisation.

#### 7.6 Legal Issues

No legal opinions needed.

#### 7.7 Policy Issues - Section 80

This policy is consistent with Section 5.3 of the Council's Waste Management and Minimisation Plan and enables the Waste Levy to be used:

- to provide grants;
- to support contract costs; or
- as infrastructure

### Attachments

**Appendix 1** Waste Levy Contestable Fund Policy - D21/41469



Louise Campbell  
**Asset Management Coordinator**



[Endorsed by]  
Victoria Araba  
Director, Assets



[Approved by]  
Sven Hanne  
**Chief Executive**

**Date 20 September 2022**

# POLICY

## Appendix 1



<b>Policy:</b>	<b>Waste Levy Contestable Fund</b>
<b>Department:</b>	Assets
<b>Approved by:</b>	TBC
<b>Effective date:</b>	TBC
<b>Next review date:</b>	October 2024
<b>Document Number:</b>	D21/41469

### 1. Purpose

- 1.1 The purpose of this policy is to define the eligibility and exclusions for Waste Levy Contestable Fund applications.
- 1.2 The purpose of the Waste Levy Fund is to boost the district's activities and initiatives for waste minimisation and resource recovery. Eligible projects must benefit the Stratford district and lead to measurable reductions in waste to landfill and/or support resource recovery improvement activities.

### 2. Scope

- 2.1 This Waste Levy Contestable Fund Policy ('this policy') applies to the funds received from the waste levy imposed by central government of our solid waste disposal at the landfill.
- 2.2 Currently there is \$68,925 in the waste levy fund reserve, of which \$50,000 is proposed to be allocated over 2 years at \$25,000 per year.
- 2.3 The waste disposal levy raises revenue for initiatives to reduce waste and encourage resource recovery (e.g., composting and recycling). It recognises that disposal imposes costs on our environment, society and economy.
- 2.4 This policy is to be read in conjunction with the Council's Solid Waste Management and Minimisation Bylaw 2020 and the Waste Management and Minimisation Plan (WMMP) 2018 and subsequent amendments.
- 2.5 For the purpose of this policy, the Waste Levy Contestable Fund means:

*A fund that is contestable by the community and allocated on application, to support waste minimisation and resource recovery initiatives and activities in the district.*

### 3. Eligibility

- 3.1 The applicant must be:
  - Either a natural person, or an organisation, or a not-for-profit entity; and
  - Normally resident or located in the Stratford district; and
  - Applying for a waste minimisation and/or resource recovery project.

### 4. Funding Application Assessment Criteria

- 4.1 Projects must promote or achieve waste reduction initiatives and/or resource recovery activities that avoid, reuse, recycle or recover waste, or make use of resources diverted from landfill.

4.2 Projects may include, but are not limited to:

- Education or behavioural change, to promote waste minimisation initiatives and/or resource recovery activities for a particular target audience.
- Infrastructure that helps divert resources from landfill.
- Research to investigate existing waste quantities and composition, behavioural or economic incentive, towards effective reduction of waste and/or resource recovery improvement activities.
- Design of product stewardship schemes or other solutions that promote and achieve waste minimisation and resource recovery.
- Other initiatives and activities that contribute to the Council's actions and strategic priorities in the WMMP.

4.3 Applications will be considered against the assessment criteria based on the Council's Waste Management and Minimisation Plan - Section 5.3, being:

*All waste levy funding received by the Council will be spend on waste minimisation activities in accordance with the Action Plan presented in Part B. Waste levy may be used to:*

- *to provide grants;*
- *to support contract costs; or*
- *as infrastructure capital.*

*The Council has flexibility in the timing and manner in which waste levy funds are utilised. Funds can be pooled with other councils, or pooled for several years to use for infrastructure development, as long as this use is provided for and explained in the plan.*

## 5. Conditions for Approval

5.1 The options for the maximum amount available for approval for any single entity are:

- Cap of \$7,500
- Cap of \$10,000
- No cap

5.2 The successful entity will be required to submit a report on the funds expended at the end of the financial year.

5.3 For funds approved greater than \$3,000, the successful entity will be required to provide a six-monthly report, in addition to a final report as per (8) above.

5.4 If previously allocated funds by Councils, the Applicants must provide evidence of successfully expending those funds and the reporting provided to support the expenditure.

5.5 Projects must be new or improvement activities that are achievable within one financial year.

5.6 Applicant must provide any other information required during the waste levy funding process.

## 6. Exclusions

6.1 Funding will not be awarded for existing activities or towards the running costs of existing activities.

## 7. Audit

7.1 Given that annual audits will be carried out by the Ministry for the Environment to ensure compliance with the Waste Levy Contestable Fund Policy, the successful applicants will be required to provide the appropriate report (s) as per clauses 8 and 9 above.

7.2 Any successful entity who does not provide the report will be disqualified from accessing future funding.



**8. Dispute Resolution**

8.1 In the event of a dispute over any aspect of this policy, immediate action will be taken by the Services Assets Manager through effective and constructive consultation between the parties concerned and in accordance with any Council complaints or dispute resolution policies.

8.2 If a resolution cannot be reached, the Committee will have final say on the matter.

**9. Review**

This policy is to be reviewed:

- a. In September 2024; or
- b. As and when required

# MONTHLY REPORT

## Assets Department



F19/13/04 – D22/36122

**To:** Policy and Services Committee  
**From:** Director – Assets  
**Date:** 27 September 2022  
**Subject:** Assets Monthly Report for August 2022

### Recommendation

THAT the report be received.

\_\_\_\_\_  
 Moved/Seconded

## 1. Highlights

### Roading

- Following the heavy rainfall events in June, July and August, repairs to Putikituna Road and Lower Kohuratahi Road have been undertaken during August.
- Work continues in Puniwhakau Rd with the placing of AP100 metal and AP65 to fix the soft spots caused by the forestry traffic.
- A significant wet weather event occurred on 18-19 August, which resulted in localised flooding and slips.

### Water Supply

- Second Trunk Main Project: Stage 1- 99.5% complete; Stage 2 - 98% complete and Stage 3 - 95% complete.
- Maintenance activities ongoing at the 3 Water Treatment Plants.
- Water Treatment Plan Upgrade works - procurement in progress

### Wastewater

- Wastewater oxidation pond monitoring and sampling are ongoing. Influent and effluent sampling are ongoing and remains compliant with resource consent conditions.
- Dissolved oxygen probes have been maintained and have shown compliance is being maintained.
- Algal sampling of the wastewater is ongoing for the Diatomix project.
- Pond 2 is receiving 5 litres of Diatomix nutrients per week, and ponds 3 and 4 are receiving 2.5 litres each.
- Bird scaring operations have resumed.

### Trade Waste

- Trade Waste Consents – Nil new consents to report.
- Audit of customers wastetrack declarations was undertaken with compliance generally good (except one incident of a “fatty waste” delivery which was followed up with the operator).

### Stormwater

- There were no stormwater reticulation issues during this reporting period.

### Solid Waste

- Recycling Bin Audit results for July shows 93% green tags, 4% amber and 3% red tags.
- The car seat recycling event was held on 28 August with only 11 seats brought in.

### Special Projects

- Construction of the Second Trunk Main is 96% complete and work onsite is continuing to progress well.
- Better off Funding – Officers are preparing to make an application for funding to central government for the projects that were approved by Council.

## 2. Roothing

### 2.1 Level of Service and Performance Measures

The Levels of Service for the Roothing Activity are measured using several performance indicators as shown in the table below.

#### Roothing Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2021/2022 YTD
Safe Roothing 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. (2020/2021 DSI was 1, new target is 0)	-1	Achieved. There were no DSI crashes in August.
Road Condition	Urban Road condition – The average quality of ride on sealed urban road network, measured by smooth travel exposure.	≥ 83%	Not Achieved - 63%
	Rural Road condition- The average quality of ride on sealed rural road network, measured by smooth travel exposure.	≥ 91%	Achieved - 94%
Road Maintenance	Sealed Road maintenance – The percentage of the sealed road network that is resurfaced:	≥5%	Not started <sup>1</sup>
	Unsealed Road maintenance - The percentage of the unsealed road network that has been metal dressed.	≥7%	Not Achieved <sup>2</sup>
Footpaths	Footpaths that fall within LoS Standard - 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.	>72%	To be confirmed.  Another condition survey of the footpaths has been recently completed. Further analysis of the results will be carried out in the forthcoming months.
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.	>88%	Achieved to date - 100%.
Customer Satisfaction	• Roothing Network	>80%	Not Achieved – 39%
	• Footpaths	>80%	Not Achieved - 61% <sup>3</sup>

<sup>1</sup> The sealing programme for the 2022/23 will commence in the summer months.

<sup>2</sup> Our target is to use 10,000m<sup>3</sup> of metal or the equivalent of 25km (12%) of unsealed roads, assuming a 100mm overlay on a 4m wide road. During August we applied 1388m<sup>3</sup> of metal to Akama Rd and Upper Mangaehu Rd. This brings the total to 1698m<sup>3</sup> or 4.25km of road metalled.

<sup>3</sup> The 2022 customer satisfaction survey, indicated that 61% of those surveyed were satisfied with the condition of the footpaths.

**2.2 Customer Requests**

Due to staff shortages, there is a significant backlog of CRM's which require closing out in authority. Officers have requested the list of actioned CRMs from Fulton Hogan so that the corresponding CRM in authority can be closed, with a comment of what was done.

**2.3 Routine Maintenance**

Day-to-day maintenance activities continued throughout August typically comprising:

- CBD cleaning;
- Bridge cleaning;
- Pothole filling and fixing edge breaks;
- Sweeping up leaves in the urban area;
- Clearing sump tops;
- Litter collection;
- Repairing rubbish tins;
- Grading;
- Clearing water tables;
- Pavement repairs on Opunake Road;
- Clearing slips;
- Inspecting and clearing culverts; and

**2.4 Ready Response Works**

There were numerous calls to deal with flooding issues during the heavy rain event on 18-19 August. The table shown below provides a snap shot of the extent of the flooding and associated damage to the network.

## NETWORK INFORMATION - STRATFORD DISTRICT

DATE		19.08.2022
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TIME		16:00
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ROAD	CRM	LOCATION	DISPATCH	DETAILS	Date	ROAD STATUS	Notes
Puniwhakau Road	None	Puniwhakau Road		Closed Due to Flooding	19.08.2022	Closed	Flooding before RP1300 (Before Albert Magon's). Closed until river drops
Arnold Road	None	Arnold Road		Closed Due to Flooding	19.08.2022	Closed	Flooding at multiple Sections
Mangaotuku Road	22160/2022	Tututawa Saddle		Multiple Slips on hill	19.08.2022	Closed	Multiple slips crew on site
Soldiers Road	22161/2022	Soldiers Road		Slip blocking road	19.08.2022	Closed	Slip to be cleared once crew can access site
Matau Road	None	Between Dunns Rd and Mangaoapa		Multiple slips on hill Section	19.08.2022	Closed	Slips to be cleared when crew are available. Likely to be Saturday
Mangaoapa Road	None	Junction Rd to Matau Rd		Flooding and Multiple Slips	19.08.2022	Closed	Slips to be cleared when crew are available. Likely to be Saturday
Whitianga Road	None	Whitianga Road		Multiple small slips	19.08.2022	Open with Caution	Road passable with caution
Brewer Road	None	Near Intersection with Jury Rd		Flooding across Road	19.08.2022	Open with Caution	Flooding across road. Road passable with extreme care.
Tauwharenikau Rd	22158/2022	Tauwharenikau Road		Slip partially blocking road	19.08.2022	Partially Open	Slip to be cleared once crew can access site
Opunake Road	22155/2022	Opunake Road		Bank wash out opposite Possum Factory	19.08.2022	Open	Currently being monitored. Shoulder closure in place
Swansea Road	22164/2022	Near intersection with Antonio St		Flooding and sewer overflowing	19.08.2022	Open	City Care in attendance
Broadway	22159/2022	191 Broadway		Steel grate over entranceway dislodged	19.08.2022	Open	Grate reinstated by crew
SH3 Midhirst	22153/2022	SH3 Midhirst		Potholes on State Highway at bridge approach	18.08.2022	Open	Referred back to NZTA as not our network
Opunake Road	22.152/2022	Opunake Road		Flooding on road between Hastings and Palmer Rds	18.08.2022	Open	After hours had attended to this site. Area coned off. Flooding now receded
Climie Road	22151/2022	Climie Road		Flooding on road	19.08.2022	Open	Crew attended. Flooding had receded. No action required
Flint Road West	22150/2022	71 Flint Road West		Water flooding onto road from paddocks and drains	18.08.2022	Open	After hours had attended to this site. Area coned off. Flooding now receded

**2.5 Emergency Works.**

Below are some images of the bank retreats undertaken at the site of two underslips which occurred in June/July.



*Figure 1: Bank retreat on Putikituna Road*



*Figure 2: The bank retreat on Lower Kohuratahi Road.*

**2.6 Capital Works**

Very little capital works were undertaken during August primarily due to the weather delaying programmed works. The only project of note which continued was the safety improvements. The contractor was unable to work on the project for 5 days due to the wet weather.

**2.7 Building Consents, Resource Consents and LIMS**

Roading assessments were made for a total of:

- 4 building consent applications;
- 3 resource consent applications; and
- 15 LIM report.

**2.8 Matters Outstanding**

**2.6.1 Speed Management Plan – Schools**

The consultation period with the wider community on our plans to reduce the speed limits outside urban and rural schools commenced in August.

It is planned to install the speed zones before Term 1 starts in February 2023.

**2.9 Roding Activities**

A snapshot of the programmed and reactive works completed in August is shown in *Figure 3*.

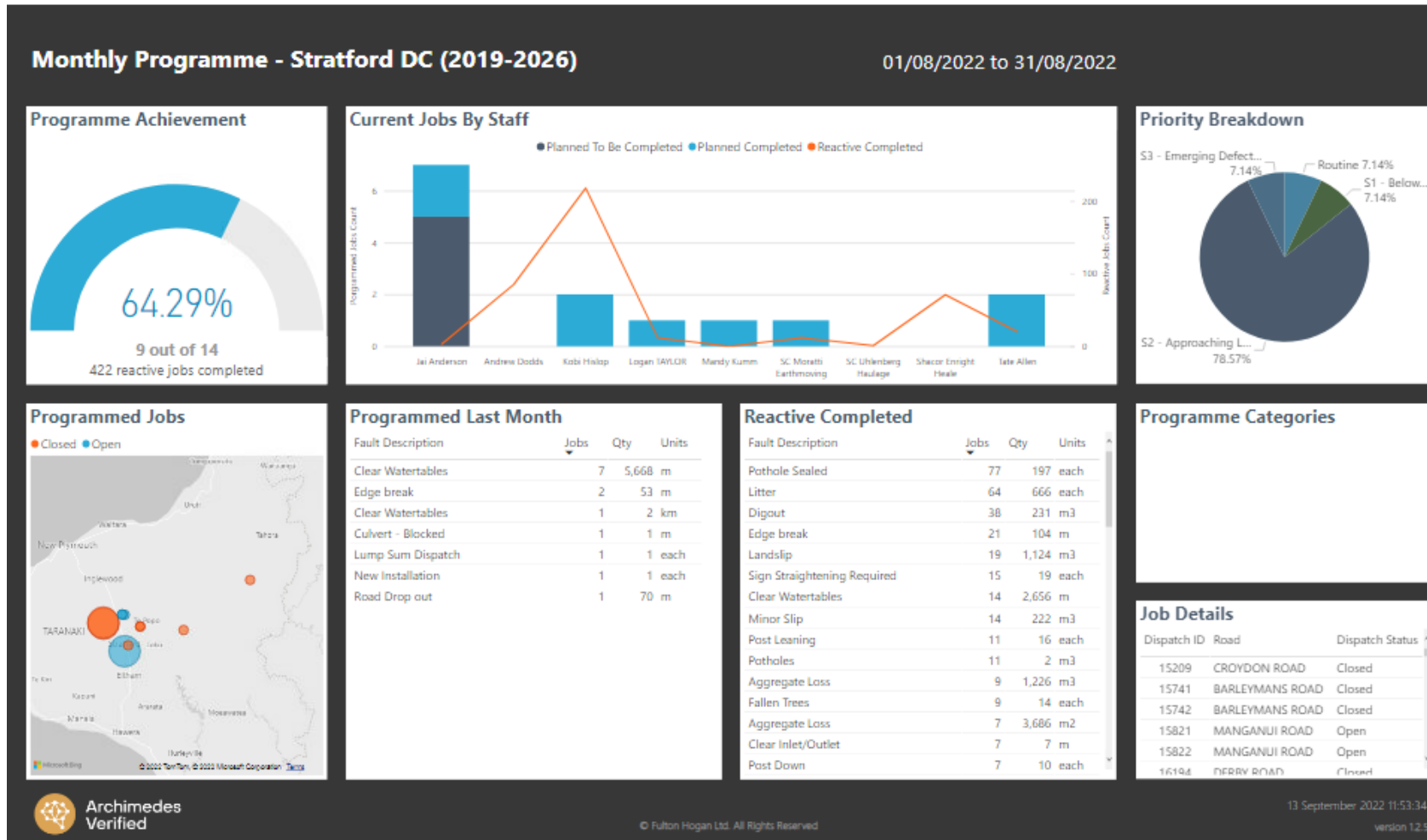


Figure 3: August Programme Achievement Chart



### 3. Services

#### 3.1 Water Supply

The Levels of Service for the Water Supply Activity are measured using several performance indicators as shown in the table below.

#### Water Supply Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2023/2023 YTD
<b>Safe Drinking Water:</b>  <ul style="list-style-type: none"> <li>• Drinking Water Standards;</li> <li>• Maintenance of Reticulation</li> </ul>	DWSNZ Bacterial compliance – Compliance with Part 4 of the Drinking-water standards (bacteria compliance)	100%	Achieved to date
	DWSNZ Protozoal compliance – Compliance with Part 5 of the Drinking-water standards (protozoal compliance)	100%	Achieved to date
	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  <b>2021/2022</b> Achieved - 17.3%*
<b>A Reliable Water Supply:</b>  <ul style="list-style-type: none"> <li>• Response Time;</li> <li>• Unplanned Disruptions</li> </ul>	<b>Urgent Response Times</b> – The performance measure targets for the median response time for urgent attendance and resolution <ul style="list-style-type: none"> <li>• Attendance for urgent call-out</li> </ul>	1 hr	Achieved 0 hr 11 mins
	<ul style="list-style-type: none"> <li>• Resolution for urgent call-out</li> </ul>	8 hrs	Achieved 7 hr 04 mins
	<b>Non-urgent Response Times</b> – The performance measure targets for the median response time for non-urgent attendance and resolution <ul style="list-style-type: none"> <li>• Attendance non urgent call-out</li> </ul>	2 working days	Not Achieved 2 days 10 hrs 56 mins
	<ul style="list-style-type: none"> <li>• Resolution non urgent call-out</li> </ul>	5 working days	Achieved 4 days 21 hrs 28 mins
	<b>Unplanned Disruptions</b> - The performance measure target for disruptions. <ul style="list-style-type: none"> <li>• Minor disruptions (between 5 and 50 connections affected)</li> </ul>	< 5	Not Achieved 5**
	<ul style="list-style-type: none"> <li>• Major disruptions (more than 50 connections affected)</li> </ul>	<2	Achieved 0
	<b>Demand Management</b> <b>Water Consumption</b> – The average consumption of drinking water per day per resident within the district	<275L / resident / day	Not yet measured
	<b>Customer Satisfaction</b> <b>Number of complaints</b> – The performance measure target for customer satisfaction is <32 complaints per 1,000 connections received for: <ul style="list-style-type: none"> <li>• Drinking Water Clarity;</li> <li>• Drinking Water Taste;</li> <li>• Drinking Water Odour;</li> <li>• Drinking Water Pressure or Flow;</li> <li>• Continuity of Supply</li> </ul>	<32	Achieved  0 0 0 0 1***

Level of Service	Performance Measure	Target	2023/2023 YTD
<b>Water Pressure</b>	<b>Water Pressure</b> – 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
<b>NZFS Conditions</b>	<b>Fire Hydrants</b> – The performance measure targets the percentage of hydrants meeting the NZFS Code of Practice conditions regarding supply	100%	Not Yet measured

\*Stratford – 10.8%, Midhirst – 13.9%, Toko – 27% (Persistent leak in the berm of SH43 that went undetected until it grew large enough to be noticeable).

