



Our reference  
F19/13/03-D21/26182

20 March 2024

**Extraordinary, Hearing and Policy and Services Committee Meetings**

Notice is hereby given that an Extraordinary Meeting of Council will be held in the **Council Chambers, Stratford District Council, 63 Miranda Street, Stratford** on **Tuesday 26 March 2024** beginning at **1.00pm**.

This will be followed by Policy and Services Committee meeting to hear and consider submissions to the King Edward Park Reserve Management Plan and then the monthly Policy and Services Committee meeting.

**Timetable for 26 March 2024 as follows:**

1.00pm	Extraordinary Meeting - To release the Long Term Plan Consultation Document and supporting information for public consultation.
2.00pm	Policy and Services Committee (Hearing) - King Edward Park Reserve Management Plan
2.45pm	Afternoon Tea for Councillors
3.00pm	Policy and Services Committee (monthly)

Yours faithfully

Sven Hanne  
**Chief Executive**

# 2024 - Extraordinary - March (Adopt draft Supporting Information and Consultation Document LTP 2024-34)



26 March 2024 01:00 PM - 02:00 PM

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# AGENDA

## Extraordinary



F22/55/05 – D24/10545

**Date: Tuesday 26 March 2024 at 1.00PM**  
**Venue: Council Chambers, 63 Miranda Street, Stratford**

1. Welcome

- 1.1 **Opening Karakia**  
D21/40748 Page 6
- 1.2 **Health and Safety Message**  
D21/26210 Page 7

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**  
Attendance schedule for Ordinary and Extraordinary Council meetings.

6. **Decision Report – Adopt draft Supporting Information and Consultation Document for Long Term Plan 2024-34**  
D23/11923 Page 9

### Recommendations

1. THAT the report be received.
2. THAT the following draft supporting information, relied on by the content of the Consultation Document for the draft Long Term Plan 2024-34 be adopted and released for consultation:
  - Vision and Community Outcomes
  - Significant Forecast Assumptions
  - Levels of Service and Non-Financial Performance Measures and Targets by Activity
  - Financial Strategy
  - Infrastructure Strategy
  - Revenue and Financing Policy
  - Fees and Charges 2024/25 (amended)
  - Development and Financial Contributions Policy
  - Financial Statements
  - Accounting Policies
  - Funding Impact Statement
  - Waste Water Asset Management Plan
  - Stormwater Asset Management Plan
  - Solid Waste Asset Management Plan
  - Property Asset Management Plan
  - Rooding Asset Management Plan
  - Water Supply Asset Management Plan
  - Parks, Reserves & Cemeteries Asset Management Plan

3. THAT the Consultation Document, including any tabled amendments, for the draft Long Term Plan 2024-34 be adopted and released for consultation.
4. THAT the Chief Executive be given delegated authority to approve any final edits and design changes prior to distribution, or make any minor amendments as required for accuracy or as directed by Deloitte (auditors).

**Recommended Reason**

It is a statutory requirement that the Long Term Plan is consulted on through the Consultation Document, and that all supporting information to the Long Term Plan is publicly available at the same time for review.

/  
Moved/Seconded

7. Questions

8. Closing Karakia

D21/40748 Page 1292

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**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 2024 Ordinary and Extraordinary Council meetings.**

Date	13/02/24	12/03/24	26/03/24	9/04/24	14/05/24	11/06/24	9/07/24	13/08/24	10/09/24	8/10/24	12/11/24	10/12/24
<b>Meeting</b>	O	O	E	O	O	O	O	O	O	O	O	O
Neil Volzke	✓	✓										
Steve Beck	✓	✓										
Grant Boyde	✓	✓										
Annette Dudley	✓	✓										
Jono Erwood	✓	✓										
Ellen Hall	✓	✓										
Amanda Harris	✓	✓										
Vaughan Jones	✓	✓										
Min McKay	✓	✓										
John Sandford	✓	✓										
Clive Tongaawhikau	✓	A										
Mathew Watt	✓	✓										

Key	
O	Ordinary Meeting
E	Extraordinary Meeting
EM	Emergency Meeting
✓	Attended
A	Apology/Leave of Absence
AB	Absent
S	Sick
(AV)	Meeting held, or attended by, by Audio Visual Link

# DECISION REPORT



F22/55 – D24/11923

**To:** Council  
**From:** Director – Corporate Services  
**Date:** 26 March 2024  
**Subject:** Adopt draft Supporting Information and Consultation Document for Long Term Plan 2024-34

## Recommendations

1. THAT the report be received.
2. THAT the following draft supporting information, relied on by the content of the Consultation Document for the draft Long Term Plan 2024-34 be adopted and released for consultation:
  - Vision and Community Outcomes
  - Significant Forecast Assumptions
  - Levels of Service and Non-Financial Performance Measures and Targets by Activity
  - Financial Strategy
  - Infrastructure Strategy
  - Revenue and Financing Policy
  - Fees and Charges 2024/25 (amended)
  - Development and Financial Contributions Policy
  - Financial Statements
  - Accounting Policies
  - Funding Impact Statement
  - Waste Water Asset Management Plan
  - Stormwater Asset Management Plan
  - Solid Waste Asset Management Plan
  - Property Asset Management Plan
  - Roading Asset Management Plan
  - Water Supply Asset Management Plan
  - Parks, Reserves & Cemeteries Asset Management Plan
3. THAT the Consultation Document, including any tabled amendments, for the draft Long Term Plan 2024-34 be adopted and released for consultation.
4. THAT the Chief Executive be given delegated authority to approve any final edits and design changes prior to distribution, or make any minor amendments as required for accuracy or as directed by Deloitte (auditors).

### Recommended Reason

It is a statutory requirement that the Long Term Plan is consulted on through the Consultation Document, and that all supporting information to the Long Term Plan is publicly available at the same time for review.

/  
Moved/Seconded

## 1. Purpose of Report

- 1.1 The purpose of this report is for Council to adopt the supporting information and the Consultation Document (“CD”) for the Long Term Plan 2024-34 (“LTP”). The CD will then be released to the public for consultation. The CD is the basis of the Council’s LTP consultation with the public and must be adopted by the Council before being released to the public.

## 2. Executive Summary

- 2.1 The attached supporting documents and CD are based on reports prepared and workshops held with elected members. The following draft documents have already been approved by council in draft form, subject to any audit changes:
- Vision and Community Outcomes (12/09/23)
  - Significant Forecasting Assumptions (12/12/23)
  - Levels of Service and Performance Measures by Activity (12/12/23)
  - Revenue and Financing Policy (13/02/24)
  - Fees and Charges 2024/25 (13/02/24) – however amendments are proposed
  - Financial budgets for the LTP (13/02/24)
  - Financial Strategy (12/03/24)
  - Infrastructure Strategy (12/03/24)
  - Consultation Document (12/03/24) – updated since
- 2.2 All documents to be adopted in this report have been reviewed by the Office of the Auditor General and Deloitte. The CD and supporting information however, have not been audited because council has opted to have an unaudited CD, but an audited LTP. This came about as the government has repealed the previous water services legislation. Before the legislation was repealed, council was required to remove three waters from years 2-10 of the LTP. Post-repeal, council was required to budget for three waters for the full ten years of the LTP. Therefore, the new government provided options for relief in the preparation of the LTP 2024-34.
- 2.3 Note that the full LTP is in draft form but will be audited and reviewed in full before the final LTP is presented to Council for adoption in June, or at the latest, in July 2024.

## 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:		<i>Yes – the LTP and supporting information directly affect councils commitment to all four well-beings.</i>	
Social	Economic	Environmental	Cultural
✓	✓	✓	✓

## 4. Background

- 4.1 The Council is required to develop and adopt an LTP every three years under the Local Government Act (LGA) 2002. The LGA 2002 also sets out the requirements for the content, consultation process and auditing of the LTP.
- 4.2 **Development of the Long Term Plan 2024-34**
- The process of developing the LTP, leading up to today’s presentation of the draft LTP supporting information and CD, began at the initial induction to the new 2022 elected members in November 2022. At that time, elected members were advised that the LTP will be the single biggest decision that is likely to be made over the three year term.



Since then, Council has gradually worked through a planned work programme to arrive where we are at today. This included the areas covered off in 2.1 of this report, as well as the following related matters:

- Section 17a reviews – which looked at all council activities (including some back office functions), and whether to continue with them or not, and the cost efficiency of each activity, and whether the activity should be outsourced or delivered in-house.
- Several workshops on key LTP capital projects over the next ten years – initially ranked by priority (legislative or health and safety requirement, replacing existing infrastructure, or lastly improving infrastructure), and later reviewed by Activity. Sources of funding for each capital project were also considered. Council is proposing \$183,238,000 on capital expenditure over the next ten years, funded by loans, reserves and grants.
- Review of the Forestry differential on the Roding Targeted Rate, where a decision was made to consult on an increase to the amount collected under this differential from \$250,000 to \$350,000 and broaden the scope of the differential to include all areas of land more than ten hectares that are used for exotic forestry planting.
- Adoption of LTP related policies:
  - Significance and Engagement Policy – consultation for this policy closed on 15 March 2024.
  - Treasury Management Policy – this policy was reviewed and amended, and the updated policy was adopted by Council on 13 February 2024.
  - Rates Remission and Rates Postponement Policy – these two rates policies will be considered by council on 26 March 2024. Any amendments to either policy will require consultation.

#### 4.3 The Supporting Information

##### *Vision and Community Outcomes*

The CD includes the new council vision “A Welcoming, Inclusive, Safe Community – Te Pumanawa o Taranaki”, and the new Community Outcomes under the headings of Welcoming, Resilient, Connected, and Enabling.

##### *Significant Forecasting Assumptions*

Stratford District Council has adopted a range of forecasting assumptions which the LTP is based on, and which represent the most likely future scenario with the information known at present. It is expected that over the 10 years, uncertainty increases, and that the assumptions driving the forecasts are less accurate. The key assumptions over the life of the LTP include:

- Population – the district population will increase on average by 0.4% per year
- Demographics – the proportion of over 65’s and under 10’s will be higher than the national average, the Maori population will continue to grow at a faster rate than other ethnicities.
- Interest Rates on Debt – expected to range from 3.58% to 4.09% (year 1)
- Inflation – average of just over 2% each year, but varies based on expenditure category and year – based on projections by Business and Economic Research Ltd.
- Rating unit growth – increase of 1% per annum on average
- Climate change – no significant impact but gradual change in temperature and potential for severe weather events
- Infrastructure asset condition, no major emergency events budgeted for
- Roding subsidy – 63% Waka Kotahi subsidy received for all claimable expenditure
- Capital deliverability – council expects to deliver on 100% of its budgeted capital expenditure.

- Three waters reform – that the reforms will not proceed and council will deliver three waters activities for the full term of the LTP.
- Resource consents – all consents required by council to deliver its infrastructure functions will be obtained.
- Asset Revaluations - will occur every three years
  - Buildings: 4.35% in year 3, 6.39% in year 6, 6.32% in year 9%
  - Rooding 10% in year 2, and every second year after that
  - Utilities 5% in year 2, and every second year after that

#### *Levels of Service and Non-Financial Performance Measures and Targets by Activity*

The first part of this work was to review the Groups of Activities and the activities within the Groups with the following changes made:

- Merge Library and Information Centre activities into a single Activity called Library Hub under the Recreation and Facilities Activity Group.
- Rename the aquatic services activity from TSB Pool Complex to Wai o Rua Stratford Aquatic Centre to reflect the change in facility.

Levels of service should reflect the customer experience, and the value the user should expect to receive. No significant changes to levels of service were made. Performance measures provide standards by which to monitor and report on whether a level of service has been met, and are an important part of the overall performance management framework for local government. A number of changes were made to the performance measures and targets to ensure the measures were fit for purpose, measuring desired outcomes appropriately, and that the targets were aspirational yet achievable.

#### *Financial Strategy*

The draft Financial Strategy sets out the overall financials goals of the Stratford District Council for the 2024-34 Long Term Plan ('LTP'). The main target actions of this Financial Strategy are to:

- Ensure the Stratford District Council maintains financial sustainability to ensure independence and debt capacity for future growth opportunities. This includes ensuring targeted rate reserve balances are not in deficit by the end of the LTP.
- Build resilience for the Stratford District – by, amongst other things, adequately funding for asset renewals, and ensuring council owned buildings are earthquake strengthened and fit for purpose.
- Provide the platform to enable achievement of the Community Outcomes, agreed levels of service, and performance measures, without significantly burdening the districts' ratepayers.

The following financial limits were set:

Rates Increase Limit:	< 7%
Borrowing Limits:	Net Debt < 115% of Annual Operating Revenue
	Borrowing costs <15% of Annual Rates Revenue
	Borrowing costs <10% of Annual Operating Revenue

The rates increase limit however is breached in year 1 of the LTP (15.53% rates increase), where a significant upwards shift is required as a result of recent inflationary pressures, and to include the impact of new capital expenditure on operating funding requirements. Additionally, the Net Debt to Revenue limit is breached in year 10 of the LTP due to significant Water and Wastewater improvement projects, but will be reviewed at the next LTP (2027).

#### *Infrastructure Strategy*

The Infrastructure Strategy represents a visionary and inclusive approach to the management and development of Council's core infrastructure of roads, water supply, wastewater, and stormwater management over the next 30 years, from 2024 to 2054.

### *Revenue and Financing Policy*

The Revenue and Financing Policy sets the foundation for how all council expenditure will be funded. It covers the various funding sources including Rates, Debt, Asset Sales, Reserves, Financial Contributions and other revenue including grants, interest, and fees and charges. The policy provides a summary of council's funding policies in respect of operating and capital expenditure for each Activity.

The key changes made include adjusting the proportion of user fees and charges vs rates funding for each council activity, and allowing for more flexibility in the use of debt and reserves for the funding of operational and capital expenditure.

### *Fees and Charges 2024/25*

All areas of Fees and Charges were reviewed by elected members and senior management. The major changes proposed relate to Aerodrome, Building Control, Transfer Station, Sportsground Use, Three Waters connections, Dog Registrations, Cemeteries, Resource Consents, Venue Hire, Health Registrations, and the Stratford Aquatic Centre – Wai o Rua.

In addition, the following changes are proposed to the fees and charges.

1. On 11 March the Government announced a change to the building levy collected on behalf of the Ministry of Business Innovation and Employment. Currently any building project with a value of over \$20,444 including GST attracts a levy of \$1.75 per \$1000 (or part thereof) which the Council is required to collect from consent holders on behalf of the Ministry of Building Innovation and Employment. From 1 July 2024 the threshold for incurring the levy will increase from \$20,444 to \$65,000. Because the fees and charges, which include information about the levy, were adopted before 11 March they have been amended as necessary to reflect the raised threshold. The amount of the levy itself has not changed.
2. Amend the Aerodrome strip hire tonnage fee to \$10 per tonne.

### *Development and Financial Contributions Policy*

This policy has not yet been presented to elected members. Amendments require consultation, and this policy forms part of the LTP. No significant changes are proposed to this policy.

### *Financial Statements*

The Financial Statements presented for the supporting information in the LTP include the following:

- Prospective Statement of Comprehensive Revenue and Expense (this is the full council ten year Income Statement budget)
- Prospective Statement of Financial Position (this is the full council ten year Balance Sheet budget)
- Prospective Statement of Equity, Cash Flows, and Reserve Movements

### *Accounting Policies*

These are unchanged from previous years.

### *Funding Impact Statement*

The Funding Impact Statement includes an initial statement on each individual rate, how it will be applied, the rate per dollar of capital value, or fixed rate amount, and how much will be collected in total from each type of rate.

It then provides a Funding Impact (financial) statement for the whole of Council and for each Group of Activity: Recreation and Facilities, Democracy, Community Development, Environmental Services, Roding, Stormwater, Wastewater, Solid Waste, and Water Supply – which shows a breakdown of the following for 10 years:

- The amount of operating funding received by funding source – rates, fees and charges, grants, and other sources
- How the operating funding is applied e.g. payments to staff and suppliers, interest, and other applications.
- The amount of capital funding received by funding source – grants and debt (note – reserves is not a funding source received).
- How the capital funding is applied e.g. to improve level of service, replace assets, for growth, or to increase/reduce reserves.

#### *Asset Management Plans*

The Asset Management Plans describe and plan the management of Council's infrastructure and related assets to deliver agreed levels of service. The Asset Management Plans show the financial requirements to deliver the levels of service, which feed into Council's Long Term Plan. They cover Council's core activities of Water Supply, Wastewater, Stormwater, Roading, Parks, Property and Solid Waste.

#### 4.4 **The Consultation Document for the LTP 2024-34**

The Consultation Document for the LTP 2024-34 is named "Let's Talk Progress" and provides an opportunity for council to summarise the decisions made to date in developing the LTP, and provide an opportunity to consult with the community that will help elected members to make decisions on the final LTP.

This document is based on the best available information at the time of publication and has been subject to review by external auditors (Deloitte) over a period of four weeks. Any final amendments required by the auditors will be tabled at the meeting.

Previously, council would discuss 3-4 key issues in the CD, however this year the council identified one key issue only. The key issue being consulted on with the community is Earthquake Strengthening of Council owned buildings and demolition of the old TSB Pool Complex, and whether the work should proceed now at significant capital cost, or should the work be delayed, to be completed by the due date of 2048. Auditors have recommended that Roading, the Town Centre Upgrade and Three Waters are all key issues that should be consulted on as such in the CD.

The audit review identified that the initial document did not have sufficient disclosure on climate change risks, and what the council was doing to mitigate the risks and build resilience in the district. Additionally, Auditors also requested more disclosure on the Wai O Rua - Stratford Aquatic Centre and its increased impact on rates. These changes have been incorporated into the CD.

A final audit opinion on the CD is not expected and the CD will be released to the community without audit assurance.

## 5. **Consultative Process**

### 5.1 **Public Consultation - Section 82**

The Consultation Document and supporting information will be released to the public on 28 March 2024, and submissions will remain open until 1 May 2024. It will be released on council's website [Stratford.govt.nz/LTP](http://Stratford.govt.nz/LTP) and through a public notice in the Stratford Press. Information will also be shared via Council's Antenna App and Social Media.

The public will be able to make a submission online at [Stratford.govt.nz/LTP](http://Stratford.govt.nz/LTP), by emailing [submissions@stratford.govt.nz](mailto:submissions@stratford.govt.nz) or by completing a hard copy submission form and returning to Council's service centre.

Public meetings on the LTP will also be held at the Stratford War Memorial Centre, Whangamomona Hall and Whakaahurangi Marae.

## 5.2 Māori Consultation - Section 81

Specific consultation with mana whenua is necessary. Although iwi have been asked to contribute towards decision making throughout the journey of the development of the LTP, our commitment to the following draft Community Outcomes requires us to consider Maori views on the proposed LTP:

- Resilient: We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work)
- Connected: We are committed to fostering meaningful and genuine partnerships with Mana Whenua
- Enabling: We encourage partnerships to collaborate with Mana Whenua for the benefits of the Stratford district.

A community hui is scheduled to be held at Whakaahurangi Marae during the consultation period.

## 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 There is a risk that the underlying LTP supporting information does not align with the CD document. The supporting information for the LTP is attached to this report in draft form, however may change as a result of further refinement by officers or as directed by auditors before it is brought back for final adoption. The full LTP 2024-34 will be audited before it is presented to council for final adoption. The CD and supporting information have not been audited as required by Section 93C(4) of the LGA because the government has given councils the ability to proceed with an unaudited CD, but with an audited final LTP.

### ***Risk 89: Financial Council Rates are Applied Inconsistently***

IF Council Rates are perceived to be inconsistently applied by Council to ratepayers, THEN Council could be subject to legal or central government scrutiny, and/or reputational damage and community mistrust and disengagement.

**6 High**

### ***Risk 92: Reputational and Conduct Community Engagement***

IF Council does not engage with the community in line with its Significance and Engagement Policy and the requirements of sections 76-82 of the Local Government Act 2002, THEN Council decisions will lack a community mandate, may not be fit for purpose, and may be scrutinised and subject to legal challenge.

**12 – Very High**

### ***Risk 9: Compliance and Legislation LTP/Annual Plan***

IF LTP/Annual Plan is not adopted by 30 June THEN council cannot set rates, statutory breach reported to Minister, unable to commence service delivery, additional audit scrutiny, and uncertainty around future service provision for the community.

**12 – Very High**

- 6.2 No legal opinion is required.

## 7. Decision Making Process – Section 79

### 7.1 Direction

	Explain
Is there a strong link to Council's strategic direction, Long Term Plan/District Plan?	Yes – this will set the strategic direction for council for the next ten years, subject to community consultation.
What relationship does it have to the communities current and future needs for infrastructure, regulatory functions, or local public services?	A direct impact on current and future infrastructure needs.

### 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>
--

Refer to the supporting information and CD attached to this report.

### 7.3 Significance

	Yes/No	Explain
Is the proposal significant according to the Significance Policy in the Long Term Plan?	Yes	This report is one of the most significant documents the council will decide on, therefore community consultation is necessary.
Is it:	Yes	
• considered a strategic asset; or	Yes	
• above the financial thresholds in the Significance Policy; or	No	
• impacting on a CCO stakeholding; or	No	
• a change in level of service; or	Yes	
• creating a high level of controversy; or	Yes	
• 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.

##### Option One:

Adopt the supporting information to the Long Term Plan 2024-34 and the CD and release for consultation, with some slight amendments as proposed to the Fees and Charges 2023/24.

##### Option Two:

Adopt the supporting information to the Long Term Plan 2024-34 and the CD and release for consultation, with some slight amendments as proposed to the Fees and Charges 2023/24, and other further amendments as agreed.

##### Option Two:

Do not adopt the supporting information and CD and postpone adoption to 9 April to give further time to make any necessary amendments.

#### 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.

The financial impacts of the proposed LTP on debt have been highlighted in the Financial Strategy – where Net Debt to Revenue reaches 150% by 2034.

#### 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?

These have all been considered throughout the development of the LTP. There is a high risk that council does not have the capacity to deliver on the proposed capital expenditure program – based on previous years capital expenditure program completion rates. The consequence of this is that the level of service anticipated does not meet expectations and community outcomes are not met. There are also other project specific risks depending on the reason for the capital project in the first place.

The financial impact of projects being delayed is generally a positive benefit as debt is not drawn down and resources aren't expended, and has little impact on the rates set for the following year.

7.7 **Legal Issues**

- |  |
|--|
| <ul style="list-style-type: none"><li>• Is there a legal opinion needed?</li><li>• Are there legal issues?</li></ul> |
|--|

N/A

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> |
|---|

This decision will allow council to consult with the community on the proposed draft Revenue and Financing Policy and Development and Financial Contributions Policy. Related policies such as the Significance and Engagement Policy, Treasury Management Policy, and Rates Remission and Rates Postponement Policy have been reviewed separately to this report but within the same LTP process to ensure alignment.

**Attachments:**

1. Vision and Community Outcomes
2. Significant Forecast Assumptions
3. Levels of Service and Non-Financial Performance Measures and Targets by Activity
4. Financial Strategy
5. Infrastructure Strategy
6. Revenue and Financing Policy
7. Fees and Charges 2024/25 (amended)
8. Development and Financial Contributions Policy
9. Financial Statements
10. Accounting Policies
11. Funding Impact Statement
12. Waste Water Asset Management Plan
13. Stormwater Asset Management Plan
14. Solid Waste Asset Management Plan
15. Property Asset Management Plan
16. Roading Asset Management Plan
17. Water Supply Asset Management Plan
18. Parks, Reserves & Cemeteries Asset Management Plan
19. Consultation Document



Tiffany Radich  
**Director – Corporate Services**



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

**Date 21 March 2024**



## COMMUNITY VISION

# Community Outcomes

## Vision

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


### A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki.

*Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki.'*

## Community outcomes

To the deliver the vision we will develop strategies, policy and procedures that facilitate and encourage a welcoming, resilient, connected and enabling district.