\*\* Mains breaks on Craig Street, affecting Titania Street also, the pipe is being prioritised for renewal.

\*\*\*Email complaint received regarding the mains breaks on Craig Street.

### 3.1.1 Operations

#### **Water Treatment**

No water treatment plant issues occurred during this reporting period at Council operated water treatment facilities.

#### **Water Reticulation**

Mains breaks on an AC pipe at Craig Street occurred, affecting supplies to Craig and Titania Streets, this pipe is being prioritised for replacement. The PRV station component supplier reinspected all the installations and adjusted the set-points, no more hammering issues have been experienced thus far and all PRV stations are operational.

### 3.1.2 Capital Works

#### **Surrey Street Watermain Renewal**

Complete

#### **New Water Trunk Main**

All stages are underway with Fulton Hogan as the lead contractor:

- Stage 1 – 99.5% complete.
- Stage 2 – 98% complete
- Stage 3 – 95% complete

#### **Water Treatment Plant Upgrade**

- Final design for the replacement of the Pātea raw water delivery line and the associated grit removal tank are being independently reviewed.
- Generator - Requirements for Stratford WTP are being assessed (power connection, location, housing structure).
- Reservoir overflow to backwash pond – Scope of works finalised; design consultant engaged.
- Stratford WTP wheel wash – Existing infrastructure investigations completed; scope of works being created.

### 3.1.3 Building Consents, Resource Consents and LIMs

Assessments were made for a total of:

- 1 Building Consent application;
- 7 Resource Consent application; and
- 6 LIM reports.



Figure 4: New pipe-bridge welded to old pipe-bridge during replacement installation



Figure 5: New pipe-bridge installed over the Patea River.

### 3.2

#### **Wastewater**

The Levels of Service (LoS) for Wastewater Activity are measured using several 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	2022/2023 YTD
<b>System Adequacy</b>	<b>Dry weather sewerage overflows</b> - 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 0.38*
<b>Discharge Compliance</b>	<b>Resource Consent Compliance</b> – 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:	0	Achieved
	• Abatement notices;		0
	• Infringement notices;		0
	• Enforcement orders; and		0
	• Convictions.		0
<b>Response and Resolution Times</b>	<b>Sewerage overflows</b> - 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 hour	Achieved 0 hrs 47 mins
	• 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	Achieved** 0 hrs 55 mins
<b>Customer satisfaction</b>	<b>Complaints</b> - 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:	<5	Not Achieved
	• Sewage odour		0
	• Sewerage system faults		10.7
	• Sewerage system blockages		0.38*
<b>Trade Waste Complaints Response times</b>	• Attendance time: from the time the Council receives notification to the time that a Trade Waste Officer arrives on site.	2 working days	Achieved
<b>Trade Waste Consent Processing</b>	• Percentage of trade waste consent applications processed within 15 working days.	100%	Achieved
*Discharge outside of school (93 Miranda Street) caused by toilet tissue and ball-pool balls blocking the sewer lateral.			
**Sewer overflows occurring during the prolonged wet period (16 – 20 August), resolution time reported in terms of cordoning off the area's; the discharges could not be stopped due to the sheer volume of storm water infiltration within the network.			

### 3.2.1 Operations

#### **Wastewater Treatment**

- There were no major issues relating to wastewater treatment operations during this reporting period.
- The inflow to the wastewater ponds exceeded the monitoring capacity of the in-flow meter (1000 m<sup>3</sup>/hr) during the extreme wet period (16-20 August), outflow manholes popped their lids due to the volume of water moving through the treatment ponds, the water flowed overland prior to entering the Patea River.

#### **Wastewater Reticulation**

- Wastewater manholes popped their lids all across Stratford during the extreme wet period (16-20 August), due to storm water ingress.
- Two properties were flooded when the sewage/storm water discharged through their showers, into their bathrooms and beyond. The properties were vacated until they could be sanitised and the carpets replaced; insurance assessors are working through the claims.

#### **Health and Safety**

There were no health and safety incidents during this reporting period.

#### **Oxidation Pond Influent and Effluent Sampling**

- Monthly influent and effluent sampling of the wastewater treatment ponds is ongoing in accordance with resource consent conditions.
- Compliance was maintained during this reporting period.

### 3.2.2 Capital Works - Wastewater Treatment Upgrade

- Algal sampling of the wastewater is ongoing for the Diatomix project.
- Pond 2 is receiving 5 litres of Diatomix nutrients per week, and ponds 3 and 4 are receiving 2.5 litres each.
- Bird scaring operations have resumed.

### 3.2.3 Matters Outstanding

There are no matters outstanding for this reporting period.

## 3.3 Trade Waste

The following provides a summary of Trade Waste Activities for the month of August:

**Trade Waste Consents** - No new consents were received or issued.

#### **Trade Waste Consent Holders**

- Attempts to inspect and sample operators continues.
- Results received for the brewery sampled for consent condition compliance last month were within the permitted range.
- The requirements for the saleyards meeting their consent conditions regarding stormwater and solids management are progressing.
- An audit of wastetrack declarations for June and July was undertaken by randomly contacting customers provided by consent holders within their monthly declarations of activities at the Esk Road dump station. One outcome of this audit noted that a consent holder delivered a load of fatty waste which is unlikely to be within the consent permitted levels for fat, oils and grease. The operator conducted an investigation which revealed communication of the company's trade waste consent requirements to staff was insufficient. A reminder was provided to the driver responsible and we have been advised disposal of prohibited waste will not occur again. No issues were experienced within the sewage reticulation network as a result of the discharge. All other compliance for company declaration content was good.

#### **Permitted Activities**

- Nil activity to report.



3.4 **Stormwater**

The Levels of Service for the Stormwater Activity are measured using several performance indicators as shown in the table below.

**Stormwater Level of Service (LoS) and Performance Measures**

Level of Service	Performance Measure	Target	2022/2023 YTD
<b>Stormwater system protects property from impacts of flooding.</b>	<b>System adequacy</b>		
	<ul style="list-style-type: none"> <li>The number of flooding events that occur in a territorial authority district. "Flooding" in this context means Stormwater entering a habitable floor</li> </ul>	0	0
	<ul style="list-style-type: none"> <li>For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's Stormwater system.)</li> </ul>	0	0
	<ul style="list-style-type: none"> <li>For each flooding event, the number of buildings in the central business zone affected by flooding.</li> </ul>	0	0*
<b>Discharge Compliance</b>	<b>Resource Consent Compliance</b> – Compliance with the territorial authority's resource consents for discharge from its Stormwater system measured by the number of:	N/A	
	<ul style="list-style-type: none"> <li>Abatement notices;</li> </ul>		
	<ul style="list-style-type: none"> <li>Infringement notices;</li> </ul>		
	<ul style="list-style-type: none"> <li>Enforcement orders; and</li> </ul>		
	<ul style="list-style-type: none"> <li>Convictions.</li> </ul>		
<b>Response and Resolution Times</b>	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.	1hr	0hrs
<b>Customer satisfaction</b>	<b>Complaints</b> - 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	0

*\*One building occupier on Broadway complained to an Elected Member about wet floors during the extreme wet period (16-20 August), investigations found the issue is likely due to internal guttering, and not Council's storm water reticulation network (the complainant was advised).*

3.4.1 **Operations**

- There were no major issues relating to storm water infrastructure during this reporting period, manhole lids popped across Stratford during the extreme wet period (16-20 August).
- There were no health and safety incidents during this reporting period.

3.4.2 **Matters Outstanding**

There are no matters outstanding for this reporting period.

3.5 **Geographical Information System (GIS)**

- Capitalization - at the end of each financial year all the infrastructure assets purchased are capitalized within AssetFinda and Authority. This is currently an ongoing project.
- Benchloss – Information provided to assess the annual percentage loss of potable water produced in the district.

- New Address numbers - with the increased number of subdivisions the quantity of applications for address numbers have increased accordingly.
- LGOIMA – Medium Rates of Residential Area in Stratford for Fair Go.
- IntraMaps – Updated the queries to reflect the 2023 property ratable amounts.

### 3.5 Solid Waste

The Levels of Service for the Solid Waste Collection Activity are measured using the performance indicators shown in the table below.

#### Solid Waste Level of Service (LoS) and Performance Measures

Level of Service	Performance Measure	Target	2022/2023 YTD
<b>The levels of waste generated are reducing</b>	<b>Quantity of Waste</b> to landfill per household (phh) (municipal kerbside collection only) (kgs per annum)	<600kg	Achieved to date – 497kgs (August - 567kgs phh)
	<b>Percentage</b> (by weight) of Council controlled waste stream that is recycled (municipal kerbside collection only).	>20%	Achieved to date - 23% (August - 23%)
<b>Customer Satisfaction</b>	<b>Percentage of customers</b> satisfied with the service provided.	>80%	Achieved as per the 2022 Survey 83%

#### 3.6.1 Planning – Strategies, Policies, Plans and Bylaws

- The regional waste services contract (15/SW01), which includes the kerbside collection service and transfer station operations, expires on 30 September 2024. Given the complexity and large scope of the contract, the three Councils have engaged the services of MorrisonLow who are consultants with waste services expertise for this project. The project is a regional collaboration with each individual Council responsible for the technical specifications relating to their service.
- The Education Officer – Water and Waste has created a draft Education Strategy. This strategy proposes education actions to support the achievement of the Waste Management and Minimisation Plan (WMMP) targets. This draft strategy will be workshopped with Elected Members in due course.
- Consultation Stage Two for the development of the WMMP in collaboration with NPDC and STDC has commenced with workshops for internal Staff to be completed by end of September.

#### 3.6.2 Contamination Levels at the MRF

*Figure 6* provides the contamination levels at the MRF for the previous 12 months, which is reported at 24% for August 2022. The result for August was not available at the time of writing this report.

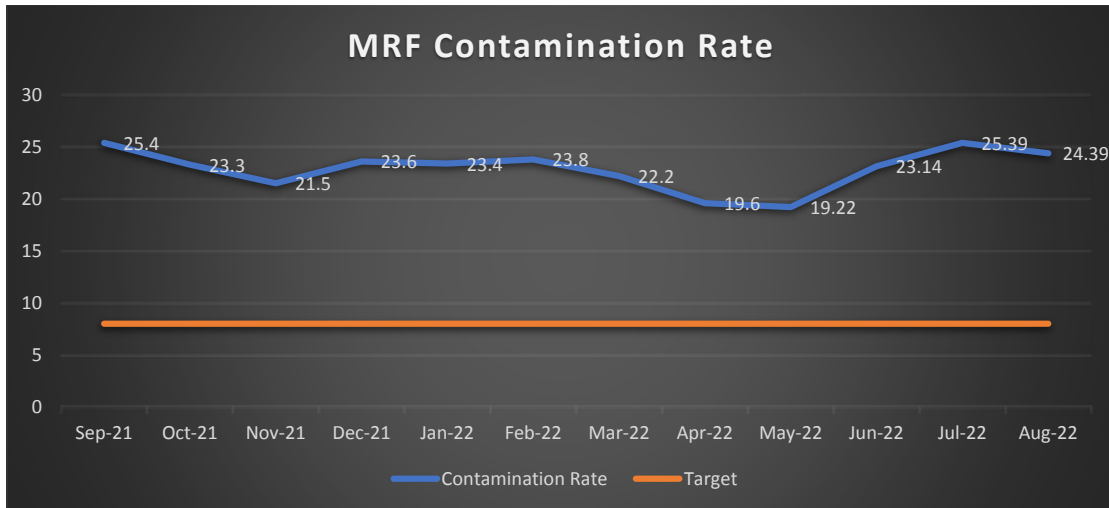


Figure 6: Regional Contamination at the MRF

### 3.6.3 Waste Minimisation` - Current Initiatives

- **Car Seat Recycling** - Recycling of expired child restraints funded from the waste levy. Only 11 seats were received. While the event did not achieve the targets proposed, the feedback received was positive. Subsidy will continue throughout the month of September..



Figure 7: Child Restraint Expiry Recycling event

- **Primary School Prep** - Visits to Primary schools and preparation of teaching resources to be used in presentations to students has been completed and dates for the presentations are now being confirmed.
- **Waste Free Workshops** - Two workshops are currently being planned for 29 September 2022 with Kate Meads from "Waste Free with Kate" with funding from the waste levy:
  - Waste Free parenting; and
  - Food waste minimisation/optimisation.

The General public will be charged \$10 per person and Council will fully fund the 8 teen mothers registered at the Stratford High School Teen Parenting Unit. Packs to the value of \$60 will be provided to the attendees. The cost to Council is \$32.50 per pack, less the \$10 entry fee.



These are the first workshops held in Stratford and Kate Meads will provide a report on conclusion of the workshops on attendance and feedback. Officers will look into whether these workshops are cost effective and drives behaviour change for our Stratford residents.

The Education Officer is completing online wananga with Para Kore to develop further understanding of the Te Ao Māori viewpoint on waste generation and minimisation. There are three wananga to the course: *Te Orokohanga; (the beginning)*, *Nga Rawa Māori (The Maori Way, the resources)*, and *Te Punaha Hoko mea (where to next – future direction)*.

- **Did You Knows** – Focus for the next six week is on composting of food waste. Planning is underway for an education campaign on planting for spring, identifying what plants and trees and flowers need less water over the coming summer months.



Figure 8: A 'Did You Know' feature

#### 3.6.4 EnviroSchools Stratford Update

EnviroSchools has provided a SDC funding report for 2021-2022. The summary is as follows.

- Of the 13 Primary and Early childhood schools identified within the Stratford District 10 have now joined up with EnviroSchools. St Joseph's Primary School being the newest addition in 2022
- EnviroSchools extended a big *THANK YOU* to all Councillors for increasing the funding contribution from 1 July 2021.
- The EnviroSchools team supports the schools with their *Climate Change* education, helping make them good global citizens.
- In the Stratford district, EnviroSchools is supporting the development of community gardens, connections with Whakaahurangi Marae and supporting long term sustainability learning and action through connecting the transitions from early childhood education right through to secondary and beyond.
- A main focus in this funding period has been to support schools in learning about building great soils and, moving forward, on agricultural and horticultural focus for all schools across Taranaki. The funding received in the last financial year was disbursed as follows:

Month	Facilitation Budget	Month	Facilitation Budget
July 21	\$1,971.01	Jan 22	\$1,336.43
Aug 21	\$2,446.50	Feb 22	\$2,085.29
Sept 21	\$2,736.96	March 22	\$2,164.73
Oct 21	\$1,713.69	Apr 22	\$2,196.92
Nov 21	\$3,066.29	May 22	\$2,344.91
Dec 21	\$1,816.67	June 22	\$2,572.11
<ul style="list-style-type: none"> <li>• <b>TOTAL - \$26,451.51;</b></li> <li>• <b>SDC Funding - \$15,000;</b></li> <li>• <b>Other Funding (TRC) - \$11,452.51</b></li> </ul>			

**3.6.5 Organic Waste Facility Feasibility Study**

Elected Members approved the progression of Option 5 - *Commercial and community network of multiple facilities* in the Policy and Services Meeting held 26 July 2022. The continuation of collaboration with Iwi and applying to government funding through the National Waste Minimisation fund was also approved. This has been passed back to the project team and further work will be reported on in the coming monthly reports.

**3.6.6 Weekly Recycling Bin Audits**

The monthly recycling audit summary from 1 January 2022 to 31 August 2022 is provided in *Figure 9*. In summary, for August, the amber and red tags were at 4% and 3% respectively and Green was at 93%. The Education and Waste Minimisation Officers are working on local campaigns to educate the community more regularly on correct recycling.

**3.6.7 Recycling Bin Service Suspensions**

Currently one property has had their recycling service suspended for three months due to three strikes of contamination in accordance with Section 12.6 of the Solid Waste Management and Minimisation Bylaw. Bin services are restored at the expiry of the 3-month suspension period.

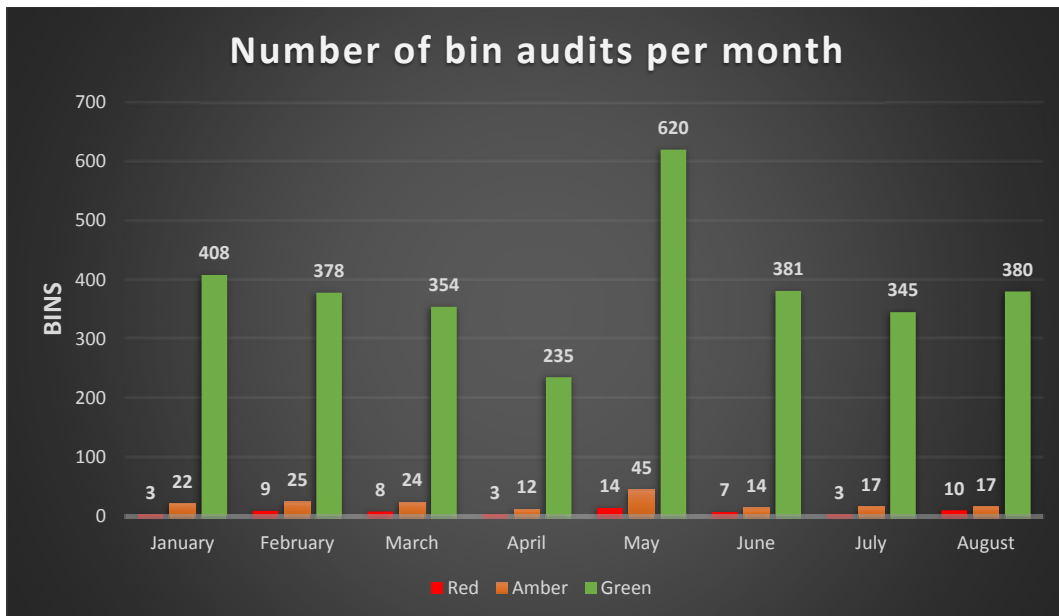


Figure 9: Monthly results for recycling bin audits from February 2022

#### 4 Property

The Council manages a number of community facilities including the Aerodrome; Civic Amenities; and Rental and Investment properties.

The Customer service request history for the property activity is shown below.

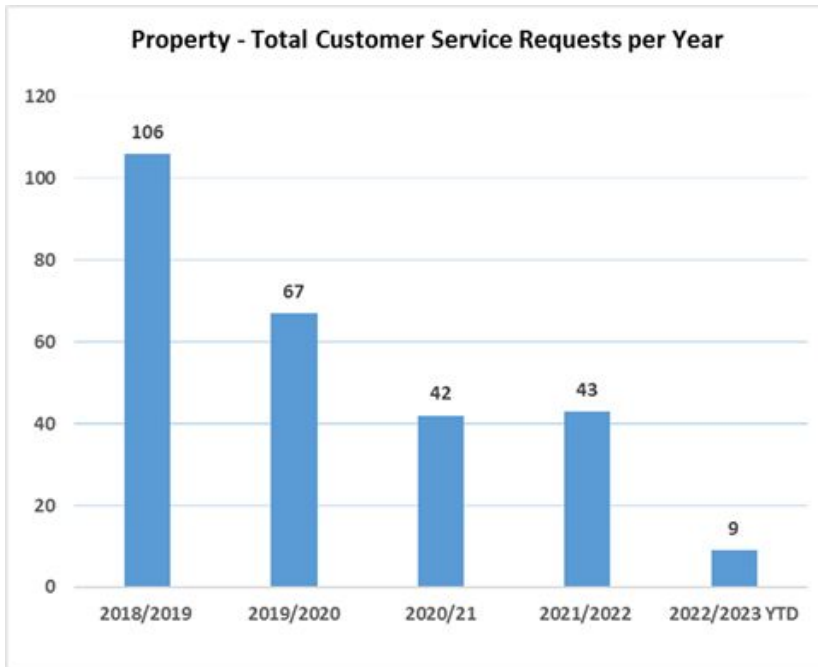


Figure 10: Customer service request history – Property - August 2022

#### Capital Works Programme

Below is a summary of capital projects underway.

- The Storage Shed was completed in late August. Once the floor is cured, items stored in the container can be moved to the shed and the container relocated to Council Farm;
- TET Emergency Lighting and Doors Design – Request for Proposal is out, due to close on 15 September;
- Farm Milking Parlour – Painting of the milking parlour has been pushed out to November, due to poor weather conditions; and
- Bell Tower reinstatement – Concrete wall for garden has been poured. Once set, topsoil and shrubs can be planted. Carpark reinstatement will commence in October.

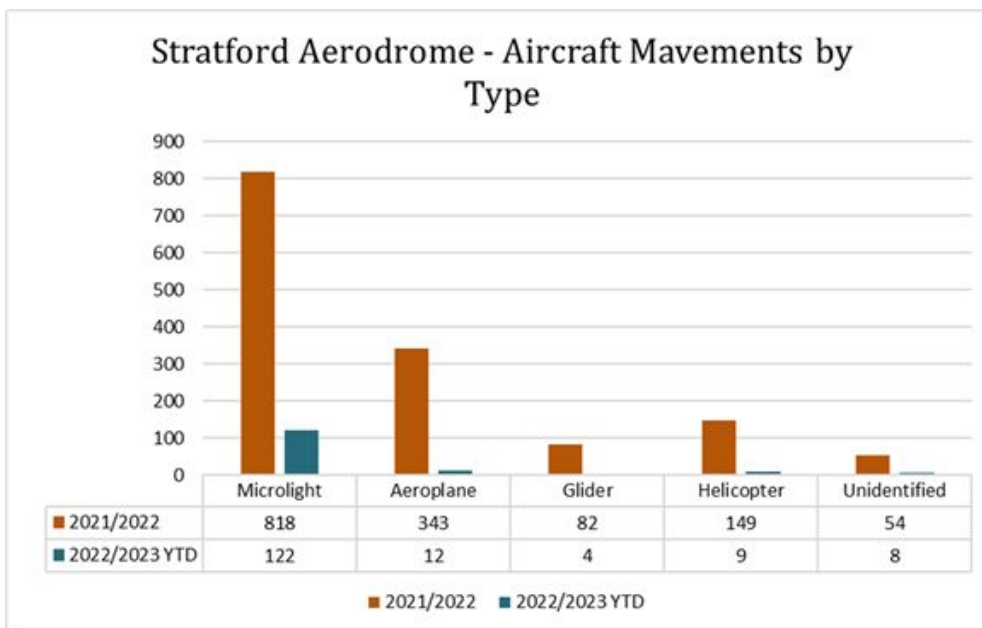
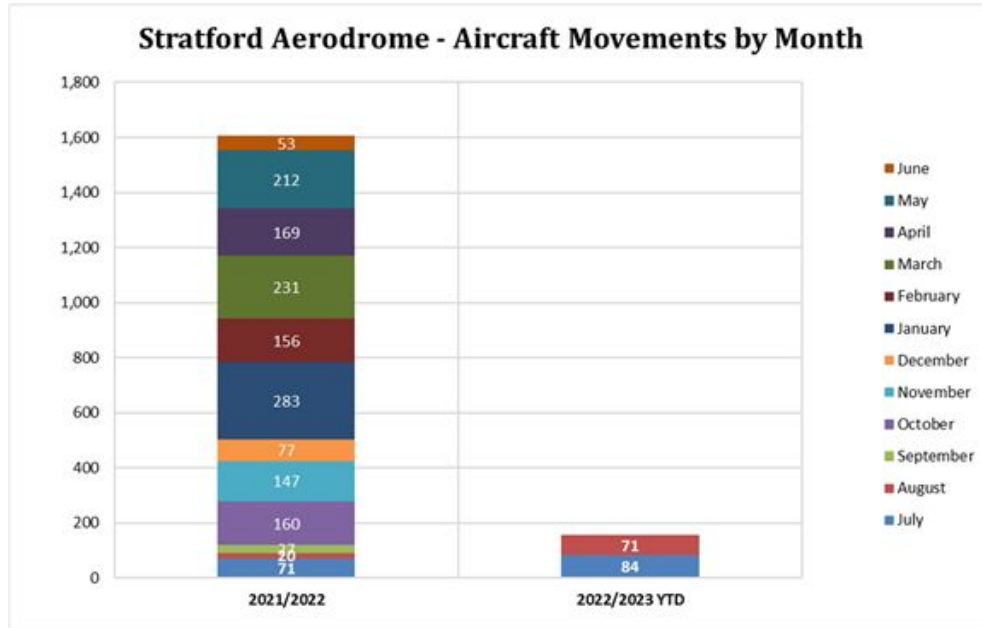


Figure 11: Storage Shed Construction Progress Photos

**4.1 Aerodrome**

4.1.1 The performance measure for the aerodrome is >70% customer satisfaction with the condition and maintenance of the facility. This is measured annually and reported at the end of the financial year.

4.1.2 Due to covid and the amount of returned Customer Satisfaction survey responses for the Aerodrome last financial year 2021/2022, the level of service was not meet. Three responses were return, and only two measured the Aerodrome. At the end of this financial year, surveys will be circulated differently to ensure all users/visitors have the option to provide feedback.



4.1.3 RD Petroleum Aviation building consent is currently being processed. Installation of the Jet A1 fuel dispensing facility at the Aerodrome is programmed in for October.

## 4.2 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 the Performance Measures is based on the condition of the assets and associated customer satisfaction. The performance of these services is annually measured and reported at the end of the financial year.

Level of Service	Performance Measure	Target	2022/2023 YTD
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%	100%
	Annual booking of War Memorial Centre.	>500	64
	Annual booking of Centennial Restrooms.	>200	55
To provide suitable housing for the elderly.	Percentage of Customer satisfaction.	>89%	93%
	Annual Occupancy rate.	>95%	100%
To provide clean, well maintained toilet facilities.	Percentage of Stratford District residents satisfied with overall level of service of toilets.	>80%	89%

The Civic amenities occupancy rates / patronage are shown in the table and charts below.

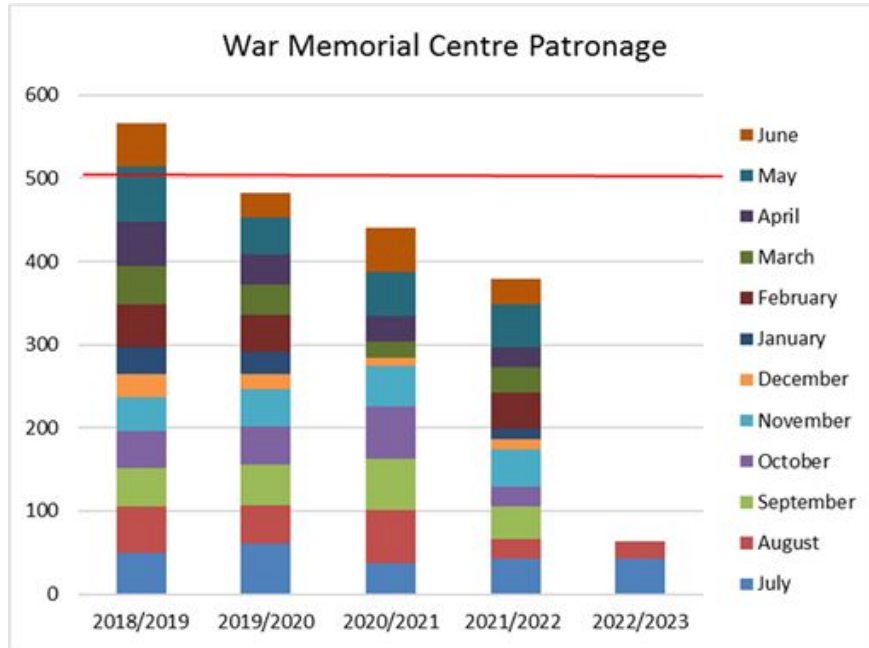
### 4.2.1 Housing for the Elderly

The current occupancy rate for the month August is 100% and therefore achieves the performance measure of >95 %.

In August the Fire Emergency Services visited the tenants of the Page Street units to provide a refresher on fire safety and to talk through an escape plan. This is to ensure that everyone knows how to get out, what not to put where and also conform to them the assembly point in an emergency.

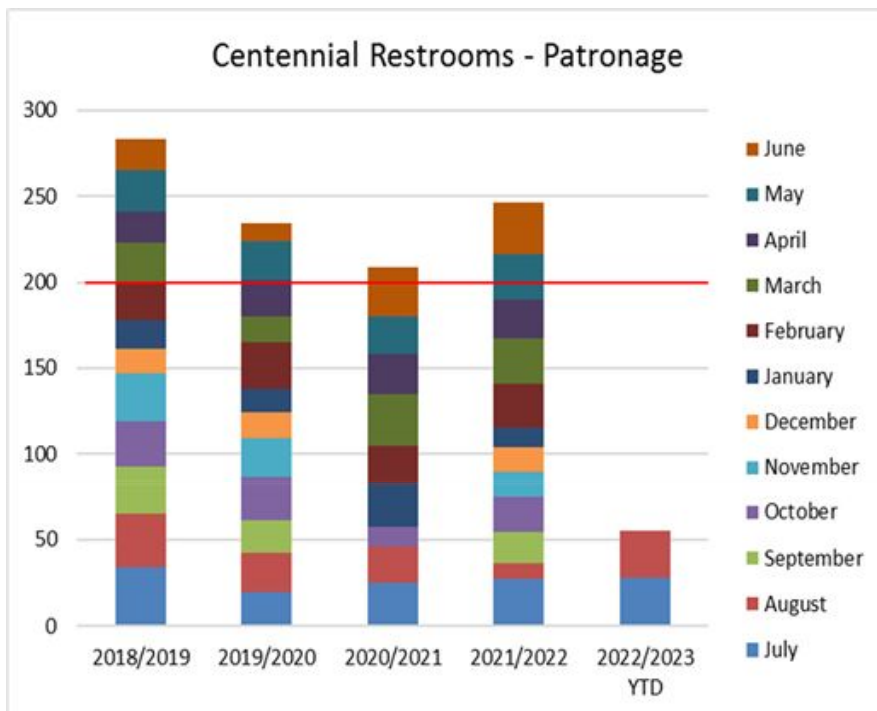


**4.2.2 War Memorial Centre**



6 bookings were cancelled during the month of August.

**4.2.3 Centennial Restrooms**



1 booking was cancelled during the month of August.

### 4.3 Rental and Investment Properties

The Council's Rental and Investment Properties are:

- the Farm;
- the Holiday Park (operated by a third party, with a formal lease on the land); and
- the Rental properties (urban and rural land, and commercial properties).

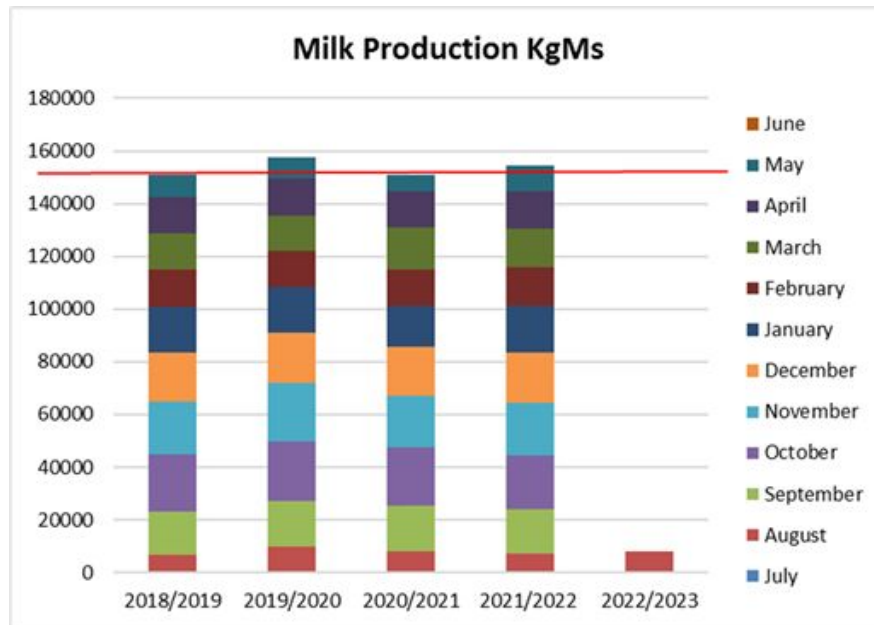
The Levels of Service are measured using the performance indicators shown in the table below. These are measured and reported at the end of the financial year.

Level of Service	Performance Measure	Target	2022/2023 YTD
Maximum profits from the farm are returned to Council.	Milk production is maximised	>150,000 kg	7,981.1Kg
The Council is meeting national Environmental standards.	The Council farm's Environmental Plan is reviewed annually	Compliance	Expected to achieve
Leased property is safe and fit for purpose.	Number of complaints from tenants.	<5	0

#### 4.3.1 The Farm

Despite the bad weather, it has been a great start to the 2022/2023 season with 7,981.10 kgMs produced in August, this is 9% higher than last season.

The history of the Farm milk production is shown in the chart below.





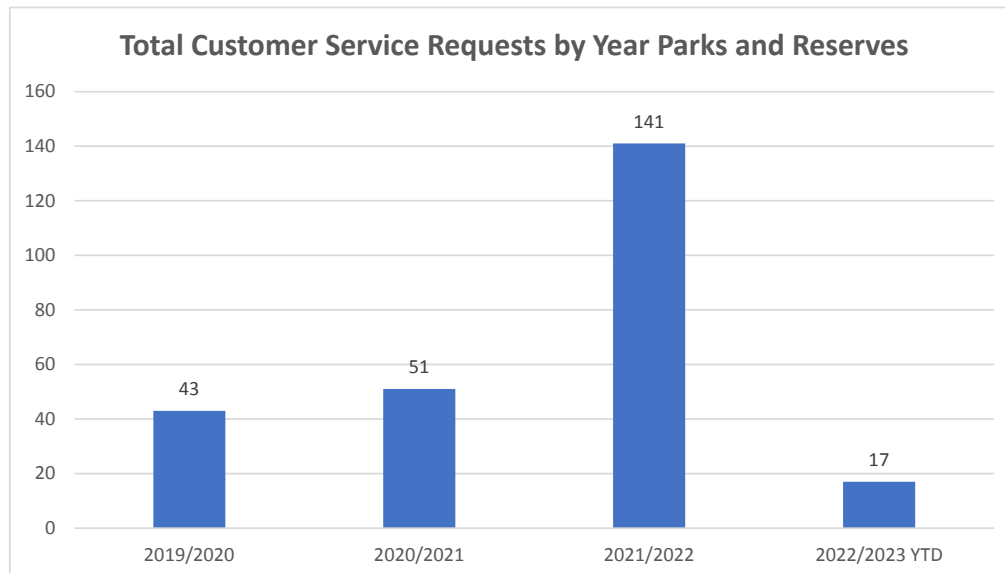
## 5. Parks and Reserves

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 at the end of the financial year.

The Arboretum project (in conjunction with the Percy Thomson Trust) is programmed in for next financial year to align with the Windsor Park Reserve Management Plan, which has just now been approved.

Level of Service	Performance Measure	Target	2022/2023
To provide parks, Sports fields and other open spaces that meet community demand	Number of complaints and requests for service.	<40	17
	Percentage of Stratford residents satisfied with:		
	Parks;	>80%	
	Sports fields;	>80%	
	Cemeteries.	>80%	
Safe playgrounds are provided	All playgrounds meet NZ Safety Standards.	Full Compliance	
Foot Bridges are safe.	All foot bridges meet NZ Safety standards.	Full Compliance	

The customer service request history for the Parks and Reserves Activity is shown below.



	2019/2020	2020/2021	2021/2022	2022/2023 YTD
Parks	3	10	24	2
Structures	9	2	32	1
Sports grounds	3	5	5	1
Playgrounds	1	1	14	2
Cemeteries	5	5	11	2
Street Trees	11	15	24	5
Walkways	11	13	31	4
<b>Total</b>	<b>43</b>	<b>51</b>	<b>141</b>	<b>17</b>

## 6. Special Projects

Below is an update on the progress of some of the key projects that the Council is currently undertaking as at **31 August 2022**.

### 6.1 The Replacement Aquatic Facility

Construction is 97% complete and work onsite is continuing to progress well. Works for September include:

- Pool install team are finishing off lining the pool. Programmed pool filling continues as lining of each pool is completed;
- Final snags are identified to dryside, with the team making progress closing these out;
- Exterior works underway (carpark and external concrete works). This was held up slightly in August with wet weather, but will continue in September as weather permits;
- IT installation; and
- HVAC remedials

Total project expenditure to date amounts to \$19,000,000.

**Appendix 1** provides the latest Project Control Group Report.

### 6.3 Second Water Trunk Main

This is the 3-Waters Stimulus funding project currently partly funded by central government. The project is being implemented in 3 stages:

- **Stage One** – This is the pipe network alignment on Hunt Road and Pembroke Road between the Patea River and Brecon Road. Stage one is 99.5% complete.
- **Stage Three** – Construction is underway for the installation of the Trunkmain from the Water Treatment Plant to the Patea River. All landowners' agreements have been secured, subject to agreed terms and conditions. Stage 3 is 95% complete.
- **Stage Two** – Construction is underway for the installation of the Trunkmain over the Patea River and Mangarangi Stream. Stage 2 is 95% complete.

Total project expenditure to date amounts to \$3,798,124.

### 6.4 The Whangamomona walkways

Easements have now been registered against the relevant titles and the Walking Access Commission has formally appointed Council as controlling authority. Signage has been erected and some track tidy up work has completed. A tidy up of the carpark will be required when the weather improves ahead of a formal opening.

### **6.5 Connecting our Communities Strategy**

Consultation on the Connecting our Communities Strategy closed on 19 August and feedback from the public and identified stakeholders. Officers will review the feedback and report back to the Council later in the year.

### **6.6 Better off Funding**

The Better off funding is a \$2.5b support package, as part of the Water Reforms, for local authorities. The purpose of the package is to ensure no councils are worse off as part of the reform. The following criteria is required for all projects to meet:

- Building resilience to climate change and natural hazards
- Enable housing development and growth
- Support local place-making and improvements in community well-being.

SDC has been assigned \$10.27 million:

- \$2.57 million available from now until 30 September 2022
- \$7.70 million available from July 2024.

Projects to be included in the application are listed below:

- The Brecon Road Extension - \$0.75 M;
- Town Centre Development - Prospero Place, Broadway Beautification, Skate Park development and Victoria Park Drainage Project - \$1.67 M;
- Enabling Wastewater Infrastructure for the Stratford Park - \$0.15 M.

Officers are working on the application for the \$2.57 million funding to meet the 30 September 2022 deadline.

### **6.7 Transport Choices Package**

The Minister of Transport announced a \$350 million package for Road Controlling Authorities to fast-track projects that will help reduce Vehicle Kilometres Travelled (VKT).

Further discussion with Waka Kotahi has highlighted those projects involving treatment outside and linking schools are preferred. All projects funded by this package is expected to be completed by June 2024.

Officers have refined for submission, the following projects:

- Crossing opportunities for SH.3 to link the primary schools on the western side of the State Highway to Stratford High School (SHS) on the eastern side of town.
- Traffic calming treatment outside Avon School, St Joseph's Catholic School and Stratford Primary School, similar to the works outside SHS that is currently under construction.
- Improved walking and cycling connection between the three primary schools and State Highways.

Funding applied for is \$7.8 million.