Council has a role on behalf of the community it represents in planning, delivering and monitoring parts of this vision. Council has held workshops and used community feedback to refine the outcomes to better reflect what is important to Stratford. These are used to provide direction and inform Council on service delivery and resourcing. These community outcomes are:

Community Outcome	What council will do
<b>Welcoming</b> 	<ul style="list-style-type: none"> <li>We celebrate the unique stories of our district</li> <li>We are inclusive, and value our diversity</li> <li>Stratford is a friendly place where our visitors feel welcomed</li> <li>Our diverse community feels safe and supported</li> <li>We promote the district as the place to visit, live, play, learn and work</li> </ul>
<b>Resilient</b> 	<ul style="list-style-type: none"> <li>We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them</li> <li>We support a low-emissions future for our community</li> <li>We enable our rangatahi (youth) to be sustainable leaders</li> <li>We strive to have resilient infrastructure that meets the current and future needs of the district</li> <li>We respect and apply Te Ao Māori values and Mātauranga Māori (knowledge) in our mahi (actions/work)</li> </ul>
<b>Connected</b> 	<ul style="list-style-type: none"> <li>We provide opportunities for families and people of all ages to connect with others in the community</li> <li>Our community is engaged and actively participates in democracy</li> <li>We value local knowledge when making decisions</li> <li>We advocate for the services that our community needs to live safe and healthy lives</li> <li>We welcome opportunities to work in partnership with others to help achieve our community outcomes</li> <li>We are committed to fostering meaningful and genuine partnerships with Mana Whenua</li> </ul>
<b>Enabling</b> 	<ul style="list-style-type: none"> <li>We are a business friendly district</li> <li>We encourage a diverse and sustainable business community</li> <li>We enable economic growth by supporting business investment and development</li> <li>We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)</li> <li>We carefully balance the needs and wants of our district when funding services and infrastructure</li> <li>We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district</li> </ul>



# Significant Forecasting Assumptions



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

Long Term Plan 2024-34

# SIGNIFICANT FORECASTING ASSUMPTIONS

## Introduction

Stratford District Council has adopted a range of forecasting assumptions which will underpin the preparation of the Long Term Plan 2024-34 (“LTP”), and which represent the most likely future scenario with the information known at present. However, the future is always uncertain and there are a number of other likely outcomes that have not been factored in. Therefore, variations from the forecasting assumptions are likely, and it is accepted that variations from the LTP over the 10 years of the plan may be material. It is expected that over the 10 years, the uncertainty increases, and that the assumptions driving the forecasts are less accurate.

## Purpose of this document

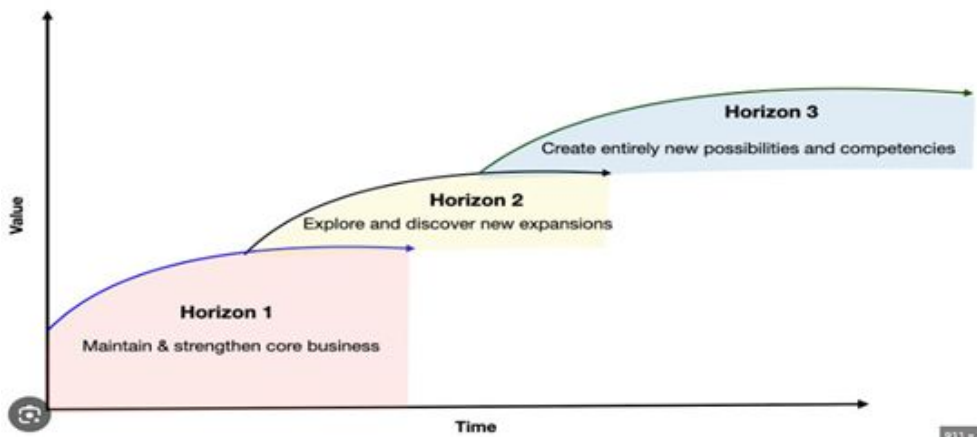
The LTP does not exist in isolation. Being aware of the surrounding issues affecting service delivery ensures that the development of the LTP is well-informed. The environmental scan and significant forecasting assumptions feed into all LTP content. Contextual information is relevant and necessary, and the documentation of all significant assumptions provides the basis for understanding how the LTP was developed.

There is no direct legislative requirement to conduct an environmental scan. However, an environmental scan is a means of identifying changes in the local economy, local demographics, and land-use, which are direct requirements under legislation. The analysis ensures all relevant matters are integrated with LTP development at an early point. A good scan ensures the plan is keeping current with changes in legislation and regulations. These will dictate levels of service and will shape the financial and infrastructure strategies.

## Approach

The Three Horizons Approach is encouraged by Taituara for use by the local government sector in long term planning. It requires consideration of the future state, acknowledging the transition state we are constantly in, and aligns assumptions to challenges and opportunities to prepare Council for the future environment. It provides an opportunity to assess the level of resources that go into maintaining the status quo, versus transitioning to the future state, and building the foundation for future opportunities.

Council has attempted to anticipate the future state, particularly with regards to economic, demographic, and legislative changes to ensure that Council can continue to strive towards achieving the Community Outcomes set at the start of the LTP process.



## Risk Assessment

In making assumptions about the future, there is a risk that the information we have relied on to make plans for the future of the district does not turn out to be accurate. This has been factored into *Appendix 1*, with an assessment of the risk impact and mitigations.

Additionally, there are risks inherent in the LTP preparation process which have also been considered. These are:

### **Assumption regarding Three Waters Reforms**

The assumption made for the LTP is that Stratford District Council's Water Supply, Stormwater and Wastewater operations and all associated assets, liabilities and contractual obligations will remain under the ownership and responsibility of the Stratford District Council for the life of the LTP.

There is a minor risk that the repealing legislation is not enacted by 1 July 2024, however this will not affect year 1 of the LTP. If the legislation is not enacted by early 2025, then Council will have to reconsider this assumption.

### **District Planning**

The current District Plan has been operative since 11 February 2014, and has not been reviewed or updated since then. The Resource Management Act 1991 requires local authorities to commence a review of their District Plan at least every 10 years. However, Stratford District Council is in discussions with the Ministry for the Environment regarding this requirement if Council instead engages in the creation of a regional spatial plan under the new legislation.

The Taranaki councils together with the Ministry for the Environment are currently evaluating the possibility of the Taranaki region being one of the first tranche of regions to move to spatial plans under the Natural and Built Environments Act and Strategic Planning Act. The outcome of those discussions will determine whether the Stratford District Plan is reviewed or not. If Taranaki doesn't form one of the first tranche regions to move to the new legislation, or this process is impacted by the outcome of the general election, the Stratford District Council may need to commence a review of the current district plan in 2024/25.

The assumption made for the LTP financial budgets is that a regional spatial plan will be prepared under the new legislation. There is a medium risk that the legislation will be repealed under a National government, resulting in further uncertainty as to how to proceed, and how much this will cost. To mitigate this risk, Council has committed to funding either a district plan or its likely contribution to a regional spatial plan, and has allocated \$4,030,000 over the ten years of the LTP (uninflated), based on figures provided by Taranaki Regional Council in November 2023. This is to be loan funded, and repaid by rates over a period of ten years.

### **Financial Budgeting**

The development of the LTP relies heavily on Council's financial modelling systems, which must have a robust methodology and appropriate controls in place to prevent errors. Following the audit of the LTP, Council made a commitment to review the budgeting model that was used in the LTP 2021-31, which was an excel spreadsheet.

Local government sector guidance advises against using spreadsheets as the basis for financial modelling, rather it recommends investing in reputable financial modelling software suitable for local government, as they have gone through a robust implementation programme and have been rigorously tested. However, if spreadsheets are to be used, they need to demonstrate a high level of documentation and controls.

Council consider that any financial modelling system must be able to deliver the requirements for an LTP under the Local Government Act 2002: simple to use, flexible, compatible with other systems, and secure. Although a formal analysis has not been completed by staff and presented to elected members, as was recommended, Council considers that the current spreadsheet model is fit for purpose and delivers on the criteria above.

Spreadsheet models for an LTP can be large and cumbersome, relying on multiple interlinked worksheets with multiple dependencies. They can be difficult to audit – potentially adding to audit time and cost. Spreadsheets often lack controls, and changes to the model can result in formulas breaking resulting in errors, therefore they are significantly more likely to result in errors than if financial modelling software was used. There is a medium

risk that the current spreadsheet financial model does not provide accurate financial forecasting information. However, council staff mitigate this risk by reviewing the reliability of the spreadsheet model regularly, testing it annually through the annual plan process, and continually improving the controls and carrying out reconciliation checking throughout the model.

### **Decision Making Processes**

Adoption of the final LTP is made in one Council decision, but is the culmination of a large number of individual decisions, that are ultimately made and owned by elected members. The LTP requires elected members to make many decisions in a short space of time that will determine the wellbeing of the district for the next ten years. There is a medium risk that decision making processes impede elected members ability to make the best decisions for the Stratford district.

Time delays in working through all the requirements of an LTP may cause some decisions to be rushed, without appropriate consultation, and without relevant information provided to elected members. The LTP project team have prepared a timeline for the LTP in order to mitigate this risk, and are tracking to complete the Consultation Document by February 2024, providing sufficient time for appropriate analysis and consultation.

Council completed its section 17a reviews in August 2023, with many outcomes from that review feeding into the LTP, reducing the workload for activity analysis as part of the LTP. A new process change implemented will see decisions relating to the LTP adopted as draft right up until the adoption of the final LTP where everything will be up for one final opportunity to review. Previously, workshops were held with elected members along the way on various topics, but decisions were not made along the way, resulting in one big decision covering multiple LTP related issues, and causing confusion and uncertainty about what was in the LTP and what was out. This risk has been mitigated to some extent with the new process.

The risk with any LTP is that the community have not had the opportunity to contribute to the LTP decisions. The LTP engagement plan has been communicated with elected members in a workshop in September 2023, and was well supported. All significant decisions will be subject to consultation with the community in line with Council's Significance and Engagement Policy, and other decisions are only to be made with prior input from the community via pre-engagement methods.

Taituara have recommended to the sector that there is more rigour invested into decision-making processes – particularly when it comes to prioritisation. This provides rationale, and background for decisions, and having a prioritisation system will make decision making more efficient during council debate. The Senior Leadership Team has established a prioritisation system for all projects, to work through with elected members, based on 1) Legislative requirements, 2) Health and Safety, 3) Maintaining existing Levels of Service, and 4) Improving Levels of Service – in order of priority.

As with any council decisions that may create a level of controversy within the community, there is a risk that elected members may leave themselves open to claims of predetermination and bias. To minimise this risk, elected members have been educated on the appropriate conduct around decision making.

### **Auditor Involvement**

Unlike the Annual Plan, the LTP is subject to a full audit process, which will generate an audit report that attests to the plan's appropriateness and the quality of the information and underlying assumptions. The benefit to Council is that it provides an external check on the robustness of the information presented in the LTP, including the forecasting assumptions and financial modelling.

The risk with auditor involvement, in what should be a plan by and for the community, is that auditors with potentially little knowledge of the district can involve themselves unnecessarily in areas that are not relevant to providing assurance of the quality of the information. In previous years, auditors have requested changes to the LTP or Consultation Document that did not provide any meaningful information for planning purposes or value to the reader, and are more of a tick box exercise based on national guidance.

Audit involvement can also take up a significant proportion of the total LTP preparation time, and although the assurance they provide is valuable, the time spent on the audit process can cause delays, rushed decisions, and inhibit timely adoption of the LTP.

Council mitigates this risk by working closely with auditors and having regular meetings to discuss the key issues and ensuring there is sufficient staff resource and capability on the LTP project team to deal with audit issues as they arise.



The Department of Internal Affairs have provided councils with the option to not have the Consultation Document audited. Council intends to take them up on this offer and pursue the audit of the LTP document, excluding the audit of the Consultation Document.

### **Future Amalgamation**

Although not adopted as policy by the Government, the Future for Local Government review panel have recommended a significant reform of the local government sector, with the suggestion that amalgamation of the 78 authorities is a potential to likely outcome.

The initial LTP pre-engagement survey results for Vision and Community Outcomes showed that the biggest concern of the community and elected members was losing the district's voice through amalgamation of the Stratford District Council and/or its services. With more and more of local government delivery being pushed to a regional delivery model, there is a risk that a standalone smaller Council is seen as unsustainable in the near future.

This is a low risk, due to the uncertainty of government policy, and low support for this from the sector as evidenced at the recent Local Government New Zealand meeting with mayors on the Future for Local Government recommendations. The assumption for the LTP is that the Council continues to operate as a standalone entity throughout the life of the LTP.

## **Key Assumptions Underpinning LTP**

Forecasting assumptions are required by auditors of an LTP as supporting documentation, and should be accompanied by a risk/sensitivity analysis. Risk analysis for the LTP considers the impact of forecasting assumptions not coming into fruition, or occurring to a different extent than expected. Out of that comes an assessment of risk appetite (the extent to which council is willing to accept risk) and options for mitigating the risks.

## **Legislative Reform**

Council is subject to government regulation and legislation – these laws can be changed at any time throughout the life of the LTP.

It is likely that Council will face rising costs as a result of increased central government requirements and expectations, but as the outcomes of any legislative changes (with the exception of legislative changes mentioned earlier in this document), and therefore the costs, are unknown, they have not been factored into the financial budgeting process.

At the time of preparing this document the following reviews that are likely to directly impact local government were being considered:

- A review of the building consenting system
- Review of protected records for local authorities
- Climate adaptation bill
- Future for Local Government
- National Planning Framework
- Emergency Management Bill
- A review of the Waste Minimisation Act (Responsibility for Reducing Waste)

The proposed reviews are likely to have a material impact on council's revenues and expenditures, or other resources if enacted. With the recent change in Government, there is high uncertainty of the outcome and continuation of these reviews. Certainty of impact will be considered on an annual basis.

The change to a National coalition government is also likely to significantly impact the sector but as there is much certainty, any potential changes (excluding the repealing of the three water reform legislation) have not yet been factored into the LTP.

## Population and Demographics

Changes in an area's population are generally driven by two factors: natural increase and net migration. Population growth in Stratford District averaged 1.0% over the 5 years to 2022 compared with 1.2% in New Zealand. The main source of population growth for the district was from natural increase factors (births and deaths).

The change in population and demographics over time influences the demand on council infrastructure, and the ability of Council to provide a consistent level of service to the community. Therefore, population projections and demographic changes should be factored into the development of the LTP.

### Population Growth

The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,799 by 2034, at an average of 0.4% per year, based on the latest forecast data from Infometrics (January 2024). This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

The growth in the Maori population of the district has been consistently higher than the growth of all other ethnicities for each of the last ten years. Stratford district's Maori population was 1,550 in 2022, up 2.6% from the previous year.

### Demographic Changes

The below graph shows the current population by age group. The Stratford district is generally trending higher than the New Zealand average in the 60+ year age brackets, and much lower in the 20-29 year age bracket. However, the district is much higher than the national average in the 0-9 year age bracket showing positive signs of households choosing to raise their families in this district, and supporting the claim that the increase in population is largely driven by natural increase.

The gap in the 20-50 year old age brackets is not new, and is likely to be a result of the lack of tertiary level training opportunities and graduate employment opportunities in the district. With the change in working and studying environments as a result of enhanced technology and online access, and the increased acceptance that employees can work from anywhere in the country, and even the world, it is likely that we will see changes in the age demographics in the future. Due to the uncertainty of the impact, it has not been factored in to the projections.

Figure 38. Population by broad age group, 2022  
% of total, as at 30 June



Figure 39. Population by 10-year age group, 2022  
% of total, as at 30 June



The Dependency Ratio calculates the average number of economically dependent population (0-14 year olds, and 65+) per 100 economically productive population at a specific point in time. A high ratio may indicate that the economically active population and the overall economy face a greater burden to contribute towards the rates requirement for the district.

The table below shows the Stratford District's Dependency Ratio is 67%, compared to the national average of 54%. This is something Council must be mindful of when determining funding sources (increased reliance required for user pays and exacerbator pays funding sources), and areas (prioritisation) and levels of expenditure (affordability).

Age decade	Stratford District		New Zealand	
	Level	% of total	Level	% of total
0-9 years	1,410	13.9%	625,490	12.2%
10-19 years	1,320	13.0%	655,720	12.8%
20-29 years	1,080	10.6%	679,450	13.3%
30-39 years	1,350	13.3%	733,760	14.3%
40-49 years	1,110	10.9%	631,220	12.3%
50-59 years	1,270	12.5%	654,040	12.8%
60-69 years	1,250	12.3%	561,800	11.0%
70-79 years	880	8.7%	380,170	7.4%
80-89 years	410	4.0%	167,640	3.3%
90 years and over	100	1.0%	34,790	0.7%
Dependency ratio	67.2%		54.4%	
<b>Total</b>	<b>10,150</b>	<b>100.0%</b>	<b>5,124,100</b>	<b>100.0%</b>

## Economic Outlook

Economic growth in the Stratford district is generally lower than the national average – averaging 1.7% per year over the 10 years to 2022, compared with an average of 3% in New Zealand. The estimated GDP for the district in 2022 of \$575m, makes up less than 1% of New Zealand's GDP.

There is some concern that the district is less diverse than average, with the largest industry being agriculture and forestry at 27%, the second largest industry being utilities (electricity, gas, water and waste) at 13%. The more concentrated a district's economic activity is within two or three industries, the more vulnerable it is to adverse effects such as those arising from climate conditions, or commodity price fluctuations.

Council intends to make significant investment in Economic Development over the life of the LTP to encourage diversification and provide opportunities to promote the Stratford District as a great place to do business. Under the Enabling Community Outcome, Council has committed to the following strategic goals:

- *We are a business friendly district*
- *We encourage a diverse and sustainable business community*
- *We enable economic growth by supporting business investment and development in our district*
- *We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)*
- *We carefully balance the needs and wants of our district when funding services and infrastructure*
- *We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district*

The LTP will contribute to these strategic goals by budgeting for development of an Economic Development Strategy in year 1 of the LTP and strategy implementation in later years, continue with full funding of Venture Taranaki for Economic Development services and Visitor Promotion, and investing in the development of the CBD infrastructure.



## Interest Rates

The weighted average interest rate on Council debt is currently 3.46%. This is expected to increase to over 4.09% by the end of the 2024/25 year. Council has based the interest rate on debt forecast assumptions on current borrowing rates and maturities, and the interest rate forecast for the next ten years from Infometrics.

2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
4.09%	3.83%	3.73%	3.65%	3.61%	3.61%	3.61%	3.59%	3.58%	3.60%

Interest on investments is based on a similar methodology to the above, and is expected to change with the borrowing rate keeping the same margin above the borrowing rate.

2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
4.34%	4.08%	3.98%	3.90%	3.86%	3.86%	3.86%	3.84%	3.83%	3.85%

There is a high level of uncertainty about the interest rate assumptions. The assumptions will be reviewed annually when preparing the Annual Plan, to ensure the assumptions are more precise and better aligned with updated market expectations.

With forecast interest expenditure on gross external debt in 2024/25 of \$1,492,766, an increase in interest rates of 1% will result in an additional \$339,620 in interest expenditure. Over the ten years of the LTP, the additional interest expenditure incurred as a result of a 1% increase in the interest rate assumption is \$4,691,742.

It is anticipated the loan to the Agricultural and Pastoral Association of \$7,180,000 will roll over on its maturity dates and will continue to derive interest revenue to offset the interest cost, plus a 0.25% administration fee. The debtor is not expected to default on any interest payments, nor are they expected to make any loan repayments during the LTP.

## Inflation

The forecast financial information includes provision for inflation. The local government sector jointly procures inflation data from Business Economic Research Ltd (BERL), and Council will rely on the Cost adjusters 2023 report for inflation assumptions.

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Roads	0.00%	2.00%	2.30%	2.30%	2.20%	2.10%	2.00%	2.00%	2.00%	1.90%
Property	0.00%	2.10%	2.20%	2.10%	2.00%	1.90%	1.90%	1.90%	1.80%	1.80%
Water	0.00%	2.50%	2.70%	2.60%	2.50%	2.30%	2.30%	2.20%	2.10%	2.10%
Energy	0.00%	2.50%	2.70%	2.60%	2.50%	2.30%	2.30%	2.20%	2.10%	2.10%
Staff	0.00%	2.10%	2.20%	2.10%	2.00%	1.90%	1.90%	1.90%	1.80%	1.80%
Other Expenses	0.00%	2.10%	2.20%	2.10%	2.00%	1.90%	1.90%	1.90%	1.80%	1.80%
Maintenance Contracts	0.00%	2.00%	2.30%	2.30%	2.20%	2.10%	2.00%	2.00%	2.00%	1.90%
Sundry Revenue	0.00%	2.10%	2.20%	2.10%	2.00%	1.90%	1.90%	1.90%	1.80%	1.80%
Waste Index	0.00%	2.50%	2.70%	2.60%	2.50%	2.30%	2.30%	2.20%	2.10%	2.10%

For some areas, it is accepted that inflation is exceptionally higher than normal. Where this has been identified, council has sought expert advice for more appropriate rates – for example insurance is expected to increase by 25% in year 1 and then 7.5% each year after that.

Inflation has had a significant negative impact on actual council expenditure against budgeted expenditure in the past three years. However, there are clear signs that inflation has peaked. The pace of price increases is expected to decline. The key risk for local government remains higher-than-normal price increases, and the effect this may have on council expenditure. This may be exacerbated by adverse shocks to the economy such as severe weather events.

There is a medium level of certainty around the inflation rates, however all signs are showing that inflation has a stable outlook from 2024. If the inflation rates tabled above were all to increase by 1% it would impact total operating expenditure for the first three years of the LTP as follows:

**Budgeted Operating Expenditure (\$000) After 1% Increase (\$000)**

Year 1	\$27,067	\$27,067
Year 2	\$28,000	\$28,271
Year 3	\$28,947	\$29,245

**Housing Supply and Demand**

The average residential house price in Stratford is currently \$478,472 (as at March 2023), compared to the national average house price of \$939,146, and the New Plymouth average of \$707,352, and slipping back from a peak for Stratford in 2022 of \$519,616.

This presents an opportunity for growth, particularly fuelled by first home buyers, and down-sizers looking to invest in the district’s housing stock, and potentially relocate to the district. Since 2018, average house price growth has been higher than the national average.

The graph below shows that Stratford District is out-performing the nation (on average) in all housing wellbeing areas except for rental affordability. Affordable housing is important for community well-being. In Stratford District the average house value was 7.1 times the average household income in 2021. Housing was more affordable than the New Zealand average (9.0). However the average weekly rent accounted for 28% of average household income, compared to 22% nationally. The home ownership rate in Stratford is 70% (compared to the national average of 65%). The household crowding rate is 5% in Stratford compared to the national average of 11%.



The data below shows a significant decrease in building consent applications in 2023 which is most likely a result of the current economic conditions. However subdivision and land development activity remains high, which is a good indicator of market prospects for housing demand. Council has made the assumption in terms of resource allocation and financial budgeting that the demand for these council services will be consistent over the next ten years.

	2023	2022	2021	2020
Building Consent applications	241	360	306	242
Subdivision applications	84	82	70	72

The Rating Valuation process was carried out in 2023 (as at August 2023) by Quotable Value Ltd, and audited by the Officer of the Valuer General. The updated values will be used for rates purposes from Year 1 of the LTP (from 1 July 2024). The change in the values from 2020 to 2023 Rating valuations are summarised below:

	Number (2020)	Number (2023)	Increase	Valuation (2020)	Valuation (2023)	Increase	Average Rating Value
<b>Commercial</b>	172	178	3.5%	99,055,000	133,152,000	34.4%	748,045
<b>Dairy</b>	417	404	-3.1%	1,219,498,000	1,257,132,500	3.1%	3,111,714
<b>Forestry</b>	205	211	2.9%	118,549,000	158,053,700	33.3%	749,070
<b>Industrial</b>	196	187	-4.6%	53,847,000	72,312,400	34.3%	386,697
<b>Lifestyle</b>	798	955	19.7%	451,896,000	621,535,500	37.5%	650,823
<b>Mining</b>	2	2	0.0%	775,000	776,000	0.1%	388,000
<b>Other</b>	273	259	-5.1%	142,191,000	181,796,050	27.9%	701,915
<b>Pastoral</b>	279	240	-14.0%	471,118,000	630,788,000	33.9%	2,628,283
<b>Residential</b>	2,758	2,873	4.2%	983,147,000	1,276,718,000	29.9%	444,385
<b>Utilities</b>	28	29	3.6%	256,750,000	252,168,000	-1.8%	8,695,448
<b>TOTAL</b>	<b>5,128</b>	<b>5,338</b>	<b>4.1%</b>	<b>3,796,826,000</b>	<b>4,584,432,150</b>	<b>20.7%</b>	<b>858,830</b>

Council has budgeted for the cost of a Rating Valuation in years 2026, 2029, and 2032 of the LTP.