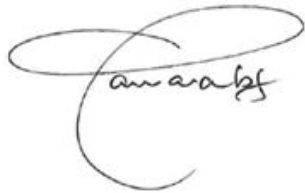
## **7. Resource Consents**

There are several resource consent applications that are currently under preparation for submission, or being processed by Regional Council. Stakeholder engagement is underway; a summary is provided below:

RC Number	Location	Description	Stakeholders	Update
1276-3	Midhirst Te Popo Water Take	To take water from the Te Popo Stream, a tributary of the Manganui River for community public water supply purposes	Fish and Game NZ, Te Atiawa, Ngāti Ruanui, Ngāruahine, Ngāti Maru, Okahu Inuawai Manataiao Hapū, Pukerangioraha Hapū	Application with TRC, awaiting Cultural Impact Assessment to be commissioned by Iwi
0409-3	Stratford Public Swimming Pool, Page St, Stratford	To discharge from the Stratford Public Swimming Pool into the Patea River on one occasion per year up to a total of 550 cubic metres of swimming pool water to empty the pool for maintenance	Fish and Game NZ, Ngāti Ruanui, Ngāruahine	Iwi feedback received – no issues. Awaiting outcome of application processing from the TRC.
1337-3	East Road, Toko	To take and use groundwater from a bore in the vicinity of the Toko Stream in the Patea catchment for Toko rural water supply purposes	Ngāti Ruanui, Ngāruahine, Ngāti Maru	Iwi feedback received – no issues. Awaiting outcome of application processing from the TRC.
6605-1	East Road, Toko	To discharge treated filter backwash water from the Toko Water Treatment Plant into a soak hole adjacent to the Manawawiri Stream	Ngāti Ruanui, Ngāruahine, Ngāti Maru	Iwi feedback received – no issues. Awaiting outcome of application processing from the TRC.
6468-1	Cordelia Street, Stratford	To erect, place and maintain a culvert in an unnamed tributary of the Kahouri Stream in the Patea catchment for flood control purposes	Ngāti Ruanui, Ngāruahine	Iwi feedback received – no issues. Awaiting outcome of application processing from the TRC.

**Attachments:**

**Appendix 1 - Latest Update Report on the Replacement Aquatic Facility project**



Victoria Araba  
Director Assets

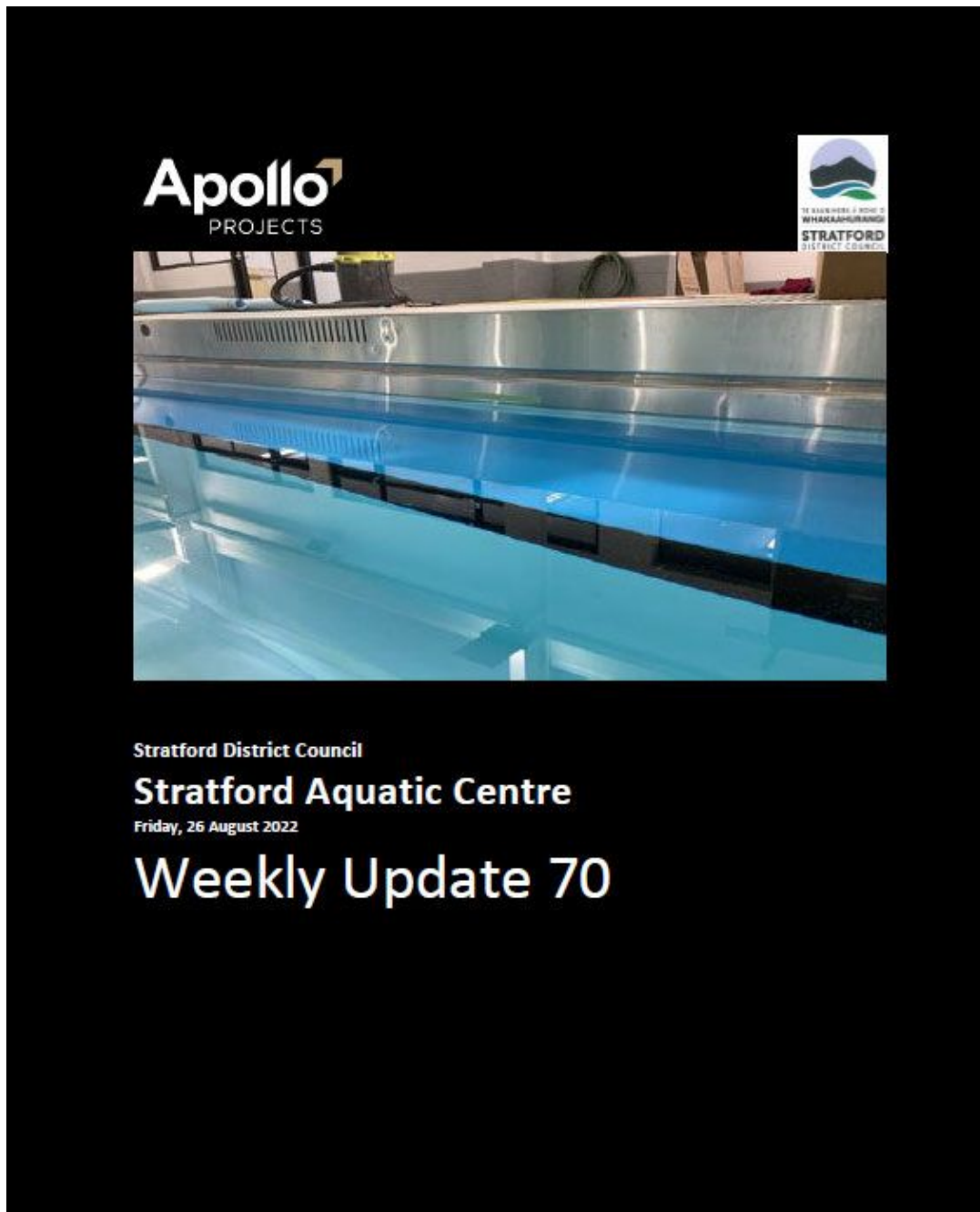


[Approved by]  
Sven Hanne  
Chief Executive


Date 20 September 2022

## Appendix 1

### Current Report on the Aquatic Facility Replacement Project



**Apollo**  
PROJECTS



TE Kōwhiri o Whakamurunga  
**STRATFORD**  
DISTRICT COUNCIL

Stratford District Council  
**Stratford Aquatic Centre**  
Friday, 26 August 2022  
**Weekly Update 70**

## Weekly Project Update



### Weekly site update information

#### Site Overview

##### Progress this week

Yep, you guessed it. yet another very wet week down. Not much happening on the exterior whilst its tinning down but we managed to remove the site sheds to enable the civils team to come in next week (we are told we'll see some sun for 3 days.) Fingers crossed. Hydroseed is coming in later in the week to sow grass.

Inside though, things are ticking over. Lists are getting shorter for the trades with remedials coming to a close.

Pool install is cracking on with the LTS pool now filled and the programme pool filling starting Monday.

Brightwork is looking good and looking to finish up next week.

##### Next week

- › Painters' interior pool hall snags.
- › Paint remedial columns
- › Liner to programme ramp to complete
- › Civils complete topsoil following site building removal (weather permitting)
- › HVAC remedials service yard
- › Snagging

##### Programme-Construction 97%

- › Civil- On Track-
- › Electrical/Data/Security -watching
- › Hydraulic-On track
- › Painting-On Track-watching
- › Mechanical- watching
- › Pool installation-watching

## Weekly Project Update



### Health & Safety

Indicators	Meetings		Inductions	Audits		
	Daily Co-ordination	Health & Safety	Total	Contractor	Apollo	Client
<b>This Week</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</b>
<b>Project Total</b>	<b>281</b>	<b>96</b>	<b>236</b>	<b>327</b>	<b>66</b>	<b>3</b>

Indicators	Incident Data					
	Contractor Hours	WorkSafe Visits	Near Miss	FAI	MTI	LTI
<b>This Week</b>	<b>682</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Project Total</b>	<b>50,269</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>

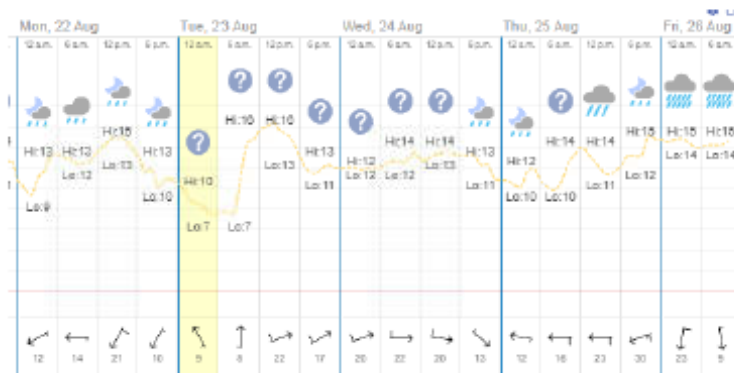
### Incidents this week

Nil

### Sub-Contractors on Site

Weekly Subcontractor Onsite						
Subcontractor	Date: From 22-Aug-2022 To 26-Aug-2022					TOT
	MON 22/08/2022	TUE 23/08/2022	WED 24/08/2022	Thu (25/08/2022)	Fri (26/08/2022)	
Nature	1	1	1	1	1	5
Active Refrigeration Ltd	1	3	0	1	1	6
Active Bag of Plenty Ltd	0	1	0	1	0	2
Apollo Projects Limited	1	2	2	1	1	7
Brent Stewart Construction	0	0	1	0	1	2
Cameron's Piggery & Scaffolding	0	0	0	0	0	0
D.J.I Group	0	0	0	1	0	1
DR (Jack) Gray Ltd	2	0	1	1	0	4
Fire Security Services 2000 Ltd	2	2	0	0	0	4
HEL Rise	3	6	8	7	9	33
Jones & Sandford Joinery Ltd	0	0	0	2	1	3
Laser Plumbing Group Ltd	1	1	1	1	0	4
Nature	3	3	4	3	2	15
S&S	2	2	2	2	0	8
Sopers Macindoe Ltd - Auckland	0	1	0	0	0	1
Topical sprayer (aerobic tank island)	1	1	1	0	0	3
Wavelength Water Services Ltd	0	0	1	1	1	3
<b>Total Persons onsite each Day</b>	<b>22</b>	<b>29</b>	<b>22</b>	<b>20</b>	<b>17</b>	<b>118</b>

### Weather



Page 4  
**Weekly Project Update**



**Actions**  
Nil

**Photos**





# MONTHLY REPORT

## Community Services Department



F19/13/04 – D22/33581

To: Policy and Services Committee  
 From: Director – Community Services  
 Date: 27 September 2022  
 Subject: Community Services Monthly Report – August 2022

### Recommendation

THAT the report be received.

/\_\_\_\_\_  
 Moved/Seconded

This report presents a summary of the monthly progress and any highlights for the main areas of activity within Community Services i.e., Community and Economic Development, Communications, Library and Visitor Information Centre, Pool and Service Centre. The Long-Term Plan 2021 - 2031 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

- Key appointments and achievements of Youth Councillors are noted under 2.2
- Chunuk Bair: 8 August
- PAG AGM: 10 August
- Update on the Communications and Engagement Strategy is given under 3.4

### 2. Community and Economic Development

#### Performance Measures (*Performance Measures in bold*)

	Target	2022/23 YTD
<b>Deliver or facilitate community events</b>	>5	2
<b>Percentage of residents feeling a sense of community</b>	80%	
<b>Number of client interactions with Venture Taranaki's Business Advisory Services</b>	100%	
<b>Mentor matches made as requested</b>	100%	

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 Youth Council

The SDYC have been planning their "Have your say" BBQ at the skate park where they hope to engage with users to receive feedback regarding its future. Users can also provide feedback through the online survey which will be open until 17 October 2022. As of the beginning of September there were 91 responses already received.

Key appointments and achievements to note:

- The Co-Chairperson was selected to attend the Model UN Youth Parliament in Christchurch.
- A Youth Councillor was selected to attend and represent a Blue Light leadership programme in Sydney.

Upcoming meetings and events:

- Youth Council Ordinary meeting: 4 October
- Youth Council Projects meeting: 18 October
- On the Bus – MegaBounce: 14 October

### 2.3 Civic and Community Events

#### Completed:

- Chunuk Bair: 8 August
- PAG AGM: 10 August
- TET Kings Theatre BA5: 17 September
- Prospero Markets: 28 August

#### Coming Up:

- Te Wiki o Te Reo Māori (Māori Language Week): 13-19 September
- MTFJ/Feildtorque joint BA5 event: 21 September
- Prospero Markets: 24 September
- Mental Health Awareness week: 26 September – 2 October
- International Day of the Older Persons event: 30 September
- School Holiday Programme: 3 – 14 October

### 2.4 Community Projects and Activity

#### 2.4.1 Mayors' Taskforce for Jobs (MTFJ)

##### Registrations

	AUGUST	YTD
Young People Registered	17	17
Businesses Registered	2	2

##### Employment

	AUGUST	YTD
Young people placed into employment	0	0
Young people who are employed but require assistance with upskilling	0	0
Young people registered onto programme and straight in study	11	11
Young people received support and found work themselves	0	0
<b>Total</b>	<b>11</b>	<b>11</b>

Funding has been confirmed for another 12 months and the contract is now in place. The MTFJ perimeters focus on providing employment outcomes for NEETs, disabled youth and other youth 16 – 24 years old. Plus, MTFJ is also able to provide employment outcomes for those disadvantaged in the labour market and not able to readily access MSD products and services.

This month there are 17 new young people registered with the programme and two new businesses. Employment placements have not yet been made; however, support has been provided to create CV's and assist in applying for current vacancies. Five young people have been supported into the latest 17-week forestry conservation training course. Connections with the local MSD broker has developed that will lead to regular meetings where opportunities for collaboration can be identified to help rangatahi into employment.

#### 2.4.2 Community Relationships Framework

In partnership with The Wheelhouse, a new series of workshops will be delivered to support our groups and the wider community.

#### Coming up

- How to be successful in attracting sponsorship for your organisation: 21 September

Stratford Business Association

Officers will meet with the committee on 12 September 2022 to discuss the partnership agreement.

Taranaki Pioneer Village

A follow up meeting will be held in August to discuss and confirm the support required. Currently being drafted is a 'package' that will include an external financial review, customer engagement and research to determine a marketing approach going forward and the recruitment of new committee members that will be signed off at the AGM scheduled to be held in September.

2.4.3 Stratford Strategies and Town Centre Plans

Draft documents were presented to elected members in August. Officers are now working through feedback and next steps before coming back to elected members with an update.

2.5 **Funding**

2.5.1 Creative Communities Scheme

The Creative Communities Scheme funding round closed on 2 September 2022. The Committee meets on Wednesday 21 September to determine successful applicants.

2.5.2 Sport New Zealand Rural Travel Fund

The next Sport New Zealand Rural Travel Fund will open on 3 October 2022.

2.6 **Positive Ageing**

The Positive Ageing Group held their AGM on 10 August. Councillor Webby has stepped down as Chairperson with Councillor Sandford being nominated for the role. Mr Barrie Smith stepped down as Deputy Chairperson and Mr Murray Fawcett was nominated for the role. Councillor Webby requested to stay on the committee as an independent which was agreed by the Committee in a unanimous decision.

The Committee agreed on their 2022/2023 budget for their upcoming TET funding application, with the opportunity to look at applying to the Toi foundation for future projects.

Planning is underway for the International Day of the older person event, held on 30 September at the War Memorial Centre. This event is a celebration of the Senior Citizens in the Stratford District so the activities planned reflect this. These are bingo games, a performance by Jack Moser, a sing-a-long session followed by a light lunch.

Upcoming meetings and events:

- International Day of the Older person event – 30 September from 10.30am
- Positive Ageing Committee Ordinary meeting: 12 October 10.30am
- Positive Ageing Forum: 24 November 10.30am

2.7 **Stratford Business Association**

Memberships	
New	2
August total	139

**Completed events/activity:**

Wednesday 17 August: TET Kings Theatre BA5  
 Wednesday 24 August: Business Talk  
 Monday 29 August: Get the best out of your team  
 Wednesday 31 August: Women in Business

**Upcoming events/workshops:**

Monday 19 September: Instagram growth (workshop)

Wednesday 21 September: MTFJ/Fieldtorque joint BA5 event  
 Monday 3 October: Canva 101 (workshop)  
 Monday 10 October: Annual General Meeting  
 Monday 17 October: Canva & Mailchimp (workshop)  
 Wednesday 2 November - How to create video content on smartphones

## Communications

### 3.1 News Media

Five Central Link updates were produced in August. These are printed in the Stratford Press and shared online at stratford.govt.nz and on Council's Facebook page weekly.

#### Central Link focus for August:







- Chunuk Bair
- Residents' Survey results
- Elections
- Antenno
- Wai O Rua – Stratford Aquatic Centre job vacancies
- Did you know? Education Officer series – composting
- School Zone speed limits changing
- Recycle your old car seat event
- Prospero Markets
- Winter warmers competition at the library
- Stratford Skate Park feedback needed
- Creative Communities Scheme
- Public notices (Meeting schedule – August/September 2022, Creative Communities Round One, Street Sprint Temporary Road Closure, Rates Reminder, Weight and speed limits on bridges, Notice of temporary road closure – Opunake Road)

#### News/Media Releases posted to stratford.govt.nz for the month of August:

- Local arts and cultural projects invited to apply for funding
- Chunuk Bair commemorations
- Time ticking for local election nominations
- Candidates come forward for Stratford community
- School zone speed limits changing in Stratford
- Recycle your child car seats with reduced fees
- Stratford Skate Park repairs spark future development ideas
- Second water trunkmain nearing completion

### 3.2 Digital channels

#### August snapshot:

Website	Social Media
 <b>5,300</b> ↓400 <b>Users</b>	 <b>87</b> <b>New Facebook followers</b> /stratforddistrictcouncil 3,828 people follow our page.
 <b>20,815</b> ↓702 <b>Page views</b>	 <b>79,100</b> ↑668% <b>People reached</b> The number of people who saw any of our posts at least once this month.
 <b>8,365</b> ↓37 <b>Total sessions (visits)</b> A session is the period of time a user is actively engaged with our website.	 <b>8</b> <b>New Instagram followers</b> /stratford_nz 1,023 people follow our account.

### 3.3 Official Information Requests

For the 2022 calendar year, Council has received 36 Local Government Official Information and Meetings Act (LGOIMA) requests.

The below table includes the LGOIMA's received for the month of August 2022.

Date Received	Query	Due Date	Date Responded	Days to Respond
12/08/2022	Election information	9/09/2022	15/08/2022	1
19/08/2022	Candidate contact information	16/09/2022	19/08/2022	1
19/08/2022	Candidate contact information	16/09/2022	19/08/2022	1
24/08/2022	Dog attack statistics	21/09/2022	31/08/2022	5
25/08/2022	Pay bands in your organisation	22/09/2022	19/9/2022	17
30/08/2022	GIS Data Request	27/09/2022	1/09/2022	2

### 3.4 Communications and Engagement Strategy 2020 – Progress update

As council moves into year 3 of the Communications and Engagement Strategy, it's timely to provide an update on activity achieved and what's on the horizon.

The strategy identified six key initiatives to focus on in the first two years. These are outlined below with an update on progress.

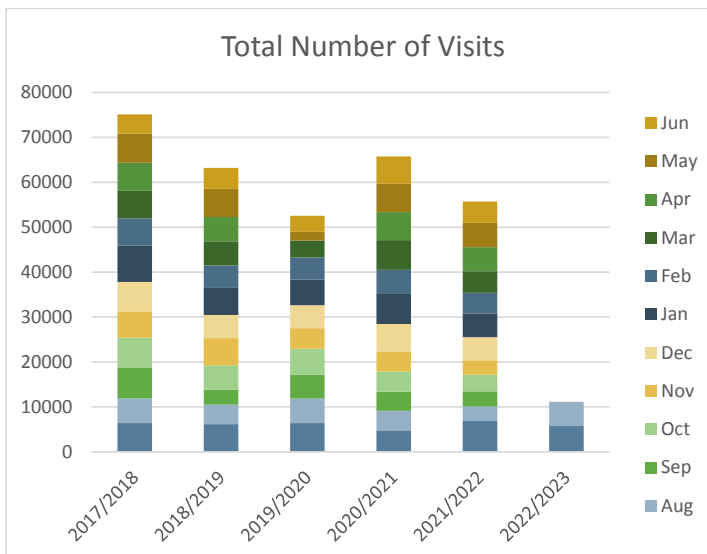
- **New website functionality**
  - This was completed in May 2021.
  - The focus going forward is to continue to work on improving web content, and to make it easy for our users to access what they're looking for.
- **Brand audit**
  - This was completed in 2020 and the first outcome of this audit was a refreshed Council corporate logo and brand guidelines which was rolled out in 2021. Work continues on this brand roll out as we slowly introduce the new logo to assets and documents as they come up for renewal.
  - The next step in this audit is focusing our attention on the district brand. This part of the process fits closely with the Economic Development Strategy, Community Development Strategy and Marketing Strategy which is due to be completed in 2023. Officers feel the 'Stratford district – in the heart of Taranaki' brand works well, but more can be done to strengthen its visual presence.
- **Iwi engagement**
  - Iwi relationships have been enhanced during this time. The next step is to develop an engagement framework.
- **Research and insights**
  - Improvements have been made to the way we deliver our annual Customer Satisfaction Survey. In 2021/22 this was carried out by an external research agency, Key Research. [Results from this survey can be viewed on our website here.](#)
  - In 2022/23 we are planning to roll out a website user survey to identify how people are using the website, and what improvements we can make to ensure their visit is satisfactory.
  - The Communications Team is working with other areas of the organisation to improve customer/user surveys where necessary.
- **Community engagement**
  - A key part of this was reviewing and revising the Significance and Engagement Policy in 2020/21.
  - Officers continue to work on improving the culture of engagement within the organisation through support and training opportunities for staff. A communications and engagement induction will be implemented with all new staff as part of an improved HR onboarding process, and work is being undertaken on finalising tools and templates that will assist staff with the role of engagement within their day to day work.

- A focus area for the next year is educating residents on Council's role, how rates are distributed across services and the engagement and consultation process. This is especially important as council moves closer to another Long Term Plan cycle, and was a key takeaway from the recent Customer Satisfaction Survey results.
- **Digital communications**
  - Officers continue to seek opportunities to improve our digital communication methods, in particular our website, social media channels and other applications.
  - Social media is a preferred choice of engagement for many of our residents and this is evident in the increased audience numbers across our Facebook and Instagram accounts. Since this Strategy was adopted, our Facebook followers have increased by 1,000 and our Instagram by 800.
  - The Antenno App was successfully launched in May 2022, which provides residents the ability to directly engage with Council on issues/concerns within the district, as well as enable Council to share updates and news directly to residents. This is a really useful and easy tool for people to use. Officers will continue to encourage uptake across the district. At the time of this report there are 416 devices using the App in our district.




During the 2022/23 year officers will review this strategy and come back to Council with an updated Strategy looking forward to the next three years.

**4. Visitor Information and Library Services**  
**Performance Measures** (*Performance Measures in bold*)



	Target	2022/23 YTD
<b>Number of users of AA Agency Service is measured</b>	>10,000	1,319
<b>Percentage customers are satisfied with the Information Centre</b>	>80%	
<b>Number of items (including digital) issued annually</b>	>40,000	10,817
<b>% of library users satisfied with library services</b>	>80%	
<b>Number of people participating in library events and programmes</b>	>1,200	558



**Visitors/Users per service**

Service	August	Year to date (2022/23)
 Information Services (brochures/maps/ event tickets etc)	<b>207</b> ↓47	<b>461</b>
 Vehicle/Driver licensing	<b>695</b> ↑71	<b>1,319</b>
 Programme and Events	<b>272</b> ↑4	<b>558</b>

**Library services - Items Issued**

Service	August	Year to date (2022/23)
 In person	<b>4,734</b> ↓329	<b>9,739</b>
 Online	<b>517</b> ↓44	<b>1,078</b>

**Programme/Event Users**

Age group	August	Year to date (2022/23)
<b>65+</b> Seniors	<b>33</b> ↑23	<b>43</b>
<b>18+</b> Adults	<b>82</b> ↑25	<b>139</b>
<b>13-17</b> Secondary School	<b>0</b>	<b>0</b>
<b>5-12</b> Primary School	<b>18</b> ↓114	<b>150</b>
<b>&lt;5</b> Pre-School	<b>108</b> ↑98	<b>125</b>

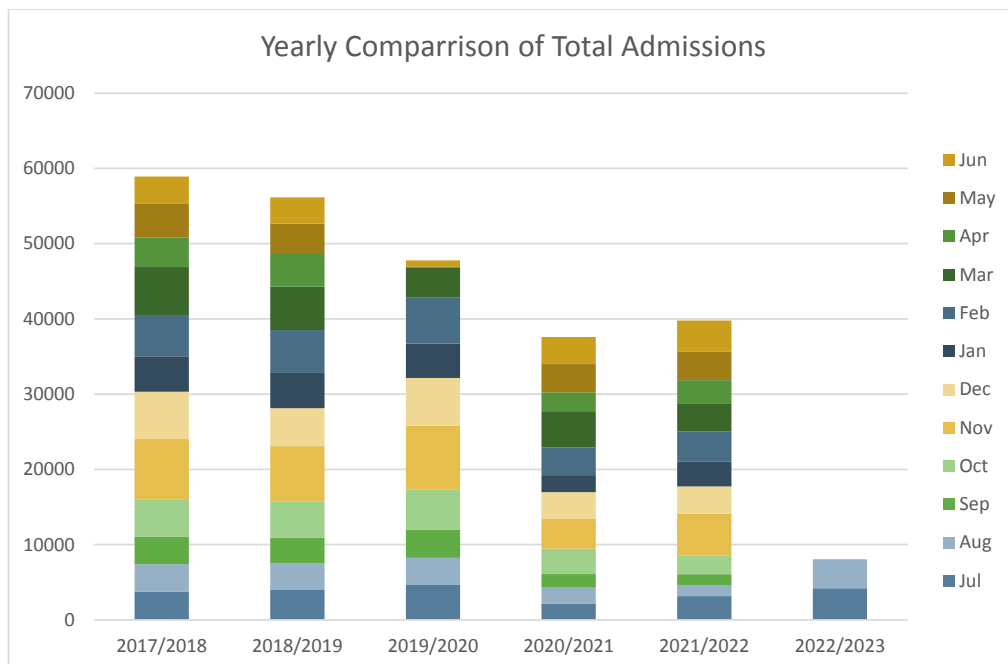
- Library activity in August has included regular visits from early childhood services and schools. The “Winter Warmers” series of activities for all ages concluded with 150 people participating in these activities. The two chromebooks donated by Digital Inclusion Alliance Aotearoa (DIAA) were won by Zoey van Zyl and Sheryl Stanners. A strong demand continues for Skinny Jump low cost pre-paid broadband modem setup.
- Library and Visitor Information staff have been helping members of the public with their online travel declarations for overseas travel and increased demand for passport photos.
- The facility was briefly locked down while Police attended an incident in Prospero Place.
- Community groups using the facility in August included the regular Justice of the Peace service desk, Workbridge, Stratford Writer’s Group, and Age Concern.

**5. Pool Complex**

Level of Service Category	Performance Measure	Target	2022/23 YTD
The pool complex will be a safe place to swim	Number of reported accidents, possible accidents and similar incidents per annum (pa).	<80	1
	Compliance with NZS5826:2010 NZ Pool Water Quality Standards	100%	100%
	PoolSafe accreditation is met	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	8,056

**5.1 Highlights for August**

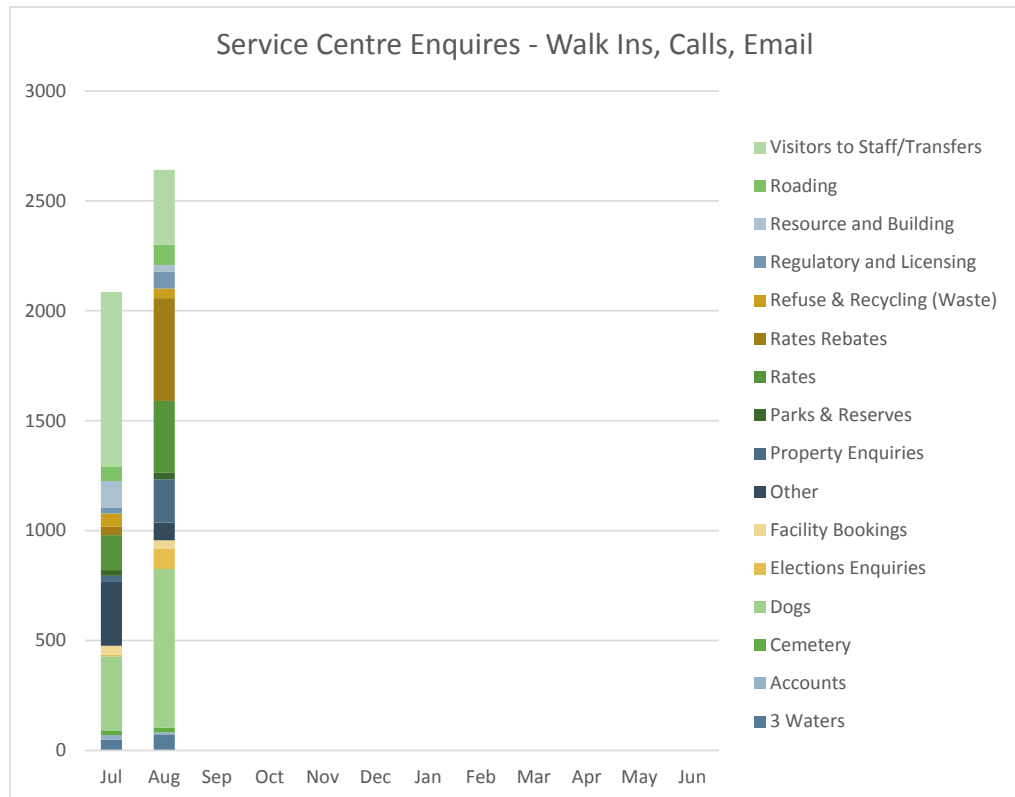
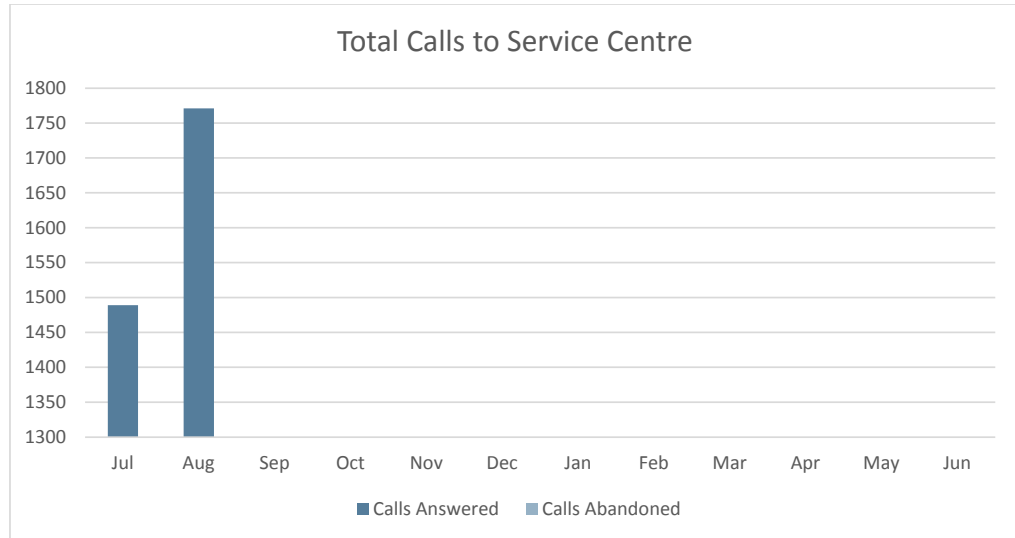
- 3,845 patrons came through the facility during August 2022, being the busiest August that the pool has seen since 2012 - statistically.
- Sickness, again, hit the team throughout the month. Team members were really helpful in picking up extra shifts and covering.
- August saw the pool hold different courses in Swim Instructing. Training our new generation of swim teachers.
- No major or minor incidents reported from the pool in the month of August.
- There has also been a focus on getting things ready for the new facility and the team are excited for the move.





**6. Service Centre**

August was a busy month for dogs and enquires about rates and rates rebates. We saw an increase in both phone calls and walk ins at the counter not just compared to July but also to August in the previous year.





Kate Whareaitu  
**Director - Community Services**



Sven Hanne  
**Chief Executive**

**Date:** 20 September 2022

# MONTHLY REPORT

## Environmental Services Department



F19/13/04 – D22/30480

**To:** Policy and Services Committee  
**From:** Director – Environmental Services  
**Date:** 27 September 2022  
**Subject:** Environmental Services Monthly Report – August 2022

### Recommendation

THAT the report be received.

\_\_\_\_\_  
Moved/Seconded

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 2021-2031 sets the performance measures and this report presents progress to date against the target for each performance measure.

## 1. Overview

Seven applications for building consent were received in August 2022. These included:

- Two log fires, one pole shed, two relocations, one extension/alteration to a commercial building and one new commercial building.
- Not included in the monthly figure are a further seven amendments, one application for a Certificate of Acceptance (COA), and one Certificate of Public Use (CPU). Also, three Code Compliance Certificate applications were refused, and one consent was cancelled.

Officers are starting to see an interesting trend in terms of the number of applications they are receiving for building consent, which is dropping and the number of applications for resource consent, which is not dropping. These two types of application are typical indicators of the level of development activity being undertaken and it is unusual that they are not showing similar movement. The number of applications for building consent is likely to be seasonally affected as well, as being affected by the material shortages from earlier in the year. The reduction in the number of applications for building consent is expected and aligns with other districts. There is no obvious reason why the number of applications for resource consent is not following a similar pattern.

## 2. Strategic/Long Term Plan Projects

Work on the joint New Plymouth District Council and Stratford District Council Local Alcohol Policy started late last year and is still in an information gathering phase. Work on the formal part of the process will start later this year once New Plymouth District Council are ready for it to commence.

The last remaining road naming and numbering project relates to Pembroke Road which has been delayed to allow completion of the Gambling Venues and TAB Venue Policies. The road naming project will come back to elected members post elections.

### 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 Aug
<b>Building Consent Authority</b>	
Building Consent Applications	7
Building Consents Issued	9
Inspections completed	121
Code Compliance Certificate Applications	19
Code Compliance Certificates Issued	22
Code Compliance Certificates Refused	3
Number of Building Consents Received in Hard Copy	0
Number of Buildings Consents Received Digitally	7
Building Act Complaints received and responded to	0
<b>Planning</b>	
Land Use Consents Received	2
Land Use Consents Granted	3
Subdivision Consents Received	5
Subdivision Consents Granted	4
223/224 Applications Received	7
223/224 Applications Granted	4
Resource Consent Applications Received in Hard Copy	0
Resource Consent Applications Received in Digital Form	7
Resource Consent Applications Placed on Hold or Returned	2
LIM's Received	6
LIM's Granted	5
<b>Environmental Health</b>	
Registered Premises Inspected for Compliance under the Food or Health Act	4
Health or Food Act Complaints Received and responded to	1
Licensed Premises Inspected for Compliance under the Sale & Supply of Alcohol Act.	1
Certificates and Licence Applications received under the Sale and Supply of Alcohol Act	7
Bylaw Complaints Received and responded to	20
Dog Complaints Received and responded to	25

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%	93% with an average processing time of 6.2 days. One consent was on 21 live days due to awaiting peer review.
	Percentage of inspection requests completed within 24 hours of request.	100%	98% 119 of the 121 inspections were within 24 hours of the request. The four that weren't were due to being booked more than 24 hours in advance.
	Percentage of code compliance certificate applications determined within 20 working days.	100%	89% CCC's issued were issued within 20 working days. 1 was a historic application found in the system and 2 were waiting on review.
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	Achieved.
48	Percentage of customers using building consent processes are satisfied with the service provided.	>80%	The customer service survey will be undertaken later in the year.

## 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 within statutory timeframes.	N/A in Year 2	Not required at this time.
	To undertake a systematic review of bylaws and related policies as they reach their statutory review dates.	100% review within timeframes	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%	43% Three out of seven applications were processed within 20 working days. This is a result of multiple staff absences.
	% 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%	The customer service survey will be undertaken later in the year.

## 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%	94.2%
	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	95%	97.5%
	Percentage of dog attack/wandering dog complaints responded to within an hour	100%	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 by the BCA in August.

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. The check has been undertaken and one building consent was lapsed and no warning letters were issued in August 2022.

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
<b>A significant change in the legal, commercial, or organisational status of the building consent authority or the wider organisation in which it operates:</b>	Nil
<b>The departure of the building consent authority’s authorised representative or responsible manager:</b>	Nil
<b>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:</b>	Nil
<b>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:</b>	Nil
<b>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:</b>	Nil
<b>A material amendment to the building consent authority’s policies, procedures, or systems required by these regulations.</b>	Nil

5.1.4 Training needs analysis  
In August presentations and information from MBIE and other construction industries that were presented at the BOINZ conference held in Rotorua were passed onto the Building Control Officers who did not attend the conference. This included new legislative changes to the Building Act 2004 that have been implemented and all upcoming changes that are being proposed or under consultation. Competency assessments are currently being undertaken by the Council’s Technical Leader to ensure they are kept current. Any training needs identified from the competency assessment exercises will be added to individual training plans.

5.1.5 Internal audit/external audit timetable  
During August no internal audits were undertaken by the Quality Manager.

### 5.2 Territorial Authority

5.2.1 Compliance Schedules/Building Warrants of Fitness  
No new or amended Compliance Schedules issued in August 2022. No notifications were issued for Warrant of Fitness renewal.  
A meeting was held with Palmerston North City Council in relation to transferring the Council’s Independently Qualified Person’s to the Central Districts register.

5.2.2 Swimming Pools  
Eight swimming pool inspections were undertaken in August of which five were non-compliant.

5.2.3 Non-Standard Site Register Maintenance  
No new sites were added to the non-standard site register in August 2022.

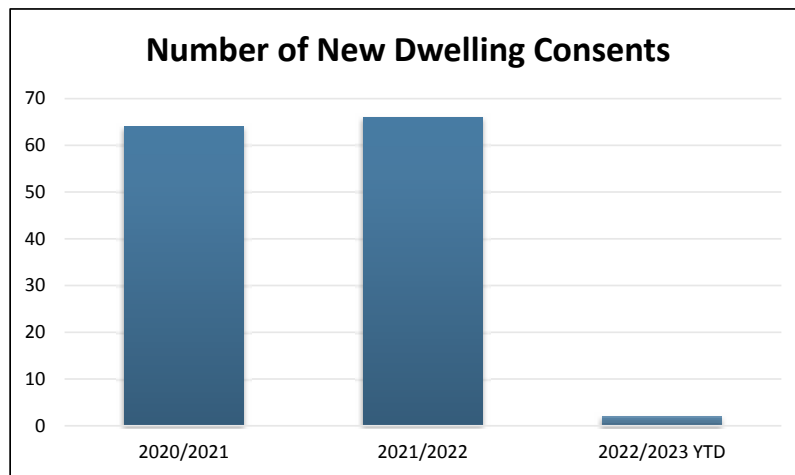
5.2.4 Notices to Fix/Other Compliance as a Territorial Authority  
No Notices to Fix were issued by the Territorial Authority in August 2022.