Pensioner housing – Council provides 10 pensioner housing units available for over 65 year olds capable of caring for themselves. Total weekly income from all sources, including NZ Superannuation, must not be in excess of the adult minimum wage for a 40 hour week. There is roughly 40 to 50 on the waitlist at any given time, the number on the waiting list increases yearly. At a regional level, a Regional Housing Strategy is being developed which advocates for a model of a regional council owned housing collective (potentially a council controlled organisation) owning the regional community housing stock. No assumptions have been made based around this strategy for LTP planning.

In the LTP 2021-31, Council decided to extend on the previous 33 lot subdivision, with an additional subdivision (45 lots) on neighbouring land. To date, Council has spent \$2,145,000 in purchasing the land. Further development work is required to provide roading, water and wastewater services. Council has also committed to the original vendor to provide four areas for wetlands. It is unlikely that the subdivision project, including the sale of all sections, will be complete by 30 June 2024, therefore Council has budgeted for further loan funded expenditure of \$6,000,000 in Years 1 to 3 of the LTP, in addition to the rates funded interest on the loan and sales receipts totalling \$9,259,000, which will be used to repay debt.

### Rating Unit Growth

It is expected that the number of rating units will grow by an average of 1.0% per year over the next ten years. Based on population data projections and the increase in the rating units in the past two years below, there has been an average increase of 1.5% across all the rating units charged, excluding Water and Wastewater increases that are inflated due to the introduction of a 50% charge on unconnected but serviceable properties.

#### **Change in Number of Charges (rating units or SUIPs)**

	2021/22	2023/24	Increase	% Increase
Solid Waste	2604	2701	97	3.7%
Water Supply	2972	3281	309	10.4%
Wastewater	2720	2901	181	6.7%
UAGC	4868	5161	293	6.0%
General Rates	4788	5067	279	5.8%

### Business growth

The customer satisfaction survey 2023 results year on year indicate that residents would like to see improvements to the CBD Broadway area, particularly in terms of vibrancy and the look and feel of the centre of town and a general tidy up of the shops and verandahs on the main street. Many would also like to see more variety of shops on Broadway – particularly shops for essential items, healthy food shops and clothing. There is sufficient infrastructure to support commercial business operations within the CBD, however the aesthetics of the main centre are in need of investment.

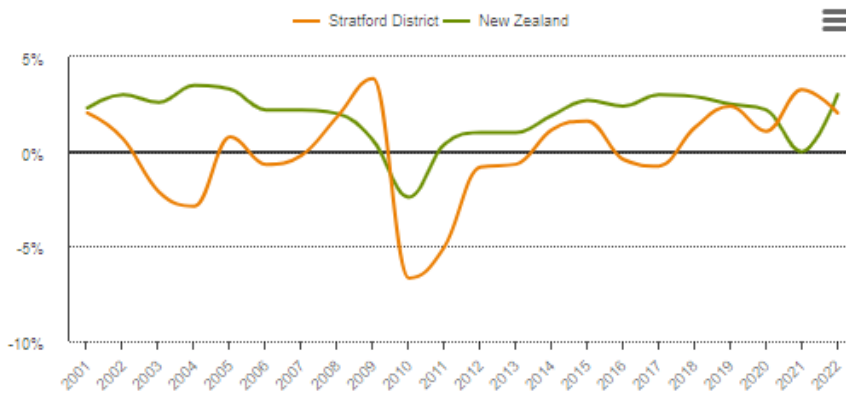
In December 2023, Council approved to progress the proposed Prospero Place concept plan for the Northeast Plaza to progress to the next stage where designs would be developed. This will open up the central business district area in the Stratford township and provide open, comfortable spaces for the community to congregate

within the CBD. This project is to be fully grant funded from the Government's Better Off Funding and is budgeted in the first three years of the LTP for a total of \$1,400,000.

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

In 2022, there were 3,737 (2019:3,462) filled jobs in the Stratford District. Significant employment growth was experienced in 2021 in the district, compared to the national average, and previous years. The biggest increase in jobs in Stratford since 2018 to 2022 has been in 1) central government administration, defence and safety, 2) education and training, and 3) local government administration.

## Employment growth, 2001-2022



The district unemployment rate was 3.8%, compared to the regional unemployment rate of 3.7% and national unemployment rate of 3.4%. Stratford has a higher rate of self-employment at 17%, than the national average of 16%. Stratford also has a higher productivity rating per employee. In 2022, GDP per employee came to \$153,873, compared to the national average of \$132,815.

## Climate Change

At the regional and district level, research indicates Taranaki could experience more extreme and various weather events as a result of climate change, causing increases in flooding, landslides, avalanches and mudslides during heavy rainfall events and prolonged periods of drought, with the risk of wildfires during summer months. Such events could place increased pressure on business continuity and funding availability.

Legislation that is expected to impact Council includes: Waste Management Bill (Replacing the Waste Management and Minimisation Act 2008, and the Litter Act 1979) The Climate Change Adaptation Act, Natural and Built Environment Act and Spatial Planning Act (Currently the Resource Management Act).

Legislation that is also likely to have an impact on the Stratford District is 'Te Ruruku Putakerongo' (Collective Redress Act - Taranaki Maunga, Te Kāhui Tupua ) as community expectations on Council service delivery may change once the maunga becomes a legal person.

In 2021, the Financial Sector (Climate-related Disclosures and Other Matters) Amendment Bill was passed, making climate-related disclosures mandatory from 2023 for certain organisations, but not currently capturing Stratford District Council. The Carbon Neutral Government Programme, launched in 2020, requires a number of public sector organisations to become carbon neutral from 2025. Again, this does not apply to Stratford District Council. It is likely that these expectations will eventually be placed on Council at some future point, and Council is working towards eventual compliance.

## Resilience

Council has updated its community outcome “Resilient” to include the following Strategic Goals:

- *We consider our natural resources as taonga (treasures) and we will work with our treaty partners and community to look after them.*
- *We support a low-emissions future for our community*
- *We enable our rangatahi (youth) to be sustainable leaders*
- *We strive to have resilient infrastructure that meets the current and future needs of the district*
- *We respect Te Ao Māori values and Mātauranga Māori in our mahi (actions)*

Any environmental issues impacting on council assets and or services have historically been brought to council’s attention in the context of future works. Either as a result of the environmental impacts, or as an opportunity to future proof assets or services in the context of other required works. For example, the council is proposing to spend \$100,000 a year on the replacement of culverts to mitigate the effects of climate change. The status quo approach would be to continue to address these matters at the asset or activity level via the LTP.

Water conservation is a key requirement for future resource consent renewals and will look to be addressed in the LTP by installing water meters universally across all properties in the Stratford District in Year 1 of the LTP, and was consulted on in the LTP 2021-31.

Council hired a Sustainability Adviser in March 2023. The purpose of this position is to develop and deliver environment and sustainability strategies, plans and projects, including those relating to land & water conservation, Council’s energy use, renewable energy and the mitigation of climate change. The position also has the responsibility to provide strategic guidance and support on waste minimisation activities ensuring Council’s Waste Minimisation Plan is implemented and the outcomes are achieved.

Future plans within the first three years of the LTP are to develop a corporate Sustainability Policy (and embed this internally), research and contract out a corporate baseline emissions assessment, and develop a Sustainability Strategy – utilising a facilitated working party model to develop the strategy. Projects will be developed to meet the high-level outcomes and objectives, approved by council, of the working party Sustainability Strategy. A capital expenditure budget of \$395,000 has been set from years 4-10 of the LTP.

Once baseline data is captured there is a potential for Council to develop an Emissions Reduction Plan that initially reduces Council’s corporate emissions, but with a view to the future – to assist and enable the community to do the same.

This Council also has officers that attend Regional Climate Change Forum (TAs), Aotearoa Council Climate Network (TAs), and the Regional Risk Reduction Assessment Group. (Multiple Regional Representation) These groups are all collaborative platforms/networks that share best practice and lessons from experience, which will be helpful for knowing how to get the best value for this district.

The Audit and Risk Committee has approved the Insurance Framework which establishes how infrastructure assets will be protected from an insurance perspective from the effects of extreme weather events caused by climate change.



### Adopt a Climate lens to everything we do



## Operational Assumptions

### Infrastructure Asset Assumptions

The remaining useful lives of Council assets are recorded in the Infrastructure Strategy and have been taken from the most recent Independent Asset Revaluation carried out in 2023.

There is a medium level of uncertainty about the expected useful lives which is based upon estimates by actual performance, industry standards, engineer estimates, and valuers. Plant, equipment, and infrastructure assets lives range from 4 years to 120 years and were determined either upon initial recognition, or at the asset revaluation cycles. Depreciation and interest costs would increase if replacement capital expenditure was required earlier than anticipated. However, these impacts could be mitigated as capital projects could be reprioritised in the event of early expiration of assets. It is also possible for assets to last longer than their estimated useful life, again mitigating the effects of asset failure before the expected date. Service disruption may occur where assets fail before their useful life, however, Council is very responsive when it comes to ensuring the core infrastructure services are maintained and operated with minimal disruption.

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

Council is constantly trying to improve the level and accuracy of asset data for core infrastructure recognising the current information could be improved. The maintenance and renewal forecasts are based on realistic and reliable information about asset condition and performance.

A report was presented to the September 2023 Audit and Risk Committee showing that critical assets requiring replacement within the next ten years had a combined replacement cost of \$53,528,517 – with the majority related to Roding Overlay. This is budgeted for in the LTP and funded in accordance with the Revenue and Financing Policy.

## **Roading Assumptions**

The Funding Assistance Rate (FAR) government roading subsidy is forecast to be 63% in 2024/25 and to remain at this level over the following nine years. Note – this includes Special Purpose Roads that were previously funded at 100% subsidy. This is based on written confirmation from Waka Kotahi (New Zealand Transport Agency) in 2023 that the FAR would apply for approved activities in the 2024-27 National Land Transport Programme. An assumption has also been made that Waka Kotahi will fund all roading projects approved by elected members.

There is medium to high level of uncertainty around the FAR rate remaining at 63% over the 10 years of the LTP. If the FAR rate reduced by 1%, this would amount to a loss of subsidy revenue in 2024/25 of \$87,000 – from \$7,427,000 to \$7,340,000, and \$1,129,000 over the 10 year LTP period, from \$105,223,000 to a total of \$104,094,000 over the ten years.

The budget for the first 3 years of the LTP has not yet been approved by Waka Kotahi and is unlikely to be approved by the time the LTP is adopted. Council will reduce its budgets in years 1-3 of the LTP to the amount approved by Waka Kotahi if the approved amount is less than the budget allocation requested. There is an even higher risk that Waka Kotahi may not fund all of the roading projects proposed from Year 4 onwards. The Brecon Road bridge project has not yet been approved by Waka Kotahi as the business case for this is yet to be initiated, but the procurement process to prepare the business case is underway and is expected to be submitted to Waka Kotahi in the 2023/24 financial year. It is highly unlikely that the Brecon Road bridge project will proceed without central government funding.

Waka Kotahi's Low Cost Low Risk roads project will have a significant impact on Council expenditure. Council is proposing to spend \$22,215,000 over the next ten years on this programme, to be funded by Waka Kotahi at the 63% rate.

The Connecting our Communities Strategy is a 30 year vision for the Stratford District with a number of projects falling out of the strategy with forecasted capital expenditure of \$400,000 per year (uninflated) for the next ten years. This is also expected to be funded at 63%.

Uneconomic Bridges – These are bridges that have a low efficiency rating, usually determined by usage, number of beneficiaries, and availability of alternative options. Where an investment decision relating to the renewal, reinstatement, upgrading of transport infrastructure is determined to be uneconomic, Council is required to consider a range of options including alternatives to providing an infrastructure solution and a robust assessment of social, cultural, economic and environmental impacts. Bridges requiring replacement, or significant upgrade over the next ten years in the district have a combined replacement cost of \$5,680,000. Of these 14 bridges, four provide access to only one property and are unlikely to meet Waka Kotahi funding criteria without a robust impact assessment. Therefore, there is high uncertainty around achieving funding for these bridges. Council rarely decides to proceed with roading expenditure without government funding, or from any other significant funding source, including but not limited to the relevant landowner.

Forestry harvesting has had a significant adverse impact on expenditure on rural road emergency maintenance in the Stratford district for a number of years. Under the new National Environmental Standards for Commercial Forestry (that come into force from November 2023) Councils will have greater control over commercial forestry harvesting practices, and more power to decide where new commercial forests are located to reduce negative impacts on communities and the environment. Council will continue to apply a differential to ratepayers that exacerbate this by having large forest plantations on their property, but is proposing to change the way the differential is applied from 1 July 2024. The current system creates inequities as the forestry differential is only applied to properties that are primarily used for forestry purposes. This results in situations where properties that have large forestry blocks that may cause damage are not captured under this differential, and small properties fully planted with forestry that are unlikely to cause too much damage captured. The proposed differential will apply to the proportion of the property that is used for forestry purposes (other than indigenous or protected forests) larger than 10 hectares. This is a fairer approach, and the assumption is that it will bring more ratepayers under this differential.

### Ability to Deliver Planned Capital Expenditure

There is a high risk that Council will not be able to achieve 100% of its planned capital budget. History shows this has never been achieved, and for varying reasons. In the past three years, the delivery rate for capital projects (against budget) was:

<b>2022/23</b>	62% (due to internal and external resource factors)
<b>2021/22</b>	86% (near completion of Wai O Rua Aquatic Centre)
<b>2020/21</b>	47% (timing of construction of Wai O Rua Aquatic Centre)

Council has mitigated this risk by working through the full capital projects list with elected members line by line, and prioritising projects based on a set of criteria. Major capital projects have also been logically spread taking into account initial development, construction, and implementation phases of a project.

### Council Farm

The Council owns and operates a dairy farm in Stratford, which consistently has provided an economic return to ratepayers, and assists in mitigating the impact of rates increases. In the past three years the farm has contributed to rates as follows:

	<b>Rates Contribution</b>
2021/22	\$53,000
2022/23	\$149,000
2023/24	\$198,000

The Farm Reserve currently has a nil balance as it was fully used up for rates mitigation for 2023/24. For the purposes of the LTP, an assumption has been made that the Farm will provide at least \$75,000 of rates mitigation each year over the life of the LTP, and that any additional profit will go towards loan repayments. The loan balance for the farm is currently at \$1,909,228.

### Percy Thomson Trust – Council Controlled Organisation (CCO)

The Council currently has one CCO, the Percy Thomson Trust. The Trust's main activities are to operate an Art Gallery and a retail store, and provide an Arboretum. The Trust is a CCO by way of the Council having the ability, as per the Trust deed to appoint all trustees.

The LTP has been prepared on the basis that the Trust will continue to operate as a CCO, with similar financial impacts to previous years.

## Other Environmental Factors

In addition to the significant assumptions and areas for consideration above, there are other significant factors that may have an impact on the direction of the LTP and contribute to decision making.

### Relationships with Mana Whenua

Council has made a commitment through the recently updated Community Outcomes to work with iwi to achieve the following outcomes:

- Resilient:
  - *We consider our natural resources as taonga (treasures) and we will work with our treaty partners and community to look after them*
  - *We respect Te Ao Māori values and Matauranga Māori in our mahi (actions)*
- Connected:
  - *We are committed to fostering meaningful and genuine partnerships with Mana Whenua*
- Enabling:
  - *We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district*



Iwi authorities that have mana over whenua within the Stratford district are:

- Ngāruahine Iwi Authority
- Te Runanga o Ngāti Ruanui Trust
- Ngaa Rauru Kiihahi
- Te Runanga o Ngāti Mutunga
- Te Kahui Maru Trust
- Te Atiawa Iwi Authority
- Te Runanga o Ngāti Tama.

There are no formal agreements between Council and iwi. However, engagement occurs regularly with iwi project by project as the need arises. Council has made a commitment through the Communication and Engagement Strategy to involve iwi in Council decision making at an early stage.

In 2021, Council established a Maori Ward for the 2022 and 2025 local elections. The Maori Ward was advocated for strongly by local iwi and Maori. All councillors have a responsibility to represent the community, however the Maori ward councillor has a particular responsibility to represent people of Maori descent and bring forward Maori views and aspirations to the decision making process.

### **Regional Relationships**

Council is committed to maintaining strong relationships with the other Taranaki councils in the region. The Future for Local Government Review recommendations strongly recommend that regional shared services are considered by default when looking to renew major council contracts.

Taranaki has four Councils, made up of three territorial authorities and one regional council:

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

Major regional projects include:

- Tapuae Roa - regional economic development strategy,
- Ara Ake Energy Centre
- Regional Waste Minimisation strategy,
- Regional Sports Facilities strategy
- Taranaki Maunga Project
- Regional Housing Strategy

The Stratford District is also noted as a relevant local authority (along with the Manawatu-Wanganui Regional Council, Ruapehu District Council and Whanganui District Council) under the Te Awa Tupua (Whanganui River Claims Settlement) Act 2017. There is uncertainty at present as to what Stratford District Council's obligations will be specifically and what council resources will be required to meet our legislative obligations.

### **Emergency Management Preparedness**

The Council has an established Emergency Operations Centre at the War Memorial Centre in Stratford to train for and undertake its civil defence operations. The TET Sports Stadium has been identified as the likely area for a welfare centre, if and when needed. The location and nature of an event may however render these facilities unusable or determine that a different location may be more appropriate. All critical Emergency Operations Centre Equipment is mobile and easily relocatable.

Both buildings have been identified as earthquake prone, which may impact their usability during or after an emergency, particularly an earthquake. Council has budgeted to earthquake strengthen the TET Stadium to IL4 level and 100% strengthened in the LTP, at an estimated cost of \$1,300,000, and to earthquake strengthen the War Memorial Centre to IL3 and 67% strengthened.

In the meantime, both buildings are considered appropriate for training and response to events other than an earthquake.

Council maintains a pool of trained staff as well as community volunteers and has access to highly trained Emergency Management professionals through the Taranaki Emergency Management Office and the National

Emergency Management Office. Furthermore, there is strong mutual support by councils within and outside the region if and when the need arises.

Civil Defence Emergency - Council insures above ground and below ground assets under separate insurance policies. The above ground assets are insured under a Material Damage Policy, and the below ground assets are insured through LAPP. Central government is a co-funder of roading infrastructure and, as demonstrated by various recent events, would be expected to support local authorities during any response and rebuild efforts.

Through the Taranaki Emergency Management Office, the Taranaki region maintains a hazard register, and plans and trains to respond to events arising from natural, biological and infrastructure hazards. These range from earthquakes and volcanic eruptions to biosecurity issues and infrastructure failure.

## Appendix One – Table of Assumptions and Risks

ASSUMPTION	SOURCE	RISK	LEVEL OF UNCERTAINTY	IMPACT	RISK CONTROL
<b>Population Change</b> That the district population will increase on average by 0.4% each year.	Infometrics	Population growth is significantly higher or lower than projections	Low	If population is significantly higher, then infrastructure may not be able to cope with the demand. If population is significantly lower, then services may go underutilised and revenue from fees and charges may reduce.	Limited risk mitigations available. The cost of reducing the impact of a significant increase in population would severely outweigh the benefits.
<b>Demographic Change</b> The prediction is that the proportion of elderly over 65's and young under 10's will be higher than the national average, and that the Maori population will continue to grow at a faster rate than all other ethnicities.	Infometrics	The demographic make-up of the district differs significantly from previous year changes and expectations.	Low	The district already has a higher dependency ratio than the national average which puts a greater burden on the working age population, and is likely to reduce productivity capacity and growth.	Limited risk mitigations available. Ensure attractions and facilities are available for all age groups, and support is available for ethnic minorities.
<b>Climate Change</b> 1) Gradual change in temperature – no impact factored into LTP 2) Socio-economic consequences of climate change decisions – no impact factored into LTP	Corporate baseline emissions assessment (TBC)	Environmental changes may accelerate at a rate higher than predicted. The consequences of adaptation measures may disproportionately harm parts of the community.	Medium	The district has no exposure to coastlines, however may be impacted by severe weather events including heavy rainfall and drought.  Work with community where climate change decisions will impact negatively.	Capture baseline emissions data  Work with the business community on diversification  Work with households and schools on waste reduction
<b>Waka Kotahi Revenue</b> Significant proportion of revenue, budgeting for 63% of all roading expenditure	Waka Kotahi	FAR may change  Some expenditure is not funded – change in criteria for inclusion in subsidised works programme	Medium	Financial impact – if FAR increases then we have over-rated the community, if FAR reduces we may have to reduce the planned programme.  If some works are not approved, then this will directly impact parts of the community, and reduce the works programme.	Waka Kotahi have confirmed the FAR rate for the next 3 years. Work will be prioritised by what is approved by Waka Kotahi.

<b>Emergency Event</b> Disruptive or destructive emergency events could lead to damage – not budgeted for	N/A	Business continuity – continuing to provide agreed levels of service  Financial cost – emergency response and rebuild costs	High	Impact on infrastructure, employment, housing, social disruption, health and access.  Increased debt - Likely to require loan funding for rebuild costs	Business continuity plans, insurance, borrowing capacity. Central government source of funding.
<b>Three Waters Reform</b> Delivery of 3 waters activities by a Taranaki Regional entity from 1 April 2025.	Legislation / regional agreement	Risk that this may not occur as planned causing uncertainty, additional work and resourcing.	Medium	Service delivery impacts – confusion on who is doing what and when.  Reduced debt and responsibility for Council may not be realised	The region is committed to proceeding with a three waters CCO if the legislation is repealed by the new government.
<b>Resource Consents</b> That council will be able to obtain all resource consents necessary for council business.	Schedule of consents (internal)	Council may not be able to continue existing service delivery if consents expire or are not renewed / approved by Taranaki Regional Council.	Low	Council has numerous consents (excluding 3 waters) in areas such as solid waste, property (Wai o Rua, Farm), and Roothing. Any issues may prevent Council from delivering existing levels of service.	Work closely with TRC and iwi authorities – particularly in the lead up to consent expiry date.
<b>Useful Lives of Significant Assets and Depreciation</b> Revaluations, and consequently reassessments of the useful lives of significant assets will continue every three years for Land and Buildings (Years 2026, 2029, and 2032) and every two years for Roothing (Years 2026, 2028, 2030, 2032, 2034).	2023 Asset Revaluation by Beca	Useful lives could be less or longer than predicted, causing unexpected asset failures	Medium	Service delivery – asset failures if lives are less than predicted  Financial impact – replacing assets earlier than expected means that there are insufficient funds to cover the cost of replacement.	Ensure a full asset revaluation is carried out every three years, and an independent impairment assessment is undertaken each year.
<b>Revaluation of Non-Current Assets</b> Revaluations will take place every three years and the percentage increases assumed are as follows: <ul style="list-style-type: none"> <li>• Buildings: 4.35% in year 3, 6.39% in year 6, 6.32% in year 9%</li> <li>• Roothing 10% in year 2, and every second year after that</li> <li>• Utilities 5% in year 2, and every second year after that</li> </ul>	Business and Economic Research Ltd	Risk that Council is not funding depreciation at an appropriate level to cover the future asset replacement cost	Medium	Financial impact – revaluations come at a substantial cost to Council in terms of fees and increased depreciation, however they ensure sufficient funds are set aside for future replacement and that the burden is placed evenly on current and future generations.	As above, get quotes early for full revaluation years.
<b>Return on Investments</b> A&P Loan Term Deposits Council Farm	Current rates / margins Historical data	Returns could be higher or lower than predicted	Low	Minimal financial impact due to materiality in relation to total revenue.	Have agreements in place confirming performance where possible, or obtain quotes (for all term deposits)

(refer assumptions in report)					
<p><b>Rateable Properties</b> The assumption is that rateable properties will increase by an average of 1% over the next ten years.</p>	Consent Data	Increase in rateable properties could be higher or lower than predicted	Low	Higher number of rateable properties increases the spread of the overall intake lowering individual property rates. On the flip side, the increase can put pressure on council infrastructure and resourcing. The reverse applies for a reduction in rateable properties.	Limited controls available. Ensure land development processes are resourced and streamlined to encourage and support growth in the district, and at appropriate locations.
<p><b>Capital Delivery</b> Council plans to deliver 100% of all budgeted capital expenditure over the life of the Long Term Plan. The financial model was developed based on this assumption.</p>	Director Assets / Chief Executive	That Council delivers significantly less than 100% of capital budget.	High	Reduced service levels if assets are not maintained as they should be, over-reliance on repairs and maintenance expenditure. Potential to over-rate ratepayers if new expenditure is factored into budget, along with operational impacts, and then doesn't materialise.	Council has prioritised projects and elected members have reviewed and accepted the capital programme. Major capital projects have also been logically spread taking into account initial development, construction, and implementation phases of a project.
<p><b>Inflation</b> Council, along with many other NZ councils, calculates and applies inflation factors to its 10 year budget forecast, using predictions of future inflation levels from New Zealand economic research company.  The predictions are stated earlier in this report.</p>	Business and Economic Research Ltd	That inflation is much higher than forecast assumptions.	Medium	Financial impact on expenditure – budget increases will be required.	Limited controls available.  Review and update assumptions annually.
<p><b>Interest on Debt</b> Interest cost assumptions are stated earlier in this report..</p>	Infometrics	That interest costs continue to increase higher than forecast assumptions	Medium	Financial impact on interest expenditure – budget increases will be required (less of an impact after three waters transition date)	Reduce reliance on debt. Comply with treasury policy and LGFA covenant limits.





# Levels of Service Non-Financial Performance Measures Targets (by activities)



Long Term Plan 2024-2034

D23/34206

Council Activity	Level of Service	Performance Measure	Targets	Comments on the Proposed Changes
<b>Aerodrome</b>	To maintain the Aerodrome for use by the Stratford community and other users.	Engage and meet regularly with Aerodrome users by attending formal meetings.	>3 meetings attended annually	Change to more of an interactive measure
	The aerodrome is used by the Stratford community and visitors.	Number of aircraft movements during the year	>3,500	Measures the level of service appropriately, although the target is rarely met.
<b>Civic Amenities</b> (includes War Memorial, TET Stadium, Pensioner Housing, Centennial Rest Rooms, Clock Tower, Bus Shelters, Hall of Remembrance, Public Toilets, Rural Halls, Transfer Station, Council offices)	To provide well-maintained and utilised facilities.	Buildings legally requiring a Building WoF have a current Building WoF at all times.	100%	
		Annual daily usage of War Memorial Centre measured by the percentage of days in a year there is a booking.	>75%	Update to show capacity utilisation rate instead on a daily basis. Several months bookings have been analysed and 75% seems appropriate.
		Annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking.	>70%	Same as above.
		Booking cancellations as a percentage of total annual bookings	<20%	Several months bookings have been analysed. This will enable EMs and staff to keep track of booking cancellations.
	To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard).	All rental units comply with legislation	Legislative requirements all met	Updated performance measure to align with new level of service.
Maintain existing toilet facilities and ensure regular scheduled cleaning.	Percentage of Stratford District residents satisfied with overall level of service of toilets.	>80%	Not achieved last two years	
<b>Library Hub</b>	To provide a multi-use community hub facility that is accessible, well utilised, and engaging to both residents and visitors to the Stratford District.	Number of items (including digital) issued annually.	>50,000	Appropriate measure to monitor library usage, achievement has been well above target (62,010 in 2022/23)
		Percentage of facility users satisfied with the quality of the services offered.	>80%	Reworded performance measure / survey question
		Number of participants in events and programmes at the facility	>2,000	Appropriate measure to monitor wellbeing contribution, however slightly reworded - achievement has been well above target (3,461 in 2022/23)
<b>Cemeteries, Parks and Reserves</b>	To maintain parks, sports fields, cemeteries, and reserves.	Number of complaints specifically relating to Council service delivery	<40	Propose to update to only include complaints
		<b>Percentage of Stratford residents satisfied with:</b>		
		- Parks;	>85%	This year Parks received 90%. The regular maintenance on Parks is expected to reach this level of service.
		- Sports fields; and	>80%	The on-going maintenance on all sportsgrounds (fertilising, scarifying and verti-draining) will continue throughout each calendar year.
	- Cemeteries.	>80%	Cemeteries is expected to score low for many reasons even though there have been major improvements in maintenance.	
	To provide safe playgrounds to the community.	All existing playgrounds meet NZ Safety Standards.	100%	Update to 'existing' to imply focus on what we have, and no intention to create any new infrastructure.
To maintain safe foot bridges to the community.	All existing foot bridges meet NZ Safety standards.	100%	Update to 'existing' to imply focus on what we have, and no intention to create any new infrastructure.	
<b>Aquatic Centre</b>	To provide an aquatic facility that is welcoming, attractive and a safe place to swim.	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.	Met	
		Poolsafe Accreditation is met.	Met	
		Percentage of facility users satisfied with the quality of the services and programmes offered.	>80%	
		Number of facility users per annum.	>75,000	Number of admissions expected to double - look to increase target
<b>Democracy</b>	To provide Democracy services in accordance with statutory deadlines.	Agendas and associated reports for all scheduled meetings are publically available in accordance with statutory timeframes.	100%	Another statutory obligation that is expected of Council
		All Council meetings are publicly notified in accordance with statutory timeframes.	100%	As above
	Council uses a variety of communication and engagement tools and platforms to consult, inform and engage with the community.	The community is satisfied with how Council keeps them informed.	>80%	As identified through the customer satisfaction survey.
	Ensure accountability documents are prepared and meet statutory requirements.	The Annual Report, Annual Plan and Long Term Plan meet statutory deadlines and receive an unmodified audit opinion.	Achieved	As above



<b>Community Services</b>	Enable opportunities for the community to engage, celebrate, connect and sustain local capability.	Number of major community events led by Council	>4	More specific measure - previous year 17 community events but included facilitated events. Workshop 26/09 - measure requested to track council's work in advocacy and level of facilitation for community groups (will include in monthly report instead).
		Percentage of residents satisfied with the quality of the events and programmes offered by Council.	>80%	Change the survey question - feeling a sense of community is too vague and is not clearly and directly council's responsibility.
<b>Economic Development</b>	Develop and facilitate strategic partnerships that enable growth, attract ongoing investment, and increase diversity and capability within the local business sector.	Number of new and existing businesses accessing services and programmes offered.	>5	TBC - pending Economic Development workshop. Current measure is >5. Is this sufficient measure/target to assess value for money of VT contract?
		Number of promotional activities delivered or partnered with to encourage visitation to the district.	>1	TBC - pending Economic Development workshop. This measure was weak - if no requests are made then the target is met.
<b>Rental and Investment Properties</b>	To run the council farm in a way that maximises profits and meets the National Environmental Standards (NES).	Milk production is maximised.	>150,000 kg/ms	At workshop on 26/09 elected members suggested to change to a profit maximisation measure - however these are non-financial performance measures and assess performance against the agreed <u>level of service to the community</u> .
		The Council farm's Environmental Plans are reviewed annually	Achieved	Update to plans plural
	To ensure commercial properties owned are safe and legally compliant.	Commercial properties are compliant with relevant legislation.	Achieved	Leased property should be held for economic returns, otherwise sold off, or come under Civic Amenities. Focus measure on compliance.
<b>Building Control</b>	To process applications within statutory timeframes.	Percentage of building consent applications processed within 20 days.	100%	
		Percentage of inspection requests completed within 24 hours of requested time.	100%	
		Percentage of code compliance certificate applications determined within 20 working days.	100%	
	To retain registration as a Building Consent Authority.	Current registration.	Confirmed	
<b>Planning</b>	To process LIMs within statutory timeframes.	% of LIMs processed within timeframes.	100%	
	To promote the sustainable management and use of land and public spaces.	To undertake a comprehensive review of the district plan in accordance with the statutory timeframe.	N/A	
		To undertake a systematic review of bylaws and related policies as they reach their statutory review dates.	100% within review timeframes	
	To process resource consents within statutory timeframes.	% of non notified applications processed within 20 working days.	100%	
% of notified applications processed within legislated timeframes for notification, hearings and decisions.		100%		
% of s223 and s224 applications processed within 10 working days.		100%		
<b>Community Health and Safety</b>	To fulfil obligations to improve, promote and protect public health.	Percentage of premises registered under the Food Act, Health Act, Beauty and Tattoo Bylaw, to be inspected for compliance.	100%	
		Health nuisance and premise complaints are responded to within 1 working day.	100%	
	To fulfil obligations as a District Licensing Committee.	Percentage of licensed premises inspected.	100%	
		Percentage of applications processed within 25 working days (excluding hearings).	100%	
	To monitor and enforce bylaws.	Percentage of complaints responded to within 2 hours.	100%	
	To ensure dogs are controlled.	Percentage of known unregistered dogs whose owners have been encouraged to register their dogs using the legislative tools available.	>98%	The change recognises that registering dogs is the dog owners' responsibility not Council staff. Council staff are responsible for following up on unregistered dogs and trying to get the owners to register them.
		Percentage of dog attack/wandering dog complaints responded to within an hour.	100%	
<b>Emergency Management</b>	To maintain effective emergency response capability	Recruit, train and maintain a pool of staff and volunteers capable of responding to an emergency event. Number of people trained to at least Intermediate level.	>25	Intermediate level is considered a more appropriate measure to assess council's level of capability to respond to an event (rather than Foundational level training).
	To ensure the Stratford District Emergency Operations Centre is fit for purpose.	Annual capability audit undertaken (externally) and quarterly system checks undertaken (internally).	Achieved	
<b>Roading</b>	To provide a safe roading network.	Road safety - The reduction from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.	A reduction of at least 1	The performance measures in colour are mandatory - the targets are discretionary.



Stormwater	To strive for a well maintained roading network.	Road Condition – The average quality of ride on sealed road network, measured by smooth travel exposure.	Urban – ≥60%	Achieved 54% last year , change to reflect limited funding available.
			Rural – ≥91%	No change - Achievement of target will depend on final budget approved by WK
		Road maintenance – The percentage of the sealed road network that is resurfaced.	≥5%	No change, achievement depends on budget available considering high forestry roads maintenance and strengthening cost.
		Road maintenance – The percentage of the unsealed road network that has been metal dressed.	≥5%	Change to reflect constrained budget and achievement record - 5% achieved last year.
		Footpaths - The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (annual plan, activity management plan, asset management plan, annual works programme or long term plan)	>72.5%	
		Response to service requests - The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the long term plan (note: this information is actually held in the asset management plan not the long term plan).	>88%	
		<b>Percentage of residents who are satisfied with:</b>		
		· Urban Road Network	>50%	<i>Separate out urban and rural road network in customer satisfaction survey and performance measures. Change to reflect achievement track record and funding level - Achieved 30% last year . Separate out urban and rural road network in customer satisfaction survey and performance measures.</i>
· Rural Road Network	>50%			
· Footpaths	>60%			
Stormwater	Stormwater system protects property from impacts of flooding.	<b>System adequacy:</b> · The number of flooding events that occur in a territorial authority district. "Flooding" in this context means stormwater entering a habitable floor  · For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.)  · For each flooding event, the number of buildings in the central business zone affected by flooding.	0  0  0	No longer necessary under the Water Services Legislation Bill. The Activity must still have performance measures for Year 1 so have opted to include.
	Discharge Compliance	Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of: · Abatement notices · Infringement notices · Enforcement orders, and · Convictions received by the territorial authority in relation to those resource consents.	N/A	
	Response Times	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	2 hour	
	Customer Satisfaction	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1000 properties connected to the territorial authority's stormwater system.	<9	
Wastewater	Wastewater is managed without risk to public health.	System and adequacy - The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system.	<6	No longer necessary under the Water Services Legislation Bill. The Activity must still have performance measures for Year 1 so have opted to include.
		<b>Discharge compliance - Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:</b> · Abatement notices · Infringement notices · Enforcement orders; and · Convictions, Received by the territorial authority in relation to those resource consents.	<1	

Solid Waste	Fault response times	<p><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 measured:</b></p> <ul style="list-style-type: none"> <li>Attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site; and</li> <li>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.</li> </ul>	2 hours	
			9 hours	
	Customer satisfaction	<p><b>The total number of complaints received by the territorial authority about any of the following:</b></p> <ul style="list-style-type: none"> <li>Sewage odour</li> <li>Sewerage system faults</li> <li>Sewerage system blockages, and</li> <li>The territorial authority's response to issues with its sewerage system,</li> </ul> <p>Expressed per 1000 connections to the territorial authority's sewerage system.</p>	<6	
	Trade Waste complaints response times	Attendance time: from the time that Council receives notification to the time that a Trade Waste Officer arrives on site.	<2 working days	
	Trade Waste consent processing	Percentage of trade waste consent applications processed within 15 working days.	100%	
Water Supply	The levels of waste generated are reducing.	Waste to landfill per household (municipal kerbside collection only) per year.	<500kg	Reduce to reflect achievement in recent years.
		Percentage (by weight) of council controlled waste stream that is diverted from council controlled waste streams.	>20%	Amended to be broader than just recycling that is just diverted.
	The waste collection service is fit for purpose.	Percentage of customers satisfied with the service provided.	>80%	
	Water is safe to drink.	<p><b>The extent to which the local authority's drinking water supply complies with:</b></p> <ul style="list-style-type: none"> <li>Part 4 of the drinking water standards (bacterial compliance criteria), and</li> <li>Part 5 of the drinking water standards (protozoal compliance criteria).</li> </ul>	100% for all plants	No longer necessary under the Water Services Legislation Bill. The Activity must still have performance measures for Year 1.
			100%	
		Maintenance of the reticulation network - The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this).	<25%	
	A reliable water supply is provided.	<p><b>Fault Response Times – Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured:</b></p> <ul style="list-style-type: none"> <li>Attendance for urgent call-outs: from the time that council receives notification to the time that service personnel reach the site</li> <li>Resolution of urgent call-outs: from the time that council receives notification to the time the service personnel confirm resolution of the fault or interruption</li> </ul>	2 hour	
			9 hours	
	A reliable water supply is provided.	<ul style="list-style-type: none"> <li>Attendance for non-urgent call-outs: from the time that council receives notification to the time that service personnel reach the site</li> <li>Resolution of non-urgent call-outs: from the time that council receives notification to the time the service personnel confirm resolution of the fault or interruption</li> </ul> <p><b>Number of unplanned disruptions:</b></p> <ul style="list-style-type: none"> <li>Minor * (between 5 and 50 connections affected)</li> <li>Major * (more than 50 connections affected)</li> </ul>	2 working days	
			5 working days	
		<6		
		<3		
Water has a pleasant taste and odour.	<p><b>Customer Satisfaction - Total number of complaints received for:</b></p> <ul style="list-style-type: none"> <li>Drinking water clarity</li> </ul>	<32		

Percy Thomson Trust		<ul style="list-style-type: none"> <li>· Drinking water taste</li> <li>· Drinking water odour</li> <li>· Drinking water pressure or flow</li> <li>· Continuity of supply</li> <li>· Council's response to any of these issues</li> </ul> expressed per 1000 connections to council's networked reticulation system.  Note: This is understood to be limited to supplied properties within the water supply zones.		
	Water has a pleasant taste and odour.	Demand management - The average consumption of drinking water per day per resident within the district (in litres).	<275	
	Water flow and pressure is appropriate for its intended use.	Water pressure at 50 properties within the water supply zone, including any that have complained about pressure and or flow meets council specifications (flow>10l/min & pressure>350kpa).	100%	
	Water supply meets fire fighting requirements.	Fire hydrants meet NZFS Code of Practice conditions regarding supply.	100%	
	Delivery of art exhibitions	Deliver proposed art exhibitions which will include at least 1 local, 1 regional, and 1 National.	Achieved	
		Number of visitors to the Gallery shows high utilisation of the facility	>20,000	
	Development and maintenance of arboretum	The arboretum is maintained to agreed standards	Achieved	Need to develop agreed standards
Delivery of Herbarium	Remove	Remove	Current measure too vague and irrelevant	





# Financial Strategy



Long Term Plan 2024-34



# FINANCIAL STRATEGY

## Summary of key information

Rates Increase Limit:	< 7%
Borrowing Limits:	Net Debt < 115% of Annual Operating Revenue Borrowing costs <15% of Annual Rates Revenue Borrowing costs <10% of Annual Operating Revenue
Growth assumption:	0.4% annually
Inflation assumption:	Average of 2.1% annually, varies across categories of expenditure
Waka Kotahi (NZTA) Subsidy:	63% over the 10 years of the Long Term Plan
Three Waters activities:	Within council ownership and control for the ten years of the Long Term Plan

### Introduction

The purpose of the financial strategy is to:

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

The Financial Strategy sets out the overall financials goals of the Stratford District Council for the 2024-34 Long Term Plan ('LTP'). The main target actions of this Financial Strategy are to:

- Ensure the Stratford District Council authority maintains financial sustainability to ensure independence and debt capacity for future growth opportunities. This includes ensuring targeted rate reserve balances are not in deficit by the end of the LTP.
- Build resilience for the Stratford District – by, amongst other things, adequately funding for asset renewals, and ensuring council owned buildings are earthquake strengthened and fit for purpose.
- Provide the platform to enable achievement of the Community Outcomes, agreed levels of service, and performance measures, without significantly burdening the districts' ratepayers.

Compared to the Financial Strategy 2021-2024, the foundation for this Strategy is based on significantly increased operating costs due to high inflation between 2022 and 2024, and an unprecedented capital expenditure programme from 2021 to 2024. This has resulted in the need to lift the rates increase limit to a level that is realistic, at <7% (LTP 2021-31: <6%), despite this being breached in year 1 of the Long Term Plan (of 15.53%).

The Net Debt to Annual Operating Revenue Limit is to reduce to 115% (LTP 2021-31: 130%), and additional limits have been added to ensure appropriate management of costs associated with debt. This prudent strategy recognises the need to maintain a high level of debt capacity, and the impact that debt servicing has on rates, and future financial sustainability. By year 10 the Net Debt to Revenue limit increases to 150%, due to significant resilience projects, although the limit is met in all prior years.

### Council's Guiding Vision and Desired Community Outcomes

Council's vision is to be "A Welcoming, Inclusive, Safe Community – Te Pūmanawa o Taranaki." (Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'.)

The Community Outcomes adopted in August 2023, guide the levels of service council provides:

#### Welcoming

- We celebrate the unique stories of our district
- We are inclusive, and value our diversity
- Stratford is a friendly place where our visitors feel welcomed

- Our diverse community feels safe and supported
- We promote the district as the place to visit, live, play, learn and work

**Resilient**

- We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them
- We support a low-emissions future for our community
- We enable our rangatahi (youth) to be sustainable leaders
- We Strive to have resilient infrastructure that meets the current and future needs of the district
- We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work)

**Connected**

- We provide opportunities for families and people of all ages to connect with others in the community
- Our community is engaged and actively participates in democracy
- We value local knowledge when making decisions
- We advocate for the services that our community needs to live safe and healthy lives
- We welcome opportunities to work in partnership with others to help achieve our community outcomes
- We are committed to fostering meaningful and genuine partnerships with Mana Whenua

**Enabling**

- We are a business friendly district
- We encourage a diverse and sustainable business community
- We enable economic growth by supporting business investment and development in our district
- We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)
- We carefully balance the needs and wants of our district when funding services and infrastructure
- We encourage partnerships to collaborate with Mana Whenua for the benefits of the Stratford district.

Elected members have acknowledged that there is more work to do to achieve these Community Outcomes, above what would be considered business as usual. However, the foundations are in place, and future work to achieve these outcomes is focused on using the existing resources available to council – staff, expertise, infrastructure, community, funding capacity – to deliver on the Community Outcomes.

**Prudence**

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

**Long Term Plan forecast of Net Surplus**

<i>In \$000's</i>	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Total Operating Revenue</b>	31,096	31,746	33,251	34,694	52,833	44,234	38,762	39,763	41,303	43,329
<b>Total Operating Expense</b>	27,067	28,000	28,947	30,811	31,475	33,608	34,284	35,493	36,474	38,041

<b>Net Surplus</b>	4,029	3,746	4,304	3,882	21,358	10,626	4,479	4,270	4,829	5,289
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The net surplus includes Waka Kotahi funding revenue for capital expenditure on roading projects, which are particularly high in 2028/29 and 2029/30 due to the Brecon Road bridge project. Revenue also includes the sale of subdivision sections in 2028/29 budgeted at \$9,208,000, which will be used to repay the original funding sources (debt and reserves).

As stated in the Revenue and Financing Policy “Prior to determining the amount of expenditure to be funded by rates, Council will identify and exhaust all other funding sources available.” These include Fees and Charges, Grants and Subsidies, Borrowings (where prudent), Asset Sales Proceeds, Financial Contributions, and Interest and Dividends from Investments. Fees and charges take into account the principles of user benefits/pays and exacerbator pays, while also recognising that many of the services that Council delivers provide wellbeing outcomes to the community and therefore affordability is also taken into account to encourage capacity utilisation and improved outcomes for the community.

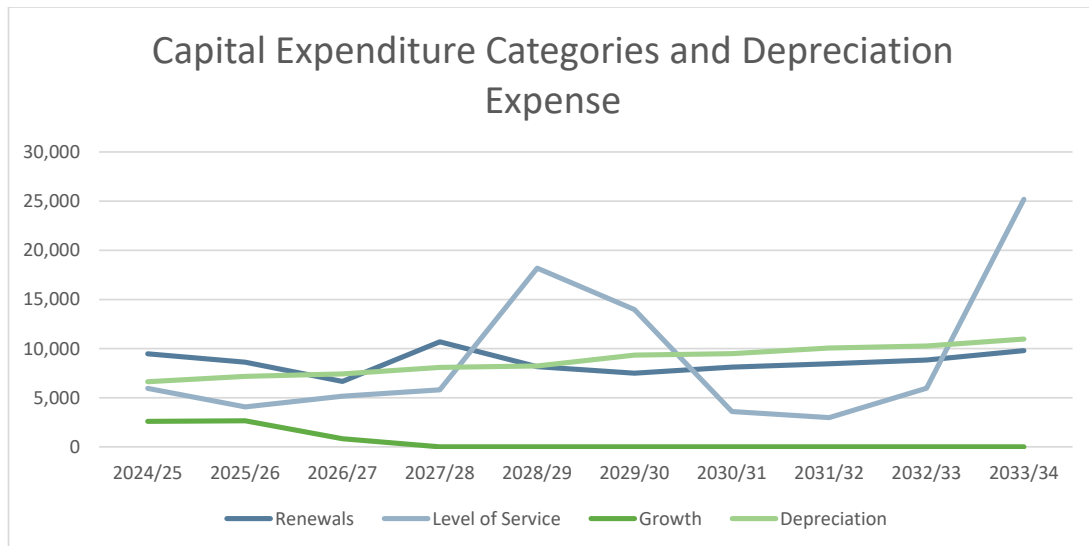
## Significant factors underpinning the Financial Strategy

### Service Levels

The budgeted expenditure in year 1 of the Long Term Plan provides for increased service levels in comparison to the previous Long Term Plan, notably the operating costs for the new Swimming Pool and Bike Park, Economic Development initiatives, Sustainability / Waste Minimisation initiatives, and the rollout of universal Water Metering. There are no significant cost reductions forecast that would result in a decrease in service levels provided.

Grants and subsidies will be actively sought to help fund the capital work programme. In previous years, the Council was successful in obtaining Government funding for the new Swimming Pool project of \$8,000,000, the Water Supply second Trunkmain of \$2,390,000, and the Stratford Bike Park of \$1,800,000. We are now seeing the impact of maintaining these assets on the ongoing funding required from our community.

Note: most assets that have been grant funded initially will be fully depreciated in the expectation that Council will fund the replacement of the asset from the appropriate reserve, except for roading where it is expected that the roading subsidy will continue to contribute towards the replacement of roading assets, and the Wai o Rua - Stratford Aquatic Centre where only Council's contribution towards the cost of construction will be depreciated.



To continue to deliver the levels of service for an Activity, Council must ensure that it has made sufficient provision for funding to do the maintenance and asset replacement outlined within its Asset Management Plans. The LTP includes provision for renewal capital works of \$9,468,100 in 2024/25, and \$76,802,000 over the remaining 9 years of the Long Term Plan. Depreciation over the 10 years of the LTP is \$87,664,000.

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

### **Building Resilience**

One of the key action plans for this Long Term Plan is to build resilience for the district and focus on maintaining current levels of service and being adequately equipped for future district growth.