5.3 Trends Analysis

5.3.1 Consents applied for by type:

Type	Aug 2022	Aug 2021	2021/2022 Year to Date	2021/2022 Whole Year
<b>New Dwellings</b>	0	3	2	66
<b>Relocated dwellings</b>	2	0	2	9
<b>Relocated buildings other than dwellings</b>	0	0	0	0
<b>Fires</b>	2	1	6	83
<b>Pole sheds/accessory buildings</b>	1	2	2	50
<b>Additions/alterations – residential</b>	0	1	1	22
<b>New Commercial buildings</b>	1	1	1	10
<b>Additions/alterations – commercial</b>	1	1	4	14
<b>Other/miscellaneous</b>	0	3	0	15
<b>Certificate of Acceptance (not in total)</b>	1	1	2	8
<b>Total/s</b>	<b>7</b>	<b>12</b>	<b>18</b>	<b>269</b>

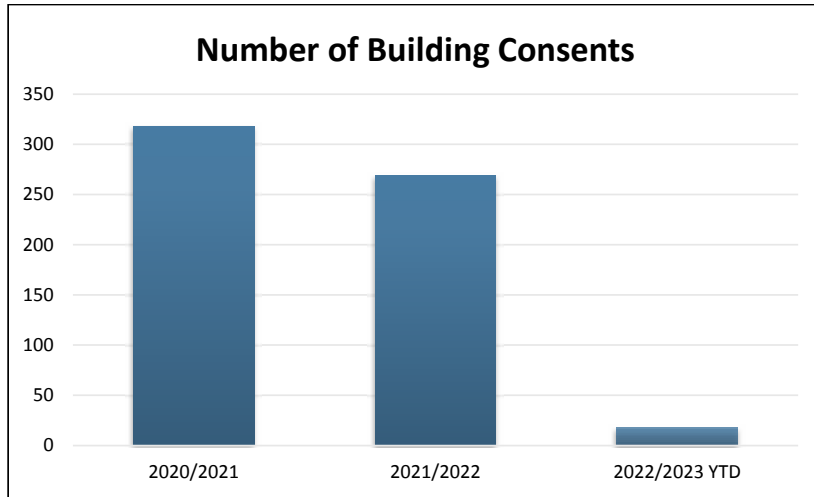
New House indicator by year



Year	New Dwellings
2020/2021	64
2021/2022	66
2022/2023 YTD	2



**Consent numbers by year**



Year	Building Consents
2020/2021	318
2021/2022	269
2022/2023 YTD	18

Blair Sutherland  
**Director - Environmental Services**

[Approved]  
Sven Hanne  
**Chief Executive**

**Date:** 20 September 2022

# MONTHLY REPORT

## Corporate Services Department



F19/13 – D22/35714

To: Policy and Services Committee  
From: Director – Corporate Services  
Date: 27 September 2022  
Subject: Corporate Services Monthly Report – August 2022

### Recommendation

THAT the report be received.

\_\_\_\_\_  
Moved/Seconded

## 1. Financial Management

Reports attached, as at 31 August 2022, 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 for August 2022 YTD

#### *Revenue*

Total Revenue is \$751,111 over budget, at \$6,154,819 for the year to date. Total Operating Revenue (excluding extraordinary revenue) is over budget by \$491,195, at \$5,894,903.

The Waka Kotahi subsidy (Roading) is over by \$211,390, Fees and Charges is over by \$254,491, and grant funding is over by \$207,500.

The grant funding received relates to the Mayor's Taskforce for Jobs (allocated to the Community Services Activity) which wasn't budgeted for, due to the uncertainty of receiving the funding at the time of setting the budget.

#### *Expenditure*

Total Expenditure is \$135,472 over budget, at \$4,164,223 for the year to date. Direct Operating Expenditure is over budget by \$115,166.

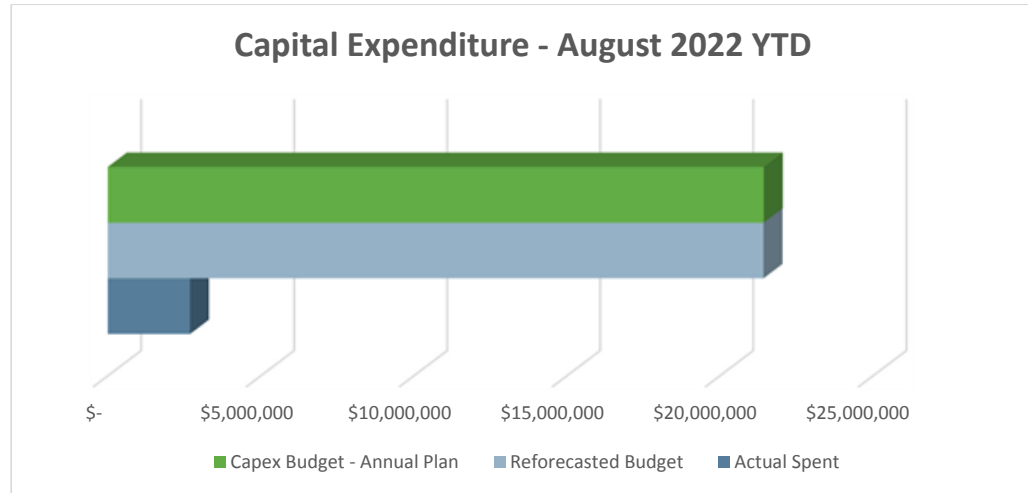
At this early stage in the financial year, there are no areas of expenditure that are of concern and need to be highlighted to Elected Members.

### 1.2 Capital Expenditure Report

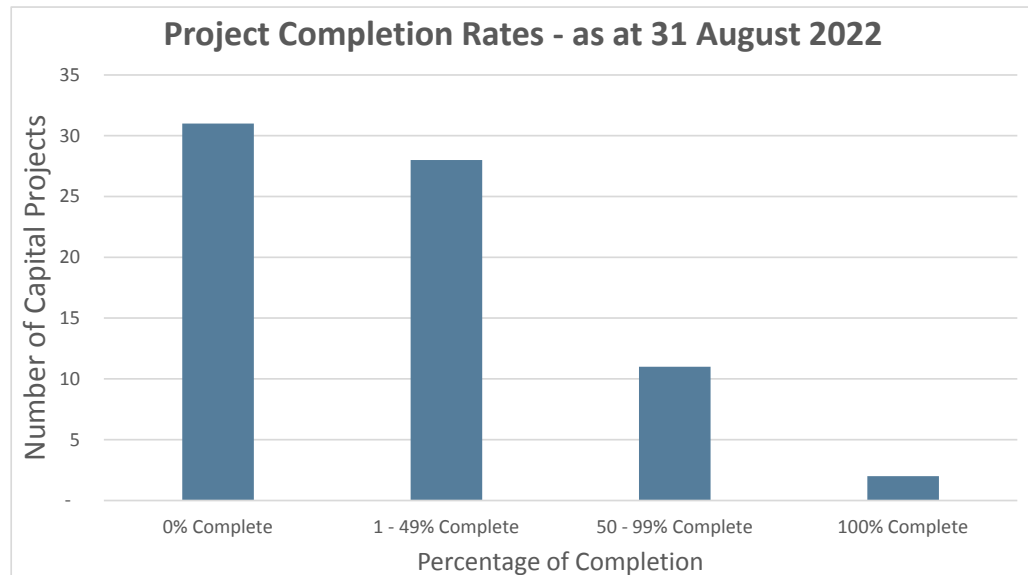
In August 2022, Council agreed to carry forward \$3,969,880 of uncompleted capital projects from 2021/22 to 2022/23 to enable funding for the projects to be completed.

Total capital expenditure funds available for the 2022/23 financial year is **\$21,432,087**. Of this, \$7,000,239 is for replacing existing assets, \$12,212,873 is for new assets or improving existing assets, and \$2,218,975 is to cater for district growth.

Total actual capital expenditure for the year to date, is \$2,684,366, or 13% of the total budget.



The project completion percentages in the graph below relate to where capital projects are at in terms of delivery of the scope of the project (note Council has 72 projects in its capital work programme for 2022/23, including projects carried forward from the previous year).



Refer to the capital expenditure report for a status update on each individual capital project.

### 1.3 Treasury Management

Gross Council debt as at 31 August 2022 was \$32,200,000. Net debt is \$18,020,000 after taking off financial investments comprising of \$7,000,000 on term deposits with registered New Zealand banks, and the \$7,180,000 loan to the Stratford A&P Association.

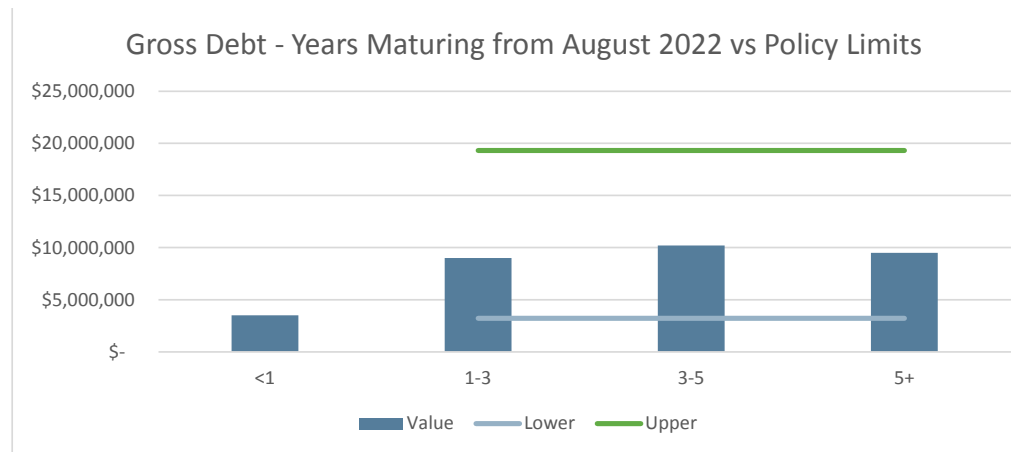
Gross debt is allocated by Activity, and the areas with the larger debt balances include:

- Three Waters Activities - \$10,711,017
- Swimming Pool - \$12,315,304
- Farm - \$1,968,533

- A&P Association Stratford Park loan - \$7,180,000
- Library - \$795,086
- Solid Waste (Rubbish and Recycling) - \$877,769

The Net Debt to Revenue ratio is currently at 68% (Council's limit is 130%). Based on estimated annual revenue for 2022/23 of \$26,470,000, **Net Debt** could increase to \$34,411,000 before breaching Council's limit as per the Treasury Management Policy.

All Council debt, made up of Local Government Funding Agency ('LGFA') loans, is 100% fixed.



It is expected that Council will carry a minimum of \$6,000,000 of term deposits to cover reserves<sup>1</sup>, additionally surplus cash on hand will be invested for an appropriate term if it does not put Council in short term liquidity risk.

Council's Treasury Management Policy was recently updated to remove the limitation on the total amount able to be invested with any counterparty. Previously, the maximum amount that could be invested elsewhere was \$4,000,000. This limit has now been removed from the policy altogether, however all investments will continue to be reported to Council on a monthly basis.

	<b>Actual</b>	<b>Policy</b>
Actual Fixed Debt	100%	>60%
Actual Floating Debt	0%	<60%
Fixed 1-3 years	23%	10-60%
Fixed 3-5 years	32%	10-60%
Fixed >5 years	26%	5-60%
Debt Matures 1-3 years	23%	10-60%
Debt Matures 3-5 years	32%	10-60%
Debt Matures > 5 years	26%	10-60%
Debt Servicing to Revenue Ratio	2%	<10%
Net Debt to Revenue Ratio	68%	<130%
Liquidity Ratio	178%	>110%
Net Debt per Capita	\$ 1,824	<\$3,000
Net Debt per Ratepayer	\$ 3,804	N/A

<sup>1</sup> As at 30 June 2022 (interim results), reserves balances totalled \$8,408,078 including General Asset Renewals Reserve \$4,523,813, Contingency Reserve \$504,500, Asset Sale Proceeds Reserves \$1,183,143, Targeted Rate Reserves \$854,562, and Financial Contributions Reserve \$1,012,098.

*Cashflow Forecast*

It is forecast that no additional borrowings will be required over the next 12 months. Term deposits is expected to remain at between \$5,000,000 to \$7,000,000 over the next 12 months.

**1.4 Annual Report 2021/22 - Audit Update**

The interim audit is complete and Council are awaiting the report on the IT findings identified. Only one minor issue was raised during this preliminary audit regarding the timing of submitting an expense claim.

The auditors will return on 17 October to complete the final year end audit.

Council staff are still finalising three waters infrastructure asset capitalisation and work in progress, which has been difficult without a dedicated GIS (Geographic Information System) Officer as all new assets, including all new pipes and accessories, must be mapped by GPS (Global Positioning System). Once this work is done, the Annual Report 2021/22 financial statements will be able to be finalised and sent to auditors for their review.

**2.0 Revenue Collection**

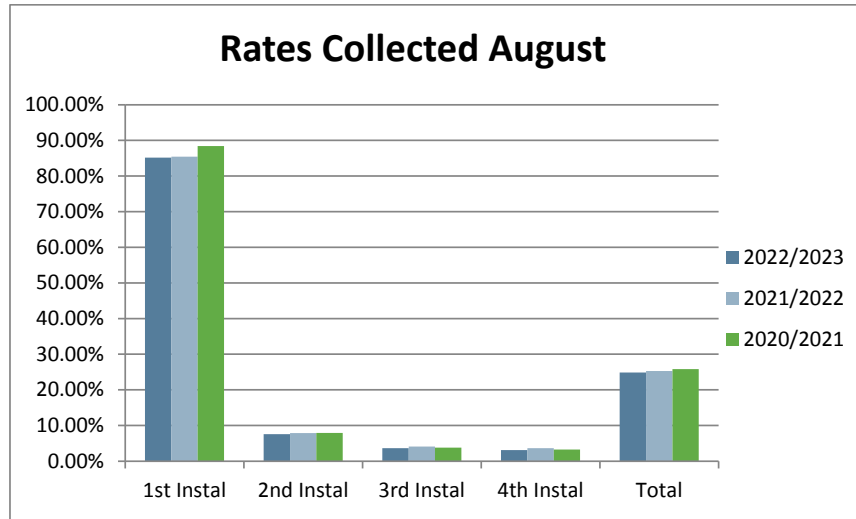
**2.1 Rates**

*Rates Arrears (owing from 2021/22 year and earlier) \$167,621*

As at 31 August 2022, 50% of rates in arrears have been collected since 1 July 2022 (2021: 46%).

*Current Year Rates*

As at 31 August 2022, 25% of rates had been collected (2021: 25%).



**2.2 Outstanding Debtors**

Of the total debtors as at 31 August 2022 of \$1,607,102, 15%, or \$279,890, was overdue. Total infringements is all overdue at \$50,750, water consumption accounts at \$19,870 and overdue rates of \$167,621 make up the majority of the remaining overdue debtors.

### 3.0 Information Technology and Records

#### 3.1 Information Technology Update

An external provider recently conducted a Performance Measurement Analysis on the council network and firewall. There were only minor changes recommended which are currently being implemented in the technology environment. These tests are a good way to gauge the performance and reliability of our hardware, software and the way these are configured.

#### 3.2 Records Management Update

- Approximately 400 property files are left to yet to be digitised. 70 boxes are complete, leaving about 60 remaining.
- Information Management Training and the underlying legislation and compliance requirements have been provided to all Council staff across five sessions.
- The new Information Support Officer has completed the project of scanning loose building plans, aside from a small number of building specifications which are very hard to scan due to their state of repair. She is about to commence the project of cataloguing the large photos and artwork collection which are unable to be digitised. The intention is to do a 'stock-take' of Council's collection, and properly catalogue each item to enable and open up efficient access by the community and Council itself to use the items for display and community events, and make these taonga available to the community.



Tiffany Radich  
**Director, Corporate Services**



Approved By:  
Sven Hanne  
**Chief Executive**

**Date:** 20 September 2022

## Statement of Comprehensive Revenue and Expense

For the Year to Date - August 2022

	August '22 Actual YTD	August '22 Budget YTD	Variance YTD	Total Budget 2022/23	August 21 Actual YTD
<b>Operating Revenue</b>					
Finance Revenue	\$55,117	\$38,667	\$16,450	\$232,000	\$29,236
Waka Kotahi NZTA Rooding Subsidy	\$1,056,557	\$845,167	\$211,390	\$5,071,000	\$690,949
Rates Revenue - excl water consumption re	\$3,628,546	\$3,590,000	\$38,546	\$14,360,000	\$3,438,197
Water Supply - Consumption Charge	(\$3,515)	\$0	(\$3,515)	\$485,000	(\$4,188)
Sundry Revenue	\$894	\$3,833	(\$2,939)	\$53,000	\$1,211
Farm Milk Proceeds	\$54,938	\$78,167	(\$23,229)	\$469,000	\$56,841
User Charges for Services	\$1,102,366	\$847,875	\$254,491	\$2,332,000	\$1,070,119
<b>Total Operating Revenue</b>	<b>\$5,894,903</b>	<b>\$5,403,708</b>	<b>\$491,195</b>	<b>\$23,002,000</b>	<b>\$5,282,365</b>
<b>Extraordinary Revenue</b>					
Grant Funding	\$207,500	\$0	\$207,500	\$3,450,000	\$2,643,889
Financial Contributions	\$41,739	\$0	\$41,739	\$0	\$7,826
Other Revenue	\$10,677	\$0	\$10,677	\$0	\$0
Dividends	\$0	\$0	\$0	\$19,840	\$0
<b>Total Extraordinary Revenue</b>	<b>\$259,916</b>	<b>\$0</b>	<b>\$259,916</b>	<b>\$3,469,840</b>	<b>\$2,651,715</b>
<b>Total Revenue</b>	<b>\$6,154,819</b>	<b>\$5,403,708</b>	<b>\$751,111</b>	<b>\$26,471,840</b>	<b>\$7,934,080</b>
<b>Operating Expenditure</b>					
Personnel Costs	\$834,047	\$827,308	(\$6,739)	\$4,780,000	\$744,321
Other Direct Operating Costs	\$2,294,870	\$2,186,443	(\$108,427)	\$10,562,400	\$1,929,627
<b>Total Operating Expenditure</b>	<b>\$3,128,917</b>	<b>\$3,013,751</b>	<b>(\$115,166)</b>	<b>\$15,342,400</b>	<b>\$2,673,948</b>
<b>Other Operating Expenditure</b>					
Loss (gain) on disposal of assets	\$0	\$0	\$0	\$0	\$0
Depreciation	\$892,500	\$892,500	\$0	\$5,355,000	\$776,667
Finance Costs	\$142,806	\$122,500	(\$20,306)	\$735,000	\$82,203
Sundry Expenditure	\$0	\$0	\$0	\$0	\$0
<b>Total Other Expenditure</b>	<b>\$1,035,306</b>	<b>\$1,015,000</b>	<b>(\$20,306)</b>	<b>\$6,090,000</b>	<b>\$858,870</b>
<b>Total Expenditure</b>	<b>\$4,164,223</b>	<b>\$4,028,751</b>	<b>(\$135,472)</b>	<b>\$21,432,400</b>	<b>\$3,532,818</b>
<b>Net Surplus (Deficit)</b>	<b>\$1,990,596</b>	<b>\$1,374,957</b>	<b>\$615,639</b>	<b>\$5,039,440</b>	<b>\$4,401,262</b>
<b>Other Comprehensive Revenue and Expense</b>					
Gain/(Loss) on Infrastructure Revaluation	\$0	\$0	\$0	\$1,341,000	\$0
<b>Total Other Comprehensive Revenue and Expense</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,341,000</b>	<b>\$0</b>
<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE FOR THE YEAR</b>	<b>\$1,990,596</b>	<b>\$1,374,957</b>	<b>\$615,639</b>	<b>\$6,380,440</b>	<b>\$4,401,262</b>
<b>Capital Revenue/Expenditure is made up of:</b>					
NZTA Funding for Rooding capital projects	\$525,303	\$539,781			
Provincial Growth Funding	\$207,500	\$0			
Community Grants and Donations	\$0	\$0			
	<u>\$732,803</u>	<u>\$539,781</u>			
<b>Adjusted Net Surplus/(Deficit)*</b>	<b>\$1,257,793</b>	<b>\$835,177</b>	<b>\$422,616</b>		

\* The budgeted YTD net deficit includes un-funded depreciation - mainly rooding as 61% of capital projects are subsidised, and some Council buildings.