Council will fully fund for depreciation on three waters and roading infrastructure. Universal water metering is expected to be rolled out over the first three years of the LTP to help with water conservation and identification of water loss and infrastructure maintenance requirements. Additionally, the Stratford water grit tanks will be replaced in years 1 and 2 of the LTP at a budgeted cost of \$4,000,000, and a new Patea crossing for the old trunkmain will be constructed in year 10 of the LTP at a budgeted cost of \$4,000,000. Additionally, for Wastewater, a new discharge point will be constructed in year 10 of the LTP at a budgeted cost of \$5,200,000.

All council owned buildings that do not meet current legislative seismic standards will be brought up to standard by the end of the Long Term Plan to ensure public safety from potential earthquake risk and the ability to operate a civil defence emergency centre.

Council has recently hired a Sustainability Officer who is responsible for developing and delivering environment and sustainability strategies, plans and projects, including those relating to land & water conservation, Council's energy use, renewable energy and the mitigation of climate change. Future plans within the first three years of the LTP are to develop a corporate Sustainability Policy (and embed this internally), research and contract out a corporate baseline emissions assessment, and develop a Sustainability Strategy – utilising a facilitated working party model to develop the strategy. Projects will be developed to meet the high-level outcomes and objectives, approved by council, of the working party Sustainability Strategy. A capital expenditure budget of \$395,000 has been set from years 4-10 of the LTP.

Council will also provide for resilience by ensuring debt capacity is maximised, which is reflected by a lower Net Debt to Revenue limit than the covenant set by the LGFA.

### **District Growth**

Population and the number of rateable properties is expected to increase by 0.4% per annum. Council has noticed the upturn in Taranaki's regional growth which appears to be flowing through most of the provincial areas. In recent years there has been an increase in rating units of around 1%. However, it is not expected that this level of increase will be sustainable over the next ten years and so for the purposes of determining rating unit growth, 0.4% growth has been used as a conservative measure.

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

Current assets have the capacity to cope with the moderate growth experienced and forecast. It would take consistent growth of 1-3% for a considerable number of years before this would change. If growth was to occur at a higher than anticipated level, the Council and the community would have enough time to develop policies and a new financial strategy to cope with that growth. New debt would be the likely source of funding for any new infrastructure required, after exhausting funding from financial contributions.

In 2019 – 2020, the Council developed a 33 section urban subdivision, with all sections sold within a year. Due to the high demand, Council plans to invest a further \$8,000,000 in a new subdivision, to be



fully loan funded in the short term, with operating costs to be reserve funded. The budgets in the LTP are set to break even and not make an economic return from the section sales.

### **Forecasting Assumptions**

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

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

The most recent property rating valuations in 2023, effective from 1 July 2024, show a continued pattern (from the last three yearly valuation) of residential property values increasing, and dairy land values remaining flat. This is likely to have an impact on capital value based rates (general and roading targeted rate) and ability to pay for residential property owners. The increasing UAGC will also impact lower value properties, and council has increased its remission policy scope for low value properties that qualify for a remission of the UAGC.

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

## **Current Position (2024) and End Position (2034)**

### **Treasury Position**

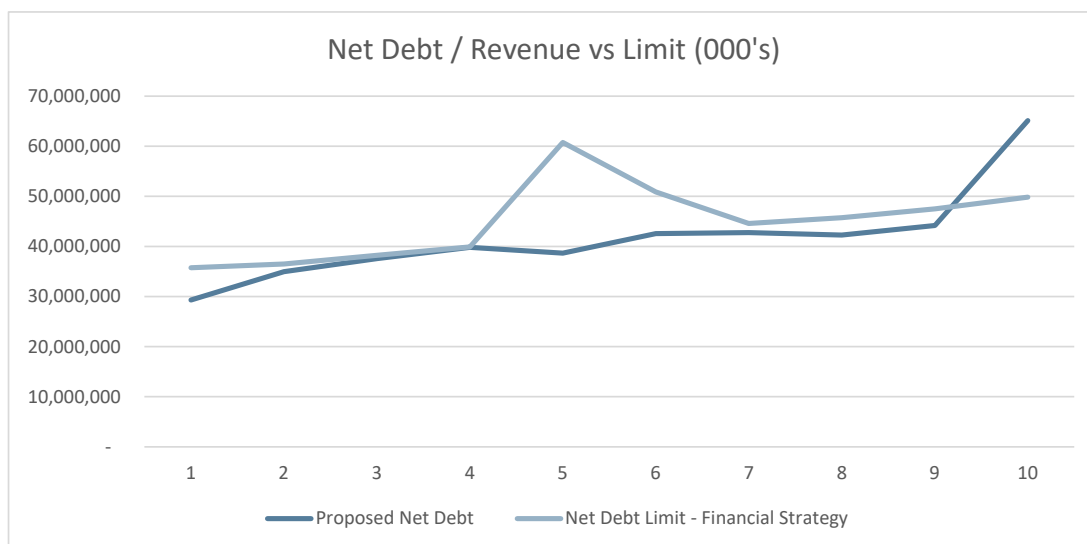
Net debt by the end of year 1 of the Long Term Plan is expected to be \$29,314,663. This is expected to peak to \$65,111,780 in ten years, by 2034. Loan funded capital expenditure proposed over the Long Term Plan is \$68,743,000.

The Net Debt limit has been reduced to 115% of annual operating revenue to encourage prudent decision making when considering proposals for funding investment in level of service capital expenditure. Borrowing flows directly through to the rates requirement by increasing the cost of interest. However, this limit is breached in year 10 of the Long Term Plan.

In terms of long term liquidity, and access to capital funding, the Council is not expected to breach its LGFA covenants over the next ten years, and based on the proposed net debt forecast. In the short term, Council has access to a \$1,000,000 loan facility if needed.

The net debt limit is lower than the LGFA covenant of 175% of annual operating revenue, as elected members consider that future generations should not be inheriting a treasury position where debt is at its maximum. Council is mindful that interest rates and borrowing costs are and may continue to increase further, putting pressure on ratepayers to fund debt servicing costs.

Council investments forecast to provide a financial return include Term Deposit investments of \$6,000,000, and a loan to the Stratford Agricultural and Pastoral Association of \$7,180,000. The forecasts maintain both at the same level over the next ten years, although it is likely the term deposits may need to increase as the level of reserves increases, and there is provision for \$3,680,000 of the \$7,180,000 loan to be repaid in the loan contract within the next 5 years so this may reduce, offsetting one another to some extent.



Council expects to breach its Net Debt / Revenue limit in year 10 of the Long Term Plan due to significant Water and Wastewater improvement projects.

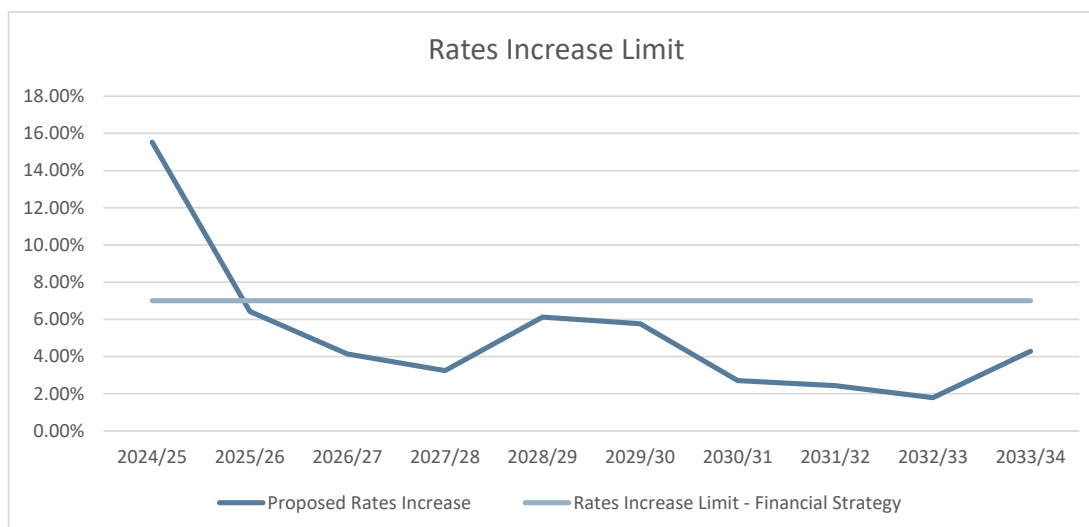
### Rates

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

Council will set rates on the following basis:

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

Inter-generational equity is better served by maintaining consistency in the level of rates increases year on year. The rates increase limit is to be set at 7%, up from 6% from the previous Long Term Plan (and 4.45% from the LTP 2018-28). This is to take into account the increased prices experienced by the local government sector in all cost areas, and the increased levels of service delivered to the community to deliver on the Community Outcomes, as a result of the completion of capital projects budgeted for in the Long Term Plan 2021-31.



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

The proposed rates increases are less than the rates increase limit set by Council, except for in Year 1 of the Long Term Plan, where a significant upwards shift is required as a result of recent inflationary pressures, and to include the impact of new capital expenditure on operating funding requirements. Additionally, in year 1 and 2 of the LTP, council has committed to rectifying the deficit in the Roading Reserve. From year 2 onwards, council spending is expected to settle under the limit and the focus will be on maintenance of existing services and building infrastructure resilience.

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Proposed Rates Increase</b>	<b>15.53%</b>	<b>6.4%</b>	<b>4.1%</b>	<b>3.2%</b>	<b>6.1%</b>	<b>5.8%</b>	<b>2.7%</b>	<b>2.4%</b>	<b>1.8%</b>	<b>4.3%</b>
Rates Increase Limit - Financial Strategy	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%
Difference in Rates Increase and Limit	8.53%	-0.58%	-2.86%	-3.76%	-0.87%	-1.23%	-4.30%	-4.56%	-5.21%	-2.72%

Rates are rising at a level higher than expected inflation of 2.10% largely due to the operational costs (depreciation and/or interest) arising from new capital expenditure on service level increases, particularly the new swimming pool complex and the bike park. Many of the fees and charges are not able to be increased at a rate higher than inflation without affecting community participation and overall revenue, and counteracting the wellbeing benefits provided by council services.

Fees and charges for 2024/25 were reviewed by Council as part of the development of the Long Term Plan, with increases across the board, where appropriate.

### Council Infrastructure and Asset Condition

Council manages Assets with a value of \$463,280,000 (as at 30 June 2023), made up largely of infrastructure assets, including Roading, Water Supply, Wastewater and Stormwater assets (total infrastructure asset value of \$392,377,000). These assets have very long lives of up to 120 years, and have an estimated replacement value of \$583,261,000. By the end of the Long Term Plan, June 2034, the value of Council assets is expected to increase to \$829,088,000, as a result of asset revaluations and capital expenditure on new assets to increase levels of service.

Generally, the Council takes a risk-based approach to monitoring the condition of assets and conducts condition assessments of its critical assets. Where assets have low risk because they are in the first half of their life, condition monitoring is low. If the consequences of running an asset through to failure are high, the Council, through its AMP and systems hold more information on the asset condition. The

Council has assessed the risk of sudden asset failure as minor and therefore has not budgeted for the replacement of assets before their useful life. To clarify, Council's strategy is to replace non-critical assets when they fail. This is a common strategy with many Councils, and Stratford has a good track record of fixing failures in a timely manner.

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

The Financial Strategy is the enabler of the Infrastructure Strategy which identifies Roading and Three Waters resilience as the key focus areas for the Long Term Plan. The Council's Infrastructure Strategy and Asset Management Plans provide details on asset condition and expectations for asset replacement. Assets are only replaced when at the end of their useful life based on the condition of the asset, rather than at the end of the expected useful life.

There is a high risk that council's planned capital expenditure program will not be fulfilled in each year of the LTP, based on historical capital program completion rates. The reasons for not delivering on the full program are largely due to factors outside of council's control which are unlikely to be mitigated for the future as well. The capital program for years 2 and later will be reviewed at each Annual Plan and for the next Long Term Plan. The biggest impact on under delivering on capital projects will be on council's debt and reserves balances, which will be lower than forecast. Where there is potential for significant reductions in levels of service as a result of not delivering particular capital projects, these projects will be prioritised.

## Policy on giving security for borrowing

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

Borrowings from the Local Government Funding Agency will be under Debenture Trust Deed security documents and a debenture trustee is appointed to monitor financial compliance and to hold the security on our behalf for borrowed funds. The security for the loans is a charge over rates revenue.

Council may also choose to secure certain borrowings by a charge over assets. This will only occur when;

- there is a direct relationship between the debt and the asset purchase/construction and
- Council considers a pledge of the physical assets to be a more appropriate mechanism than the general charge over rates.

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

## Financial Investments and Equity Securities

Financial investments of \$13,180,000 is not expected to change over the Long Term Plan. Council also has non-financial investments in property including a farm, and has surplus cash available for investment from time to time.

Council maintains financial investments primarily to allow for:

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

Over the ten years of the LTP, Council has budgeted to receive \$4,181,000 in interest revenue from financial investments. Investment return rates are based on either contracted investment rates, or for term deposits, the forecast 12 month term deposit rate.

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

Investment and financial instruments will be restricted by the Treasury Management Policy, which is to be reviewed at least once every three years, and was last reviewed in February 2024.

The farm investment is expected to contribute at least \$75,000 per year to subsidise rates, however the Farm and Aerodrome Committee is responsible for the allocation of year end profits and may decide to increase this amount in any year to contribute towards the annual rates requirement.



# DRAFT Infrastructure Strategy

2024 - 2054



Long Term Plan 2024-34

**DOCUMENT QUALITY ASSURANCE**

	NAME	DATE
Prepared By	Victoria Araba – Director, Assets	
Approved By	Sven Hanne - Chief Executive	

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2			
3			

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## 1. Introduction

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Section 101B of the LGA requires that the Council must, as part of its Long Term Plan (LTP), prepare and adopt an Infrastructure Strategy for a period of at least 30 consecutive years.

The Infrastructure Strategy (IS) 2024-2054 is a significant infrastructure strategy developed by the Stratford District Council ('the Council') spanning the 30-year period between 2024 and 2054. The IS has been prepared along with the LTP 2024-2034, for the purposes of identifying:

- Significant infrastructure issues for the Council over the 30-year period;
- The principal options for the management of those issues; and
- Implications of the identified options.

The IS considers a number of asset and lifecycle management issues including:

- Response to growth in the service demand and increase in service levels;
- Maintenance or improvement of public health and environmental outcomes;
- Asset resilience through appropriate risk management.

The IS presents an overview of how the Council will manage its core infrastructure assets over the 30-year planning horizon. It presents the most likely cost scenario for the management of the assets,

following the identification of the long-term significant issues and options.

The Council has an important stewardship role for the infrastructure assets and for the services they deliver. Council's vision for its significant infrastructure assets is: *'Infrastructure is resilient, fit for purpose, affordable and meets the needs of today without compromising the needs of tomorrow'*.

Infrastructure provides the foundation for efficient delivery of services and enables population and economic growth. It supports the fabric of modern living and is taken for granted until something fails or no longer provides the expected service. Infrastructure enables the Council to achieve desired community outcomes and meet asset ownership goals and objectives.

The IS aims to ensure core services provided by Council meet the agreed level of service and the infrastructure assets that deliver them are fit for purpose and can meet the needs of a changing community today and in the future. The IS will guide Council's decision making process and inform the community of the Council's long-term priorities with respect to the core services it delivers. It presents the Council's approach for addressing identified issues within the core local government infrastructure categories.

This Stratford District Council IS covers the four core local government infrastructure categories:

- Roading (and transport);
- Stormwater and drainage
- Sewer treatment and disposal;
- Water supply

Flood protection and control is addressed where it falls under each respective core service category. This IS describes the:

- Growth and Demand Drivers;
- Significant Issues the Council will address over the next 30 years;
- Options for addressing the identified issues, including the Council's preferred option;
- Significant Assumptions underpinning the strategy including Risks, Consequence, Mitigation;
- Level of Service, Risk and Lifecycle Management Strategies;
- Council's 30-year Investment Funding Strategy, including Capital and Operating Expenditure;
- Timeline for Investment.

The IS is reviewed and updated every three years in line with the LTP.

## 2. Mission, Vision, Values, Priorities and Community Outcomes

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

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

The Stratford District Council's **Mission Statement** is 'To serve the District and its communities through advocacy, promotion, services, facilities and positive leadership'

The Stratford District Council's **Vision Statement** is 'A welcoming, Inclusive, Safe community - Te Pūmanawa o Taranaki'. Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'.

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

Integrity	<i>Be loyal to the organisation and trustworthy, honest and courteous with everyone we deal with.</i>
Teamwork	<i>Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.</i>
Excellence	<i>Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost effective and ensure prudent management of public money and assets.</i>
Pride	<i>Take pride in our performance and our organisation.</i>
Commitment	<i>Have commitment and respect for each other, our business and our customers.</i>
Innovation	<i>Examine alternatives, challenge the obvious and have a flexible attitude.</i>

The Council's key **Priorities** over the next 30 years are to:

- Ensure the provision of long-term, affordable core services to the community;
- Maintain agreed levels of service;
- Optimise the replacement of ageing infrastructure;
- Maintain compliance with legislative requirements; and
- Manage changing customer expectations and needs in a cost-effective manner.

Elected Members have reviewed the Council's **Community Outcomes** as part of the LTP process.

An assessment of the achievement of the Community Outcomes through the delivery of the four Core Infrastructure Services of Roading; Water; Wastewater and Stormwater, is provided below

Achievement of Community Outcomes through the delivery of Core Services					
Community Outcomes		Roading	Water	Wastewater	Stormwater
Welcoming	<ul style="list-style-type: none"> <li>We celebrate the unique stories of our district</li> <li>We are inclusive, and value our diversity</li> <li>Stratford is a friendly place where our visitors feel welcomed</li> <li>Our diverse community feels safe and supported</li> <li>We promote the district as the place to visit, live, play, learn and work.</li> </ul>	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them.</li> <li>We support a low-emissions future for our community.</li> <li>We enable our rangatahi (youth) to be sustainable leaders.</li> <li>We strive to have resilient infrastructure that meets the current and future needs of the district.</li> <li>We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work).</li> </ul>	✓	✓	✓	✓
Connected	<ul style="list-style-type: none"> <li>We provide opportunities for families and people of all ages to connect with others in the community</li> <li>Our community is engaged and actively participates in democracy</li> <li>We value local knowledge when making decisions</li> <li>We advocate for the services that our community needs to live safe and healthy lives</li> <li>We welcome opportunities to work in partnership with others to help achieve our community outcomes</li> <li>We are committed to fostering meaningful and genuine partnerships with Mana Whenua</li> </ul>	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>We are a business friendly district</li> <li>We encourage a diverse and sustainable business community</li> <li>We enable economic growth by supporting business investment and development in our district</li> <li>We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)</li> <li>We carefully balance the needs and wants of our district when funding services and infrastructure</li> <li>We encourage partnerships to collaborate with Mana Whenua for the benefits of the Stratford district.</li> </ul>	✓	✓	✓	✓



### 3. District Overview

The Stratford District is a beautiful land-locked area situated in the heart of the Taranaki region and encompassing approximately 2,170km<sup>2</sup> of land. To the north, west and south of the district are the New Plymouth and South Taranaki districts in the Taranaki region; to the east, the district is bordered by the Ruapehu and Whanganui districts within the Horizons region.

Within the Stratford District are four distinct geographical areas:

- The alpine and bush environment of Te Papakura o Taranaki;
- The ring plain around Taranaki Maunga;
- The hill country located between the ring plain and the eastern hill country; and
- The eastern hill country to the boundary with Ruapehu District Council.

The district's population as at 2020 ranks 10th smallest out of the 67 districts in New Zealand. The rural landscape supports large farming, forestry and Department of Conservation reserves. The Stratford District is a growing tourist destination owing to key attractions such as the Te Papakura o

Taranaki, the Manganui Ski Field, Forgotten World Highway (SH43), Dawson and Mt Damper Falls.

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

Stratford is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43.

Stratford with a population of approximately 9880 (Statistics NZ, June 2020) is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District. The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km north of Midhirst and New Plymouth is 35 km to the northwest. An estimated 234 (Statistics NZ 2013) people live in Midhirst.

One of the most distinctive features of Midhirst is the towering concrete and glass

milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. It is situated on a railway, the Stratford-Okahukura Line, the western portion of which was operated as a branch line known as the "Toko Branch" prior to the line's completion.

The Toko Stream flows through the area to join the Patea River. An estimated 1,350 (Statistics NZ 2018) people live in or around Toko. This includes people living in the settlement and those living in the surrounding rural areas.

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

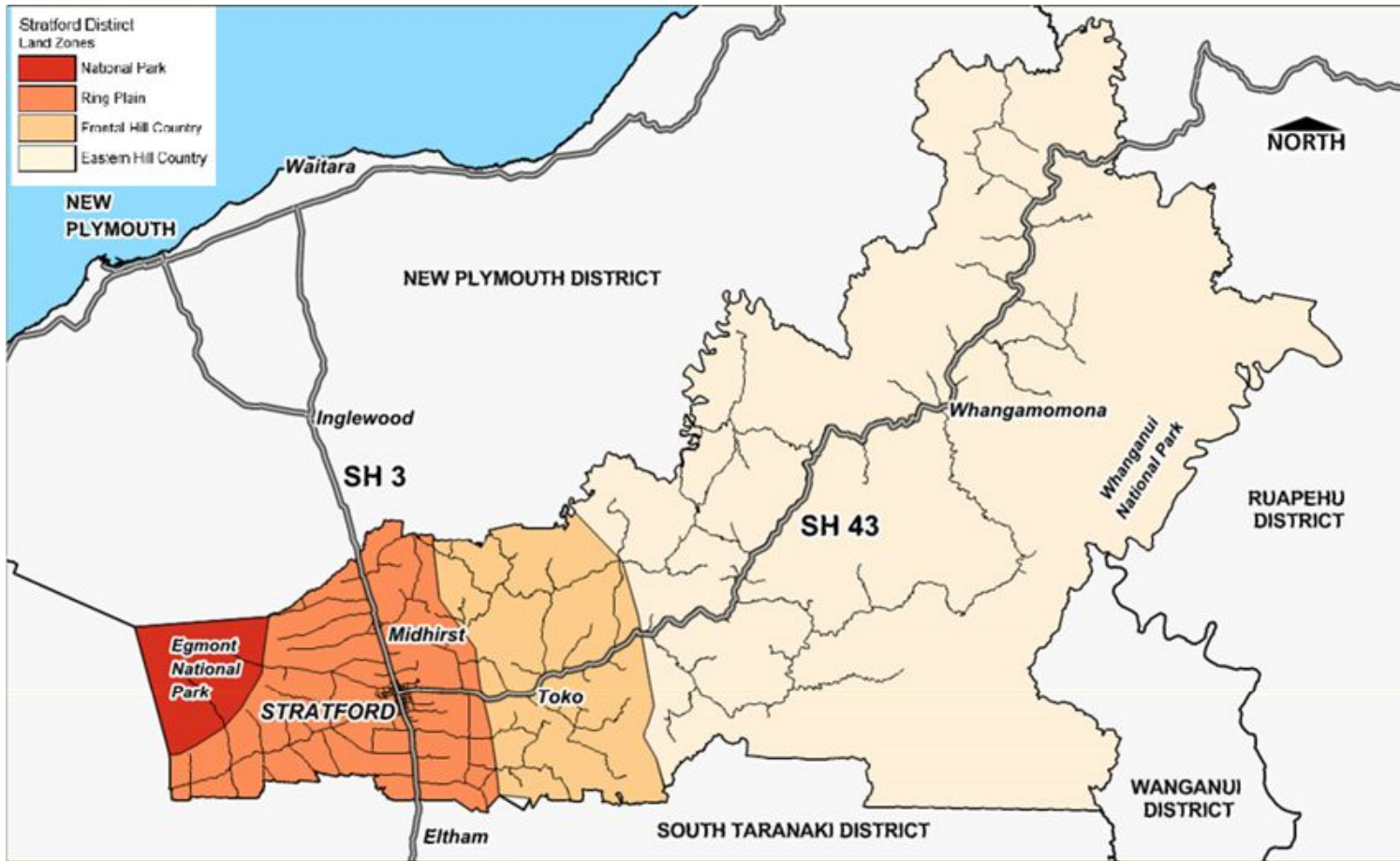


Figure 1 - The Stratford District

## 4. Legislative and Strategic Context

The Legislative and Strategic context of the IS is presented in Figure 2.