## Statement of Financial Position

As at 31 August 2022

	August '22 Actual YTD	August 21 Actual YTD
<b>Assets</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	\$1,795,172	\$3,251,381
Short Term Deposits	\$6,000,000	\$8,000,000
Receivables	\$1,915,298	\$3,629,867
Prepayments	\$0	\$6,358
LGFA Borrower Notes	\$40,000	\$32,000
<b>Current Assets Total</b>	<b>\$9,750,470</b>	<b>\$14,919,606</b>
<b>Non-Current Assets</b>		
<b>Investment in Other Financial Assets</b>		
LGFA Borrower Notes	\$675,000	\$415,000
Shares	\$547,000	\$681,575
Loan to Stratford A and P Association	\$7,180,000	\$7,180,000
Trust Settlements	\$110	\$110
Work in Progress	\$26,081,105	\$10,612,971
Property, Plant & Equipment / Intangibles	\$425,335,000	\$330,060,000
<b>Non-Current Assets Total</b>	<b>\$459,818,215</b>	<b>\$348,949,656</b>
<b>Assets Total</b>	<b>\$469,568,685</b>	<b>\$363,869,262</b>
<b>Liabilities &amp; Equity</b>		
<b>Equity</b>		
Renewal Reserves	\$4,969,601	\$5,195,697
Contingency Reserve	\$504,500	\$504,500
Other Council Created Reserves	\$1,532,467	\$1,343,582
Restricted Reserves	\$1,160,739	\$781,028
Targeted Rate Reserves	\$580,000	\$94,458
Asset Revaluation Reserves	\$199,752,785	\$133,904,000
Retained Earnings	\$225,579,247	\$195,047,861
<b>Equity Total</b>	<b>\$434,079,339</b>	<b>\$336,871,126</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Borrowings (maturing less than one year)	\$7,000,000	\$2,000,000
Provision for Landfill Aftercare	\$6,766	\$7,000
Employee Entitlements	\$243,298	\$243,000
Payables and Deferred Revenue	\$3,020,847	\$4,478,136
<b>Non-Current Liabilities</b>		
Borrowings	\$25,200,000	\$20,200,000
Employee Entitlements	\$0	\$52,000
Provision for Landfill Aftercare	\$18,435	\$18,000
<b>Liabilities Total</b>	<b>\$35,489,346</b>	<b>\$26,998,136</b>
<b>Liabilities &amp; Equity Total</b>	<b>\$469,568,685</b>	<b>\$363,869,262</b>



## Expenditure and Revenue by Activity

For the Year to Date - August 2022

*\*Note: Expenditure excludes interest and depreciation allocated to each activity.*

*Revenue includes user charges, water revenue by meter, and sundry revenue as per Comprehensive report*

	August '22 Actual YTD	August '22 Budget YTD	Variance YTD	Total Budget 2022/23	August 21 Actual YTD
<b>Recreation and Facilities</b>					
<b>Aerodrome</b>					
Expenditure	\$17,888	\$17,140	(\$748)	\$96,000	\$16,285
Revenue	\$8,943	\$4,500	\$4,443	\$27,000	\$7,936
Net cost of activity	\$8,945	\$12,640	\$3,695	\$69,000	\$8,349
<b>Civic Amenities</b>					
Expenditure	\$115,207	\$125,298	\$10,091	\$518,000	\$132,226
Revenue	\$11,000	\$17,333	(\$6,333)	\$52,000	\$5,988
Net cost of activity	\$104,207	\$107,965	\$3,758	\$466,000	\$126,238
<b>Pensioner Housing</b>					
Expenditure	\$26,131	\$26,831	\$700	\$110,000	\$22,416
Revenue	\$12,229	\$13,167	(\$938)	\$79,000	\$10,002
Net cost of activity	\$13,902	\$13,664	(\$238)	\$31,000	\$12,414
<b>Library</b>					
Expenditure	\$122,735	\$104,082	(\$18,653)	\$589,000	\$115,506
Revenue	\$15,947	\$2,333	\$13,614	\$14,000	\$16,867
Net cost of activity	\$106,788	\$101,748	(\$5,040)	\$575,000	\$98,639
<b>Parks and Reserves</b>					
Expenditure	\$125,143	\$120,478	(\$4,665)	\$655,000	\$116,401
Revenue	\$2,471	\$1,500	\$971	\$9,000	\$2,714
Net cost of activity	\$122,672	\$118,978	(\$3,694)	\$646,000	\$113,687
<b>Cemeteries</b>					
Expenditure	\$34,992	\$30,523	(\$4,469)	\$180,000	\$29,410
Revenue	\$20,287	\$17,333	\$2,954	\$104,000	\$9,913
Net cost of activity	\$14,705	\$13,190	(\$1,515)	\$76,000	\$19,497
<b>TSB Pool Complex</b>					
Expenditure	\$197,095	\$187,322	(\$9,773)	\$989,000	\$168,161
Revenue	\$31,437	\$40,167	(\$8,730)	\$241,000	\$31,398
Net cost of activity	\$165,658	\$147,155	(\$18,503)	\$748,000	\$136,763
<b>Democracy and Corporate Support</b>					
Expenditure	\$223,634	\$211,829	(\$11,805)	\$1,243,000	\$199,141
Revenue	\$55,459	\$27,167	\$28,292	\$138,000	\$17,636
Net cost of activity	\$168,175	\$184,663	\$16,488	\$1,105,000	\$181,505
<b>Community Development</b>					
<b>Community Services</b>					
Expenditure	\$101,662	\$60,833	(\$40,829)	\$437,000	\$59,570
Revenue	\$252,339	\$5,667	\$246,672	\$34,000	\$298,580
Net cost of activity	-\$150,677	\$55,167	\$205,844	\$403,000	-\$239,010
<b>Economic Development</b>					
Expenditure	\$97,258	\$101,166	\$3,908	\$598,000	\$89,024
Revenue	\$0	\$0	\$0	\$0	\$0
Net cost of activity	\$97,258	\$101,166	\$3,908	\$598,000	\$89,024
<b>Information Centre</b>					
Expenditure	\$42,292	\$49,165	\$6,873	\$283,000	\$45,553
Revenue	\$9,059	\$6,500	\$2,559	\$39,000	\$8,397

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\*Note: Expenditure excludes interest and depreciation allocated to each activity.

Revenue includes user charges, water revenue by meter, and sundry revenue as per Comprehensive report

	August '22 Actual YTD	August '22 Budget YTD	Variance YTD	Total Budget 2022/23	August 21 Actual YTD
Net cost of activity	\$33,233	\$42,665	\$9,432	\$244,000	\$37,156
<b>Rental Properties</b>					
Expenditure	\$12,283	\$12,941	\$658	\$52,000	\$16,214
Revenue	\$4,966	\$6,000	(\$1,034)	\$36,000	\$4,922
Net cost of activity	\$7,317	\$6,941	(\$376)	\$16,000	\$11,292
<b>Farm</b>					
Expenditure	\$38,663	\$57,273	\$18,610	\$295,000	\$31,563
Revenue	\$54,938	\$78,167	(\$23,229)	\$469,000	\$56,841
Net cost of activity	-\$16,275	-\$20,893	(\$4,618)	-\$174,000	-\$25,278
<b>Holiday Park</b>					
Expenditure	\$334	\$333	(\$1)	\$2,000	\$201
Revenue	\$0	\$0	\$0	\$3,000	\$0
Net cost of activity	\$334	\$333	(\$1)	-\$1,000	\$201
<b>Environmental Services</b>					
<b>Building Control</b>					
Expenditure	\$148,466	\$168,738	\$20,272	\$994,000	\$178,495
Revenue	\$72,916	\$72,167	\$749	\$433,000	\$65,959
Net cost of activity	\$75,550	\$96,572	\$21,022	\$561,000	\$112,536
<b>District Plan</b>					
Expenditure	\$34,550	\$34,667	\$117	\$208,000	\$24,984
Net cost of activity	\$34,550	\$34,667	\$117	\$208,000	\$24,984
<b>Resource Consents</b>					
Expenditure	\$45,426	\$40,999	(\$4,427)	\$240,000	\$31,462
Revenue	\$21,080	\$20,167	\$913	\$121,000	\$16,661
Net cost of activity	\$24,346	\$20,833	(\$3,514)	\$119,000	\$14,801
<b>Food and Health</b>					
Expenditure	\$40,206	\$28,167	(\$12,039)	\$166,000	\$30,603
Revenue	\$11,956	\$15,500	(\$3,544)	\$31,000	\$9,706
Net cost of activity	\$28,250	\$12,667	(\$15,583)	\$135,000	\$20,897
<b>Alcohol Licensing</b>					
Expenditure	\$27,511	\$18,667	(\$8,844)	\$109,000	\$19,957
Revenue	\$4,558	\$5,667	(\$1,109)	\$34,000	\$8,090
Net cost of activity	\$22,953	\$13,000	(\$9,953)	\$75,000	\$11,867
<b>Parking and Other Bylaws</b>					
Expenditure	\$22,326	\$23,667	\$1,341	\$142,000	\$20,152
Revenue	-\$194	\$167	(\$361)	\$1,000	-\$134
Net cost of activity	\$22,520	\$23,500	\$980	\$141,000	\$20,286
<b>Animal Control</b>					
Expenditure	\$41,673	\$34,167	(\$7,506)	\$205,000	\$35,598
Revenue	\$103,695	\$122,375	(\$18,680)	\$145,000	\$104,454
Net cost of activity	-\$62,022	-\$88,208	(\$26,186)	\$60,000	-\$68,856
<b>Civil Defence</b>					
Expenditure	\$61,645	\$67,000	\$5,355	\$342,000	\$113,518
Net cost of activity	\$61,645	\$67,000	\$5,355	\$342,000	\$113,518
<b>Assets</b>					
<b>Roading</b>					
Expenditure	\$1,003,537	\$962,333	(\$41,204)	\$3,824,000	\$697,813
Revenue	\$1,475,381	\$1,287,000	\$188,381	\$5,722,000	\$1,109,753

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\*Note: Expenditure excludes interest and depreciation allocated to each activity.

Revenue includes user charges, water revenue by meter, and sundry revenue as per Comprehensive report

	August '22 Actual YTD	August '22 Budget YTD	Variance YTD	Total Budget 2022/23	August 21 Actual YTD
Net cost of activity	-\$471,844	-\$324,667	\$147,177	-\$1,898,000	-\$411,940
<b>Stormwater</b>					
Expenditure	\$37,472	\$30,333	(\$7,139)	\$182,000	\$27,967
Revenue	\$0	\$0	\$0	\$0	\$0
Net cost of activity	\$37,472	\$30,333	(\$7,139)	\$182,000	\$27,967
<b>Wastewater (Sewerage)</b>					
Expenditure	\$105,904	\$110,000	\$4,096	\$660,000	\$122,132
Revenue	\$11,866	\$12,500	(\$634)	\$75,000	\$10,033
Net cost of activity	\$94,038	\$97,500	\$3,462	\$585,000	\$112,099
<b>Solid Waste</b>					
Expenditure	\$134,383	\$165,783	\$31,400	\$1,000,000	\$152,906
Revenue	\$34,422	\$19,667	\$14,755	\$118,000	\$22,193
Net cost of activity	\$99,961	\$146,116	\$46,155	\$882,000	\$130,713
<b>Water Supply</b>					
Expenditure	\$270,501	\$224,016	(\$46,485)	\$1,224,000	\$195,577
Revenue	-\$3,515	\$0	(\$3,515)	\$485,000	-\$4,188
Net cost of activity	\$274,016	\$224,016	(\$50,000)	\$739,000	\$199,765
<b>Total Activity Expenditure</b>	\$3,128,917	\$3,013,751	(\$115,166)	\$15,343,000	\$2,692,835
<b>Total Activity Revenue</b>	\$2,211,240	\$1,775,042	\$436,198	\$8,410,000	\$1,813,721
<b>Net Cost of Activities</b>	\$917,677	\$1,238,709	\$321,032	\$6,933,000	\$879,114

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**CAPITAL EXPENDITURE SUMMARY BY ACTIVITY AS AT 31 AUGUST 2022**

Grant funded

Council Activity	Project Description	2022/23 Annual Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2022/23 Actual Expenditure YTD	Projected year end forecast	2022/23 Projected under/(over) spend	Project Completion %	Expected Project Completion Date	Status of each Project
<b>GROWTH - to meet additional demand</b>										
Economy	Proposed Council subdivision	1,025,000	1,193,975	2,218,975	0	2,218,975	0	1%	By 30 June 2023	Staff are in active negotiations for one strategically important property. Overall a total of \$6,025 has been spent on an external market valuation. The budget b/f relates to the land purchase, with the remaining budget for the associated development works.
<b>Total Growth Expenditure</b>		<b>1,025,000</b>	<b>1,193,975</b>	<b>2,218,975</b>	<b>0</b>	<b>2,218,975</b>	<b>0</b>			
<b>LEVEL OF SERVICE - to improve the level of service on an existing asset or provide an additional asset to increase a service level</b>										
Roading	Brecon Road Extension	257,700	0	257,700	0	257,700	0	0%	By 30 June 2023	Waiting for a decision on the Better Off funding before work commences.
Roading	Road to Zero	0	917,381	917,381	122,405	917,381	0	13%	By 30 June 2023	Some projects have rolled over into this financial year - including Opunake Road / Palmer Road intersection upgrade, Stratford High School safety project.
Roading	Walking and Cycling Strategy - footpath improvements	140,400	136,500	276,900	60,789	276,900	0	22%	By 30 June 2023	This is for the upgrade to the southern footpath on Fenton Street between Swansea Road and Cordelia Street. The old cycleway is being removed as part of the High School project.
Stormwater	Reticulation Capacity Increase	139,700	70,672	210,372	0	210,372	0	50%	By 30 June 2023	Achilles and Miranda Street design complete, Achilles Street easement to be obtained, both contracts to be written prior to tender process commencing.
Stormwater	Modelling	31,000	0	31,000	0	31,000	0	10%	By 30 June 2023	One proposal application was received, and an evaluation is now underway.
Stormwater	Safety improvements	121,400	117,370	238,770	903	238,770	0	12%	By 30 June 2023	Work required for rock armouring of a storm water culvert off Pembroke Road, quotes being sought, resource consent requirements have increased the scope of works and therefore cost. No works can commence until November due to consent requirements. Assessments of access to storm water infrastructure to occur.
Wastewater	Reticulation capacity increase	155,200	67,381	222,581	0	222,581	0	2%	By 30 June 2023	Wastewater model to determine which areas of the reticulatoin network need increased capacity.
Wastewater	Modelling	51,700	0	51,700	0	51,700	0	10%	By 30 June 2023	Two proposal applications were received, and an evaluation is now underway.
Wastewater	Inflow and infiltration programme	155,200	142,719	297,919	1,391	297,919	0	10%	By 30 June 2023	The three year network investigation and pipelining contract is near completion and is to be tendered prior to end of September.
Wastewater	Treatment plant upgrade	0	394,979	394,979	68,380	394,979	0	50%	By 30 June 2023	Diatomix dosing has commenced and agal sampling is ongoing.
Water Supply	Water meter upgrade - change existing to electronic meters	361,400	196,870	558,270	962	558,270	0	50%	By 30 June 2023	Procured water meters to be installed in Toko prior to 1 January 2023, remaining meters will be installed in Midhirst and more have been ordered.
Water Supply	Electronic water reading software	0	51,500	51,500	0	51,500	0	75%	By 30 June 2023	Software is about to be trialled.

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Council Activity	Project Description	2022/23 Annual Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2022/23 Actual Expenditure YTD	Projected year end forecast	2022/23 Projected under/(over) spend	Project Completion %	Expected Project Completion Date	Status of each Project
Water Supply	Raw water delivery line	2,000,000	0	2,000,000	480	2,000,000	0	15%	By 30 June 2023	Final design has been given to an independent consultant for review prior to contract writing and initiating the tender process.
Water Supply	Raw water analyser	95,000	0	95,000	0	95,000	0	20%	By 30 June 2023	Procurement of the associated equipment is progressing.
Water Supply	Generator for treatment plant	105,000	0	105,000	0	105,000	0	15%	By 30 June 2023	Generator requirements and associated infrastructure for Stratford WTP are being investigated prior to procurement. Confirmation has been obtained that confirms no building consent is required for a structure to house the generator.
Water Supply	Street work rider mains	301,700	0	301,700	0	301,700	0	50%	By 28 February 2023	Surrey Street renewal has been completed. Broadway renewal programmed for January. Due to several recent failures the AC pipe on Craig Street has been identified for replacement.
Water Supply	Second trunkmain (Council funded)	486,450	0	486,450	0	486,450	0	0%	By 30 November 2022	Council funds will be utilised once grant funding is spent.
Water Supply	Second trunkmain	1,024,650	0	1,024,650	152,789	1,024,650	0	75%	By 30 November 2022	Stage 1 is 99% complete; Stage 2 (bridget replacement) is 95% complete, and Stage 3 is 90% complete. Total project expenditure to date is \$3.7m
Parks and Reserves	Broadway Roundabout Gardens upgrade	0	60,000	60,000	0	60,000	0	0%	By 30 June 2023	Awaiting preparation of Broadway Town Centre Plans.
Parks and Reserves	Walkway development	10,000	0	10,000	0	10,000	0	0%	By 30 June 2023	Quotes have been received, and one will be accepted by the end of September 2022. Work will then be programmed to fit in with the weather.
Parks and Reserves	Victoria Park drainage	60,000	0	60,000	0	60,000	0	0%	By 30 June 2023	The tender documents have been prepared, however waiting on the outcome of external grant funding.
Parks and Reserves	Park development	6,400	0	6,400	0	6,400	0	0%	By 30 June 2023	It has not been determined yet as to which areas of the park the money will be spent
Parks and Reserves	Trees of Significance - Walkway	0	5,000	5,000	0	5,000	0	0%	By 30 June 2023	Waiting for iwi confirmation on signage.
Parks and Reserves - Cemetery	Kopuatama cemetery entrance upgrade	76,800	0	76,800	0	76,800	0	0%	By 30 June 2023	About to begin working on design concept.
Swimming Pool	Pool development	3,410,000	0	3,410,000	1,232,063	3,410,000	0	98%	By 10 October 2022	Funding of \$1.4m from Provincial Growth Fund, the balance is council funded. Total project expenditure to date is \$21,029,786.
Civic Amenities	Stratford 2035	520,000	459,056	979,056	0	979,056	0	0%	By 30 June 2023	This budget consists of a number of projects, which are being planned and prioritised. Total project costs to date is \$34,758.
Civic Amenities	WMC - kitchen and cabinetry upgrade	0	12,481	12,481	8,464	8,464	4,017	100%	Completed	
Civic Amenities	WMC - appliance upgrade	0	4,164	4,164	4,390	4,390	(226)	100%	Completed	
Civic Amenities	TET Stadium improvements	51,300	0	51,300	0	51,300	0	0%	By 30 June 2023	The Request for proposal for the emergency lighting and floor design closes on 15 September 2022
Farm	Water lines and trough upgrade	12,300	0	12,300	3,940	12,300	0	25%	By 30 November 2022	Troughs have been purchased, once calving has finished, installation will commence.
Farm	Landscaping / riparian planting	3,500	0	3,500	0	3,500	0	0%	By 30 June 2023	Work will be undertaken in May / June 2023