Section 101B of the LGA (2002) requires that the Council must, as part of its Long-Term Plan (LTP), prepare and adopt an Infrastructure Strategy for a period of a least 30 consecutive years. One principle by which a local authority should perform its role in Section 14(g) of the LGA is that:

*'a local authority should ensure prudent stewardship and the efficient and effective use of its resources in the interests of its district or region, including by planning effectively for the future management of its assets'.*

Undergirding the preparation of this long-term strategic document is the principle to ensure that the Council maintains the sustainable delivery of its core services to the community.

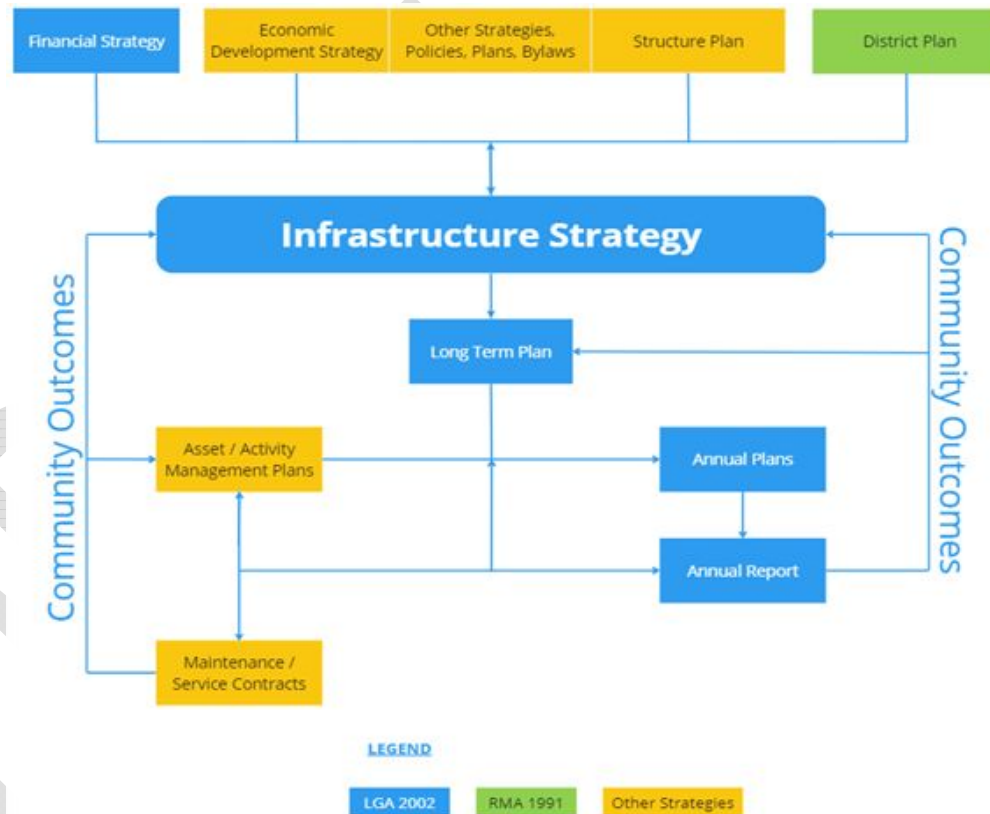


Figure 2 – Legislative and Strategic Context



## 5. Growth and Demand Forecast

The future growth and demand for services in the district can be attributed to a number of factors including:

- Population growth;
- Economic development;
- Tourism;
- Regulatory Changes; and
- Land-Use Changes.

Anticipated impacts of growth and increased demand include:

- Increased demand for services and the infrastructure that delivers these services;
- Increased pressure on existing infrastructure; and
- Increased maintenance and renewal costs.

Demand increases can impact affordability positively as well as negatively, depending on how these are managed. The uncertainties and reliability of these assumptions are discussed in the *Significant Assumptions* Table in Section 8.

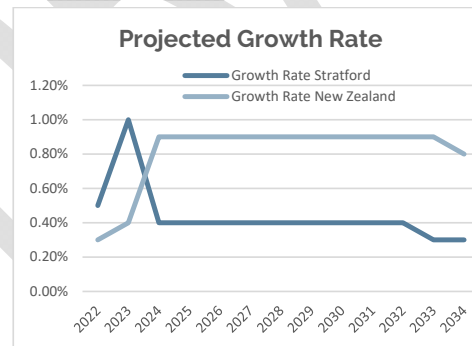
### Population Growth

The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,679 by 2034, at an average of 0.4% per year. This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these

projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

The growth in the Māori population of the district has been consistently higher than the growth of all other ethnicities for each of the last ten years. Stratford district's Māori population was 1,550 in 2022, up 2.6% from the previous year.

The chart below shows total population projections over the ten years of the LTP, against the growth projections of the total New Zealand population.



### Economic Development

This district's economic development strategy as well as its participation in Tapuae Roa – Make Way for Taranaki, the regional economic development strategy, set a direction for economic development and identify priorities and measurable goals for the district. It is anticipated that both strategies will enable and support economic growth and development in the Stratford District.

The two biggest contributing industries in Stratford are the Agriculture and Forestry sector contributing 27% of district GDP, and the Utilities sector (electricity, gas, water and waste) contributing 13%. Stratford has the region's largest electricity generation site at Contact's 575MW gas powered plant – it is considered a nationally significant generation site.

### Tourism

Tourism currently makes up 0.9% of Stratford District's GDP (*Infometrics. 2022*).

Potential growth opportunities are:

- Walking and Cycling;
- Forgotten Highway; and
- Taranaki Maunga.



The Visitor Sector Action Plan (VSAP) is one of six action plans developed as part of the *Tapuae Roa – Make Way for Taranaki* - Regional Economic Development Strategy. The action plan describes the current regional sector dynamic, growth objectives, challenges, opportunities and the actions required to achieve sector growth. It is anticipated that the VSAP will facilitate growth in the Stratford District.

### **Land Use Changes**

The Council is preparing a review of its District Plan. Core infrastructure assets will be planned to service new policy areas as required.

The Council has recently successfully completed the creation of a quality and affordable subdivision in one of the identified growth areas by supplying new residential lots to jumpstart and facilitate growth in the district. The uptake of the newly created lots was quick and attracted homeowners from all parts of the Taranaki region and beyond. The Council has recently commenced the development of a new subdivision, which is expected to support the creation of affordable residential lots to support the growth forecast for the Town.

### **Relationships with Tangata Whenua**

While there are no formal agreements with Iwi, engagement occurs regularly with Iwi Authorities that have mana over whenua within

the Stratford district, on project by project as the need arises. Council has made a commitment through the Communication and Engagement Strategy to involve iwi in Council decision making at an early stage and through the Community Outcomes to work with iwi to achieve the following outcomes:

The Council has an ongoing relationship with a number of Iwi groups in the District, including;

- Ngaruahine Iwi Authority;
- Te Runanga o Ngāti Ruanui Trust; and
- Ngāti Maru Wharanui Pukehou Trust

### **Regulatory Changes**

The SDC regularly reviews regulatory changes that may or will affect the delivery of our core services. This primarily includes updates to resource consents and changes to drinking water legislation and standards.

Regulatory changes, as seen in recent times, are likely to require the implementation of stricter outcomes from Territorial Authorities such as the Council. For example, current changes to the National Policy Statement for Freshwater (FVNPS) 2020, will have an impact on the management and cost of core service delivery of the 3-Waters Activity, with a direct impact on rates.

Also expected to have a key impact on future Water, Wastewater and Stormwater operations

are the new government's proposed bills on 3-Waters Reform and possible changes to the Government Policy Statement (GPS) on Land Transport.

## 6. Infrastructure Assets Information, Condition and Performance

The Council maintains its core infrastructure assets to support the delivery of its agreed level of service. The Council's core assets are in four categories:

- Wastewater;
- Roads;
- Stormwater; and
- Water supply.

Asset Management Plans (AMP) are maintained for all major assets, including the four core asset categories above. The AMPs contain information on the life, age and condition of the assets. They also contain details of the asset's location; valuation; useful lives; condition assessment system and data accuracy/confidence.

A summary of Council's core assets as at 19 January 2024, including the associated Optimised Replacement Cost (ORC), is provided below.

The Council owns and operates three urban water supplies servicing the Stratford, Midhirst and Toko Communities. Table below is a total of all 3 water supplies Data for the 3-Waters and roading infrastructure assets is held in AssetFinda and RAMM

databases respectively. More details are provided in the respective AMPs.

### Water Supply Assets

Asset Group	Quantity
Reticulation	102,693 km
Fittings	6,297 No.
Treatment	394 No.
<b>Total RC</b>	<b>\$56,894,821</b>

### Wastewater Assets

Asset Group	Quantity
Reticulation	60,551 km
Point and Plant	3,342 No.
<b>Total ODRC</b>	<b>\$37,198,337</b>

### Stormwater Assets

Asset Group	Quantity
Reticulation (pipes)	26,485 km
Points – Inlets, Outlets, etc.	375
<b>Total RC</b>	<b>\$23,893,854</b>

### Road Assets

Asset Group	Quantity
Sealed Roads	402 km
Unsealed Roads	206 km
Footpaths	73 km
Bridges/Large culverts	157 No.
Culverts	3976 No.
Tunnels	5 No.
Retaining Walls	259 No.
Signs	5525 No.
Markings	2450 No.
Guard Rails	910 No.
Streetlights	755 No.
Surface Water Channels	827 km
<b>Total RC</b>	<b>\$450,673,329</b>

The Council Roding assets include all land transport infrastructure assets including walking and cycling facilities.

**.Asset Condition and Data Confidence**

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

Asset condition is a measure of an asset's physical integrity, while asset performance is a measure of whether the asset is delivering level of service requirements. Knowing the condition of an asset is a core part of what the Council and its contracting partners do as it enables more accurate prediction of its performance and supports its development, maintenance and renewal/replacement requirements. The

Council has no backlog or deferred maintenance in its work programme.

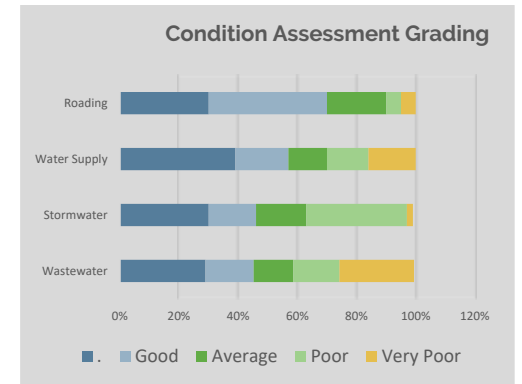
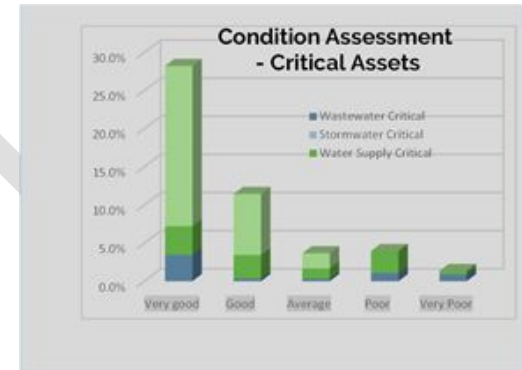
The Stratford District Council identifies the condition of its infrastructure assets by a combination of the following, based on risk and asset criticality, with higher risk assets inspected and assessed more rigorously:

- Asset Age;
- Visual targeted inspections;
- Analysis of collected statistical data; and
- Maintenance monitoring.

The Stratford District Council has developed a condition grading system to support the classification of our infrastructure assets at the group level. Using the system, assets are ranked from 1-5 as illustrated in the table above. The figures below provide a summary of the condition grading for our core assets, and our critical assets.

Given that some data in our asset database is either incomplete or unsupported, the Council's overall confidence level in the condition data assessment is '*Reliable to Uncertain*'. Therefore, the Council uses a combination of visual inspection, maintenance monitoring and other methods to support the development of its maintenance and replacement forward works programmes.

The Council will continue to deliver on agreed service levels, knowing the asset condition presented above. Council's approach to monitoring the condition of its assets is as described in Section 7.



While Council's overall confidence around its data quality is *'Reliable to Uncertain'*, the Council's confidence level for the 3-Waters is *'Reliable'* for its critical assets and *'Reliable to Uncertain'* for non-critical assets. With regards to roading assets, confidence is *'Reliable to Highly Reliable'* for the critical assets and other assets that receive regular inspections (such as structures, footpaths and carriageways). For other non-critical assets, the confidence is average, translating to *'uncertain'*.

This uncertainty stems from data held around the age of the non-critical assets, which have been deduced from the approximate date of construction, and also from the quality of data held on our service connections. However, given these are non-critical assets, impact of premature asset failure on continued service delivery is very low, as any disruption to service is limited to a few properties. The associated financial impact is also very low.

It is important to note that these assets do not fail simultaneously, as they are individual assets - any failed part can be isolated and managed, so the risk and consequences of failure is very low. This is evidenced from our annual performance indicators reported every month to the Council and summarized in the Annual Report. Our track record is good. Our strategy to mitigate the impacts of this *Uncertainty* is to be ready at all times to respond to all asset failures. Therefore we have, on hand or ready access to, supplies to replace any failed asset. Our contractors are on board as per the requirements of their maintenance contract.

The Council continues to validate the data in the AssetFinda database - as assets are replaced. Our maintenance contractors interact directly with our asset management system and provide corrections and updates to the condition data which is reviewed and/or updated as new data becomes available. Assets that are frequently interacted with therefore, are better documented than those that only get dug up as part of upgrades, renewals or repair work. It will take some time for the assessment of our 'confidence level' of our non-critical assets to be *'Reliable'*.

The charts above provide snapshots of the overall *Condition Grading Assessment* for all assets -critical and non-critical; the table below provides a summary of the *Data Confidence Levels*.

		Data Confidence Level				
		Highly Reliable	Reliable	Uncertain	Very Uncertain	Unknown
Wastewater	Critical		✓			
	Non-Critical		✓	✓		
	OVERALL		✓	✓		
Stormwater	Critical					
	Non-Critical			✓		
	OVERALL			✓		
Water Supply	Critical		✓			
	Non-Critical		✓	✓		
	OVERALL		✓	✓		
Roading	Critical	✓	✓			
	Non-Critical		✓	✓		
	OVERALL		✓			

## 7. Critical Assets and Significant Infrastructure Issues

### Critical Assets

Critical assets are defined as those assets that if they fail, are likely to have more significant consequences than others and have adverse significant economic, social and environmental impacts on the community.

Generally, the Council takes a risk-based approach to monitoring the condition of assets and conducts condition assessments of its critical assets. Where assets have low risk because they are in the first half of their life, condition monitoring is low. If the consequences of running an asset through to failure are high, the Council, through its AMP and systems employ a more intensive monitoring regime and targeted inspections to collect more information on the asset condition. The Council has assessed the risk of sudden asset failure as minor.

The Council establishes criticality using the Activity and Corporate rating levels. The Council's *Criticality Rating Criteria* is provided below. Activity level criticality is based on certain the criticality criteria – this is detailed in the AMP. The Council's *Corporate Level Criticality* ranking for its core assets is presented below.

Rating	Description
1	<b>Critical with no redundancy</b> - Failure of equipment compromises H&S directly (failure to supply drinking water to hospital)
2	<b>Critical with no redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service
3	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service

Rating	Description
1	Roading, Water Supply assets.
2	Wastewater (Sewerage).
3	Solid Waste and Stormwater.

Further details of *Asset Criticality* evaluation, in addition to the operating management of critical assets, are described in detail in the respective AMP.

For non-critical assets that affect a limited number of residents and no critical users (schools, medical centres, etc.), the Council's approach is to maximise the useful life of the asset - until it breaks. Reinstatement of non-

critical assets is generally achievable within four (4) hours. The Council manages flexible operating and renewal budgets that accommodate the re-prioritisation of such failed assets.

The Council has identified a number of significant issues in the medium and long term that are potentially detrimental to the Council's core assets. The *Significant Issues and Options* by asset Group are presented in the Appendix. Cost implications of the most likely scenario (key projects) for addressing these issues are presented in Section 14.

### Significant Infrastructure Issues

The *Significant Infrastructure Issues* are key challenges that must be addressed to enable the delivery of agreed service levels both now and in the future. These challenges are typically renewal, resilience, service standards, changes in legislation, growth demand. These are categorised under four broad categories and include:

- Financial Issues:
- Natural Disasters/Climate Change -
- Operating Issues:
- Strategic Issues:

### Significant Issue 1:

#### Financial Issues - Limited Resources, Funding Assistance and Subsidies, Financial Uncertainty

The continued delivery of robust and well maintained infrastructure for the district, at the agreed level of service, depends on our continued ability to attract funding assistance and subsidy from our key partners. Our major Partner is the New Zealand Transport Agency (NZTA) who currently provides a 63 % Funding Assistance rate (FAR) for all Roothing Activities.

Key financial issues stem from:

- Increased asset values and associated depreciation contribution;
- Contract cost escalations;
- Affordability pressures to keep rates to a minimum;
- Bridges due for replacement in the next 10 years;
- Customer expectations; and
- Cost to service forestry impacts

Our ability to continue funding our services rely on:

- The number of rateable properties;
- The amount to be collected via rates from our ratepayers;
- Any alternative systems or funding sources to supplement the existing funding inadequacies.

Funding alternatives are as per Council's *Revenue and Financing Policy*.

### Significant Issue 2:

#### Natural Disasters/ Climate Change - Resilience

The Taranaki region is susceptible to significant adverse effects from natural hazards. Natural disasters can result in heavy loss of property and threaten lives and livelihoods, forcing communities to learn to live with these hazards.

While it is not possible to reduce the incidence of natural hazards, steps can be taken to reduce the vulnerability of the community to their impacts. Natural hazards that are of concern to the Council include:

- Volcanic activity within next 50 years;
- Flooding, mainly surface flooding;
- Earthquake;
- Windstorm; and
- Land instability and erosion.

### Significant Issue 3:

#### Operating Issues - Legislative Changes, Levels of Service increase, Forestry Impacts

There have been considerable legislative changes over the last decade which create a degree of uncertainty and require the Council to be more vigilant in meeting its obligations. Recent legislative changes that will have on-going impact on Council's delivery of its core services include:

**The 3-Waters Reform** - It remains to be seen what the final reform will be. The most recent update of 12 February 2024 stated that central government will, by 23 February 2024, pass

two bills to replace the repealed laws. *'The first bill would be passed by the middle of this year and would set out provisions related to council service delivery plans and transitional economic regulation. ... The second bill would set up the long-term replacement regime ... and the regulatory backstop powers, to be used if councils were failing to meet the requirements to deliver financially sustainable and safe water services'* - [February 12 update](#)

**The Government Policy Statement on Land Transport (GPS)** - With the recent change in government, it is expected that the priorities of the current GPS will change.

### Significant Issue 4

#### Strategic Issues - Renewal of Aging Assets, Growth and Demand Changes

All Council's assets are aging. Many of these aging assets are due for replacement at about the same period. The implication of this is that burden of the cost of renewal or replacement of these assets will fall on ratepayers living in the Stratford District within a certain era.

The Council aims to ensure that the cost of infrastructure replacement is not entirely borne by one generation. Through robust asset management planning, the Council will spread the cost of replacement in a way and at a rate that is fair and affordable to Stratford residents through time.

## 8. Significant Assumptions - Risks, Uncertainties, Impacts and Mitigation

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Stratford District Council conducted an environmental scan as a means of identifying changes in the local economy, local demographics, and land-use, which are direct requirements under legislation. The scan provides an assessment that ensures the integration of all current relevant matters into the LTP development at an early point, to shape the development of both the Financial and Infrastructure strategies, as required by legislation.

### Risk Assessment

In making assumptions about the future, there is a risk that the information relied for future planning is inaccurate. This has been articulated in the Council's Environmental Scan, with an assessment of the risk impact and mitigations.

### Forecasting Assumptions

Stratford District Council has adopted a range of forecasting assumptions which will underpin the preparation of the LTP 2024-34 ("LTP"), and which represent the most likely future scenario with the information known at present. However, there are several other likely outcomes that have not been factored

in. Therefore, variations from the forecasting assumptions are likely, and it is accepted that variations from the LTP may be material.

### Financial Budgeting

The development of the LTP relies heavily on Council's financial modelling systems, which must have a robust methodology and appropriate controls in place to prevent errors. The Council is committed to reviewing the budgeting model used in the development of the LTP 2021-31.

### Decision Making Processes

While the adoption of the final LTP is made in one Council decision, it is essentially the culmination of a large number of individual decisions, made and owned by elected members. To ensure the best decisions are made, all significant decisions will be subject to consultation with the community in line with Council's Significance and Engagement Policy.

### Future Amalgamation

Although not adopted as policy by the Government, the Future for Local Government review panel have

recommended a significant reform of the local government sector, with the suggestion that amalgamation of the 78 authorities is a potential to likely outcome. This is a low risk, due to the uncertainty of government policy, and low support for this from the sector as evidenced at the recent Local Government New Zealand meeting with mayors on the Future for Local Government recommendations. The assumption for the LTP is that the Council continues to operate as a standalone entity throughout the life of the LTP.

### Auditor Involvement

Auditor involvement in the creation of a plan for the community introduces a risk in that auditors with potentially little knowledge of the district can have a strong influence in shaping the final LTP document, as experienced in previous years.

In addition to the above, the significant assumptions – *Risks; Uncertainties; Impacts and Mitigation* - are provided in detail in the Table below.



Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<b>1. FINANCIAL ASSUMPTIONS</b>				
<p><b>Revenue</b></p> <p>Council revenue will cover expenditure, providing for a balanced budget. The majority of revenue will be raised from rates, user charges and NZTA funding assistance</p> <p>The number of rating units will not change significantly over the period of the Infrastructure Strategy.</p> <p>Sources of funding for operating and capital expenditure do not change, but will remain as per the Revenue and Financing Policy.</p> <p>Funding Assistance from NZTA will remain at 63 % for all works categories.</p>	<ul style="list-style-type: none"> <li>• Council revenue and reserves do not cover expenditure.</li> <li>• The predicted rate take is not realised.</li> <li>• Sources of funds are not realised.</li> <li>• NZTA funding assistance rate may change</li> </ul>	Medium to High	<ul style="list-style-type: none"> <li>• A significant impact from changes in funding or funding sources may result in a revised operational and capital works programme, or changes in the level of user fees and charges, borrowing or rating requirements.</li> <li>• Operating, maintenance, renewal and level of service improvement budgets are affected.</li> <li>• Planned capital, maintenance and renewal works deferred or cancelled.</li> <li>• Asset ownership may need to be reviewed.</li> <li>• Potential social, environmental and public health implications as a result of reduced service levels.</li> </ul>	<ul style="list-style-type: none"> <li>• Levels of revenue from user charges have been set at realistic levels in accordance with the ratios outlined in the Revenue and Financing Policy.</li> <li>• There is a concentration of risk associated with a small number of industrial consumers for some revenue streams (e.g., extraordinary water charges).</li> <li>• Regular liaison is maintained with these consumers.</li> <li>• Funding for projects and assets is considered before the commencement of each project or asset.</li> <li>• The rating base is reviewed annually when determining the rates for the year.</li> <li>• Any changes to NZTA funding are communicated well in advance</li> </ul>
<p><b>Cost</b></p> <p>Costs will remain stable over the entire period of the Infrastructure Strategy</p>	Costs are higher than anticipated.	High	<ul style="list-style-type: none"> <li>• Variability of prices, such as for oil, could cause variability in costs.</li> <li>• Higher cost of project delivery</li> </ul>	The Council and management will review its budget annually through the LTP/Annual Planning process and may adjust work programmes/budgets where necessary.
<p><b>Capital Expenditure Do-ability</b></p> <p>Council plans to deliver 100% of all budgeted capital expenditure over the life of the Long Term Plan. The</p>	That Council delivers significantly less than 100% of	High	<ul style="list-style-type: none"> <li>• Price fluctuation hinder the completion of entire capital</li> </ul>	<ul style="list-style-type: none"> <li>• Capital budget costs are inflated over the entire strategy period.</li> </ul>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
financial model was developed based on this assumption.	capital budget.		<p>projects</p> <ul style="list-style-type: none"> <li>• Service disruption or reduced levels of service as a result of non-completion of projects</li> <li>• Reduced levels of service if assets are not maintained as they should be, over-reliance on repairs and maintenance expenditure.</li> <li>• Potential to over-rate ratepayers if new expenditure is factored into budget, along with operational impacts, and then doesn't materialise.</li> </ul>	<ul style="list-style-type: none"> <li>• Council has prioritised projects and elected members have reviewed and accepted the capital programme.</li> <li>• Major capital projects have also been logically spread taking into account initial development, construction, and implementation phases of a project</li> </ul>
<p><b>Inflation Rates</b></p> <p>The inflation rates remain as indicated in financial tables.</p> <p>Council, along with many other NZ councils, calculates and applies inflation factors to its 10 year budget forecast, using predictions of future inflation levels from New Zealand economic research company.</p>	Inflation is much higher than forecast assumptions.	Medium	A significant change in inflation will result in changed revenue and expenditure. This could be significant and may adversely affect the ability of the Council to set affordable rates in future. Budget increases will be required.	<ul style="list-style-type: none"> <li>• Limited controls available.</li> <li>• The Council will review its budget annually through the LTP/Annual Plan process and may adjust work programmes /budgets when necessary.</li> </ul>
<p><b>Useful Lives</b></p> <p>Infrastructural assets useful lives are determined during the certified valuations using specifications from suppliers.</p> <p>All assets will be replaced at the end of their useful life unless noted otherwise, based on:</p> <ul style="list-style-type: none"> <li>• The asset's theoretical useful life;</li> <li>• The asset condition;</li> </ul>	<p>Those assets wear out earlier or later than estimated.</p> <p>That the useful asset life information held is incomplete or inaccurate</p>	Low	<ul style="list-style-type: none"> <li>• The financial effect of uncertainty is likely to be immaterial.</li> <li>• Depreciation and interest costs would increase if capital expenditure was required earlier than anticipated.</li> <li>• Subsequent depreciation calculations will result in incorrect revenue setting,</li> </ul>	<ul style="list-style-type: none"> <li>• Reprioritisation of capital projects</li> <li>• Update useful life information of infrastructure assets regularly</li> <li>• Council has a comprehensive asset management planning process. Where a decision is made not to replace an asset, this will be factored into capital projections.</li> </ul>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<ul style="list-style-type: none"> <li>The asset technology becoming obsolete;</li> <li>The asset's capability to perform intended work.</li> </ul> <p>Depreciation costs are based on their respective lives.</p> <p>Unit cost assumptions used are the same as used during the most recent Certified Valuation and are determined using latest contracts, construction projects and supplier information.</p>	<p>That Council activities change, resulting in decisions not to replace existing assets.</p>		<p>resulting in incorrect rates collection and leading to insufficient funds.</p>	
<p><b>Revaluation of Non-Current Assets</b></p> <p>Revaluations will take place every three years and the percentage increases assumed are as follows:</p> <ul style="list-style-type: none"> <li>Roading 10% in year 2, and every second year after that; and</li> <li>Utilities 5% in year 2, and every second year after that</li> </ul>	<p>Risk that Council is not funding depreciation at an appropriate level to cover the future asset replacement cost</p>	<p>Medium</p>	<p>Financial impact – revaluations come at a substantial cost to Council in terms of fees and increased depreciation, however they ensure sufficient funds are set aside for future replacement and that the burden is placed evenly on current and future generations.</p>	<p>As above, get quotes early for full revaluation years.</p>
<p><b>Interest on Debt</b></p> <p>Interest cost assumptions are as stated in the Financial Strategy.</p>	<p>That interest costs continue to increase higher than forecast assumptions</p>	<p>Medium</p>	<p>Financial impact on interest expenditure – budget increases will be required (less of an impact after three waters transition date)</p>	<p>Reduce reliance on debt. Comply with treasury policy and LGFA covenant limits.</p>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<b>2. OPERATING ASSUMPTIONS</b>				
<p><b>Levels of Service</b></p> <p>The demand for Council Services and customer expectations regarding levels of service will not change significantly and therefore there will be no significant effects on asset requirements or operating expenditure.</p>	<p>There are significant increases in customer expectations regarding demand for services and/or the level of service provided.</p>	<p>Low</p>	<ul style="list-style-type: none"> <li>Infrastructure and service provision do not meet customer and stakeholder needs and expectations.</li> <li>Maintenance, renewal/replacement, and performance monitoring requirements increase.</li> <li>Customer and stakeholder needs are not met.</li> <li>Customer confidence is eroded.</li> </ul>	<ul style="list-style-type: none"> <li>Regular reviews of Community expectations against levels of service, via customer surveys as well as feedback received.</li> <li>Minor changes may be made to service levels where budget, contracts and resources allow. These will generally occur within existing budgets.</li> <li>Major changes in service levels will be confirmed with the community via consultation. These will generally require increase to fees or rates, depending on how the service involved is funded.</li> </ul>
<p><b>Legislation</b></p> <p>It is assumed that there will be no significant legislative changes that affect infrastructure and service delivery.</p>	<p>There are significant changes in legislation that require a different and/or higher level of service delivery, maintenance or performance standard.</p>	<p>High</p>	<ul style="list-style-type: none"> <li>The ability to meet Levels of Service requirements will be altered.</li> <li>Maintenance and renewal planning and funding requirements will be increased</li> </ul>	<ul style="list-style-type: none"> <li>Very little control as this is usually driven by central government.</li> <li>Current infrastructure and service provision meets good practice and will be able to adapt within reasonable timeframes.</li> <li>Ongoing discussion with Elected Members and stakeholders on the implementation of possible service level improvement requirements e.g. in the water sector - universal water metering.</li> </ul>
<p><b>Resource Consents</b></p> <p>Renewed resource consents will have similar conditions as the expiring resource consents and will not be significantly altered.</p> <p>Any resource consents due for</p>	<p>Conditions of resource consents are altered significantly.</p>	<p>Medium</p>	<p>Council is unable to renew existing resource consents upon expiry.</p> <p>Breach of Consent conditions</p>	<ul style="list-style-type: none"> <li>Appropriate planning and on-going interaction and/or consultation with regulators and other parties for resource consent applications/renewals should ensure that they are obtained.</li> <li>Monitoring of compliance with existing</li> </ul>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
renewal during the ten year period will be renewed accordingly.				resource consent conditions will provide a record of compliance for future processes. <ul style="list-style-type: none"> <li>The renewal of consents is dependent upon the legislative and environmental standards and expectations that exist at that time.</li> <li>Work closely with TRC and iwi authorities – particularly in the lead up to consent expiry date.</li> </ul>
<b>Three Waters Reform</b> Delivery of 3 waters activities by a Taranaki Regional entity	Risk that this may not occur as planned causing uncertainty, additional work and resourcing.	Medium	<ul style="list-style-type: none"> <li>Service delivery impacts – confusion on who is doing what and when.</li> <li>Reduced debt and responsibility for Council may not be realised</li> </ul>	The Taranaki region is committed to exploring the possibility of a three waters CCO, now that legislation is repealed by the new government.
<b>3. STRATEGIC ASSUMPTIONS</b>				
<b>Population Growth</b> The current population is projected to increase on average by 0.4% each year, based on an assumption of medium growth by Infometrics Model 2020. Note: Population projections do not represent forecasts, but indicate what the future size and structure will be if the underlying assumptions regarding births, deaths and migration prevail.	That growth is higher than projected thereby putting pressure on Council to provide additional infrastructure and services.	Medium - High	<ul style="list-style-type: none"> <li>Accelerated infrastructure deterioration rate;</li> <li>Increased maintenance and renewal/ replacement needs;</li> <li>Maintenance and renewal/replacement requirements exceeds current programme of works and funding allocations;</li> <li>Compromised ability to meet Levels of Service requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Council will continue to monitor population change in the District. Generally, small increases in population can be managed within the existing level of service.</li> <li>Declines in population will not necessarily reflect lower number of ratepayers as the number of people per household is declining but will impact affordability.</li> <li>Where growth requires additional infrastructure (e.g., subdivisions), Council can require financial contributions for this work. Costs over this amount may result in additional Council expenditure which is likely to be funded out of debt.</li> </ul>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<p><b>Demographic Change</b></p> <p>The prediction is that the proportion of elderly over 65's and young under 10's will be higher than the national average, and that the Maori population will continue to grow at a faster rate than all other ethnicities.</p>	<p>The demographic make-up of the district differs significantly from previous year changes and expectations.</p>	<p>Low</p>	<p>The district already has a higher dependency ratio than the national average which puts a greater burden on the working age population, and is likely to reduce productivity capacity and growth.</p>	<p>Limited risk mitigations available. Ensure attractions and facilities are available for all age groups, and support is available for ethnic minorities.</p>
<p><b>Asset Management Plans</b></p> <p>AMPs are complete; they include renewal and capital programmes for all major infrastructural assets and are based on sound assessments of asset condition, lifecycle and demand management.</p> <p>AMPs are peer reviewed in accordance with the Asset Management Policy.</p> <p>The following asset parameters are assessed in order to develop the renewals programme:</p> <ul style="list-style-type: none"> <li>• Asset Criticality;</li> <li>• Material type</li> <li>• Asset Age</li> <li>• Asset Condition</li> <li>• Asset Performance (e.g. pipe bursts, leaks, valves not working, blockages and flooding)</li> </ul>	<p>Asset Management Plans are incomplete. Condition ratings and life cycle demand assumptions are erroneous.</p> <p>Asset Management Plans are not peer reviewed.</p>	<p>Low - Medium</p>	<ul style="list-style-type: none"> <li>• Current Levels of Service are not clearly defined.</li> <li>• Improvement planning is not adequately tracked and/or resources and time needed is not adequately allocated.</li> <li>• Misalignment between projected and actual budgets</li> <li>• AMPs present a weak business case for investment.</li> <li>• AM improvement is inhibited.</li> </ul>	<p>Significant investment made in asset management systems and practices as well a condition assessment of assets.</p>
<p><b>Asset Disposal/Acquisition</b></p> <p>There are no substantial asset disposals that will impact significantly</p>	<p>Policy changes result in substantial</p>	<p>Low</p>	<ul style="list-style-type: none"> <li>• Maintenance and renewal planning and funding</li> </ul>	<p>Regular review of levels of service, population growth and legislative environments, which</p>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<p>on the plan.</p> <p>There are no substantial asset acquisitions that will impact significantly on the plan.</p>	<p>asset disposal.</p> <p>Policy changes result in substantial asset acquisition.</p>	Low - Medium	<p>requirements will be reduced.</p> <ul style="list-style-type: none"> <li>• Maintenance and renewal planning and funding requirements will be increased</li> </ul>	would be the most likely drivers of asset disposal and/or acquisition.
<p><b>Programming of Works</b></p> <p>The recommended programme of works will be carried out.</p>	The recommended programmed work is not carried out.	Low	<ul style="list-style-type: none"> <li>• Identified problems/opportunities are not responded to.</li> <li>• The rate of deterioration to infrastructure is accelerated.</li> <li>• Compromised ability to meet agreed LoS.</li> </ul>	<ul style="list-style-type: none"> <li>• On-going monitoring of work programmes.</li> <li>• Identification of root-cause of delays / failure to deliver.</li> </ul>
<p><b>Staff</b></p> <p>Current staff members possess the necessary education and skill sets to adequately perform their designated functions.</p> <p>Current staffing levels are adequate and stable.</p>	<p>Staff leaving results in staff skill levels falling below the standard required - Skills shortage</p> <p>Staffing levels are not adequately maintained.</p>	Low - Medium	<ul style="list-style-type: none"> <li>• Loss of institutional knowledge</li> <li>• Inadequate Operating management of infrastructure and/or delivery of service.</li> <li>• Demand on Council activities not being met by Council staff.</li> <li>• Negative impacts on customer service and reputational damage.</li> </ul>	<ul style="list-style-type: none"> <li>• Active training and recruitment programmes ensuring suitably qualified staff</li> <li>• Strong relationships with key contractors and suppliers are maintained to ensure availability and competency of critical resources</li> </ul>
<b>4. HAZARD ASSUMPTIONS</b>				
<p><b>Resource Consents</b></p> <p>Resource Consent Conditions will be understood, met.</p>	Non-compliance with Resource Consent Conditions	Low - Medium	Breach of Resource Consent Conditions	<ul style="list-style-type: none"> <li>• Suitably qualified and skilled staff</li> <li>• Appropriate technology used to control consent conditions;</li> <li>• On-going consultation with regulators</li> </ul>



Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<p><b>Water Supply Contamination</b></p> <p>Water quality will be maintained</p>	<p>Water contamination occurs</p>	<p>Low - Medium</p>	<ul style="list-style-type: none"> <li>• Breach of Resource Consent Conditions</li> <li>• Public health and safety impacts</li> <li>• Negative publicity eroding public opinion.</li> <li>• Unexpected financial costs.</li> <li>• Unexpected legal implication for Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement regular and systematic routine testing of raw and treated water including for a range of heavy metals.</li> <li>• Suitably qualified and skilled staff</li> <li>• Appropriate technology used to control consent conditions;</li> <li>• On-going consultation with regulators</li> </ul>
<p><b>Contractors Availability</b></p> <p>Council contracts out the majority of its operations and services. It is assumed that:</p> <ul style="list-style-type: none"> <li>• Contractors will be available to undertake all contracted works;</li> <li>• It is assumed that all contractors will adhere to the terms of the contract</li> </ul>	<p>Contractors are unavailable to undertake works</p> <p>Contractor breaches terms of contract</p> <p>Contractor financial situation declines.</p>	<p>Low - Medium</p>	<ul style="list-style-type: none"> <li>• Operations and services are disrupted</li> <li>• Compromised Asset and public safety</li> <li>• Substandard completed works</li> <li>• Negative publicity eroding public opinion.</li> <li>• Unexpected financial costs.</li> <li>• Unexpected legal implication.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular monitoring of and interaction with engaged contractors to ensure acceptable performance.</li> <li>• Healthy contracting environment within the district and region that allows for substitution of any one contractor- if significant issues experienced.</li> </ul>
<p><b>Natural Disasters</b></p> <p>Current planned Incident Response would be effective until Level 4-5 at which point this will be treated as per Civil Defence / Emergency Management protocols.</p>	<p>The current Incident Response Plans are not effective until Level 4-5.</p>	<p>Low</p>	<ul style="list-style-type: none"> <li>• Provision of service is disrupted.</li> <li>• Structural integrity of infrastructure is compromised.</li> <li>• Public safety is compromised.</li> <li>• Recovery from a major event is inhibited.</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure resilience incorporated into design, planning and maintenance of assets.</li> <li>• High-level planning on a regional basis with mutual support during events.</li> <li>• Contractual arrangements to ensure resource availability.</li> </ul>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
<p><b>Emergency Event</b></p> <p>Disruptive or destructive emergency events could lead to damage – not budgeted for</p>	<p>Business continuity – continuing to provide agreed levels of service</p> <p>Financial cost – emergency response and rebuild costs</p>	High	<ul style="list-style-type: none"> <li>Impact on infrastructure, employment, housing, social disruption, health and access.</li> <li>Increased debt - Likely to require loan funding for rebuild costs</li> </ul>	Business continuity plans, insurance, borrowing capacity. Central government source of funding.
<p><b>Pandemic/COVID-19</b></p> <p>It is assumed that the current "Service Continuity Plan" would be effective in maintaining continuity of service in a pandemic event.</p>	<p>Service continuity Plan is not effective and continuity of service is unable to be maintained</p>	Low - medium	<ul style="list-style-type: none"> <li>Provision of service is disrupted.</li> <li>Operation and maintenance of infrastructure is compromised.</li> <li>Public safety is compromised.</li> </ul>	<ul style="list-style-type: none"> <li>Staff, being essential workers are set up to operate remotely. Others are able to continue operating essential services, with minor disruption to service levels.</li> <li>Infrastructure resilience incorporated into design, planning and maintenance of assets.</li> <li>High-level planning on a regional basis with mutual support during events.</li> <li>Contractual arrangements to ensure resource availability.</li> <li>Comply with national/regional Pandemic Action Plan</li> </ul>
<p><b>Climate Change</b></p> <p>Climate change will impact on the Council's operations and will require an appropriate response to adapt and prepare for potential impacts.</p>	<p>The effects of climate changes are more severe than expected.</p> <p>The consequences of adaptation measures may</p>	Medium	<ul style="list-style-type: none"> <li>The district has no exposure to coastlines, however may be impacted by severe weather events including heavy rainfall and drought.</li> <li>Unrealised effects of climate change are likely to create additional costs to mitigate their</li> </ul>	<ul style="list-style-type: none"> <li>Council activities will build appropriate mitigation responses into infrastructure development.</li> <li>The Council will continue to monitor Climate change science and the response of central government and adapt its response where required.</li> <li>Work with community where climate change</li> </ul>

Significant Assumptions	Risk	Risk and Uncertainty Assessment	Potential Impacts and Implications	Mitigation / Control Description
	disproportionately harm parts of the community.		impacts, such as improving protection of critical infrastructure. <ul style="list-style-type: none"> <li>• More severe weather events resulting from climate change may increase damage to infrastructure and place pressure on Council finances.</li> </ul>	decisions will impact negatively. <ul style="list-style-type: none"> <li>• Capture baseline emissions data</li> <li>• Work with the business community on diversification</li> <li>• Work with households and schools on waste reduction</li> </ul>
Further details on the significant assumptions are provided in the <i>Council Profile and Significant Forecasting Assumptions – Long Term Plan 2024-2034</i> underpinning the Council's <i>Financial Strategy 2024-2034</i>				

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## 9. Risk Management

Risk management is key for the continued delivery of service and minimising disruption to service delivery for all our infrastructure assets. Thus, are *'resilience'* projects are mainly derived from the mitigation measures identified in our Risk Management framework and from legislative requirements.

The Council's risk management framework is designed to be effective within its specific internal and external environments, and potential sources of risk and aims to:

- establish a systematic and structured approach to managing risks across the Council; and
- embed risk management practices into business strategy, planning and core operations to ensure that key risks are proactively identified, managed and communicated.

The Council has identified risks in its Corporate Risk Register, under six broad risk areas:

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

Risk management activities are based on the ISO31000 Risk Management Standard which directs governance and management

responsibilities to frame, assess, respond and monitor the identified risks.

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

The following are Council's risk management principles:

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

Benefits of applying effective risk management include:

- Improved achievement of the Council's strategic direction, objectives and priorities;

- Reduced risks – significant risks are identified and managed and early warning of problems and emerging risks are addressed, with appropriate design and operation of internal controls;
- Improved decisions – decisions are made after analysis of risk;
- Improved planning and resource allocation – risks are prioritised and included in business planning so that resources are better managed; and
- Increased accountability and transparency – clarity of key risks and the responsibility and accountability for their management.

The issues identified under these risk areas are consistent with the significant assumptions presented in the Section 8 of the IS. The top 10 risks for each Core Infrastructure Asset are provided in the respective AMPs and their attached Appendices.

The Council has adopted an Insurance Framework which:

- acknowledges the relevance of insurance and how it fits into its risk management function;
- Ensures that, following a risk event, the Council is effectively positioned to return in a timely manner to its pre-event state; and
- Considers Council priorities and the financial impact to ratepayers of risk mitigation through insurance

## 10. Asset Management Policy, Principles and Objectives

The Council's Asset Management Practices are as detailed in the respective AMPs. Each AMP includes improvement planning which enables the Council to close the gaps between its existing asset management practice and best practice. This will ensure the desired outcome of improved asset management and delivery of agreed service levels to the community.

### Asset Management Policy

The *Asset Management Policy* establishes the management framework for managing infrastructure assets in a structured, coordinated and financially sustainable manner. The objectives of this Policy are to:

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

performance requirements and desired improvement priorities and strategies.

### Asset Management Principles

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

- Asset management goals and objectives will be aligned with corporate objectives and community outcomes;
- Capital, operation and maintenance, and renewal/replacement works will be aligned with asset management objectives;
- Sustainable and suitable development will be considered in the options for asset development and service delivery;
- Optimal replacement/lifecycle asset management strategies will be developed;
- Asset replacement strategies will be established through the use of optimised lifecycle management and costing principles;
- Funding allocation for the appropriate level of maintenance in order for assets to deliver required Levels of Service;
- Growth and demand forecasting will be integrated as part of all asset management planning to meet current and future needs of the community; and
- Ensure the design, construction and maintenance of assets, so far as

reasonably practical, are without risk to the health or safety of any person.

### Asset Management Objectives

The Council's Asset Management objectives are to:

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

## 11. Levels of Service and Lifecycle Management

### Levels of Service

Levels of Service (LoS) define the form and quality of service that the Council provides to the community. They represent a balance between what the community wants and what the community is willing to pay for. Asset management planning helps to determine the relationship between the LoS and the cost of service. The Council's asset management approach will ensure that it maintains the agreed LoS over the next 30 years.

In general, the Council is planning to keep its levels of service the same. In order to maintain the current service levels, the Council is planning to spend more than has been spent in recent years on infrastructure. This increased spending is being balanced with the affordability of our ratepayers to fund the additional cost of service, as detailed Council's Financial Strategy. With this additional investment our assets will be more resilient and provide a reliable environment for our residents and businesses to live, work and play.

Once determined, the relationship is evaluated through the Long Term Planning process in consultation with the community. The agreed LoS are used to:

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

As such, LoS cannot be defined beyond the 10-year planning horizon of the LTP.

Current and Planned LoS are presented in the respective AMPs for each core Infrastructure asset. The performance monitoring of the agreed LoS delivery is undertaken through performance measures and targets. The results of the performance monitoring are reported internally and externally through the:

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

### Lifecycle Management

Lifecycle Management (LM) involves the planning; procurement, management; renewal/replacement and disposal of the assets for the delivery of the agreed LoS. The Council will employ robust LM strategies to maintain the delivery of the LoS

as agreed with the Community and amended via the LTP process. The rate of asset renewal is intended to maintain the overall condition of the asset system at a standard, which reflects its age profile, and ensures that the Community's investment in the District's infrastructure is maintained. The level of expenditure on cyclic asset replacement varies from year to year, reflects:

- Asset age/life;
- Asset condition; and
- Asset Criticality.

The Council will take into account the key LoS drivers described in earlier sections, including:

- Growth and Demand Forecasts;
- Identified Significant Issues and Options; and
- Potential Risks;

The LM Strategies for the delivery of planned LoS for the next 3 years are described in detail in the respective AMPs and they include:

- Management Strategies;
- Risk Management Strategies;
- Contractual Arrangements; and
- Incident Response Plans.

Further details on these strategies are presented below.

## 12.Asset Management Strategies

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

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

These strategies are either under review or currently being prepared and drive the AMPs and Maintenance Agreements with our contractors. The Management Strategy framework fits into Council's overall strategic framework for the Infrastructure Assets as shown in Figure 3.

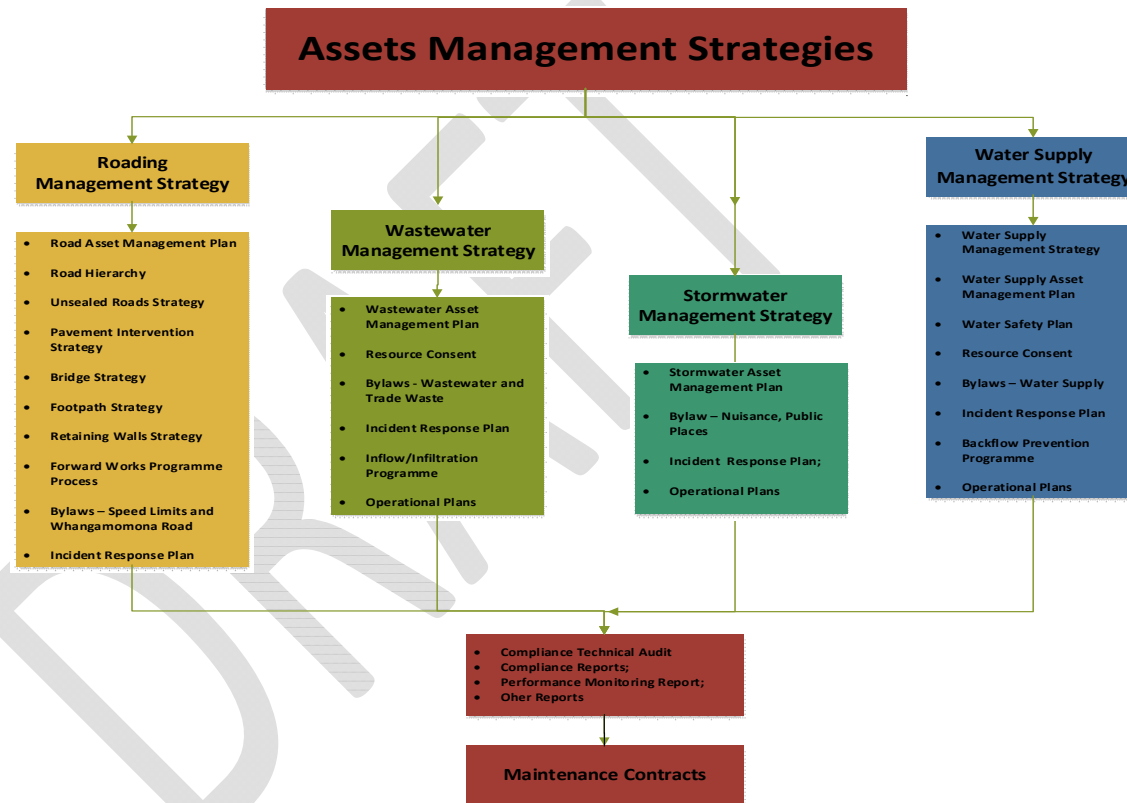


Figure 3: Asset Management Strategies



### 13. Contractual Arrangements

The Council has a number of contractual arrangements for the delivery of the agreed LoS. While these Contractual Arrangements are for current and up to the period agreed under each contract, they are a demonstration of how the Council will continue to deliver the LoS agreed with the Community.