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Council Activity	Project Description	2022/23 Annual Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2022/23 Actual Expenditure YTD	Projected year end forecast	2022/23 Projected under/(over) spend	Project Completion %	Expected Project Completion Date	Status of each Project
<b>Total Level of Service Expenditure</b>		<b>9,576,800</b>	<b>2,636,073</b>	<b>12,212,873</b>	<b>1,656,956</b>	<b>12,209,082</b>	<b>3,791</b>			
<b>REPLACEMENTS - replaces an existing asset with the same level of service provided</b>										
Roading - Financially assisted NZTA	Unsealed Road metalling (includes forestry roads)	780,000	60,000	840,000	176,338	840,000	0	25%	By 30 June 2023	Funding reduced to pay for the rehabilitation programme
Roading - Financially assisted NZTA	Sealed Road resurfacing	890,000	3,034	893,034	56,000	893,034	0	6%	By 30 June 2023	Approved allocation from Waka Kotahi
Roading - Financially assisted NZTA	Drainage Renewals	700,000	0	700,000	112,426	700,000	0	16%	By 30 June 2023	Approved allocation from Waka Kotahi
Roading - Financially assisted NZTA	Pavement Rehabilitation	750,000	0	750,000	206,333	750,000	0	23%	By 30 June 2023	Approved allocation from Waka Kotahi
Roading - Financially assisted NZTA	Structure Components Replacement	941,500	(294,500)	647,000	41,140	647,000	0	6%	By 30 June 2023	Approved allocation from Waka Kotahi
Roading - Financially assisted NZTA	Traffic Services Renewals	75,275	37,725	113,000	41,721	113,000	0	37%	By 30 June 2023	Approved allocation from Waka Kotahi
Roading - Financially assisted NZTA	Footpath renewals	170,000	0	170,000	0	170,000	0	0%	By 30 June 2023	Work delayed until October
Roading - Financially assisted NZTA	Low cost low risk safety	855,000	(333,858)	521,142	44,000	521,142	0	8%	By 30 June 2023	Beaconsfield Road improvements, and Dunn's Bridge re-alignment
Roading - Financially assisted NZTA	Sealed Road resurfacing-Special purpose	60,000	54,000	114,000	0	114,000	0	0%	By 30 June 2023	Pembroke Road reseals programmed for early 2023.
Roading - Financially assisted NZTA	Unsealed Road resurfacing-Special purpose	0	10,000	10,000	0	10,000	0	0%	By 30 June 2023	Approved allocation from Waka Kotahi
Roading - Financially assisted NZTA	Drainage renewals-Special purpose	0	10,000	10,000	0	10,000	0	0%	By 30 June 2023	Approved allocation from Waka Kotahi
Roading - Financially assisted NZTA	Traffic services renewals-Special purpose	0	5,000	5,000	0	5,000	0	0%	By 30 June 2023	Approved allocation from Waka Kotahi
Roading - Financially assisted NZTA	Low cost low risk safety - Special purpose roads	20,000	19,695	39,695	0	39,695	0	0%	By 30 June 2023	Safety improvements by Dawson Falls carpark. Survey and design before liaising with Ngaruahine and DOC.
Solid Waste	Transfer Station - Building renewals	10,300	0	10,300	0	10,300	0	30%	By 30 June 2023	Quotes received for remedial works for the laydown area outside the main building; however due to the value of the works, further quotes are required in accordance with procurement procedures.
Stormwater	Reticulation Renewals	55,000	46,983	101,983	0	101,983	0	0%	By 30 June 2023	Achilles and Miranda Street design complete, Achilles Street easement to be obtained, both contracts to be written prior to tender process commencing. This is an ongoing programme of works.
Wastewater	Step / aerate treatment renewals	31,000	19,800	50,800	1,013	50,800	0	25%	By 30 June 2023	One aerator has been removed during July and is being serviced. This is an ongoing programme of works.
Wastewater	Bulk discharge	31,000	0	31,000	0	31,000	0	5%	By 30 June 2023	Works planned to remediate areas around the pump station that eroded during heavy rain; subsequently exposing power and camera cables.
Wastewater	Infiltration renewals	189,400	155,586	344,986	1,391	344,986	0	10%	By 30 June 2023	The three year network investigation and pipelining contract is near completion and is to be tendered prior to end of September. Total project cost to date is \$27,414.
Water Supply	Laterals	31,600	30,600	62,200	0	62,200	0	0%	By 30 June 2023	Ongoing programme of works

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Council Activity	Project Description	2022/23 Annual Plan Budget (a)	Carry-forwards and adjustments	Total Funds Available (a + b)	2022/23 Actual Expenditure YTD	Projected year end forecast	2022/23 Projected under/(over) spend	Project Completion %	Expected Project Completion Date	Status of each Project
Water Supply	Stratford street work rider mains	263,900	105,000	368,900	273,045	368,900	0	50%	By 28 February 2023	Surrey Street renewal has been completed. Broadway renewal programmed for January. This is an ongoing programme of works.
Water Supply	Infrastructural general - Stratford	25,800	0	25,800	0	25,800	0	5%	By 30 June 2023	Waterline under a stream at Biron Place to be replaced, quotes being sought.
Water Supply	Infrastructural general - Midhirst	3,100	3,000	6,100	0	3,000	0	0%	By 30 June 2023	Ongoing as required.
Water Supply	Toko bore	134,500	0	134,500	0	134,500	0	2%	By 30 June 2023	Ongoing as required.
Water Supply	Reservoir overflow to pond	77,600	0	77,600	0	77,600	0	10%	By 30 June 2023	Scope of works has been passed to consultant and preliminary designs are being discussed.
Water Supply	Pipe bridges	103,500	0	103,500	0	103,500	0	75%	By 30 June 2023	Patea River pipe bridge is being replaced, the Hunt Road pipe bridge has been upgraded.
Water Supply	Infrastructural general - Toko	1,600	0	1,600	0	1,600	0	0%	By 30 June 2023	Ongoing as required
Water Supply	Stratford reservoir	30,000	15,536	45,536	0	45,536	0	0%	By 30 June 2023	Cleaning requirement to be assessed at the completion of the second trunkmain project. Total project cost to date is \$14,464.
Water Supply	Midhirst reservoir	15,000	15,000	30,000	0	30,000	0	0%	By 30 June 2023	Cleaning requirement to be assessed. Total project cost to date is NIL
Water Supply	Toko reservoir	5,000	1,500	6,500	0	6,500	0	0%	By 30 June 2023	Cleaning requirement to be assessed. Total project cost to date is NIL
Water Supply	Membranes	150,000	0	150,000	0	150,000	0	0%	By 30 June 2023	Membranes to be procured throughout this financial year if they are available. Discussions with the supplier have indicated that none may be available this financial year.
Water Supply	Meter replacements	51,700	6,050	57,750	0	57,750	0	50%	By 30 June 2023	Procured water meters are being installed in Midhirst; the remaining meters will be installed in Toko; and more have been ordered.
Water Supply	Midhirst resource consent	103,500	93,540	197,040	0	197,040	0	6%	By 30 June 2023	Iwi are providing assessment reports to determine the need for a cultural impact assessment.
Water Supply	Hydrants	15,300	14,800	30,100	0	30,100	0	0%	By 30 June 2023	Ongoing as required.
Parks and Reserves	Replace septic tank - Whangamnomona Camp Ground	0	45,699	45,699	9,963	45,699	0	10%	By 30 June 2023	The concept design is completed, then the old tank will be removed and the new one installed. However, council is now looking at a new location for the dump station and effluent bed as having these on-site does not comply with new regulations. Total project cost to date is \$11,264.
Civic Amenities	WMC - replace furniture	3,200	0	3,200	0	3,200	0	0%	By 30 June 2023	Ongoing
Civic Amenities	Storage shed	0	26,699	26,699	11,090	26,699	0	90%	By 30 September 2023	The shed is complete, and the concrete will be fully cured in September.
Miranda Street Office	Furniture Replacement	3,200	0	3,200	0	3,200	0	0%	By 30 June 2023	Ongoing
Corporate	Computers/Peripherals/ Software	162,000	50,875	212,875	52,950	212,875	0	0%	By 30 June 2023	Ongoing
Corporate	Vehicle Replacement (after trade in)	39,500	0	39,500	0	39,500	0	0%	By 30 June 2023	Replacement programme currently being reviewed
Corporate	Miscellaneous	20,000	0	20,000	0	20,000	0	0%	By 30 June 2023	As required
<b>Total Replacement Expenditure</b>		<b>6,798,475</b>	<b>201,764</b>	<b>7,000,239</b>	<b>1,027,410</b>	<b>6,997,139</b>	<b>0</b>			
<b>TOTAL EXPENDITURE</b>		<b>\$17,400,275</b>	<b>\$4,031,812</b>	<b>\$21,432,087</b>	<b>\$2,684,366</b>	<b>\$21,425,196</b>	<b>\$3,791</b>			

LIABILITIES AND INVESTMENTS STATEMENT AS AT 31 AUGUST 2022					
<b>Public Debt Statement</b>					
Lender	Amount	Interest Rate	Term (Years)	Date Drawn	Maturity Date
LGFA	\$ 1,000,000	1.55%	3	7/04/2020	15/04/2023
LGFA	\$ 1,500,000	3.47%	5	24/05/2018	24/05/2023
LGFA	\$ 1,000,000	4.12%	1	12/08/2022	15/08/2023
LGFA	\$ 1,000,000	1.14%	3	19/04/2021	15/04/2024
LGFA	\$ 2,000,000	2.53%	5	10/05/2019	10/05/2024
LGFA	\$ 2,000,000	3.38%	7	27/08/2018	15/04/2025
LGFA	\$ 4,000,000	4.22%	3	12/08/2022	15/04/2025
LGFA - A&P	\$ 3,700,000	1.04%	5	21/12/2020	21/12/2025
LGFA	\$ 1,000,000	1.67%	5	19/04/2021	15/04/2026
LGFA	\$ 1,000,000	2.02%	6	7/04/2020	15/04/2026
LGFA	\$ 1,000,000	1.38%	7	11/05/2020	15/04/2027
LGFA	\$ 2,000,000	4.17%	5	14/04/2022	15/04/2027
LGFA	\$ 1,500,000	3.65%	9	27/08/2018	15/04/2027
LGFA	\$ 1,000,000	2.12%	7	19/04/2021	15/05/2028
LGFA	\$ 1,000,000	4.23%	6	12/08/2022	15/05/2028
LGFA	\$ 2,000,000	4.26%	6	14/04/2022	15/05/2028
LGFA	\$ 2,000,000	4.30%	9	14/04/2022	15/05/2031
LGFA - A&P	\$ 3,500,000	1.87%	12	21/12/2020	21/12/2032
	<b>\$ 32,200,000</b>	<b>2.90%</b>			
<b>Internal Debt Register</b>					
Activity	Amount	Start Date	Term	Interest Rate	Details
Water Supply	\$ 1,270,795	2013	N/a	2.90%	Water treatment plant
Farm	\$ 1,968,533	2016	N/a	2.90%	As at 1 July 2022
<b>Committed Cash Facilities</b>					
Lender	Facility Value	Outstanding	Rate		
TSB Bank	\$ 1,000,000	\$ -	BKBM* + 3%		
	<b>\$ 1,000,000</b>				
<b>Investment Statement</b>					
Investee	Amount	Interest Rate	Term (Days)	Start	End
Westpac	\$ 2,000,000	2.45%	148	14/04/2022	9/09/2022
Westpac	\$ 1,000,000	2.65%	120	19/05/2022	16/09/2022
Westpac	\$ 1,000,000	2.99%	120	9/06/2022	7/10/2022
Westpac	\$ 3,000,000	3.65%	120	12/08/2022	10/12/2022
A&P Association	\$ 3,680,000	1.29%	1826	22/12/2020	22/12/2025
A&P Association	\$ 3,500,000	2.12%	4383	22/12/2020	22/12/2032
	<b>\$ 14,180,000</b>	<b>2.37%</b>			
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	\$ 25,000	3.72%	368	12/08/2022	15/08/2023
LGFA	\$ 25,000	0.74%	1092	19/04/2021	15/04/2024
LGFA	\$ 32,000	2.13%	1827	10/05/2019	10/05/2024
LGFA	\$ 32,000	2.98%	2423	27/08/2018	15/04/2025
LGFA	\$ 100,000	3.82%	977	12/08/2022	15/04/2025
LGFA	\$ 92,500	0.64%	1826	21/12/2020	21/12/2025
LGFA	\$ 25,000	1.27%	1822	19/04/2021	15/04/2026
LGFA	\$ 16,000	1.62%	2199	7/04/2020	15/04/2026
LGFA	\$ 16,000	0.98%	2530	11/05/2020	15/04/2027
LGFA	\$ 24,000	3.25%	3153	27/08/2018	15/04/2027
LGFA	\$ 50,000	3.82%	1827	14/04/2022	15/04/2027
LGFA	\$ 50,000	3.91%	2223	14/04/2022	15/05/2028
LGFA	\$ 25,000	1.72%	2583	19/04/2021	15/05/2028
LGFA	\$ 25,000	3.83%	2103	12/08/2022	15/05/2028
LGFA	\$ 50,000	3.95%	3318	14/04/2022	15/05/2031
LGFA	\$ 87,500	1.47%	4383	21/12/2020	21/12/2032
	<b>\$ 715,000</b>	<b>2.53%</b>			
<b>Shareholdings Statement</b>					
	No. of Shares	Share Price	Value of Shares		
Fonterra	158,716	\$ 2.55	\$ 404,726		
Ravensdown	21,820	\$ 1.00	\$ 21,820		
Civic Financial Services Ltd	65,608	\$ 0.99	\$ 64,952		
			<b>\$ 491,498</b>		
<b>Other Investments</b>					
	Date Drawn	Amount	Interest Rate	Details	
Vendor loan to EBS Trust	2020	\$ 190,000	Nil	Repayable on maturity July 2023	

\*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 AUGUST 2023**

	Aug-22	Actuals Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	12 Month
<b>OPENING BALANCE</b>	<b>616,681</b>	<b>616,681</b>	<b>1,408,362</b>	<b>34,464</b>	<b>16,464</b>	<b>1,432,464</b>	<b>1,205,499</b>	<b>289,079</b>	<b>2,321,079</b>	<b>1,559,079</b>	<b>941,391</b>	<b>1,727,722</b>	<b>203,822</b>	<b>838,822</b>	<b>1,408,362</b>
Rates	3,500,000	3,854,590	640,000	450,000	3,500,000	540,000	380,000	3,150,000	500,000	500,000	3,000,000	500,000	450,000	3,900,000	17,510,000
NZTA Refunds	749,741	749,741	465,384	600,000	380,000	600,000	215,000	490,000	840,000	800,000	350,000	270,000	172,000	750,000	5,932,384
Fees and Charges	300,000	305,566	400,000	370,000	320,000	400,000	300,000	350,000	415,000	250,000	350,000	400,000	315,000	300,000	4,170,000
Sale of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest Revenue	1 2,000	22,192	29,000	8,000	0	35,000	21,000	8,000	8,000	35,000	21,000	8,000	8,000	35,000	216,000
PGF Funding - pool	2 -	-	-	-	1,400,000	0	0	0	0	0	0	0	0	0	1,400,000
Other Revenue	3 -	-	391,000	-	0	-	-	-	-	-	-	-	-	-	391,000
<b>Total Cash In</b>	<b>4,551,741</b>	<b>4,932,089</b>	<b>1,925,384</b>	<b>1,428,000</b>	<b>5,600,000</b>	<b>1,575,000</b>	<b>916,000</b>	<b>3,998,000</b>	<b>1,763,000</b>	<b>1,585,000</b>	<b>3,721,000</b>	<b>1,178,000</b>	<b>945,000</b>	<b>4,985,000</b>	<b>29,619,384</b>
Salaries and Wages / Elected Members	480,000	592,807	450,000	450,000	566,000	450,000	450,000	566,000	450,000	450,000	566,000	450,000	450,000	566,000	5,864,000
Payments to Suppliers - Operating	550,000	715,095	550,000	670,000	600,000	500,000	500,000	600,000	700,000	700,000	700,000	700,000	700,000	700,000	7,620,000
Major contract payments	3,500,000	2,791,475	2,000,000	1,100,000	1,200,000	800,000	1,000,000	800,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	15,900,000
Interest Expense	41,600	41,031	-	226,000	168,000	51,965	-	-	-	226,053	168,669	51,900	0	45,000	937,587
GST Paid	-	-	299,282	-	(350,000)	-	(117,580)	-	(125,000)	(673,364)	-	-	(340,000)	0	1,306,662
<b>Total Cash Out</b>	<b>4,571,600</b>	<b>4,140,408</b>	<b>3,299,282</b>	<b>2,446,000</b>	<b>2,184,000</b>	<b>1,801,965</b>	<b>1,832,420</b>	<b>1,966,000</b>	<b>2,525,000</b>	<b>2,202,689</b>	<b>2,934,669</b>	<b>2,701,900</b>	<b>2,310,000</b>	<b>2,811,000</b>	<b>29,014,925</b>
(Increase)/Reduce Financial Investments	-	-	-	1,000,000	- 2,000,000	-	-	-	-	-	-	-	-	2,000,000	- 2,000,000
Borrowing /(Repaying) Loans	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>CLOSING BALANCE</b>	<b>596,822</b>	<b>1,408,362</b>	<b>34,464</b>	<b>16,464</b>	<b>1,432,464</b>	<b>1,205,499</b>	<b>289,079</b>	<b>2,321,079</b>	<b>1,559,079</b>	<b>941,391</b>	<b>1,727,722</b>	<b>203,822</b>	<b>838,822</b>	<b>12,822</b>	<b>12,822</b>
<b>Net Debt</b>	<b>18,020,000</b>	<b>18,020,000</b>	<b>18,020,000</b>	<b>19,020,000</b>	<b>17,020,000</b>	<b>17,020,000</b>	<b>17,020,000</b>	<b>17,020,000</b>	<b>17,020,000</b>	<b>17,020,000</b>	<b>17,020,000</b>	<b>17,020,000</b>	<b>19,020,000</b>	<b>16,020,000</b>	
<b>Gross Debt</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	<b>32,200,000</b>	
<b>Investments - Term Deposits</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>6,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>8,000,000</b>	<b>6,000,000</b>	<b>9,000,000</b>	
<b>Investments - A &amp; P Loan</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	<b>7,180,000</b>	

**Notes re Cashflow Forecast:**

1. A&P Interest on Loan due every quarter
2. Ministry for Business Innovation and Employment funding for the pool due in November 2022.
3. Department of Internal Affairs funding of \$138,000 and Mayors Taskforce for Jobs funding of \$253,000.

## Outstanding Debtors as at 31 August 2022

Category	Total Outstanding	Overdue > 3 months	Notes relating to outstanding balances
Rates	\$673,327	\$167,621	The overdue balance for rates debtors is what is owed for previous financial years. All outstanding rates are charged a 10% penalty on what is outstanding at the end of each quarter. Advice has been sent to bank for collection of some overdue accounts, one is with the solicitors for a property rating sale.
Transfer Station	\$626	\$20	
Cemeteries	\$31,020	\$18,570	Overdues relate to 14 debtors, of which all have payment arrangements with council and are compliant.
Rental Properties	\$6,831	\$0	
Pensioner Housing	\$226	\$0	
Planning and Regulatory	\$8,752	\$7,646	This relates to 8 debtors, that are all actively being pursued by debt collectors.
Facility Hire	\$5,936	\$60	Have contacted debtor. They are looking in to charge.
Sundry Debtors	\$477,237	\$7,455	Overdue debtors are actively being pursued by debt collectors. One account is in a payment arrangement.
Legal Fees	\$6,220	\$6,220	Charged for services in connection with outstanding rates. These fees are expected to be recovered via legal proceedings eg. Rating sale. The fees date back to November 2019.
Targeted Rates after Strike	\$608	\$608	Services added after 1 July 2021 via debtor invoice. Due 30 June 2022. Ratepayers sent final notice.
Debtors Accruals	\$29,968	\$0	
NZTA	\$465,304	\$0	
Swimming Pool	\$0	\$0	
Resource Consents	\$54,931	\$900	One debtor is being pursued.
Building Consent Applications	\$24,985	\$170	Regulatory team investigating one debtor.
Building Control - Other	\$2,905	\$0	
Aerodrome	\$0	\$0	
Infringements	\$50,750	\$50,750	All debtors are overdue and with the Ministry of Justice for collection. The amount owing is similar to this time last year.
Wastewater Discharge	\$8,154	\$0	
Water Billing	\$67,516	\$19,870	A number of properties are being investigated for leaks. One property has been sent to first mortgagee as per the Rating Act.
<b>TOTAL</b>	<b>\$1,915,298</b>	<b>\$279,890</b>	



**Our reference**  
F19/13/03-D21/40748

### **Karakia**

Kia uruuru mai  
Ā hauora  
Ā haukaha  
Ā haumāia  
Ki runga, Ki raro  
Ki roto, Ki waho  
Rire rire hau Paimārire

I draw in (to my being)  
The reviving essence  
The strengthening essence  
The essence of courage  
Above, Below  
Within, Around  
Let there be peace.