In general, Professional Services are either delivered as part of SDC's 'Shared Service' arrangements or as covered by 'Maintenance Contracts' under each asset group. Physical Works are covered by the maintenance contracts or contracted in accordance with SDC's Procurement Procedures

Activity	Maintenance Arrangement	Operating Arrangement
<p><b>Roading</b></p> <ul style="list-style-type: none"> <li>• Road maintenance</li> <li>• Bridge Inspections</li> <li>• Street Lighting</li> </ul>	<p>A 'General Rooding Maintenance, Resurfacing, Rehabilitation and Road Marking Contract' on a 3 + 2 + 2 term, covers an initial period of three years with the option of two 24-month extensions on satisfactory completion of the initial period. Each 24-month extension is at the Council's sole discretion. This contract was signed in 2019 and expires in 2026.</p> <p>A 6-year Structures Inspection and Reporting contract to inspect all structural assets in the Road reserve. The contract was signed in July 2021</p> <p>A New Plymouth and Stratford District Councils Streetlight Maintenance contract for a five year term with the provision of two one year extensions, for the inspection, reporting, maintenance and upgrading of all street lighting assets owned and/or maintained by the Stratford District Council. This contract commenced on 1 September 2023</p>	<p>Under the Local Government Act (1974), SDC is the road controlling authority and is responsible for the operation and the movement of all traffic, including cyclists and pedestrians, within the District. Rooding network includes all asset types associated with the rooding environment.</p> <p>The Bridge inspection contract is for the inspections of all structural assets, including Road bridges; retaining walls; large culverts; water drives and privately owned stock underpasses. This contract also requires the inspection of Council-owned Parks bridges; playgrounds; 3-Waters bridges and the external examination of the reservoirs.</p> <p>The Street Lighting contract is a joint contract with NPDC and includes all NZTA streetlight assets with the district.</p>
<p><b>3-Waters</b></p> <ul style="list-style-type: none"> <li>• Water Supply (Stratford, Midhirst and Toko)</li> <li>• Wastewater (for Stratford)</li> <li>• Stormwater</li> </ul>	<p>SDC has a 'Services Maintenance Contract' covering three year service delivery with two rights of renewal. This Contract requires the Contractor to provide physical works and a degree of professional services for significant aspects of the work. The Contract was entered into in 2019. This contract is for the continued operation and maintenance of SDC's wastewater, water and stormwater services.</p>	<p>SDC's Engineering staff are responsible for the operation of:</p> <ul style="list-style-type: none"> <li>• both the treatment plant (oxidation ponds) and the pump stations; and</li> <li>• all three water treatment plants (WTP).</li> </ul> <p>The operation of our I &amp; E is as part of a signed shared agreement.</p> <p>Stormwater system is reticulation only with no need for treatment plant Operating management.</p>

## 14. Key Projects

These key projects are Council's principal options for addressing the 'Significant Infrastructure Issues' discussed in Section 7. They are an outcome of a series of 'Early Conversation' workshops held with Elected Members in 2020. Each *Early Conversation* workshop identified:

- Problems and items for improvement in the delivery of our core services;
- Impact of this on the achievement of Community Outcomes and future-proofing Objectives;
- Options for addressing the identified problems;
- An assessment of each option against Community Outcomes and the identified future proofing objectives;
- Risks and Opportunities associated with each option and
- Principal Options to address each problem area.

Key consideration factors in the determination of the preferred options were support for *Future Requirements, Growth, Higher Level of Service, Health Benefits* and *Reliability and Efficiency*. Indicative costs of delivering the preferred options are presented in the attached Table and reflected in the 'Investment Funding Strategy' section. Further

detail on each key project is provided in the *Significant Issues and Options* sections in the Appendices.

### Brecon Road Extension

This is an ongoing project. A Point Of Entry (POE) discussion paper has been commissioned for NZTA's review prior to the development of a Single-Stage Business Case.

This project aims to address the lack of a crossing infrastructure over the Patea River in the Stratford Urban area to the west of State Highway 3. On completion, this link road will provide an alternative crossing to the residents in this western urban area of Stratford. This is particularly important in case the bridge over the Patea River on State Highway 3 is closed due to emergencies, roadworks, or planned street events like the Christmas Parade and ANZAC Day Parade.

Apart from providing good connectivity between the north and south sides of the Patea River, this route has been identified as a key walking and cycling corridor, to serve schools (one high school and three primary schools), a medical centre, dentist, doctors and kindergartens, TET Multi Sport Centre and hockey pitch as well as the new aquatic

centre. At the present time, residents that live in the western half of Stratford, have to travel to SH3, along SH3 over the Patea River to access two primary schools, (St Joseph's, Avon School) and the medical centre on Romeo Street.

With two of the three emergency services located on Miranda Street, (Fire and Police) this link road will provide an alternative route for these services to attend emergency calls for these services to attend emergency calls to the south of Stratford, without the need to travel through the Central Business District.

### Walking and Cycling Initiative

The Connecting our Communities Strategy (2023-2053) is a 30-year strategy, the purpose of which is to address current transport network challenges, highlights opportunities for improvement, and outlines proposed actions for strategic investment over the next 30 years. By this, the Council will optimise existing partnerships and create new opportunities to maximise infrastructure investment benefits.

Over the next three decades, our focus will be on fostering sustainable transport in the Stratford district. This strategy outlines our commitment to creating safe and reliable road

transport infrastructure, ensuring that our communities are well-connected and secure.

By promoting sustainable transport, we aim to contribute significantly to the realisation of the Stratford district's social, environmental, cultural, and economic objectives. This approach will not only enhance the overall well-being of our residents but also positively impact the surrounding environment, preserving our cultural heritage, and supporting local businesses and industries.

Our commitment to sustainable transport will serve as a cornerstone for the future development of Stratford, fostering a resilient and prosperous community for generations to come. Through a coordinated effort, we aspire to build a greener, more connected, and thriving Stratford district, aligned with the principles of sustainability and environmental stewardship.

The walking and cycling initiatives are as identified in the 30-year strategy which focuses on walking and cycling to work, school, for recreational activities and to support tourism opportunities in the district. These initiatives are designed to support the social, environmental and health benefits of walking and cycling.

### **Footpath Replacement and Extensions**

With an increasing number of elderly residents using mobility scooters, most of the footpaths within the district are of insufficient width to accommodate pedestrian/mobility scooter use. Of the 63km of footpaths within the district, 45km are less than 1.5m in width. To address this issue, Council has programmed footpath replacement from Year 1 of the LTP, an increased level of service by widening footpaths to a minimum width of 1.5m.

With the current restraints on budgets, the Council is proposing to replace 1300m of footpaths per annum. As a result, the duration of the programme will be extended to 35 years.

The Stratford District Council has identified 16km of urban streets where no footpaths exist. There is the potential to extend footpaths/cycleways under the Connecting our Communities Strategy should these locations form part of the cycling network. At the present time Councillors have decided not to fund new footpaths for the period of this Long-Term Plan.

### **Bridge Replacement**

Following the latest cycle of bridge inspections which informs the development of the 30-year Bridge Replacement Programme, Council has identified 7 bridges that will need to be replaced by Year 10. There are a further 14 bridges to be replaced in Years 11 – 20, and a further 36 bridges to be replaced in years 21-30. The remainder of 100 bridges are due for replacement beyond the time scope of this strategy). The Council's total budget over the next 30 years is approximately \$33M.

### **Retaining Wall Replacements**

Inspections data on more than 250 retaining walls throughout the district shows that approximately 50% of these retaining walls are in the *average to very poor* condition, with 58 retaining walls in *poor* or *very poor* conditions. These have been programmed for replacement over the 10-year life of the LTP. The remaining retaining walls in *average* condition will form part of a future works programme as their structural condition deteriorates over time.

### **Uneconomic Bridges**

There have been numerous reports compiled by Council officers over the years on the subject of "Un-economical Bridges". Within the Stratford District there are 14 bridges that will fall into this category. The definition of this category being *"Bridges built and currently*

*maintained by Council that generally only provide access to individual properties". To clarify Council's legal obligation in relation to Un-economic Bridges, SDC sought a legal assessment in July 2016, which stated "if the Council previously maintained/erected the bridge, then the responsibility for maintaining the bridge continues". In layman's terms, if a public body (County, Borough, or District Council), has spent public funds either constructing or maintaining a bridge, irrespective of its location, the Council still has a responsibility to maintain this bridge. The only avenue to remove this responsibility is for Council to divest itself from the ownership of the bridge and the land on which it sits, or in other terms, sell the bridge and road reserve using the Road Stopping procedures.*

For the purposes of developing a forward works programme for the Roading Activity Management Plan and Infrastructure Strategy, Council commissioned Consultants to produce a 30-year bridge replacement programme based on their in-depth knowledge of the districts bridge stock and the routine bridge inspection reports. Included in this replacement programme are the economic bridges. For uneconomic bridges, Council Officers are assessing several future options, including giving back the bridges to the benefiting owners. Until a resolution is

achieved, Council is committed to ensuring the bridges are fit for purpose.

### **Culvert LoS Improvements**

With changes in climatic conditions, the frequency and intensity of rainstorm events has resulted in Council spending significant funds on remediation works. As a result of the recent changes to the National Environmental Standards for Freshwater, the Council will need to increase the size of the culverts when they are due for replacement, to target outcomes for fish abundance, diversity and passage and address in-stream barriers to fish passage over time. A direct implication of this is that for typical large diameter culvert replacement, a more cost-effective option would be to replace it with a bridge. Improvements programme is as per attached budget and timeframe.

### **Whangamomona Road Upgrade / Bylaw**

Whangamomona Road is a popular tourist attraction and nationally recognised 4x4 club trail route. SDC obtained funding from NZTA to upgrade this road during the 2021-2024 LTP period. This work has been completed. On-going up-keep of this road will be undertaken using roading maintenance and renewal budgets.

The Council has resolved to create a new Bylaw to define the levels of service and to restrict certain types of vehicles from using the road, as this road is not suitable for all vehicle types, e.g. cars, campervans.

### **Road Renewals**

This activity is associated with all the roading work categories, including some of the topics mentioned above. The four main work categories not mentioned are:

- Sealed Road Resurfacing;
- Unsealed Road Metalling;
- Drainage Renewals; and
- Sealed Pavement Rehabilitation.

The funding for these four work categories over the next 10 years is \$47m which is 75% of the total renewals budget for this period.

These activities are for resealing the district roads (25km/year), strengthening sealed roads used by heavy commercial vehicles, replacing culverts, kerb and channel and overlaying unsealed roads with metal. Our target length is to re-metal 15km of road per year.

### **Universal Water Metering**

The case for Water Conservation in the Stratford District is driven by many factors including resource consent; equity in water tariff system and most importantly, the optimisation of water use and consumption to

ensure and support spare capacity for future growth etc.

Our current water-take resource consent from the Patea River requires the Council to undertake and report on our leak detection programme and implement a water use efficiency and conservation programme. The DIA performance measure of *Adequacy of System* is a mandatory performance measure that monitors the percentage of real water loss from the local authority's networked reticulation system. This is referred to as 'Benchloss'. Under the current tariff system, inequality occurs where a household uses more than its intended allocation of (250 m<sup>3</sup>) only to be subsidised by a smaller household or granny flat which uses considerably less.

With water metering comes more efficient consumption of existing water resources, which will also create spare capacity to support the future growth in Stratford – without the need to increase quantity of water taken from our streams. Water metering will also support our leak detection programme and ensure fairness in the consumption and of water by ensuring that costs lie where they fall.

The Council will now extend its water metering programme to include all properties in the district connected to the Council's water

reticulation system. This programme will be supported by the implementation of an electronic meter reading system. This project commenced in 2021 and is expected to be completed by June 2025. The budget for this programme is as per attached tables.

### **Emergency Water Supply**

The Case for Additional Water Storage is driven by resilience and growth – resilience in ensuring that the provision of storage capacity for Stratford residents in emergency situations is adequate and to support future growth.

Resiliency analysis has identified approximately 3 days of water supply for Stratford in the current reservoirs, if there were any incidents that rendered the raw water intake unusable. The addition of a 4,500m<sup>3</sup> water reservoir will provide an additional day of water supply in the event of failure of the water intake and ensure the continued provision of critical clean, safe drinking water for residents, and process water for industry in Stratford. The continuity of clean and safe water also gives confidence to existing and new industries. Year 9/10

For Toko residents,, the provision of a new water reservoir will provide an additional 16 hours of water supply to the current 2 days' supply. This depends on the time of the year and water usage. A new reservoir is

programmed for installation in Year 1 of this planning horizon. To further strengthen this resilience plan, the Council is proposing to procure additional land to extend the Toko Water Treatment site to allow the addition of water reservoirs from Year 16 of this planning timeframe.

Given that the Midhirst water storage is approximately 10 days, depending on demand, Council is proposing to install an emergency power supply plug-in device to provide resilience and support the continued treatment and supply of water in the event of an emergency. Council will also replace the existing reservoir in later years for earthquake resilience.

### **Alternative Water Supply**

The need to explore an alternative water supply source for the Stratford Township is mainly driven by Resilience - in the event that we are unable to source water for treatment from the Patea River. The Patea River, supported by the Konini Stream, are currently the sole source of water supply for the Stratford Township.

Inability to source water from the Patea River and Konini Stream may arise as a result of severe drought, poisoning, natural disaster or other extreme weather or climatic event. The starting point is to commission a feasibility study to explore the alternative options

available to us. A feasibility study is expected to provide information on groundwater conditions; water supply alternatives; other alternatives to extend supply, cost evaluations and recommendations, etc. The feasibility study will commence in Year 2 of the LTP, budget as per attached tables.

### **Rider Mains**

The installation of rider mains is a cost-effective way of distributing water in the network. This project continues in Year 1 of the LTP; the implementation timeframe and budgets are as per the attached Tables.

### **Resource Consent - Water Supply Renewal**

The Council is currently going through a process of renewing its Water Take consent for Midhirst Township. With the take being from a stream identified as culturally significant, Iwi is a key stakeholder to this consent process and consultation with affected Iwi groups has commenced.

The Council is committed to working with the affected Iwi groups on achieving a sustainable solution. Iwi has issued a Cultural Impact Assessment (CIA) in support of the application. The new consent will prioritise water efficiency measures such as metering of water use, which Council has already implemented for Midhirst Township. Council

will also plan to renew the water supply for Stratford in the coming years. The current consent granted in 2017 and will expire in 2034.

### **Key infrastructure**

The primary driver is the need to upgrade key water supply infrastructure to maintain the reliability and resilience of Stratford's water treatment system. The Council is proposing to replace the existing raw water intake line and grit tank for the Stratford Water Treatment Plant. A new raw water intake line and grit tank will improve security and quality of raw water supply to the water treatment plant

Another key project is the relocation of the existing water trunk main from 'under' to 'over' the bed of the Patea River. This relocation is to enable easy access for maintenance, repair and renewal. If desired and funded, this infrastructure could serve as another connection within the Carrington walkway network.

### **Pipework Capacity Increase – Water Supply, Wastewater and Stormwater**

There have been new residential subdivisions and developments, urban infill and other growth-related pressures created in water supply, wastewater and stormwater networks. The consequence of this is that some pipes

are requiring upgrades in capacity to accommodate the increased flow.

To accommodate growth and increased demand, the Council has programmed an increase to the pipework capacity throughout the IS planning period. The pipework capacity programme will be undertaken at the time of renewal, commencing from Year 1 of the LTP, budget and implementation timeframe is as per the attached Tables.

### **Resource Consent – Wastewater Renewal**

There are 2 parts to this; the implementation of the current consent and the renewal of the existing consent come 2034.

Changes to the national policy statement (NPS) on freshwater may require, at the expiry of this current consent, that the Council re-directs its wastewater discharge from water to land. If so, Council must plan to invest either in an appropriately sized and suitably location for this purpose, or seek to pipe this discharge into an established and consented receiving environment. This investment plan must be concluded prior to the expiry of the current consent in 2034. Estimated budget is as per the attached tables.

Following receipt of our new Wastewater Discharge Consent granted in April 2020 with an expiry date of 2034, the Council has

implemented a programme of required system upgrades as per the consent conditions. The Council continues to monitor the performance of the wastewater oxidation pond and provide feedback to the key affected parties including Ngati Ruanui and Fish & Game. Annual meetings are held to discuss performance progress. Intermittent meetings are held where issues arise to ensure they are addressed promptly.

Discharges to and from the wastewater treatment ponds are being sampled on a monthly basis. A health and safety induction document has been created for the wastewater treatment ponds. A wastewater spillage contingency plan for the wastewater ponds and sewer network has been created. Monitoring of the telemetered data and maintenance of the instruments operating at the wastewater treatment ponds is ongoing.

The implementation of the Trade Waste Bylaw is crucial to the successful implementation of the wastewater discharge consent conditions.

### **Reticulation Extension**

An extension of the wastewater network is proposed west of Brecon Road (south) to extend the wastewater network and support growth and new developments in the area.

This project is programmed for implementation from Year 9 of the LTP.

### **Capacity Maintenance – Oxidation Pond Desludging**

Wastewater treatment ponds require desludging to renew their capacity and improve treatment efficiency. The capacity of this pond is renewed approximately every 12-15 years by removing the sludge in the ponds. This project is programmed from Year 4 of the 30-year plan, and as per the tables attached.

### **Inflow/Infiltration Programme**

The Inflow/Infiltration programme is a suite of interventions designed to minimise the inflow and infiltration of surface and groundwater into the wastewater pipe network. This is an important part of our annual network maintenance and renewal programme that ensures that only wastewater collected from households and businesses is transported to the treatment plant. This programme will consider the outcomes from the wastewater modelling commissioned by Council.

The requirement for this programme is also echoed in the conditions of our wastewater discharge resource consent which require the Council to provide a report, to the Taranaki Regional Council, with copies to our key Stakeholders - Ngati Ruanui and Fish & Game NZ.

The Council will continue this programme from Year 1 of the LTP, throughout the life of the LTP and beyond where necessary. The budget and implementation timeframe is as per the attached Tables.

### **Trade Waste Bylaw Implementation**

Stratford District Council's Trade Waste Bylaw 2020 (TWB) was adopted by Council in July 2020, with subsequent amendments adopted in October 2020.

Consent conditions, consent templates and other associated documents have been created; applications for trade waste discharges have been received and processed. The initial focus of the consenting process was directed towards bulk tanker discharges, other industries have been identified as requiring consent and are working through the process, the consent process is ongoing.

Although the Local Government Act 2002 has enforcement provisions for breaches of bylaws using the court system, 'minor' offending does not. Offences are being documented within the TWB infringement fees for the offences have been established and included in the LTP fees and Charges schedule. Consultation process has been completed with the Ministry of Justice, and



the infringement scheme is now being reviewed by both the Parliamentary Counsel Office and Department of Internal Affairs.

### **Capacity Maintenance – Victoria Pond Desilting**

Stormwater originating from the western extent of Stratford flow into the Victoria Park Pond, which is utilised as a sediment retention and stormwater treatment pond. The capacity of this pond is renewed approximately every 10 years by removing the silt and sediment. This is a crucial project that ensures that stormwater quality downstream into the Patea River is maintained. This project is programmed from Year 9 of the 30-year plan.

### **Network Planning and Modelling – Wastewater and Stormwater**

To accommodate growth and increased demand, Council has programmed to increase pipe capacity to cater for high flows. While

officers are aware of some pipes within the network requiring increased capacity, the Council has commissioned a network modelling project on both our wastewater and stormwater networks to reveal how our network systems are behaving.

This modelling will comprise the evaluation of network capacity, the identification of inflow and infiltration into the pipe network (for wastewater); the identification of bottlenecks in the existing or proposed network and the design of improvements needed to accommodate growth. The modelling project is expected to reveal the areas for improvement in the network from which priority areas can be programmed for improvement. This programme continues in Year 1 of the LTP.

### **Stormwater Safety Improvements**

The Council's programme for stormwater safety improvements will continue through the IS planning period. Safety improvements consist of safety screening for stormwater inlets, outlets and manholes. The improvement programme continues in Year 3, budget and implementation timeframe is as per the attached Tables in section 15.

### **Infrastructure Asset Renewals**

The Council's programme for Infrastructure renewals for Roding and 3- Waters Assets continue throughout the infrastructure strategy planning period. The renewal programme commences from Year 1, budget is as per Table in section 15.

### **Budget Summary**

The budget summary of these key projects is provided below. Details of the implementation timeline are provided in Section 15.

**Key Projects Budget Summary**

	No	Project Description	Estimated Budget (\$ 000)		Total Estimated Budget (\$ 000)
			Year of Implementation		
			1-10	11-30	
Roading	1	Brecon Road extension	20000	0	20000
	2	Walking and cycling Initiatives	4000	10600	14600
	3	Footpath Replacement and Extensions	2650	8500	11150
	4	Bridge and Retaining Walls Replacement	11690	33750	45690
	5	Un-economic Bridge Replacements	250	5050	5050
	6	Culvert LoS and Drainage Improvements	8320	18450	26770
	7	Road Renewals including Whangamomona Road Upgrade	36470	84500	120970
	<b>Total</b>		<b>83380</b>	<b>160850</b>	<b>244230</b>
Water	8	Universal Water Metering	1147	0	1147
	9	Emergency Water Supply / Additional Storage	7225	7000	14225
	10	Alternative Water Supply	600	100	700
	11	Rider Mains	300	0	300
	12	Resource Consent - Renewal	300	0	300
	13	Key Infrastructure	8200	4200	12,400
	<b>Total</b>		<b>17772</b>	<b>11300</b>	<b>29072</b>
Wastewater	14	Resource Consent - Renewal	5600	45000	50600
	15	Capacity Maintenance - Oxidation Pond desludging	3000	6000	9000
	16	Inflow/Infiltration Programme	2150	6500	8650
	17	Pipework Capacity Increase	750	1200	1950
	18	Network Planning and Modelling	150	270	420
	<b>Total</b>		<b>11650</b>	<b>58970</b>	<b>70620</b>
Stormwater	19	Pipework Capacity Increase	450	1250	1700
	20	Network Planning and Modelling	500	470	970
	21	Capacity Maintenance - Victoria Park Pond Desilting	100	270	370
	22	Stormwater Safety Improvements	75	190	265
	23	Water Supply, Wastewater and Stormwater Infrastructure Renewals	15160	15530	30,690
	<b>Total</b>		<b>16285</b>	<b>17710</b>	<b>33,995</b>
		<b>GRAND TOTAL</b>	<b>129087</b>	<b>482130</b>	<b>377,917</b>



## 16. Investment Funding Strategy

Section 102 of the LGA requires that the Council 'must, in order to provide predictability and certainty about sources and levels of funding, adopt the funding and financial policies listed below:

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

The Council may also adopt either or both a Rates Remission Policy and a Rates Postponement Policy. The Council has adopted all the relevant funding and financial policies which guide Council's funding and financial decisions.

### Revenue and Financing Policy

The Revenue and Financing Policy sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy has been reviewed. The funding sources are detailed in the LTP 2021-2051 and include general and targeted rates, borrowing, grants and subsidies, etc.

### Treasury Management Policy

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

### Development and Financial Contributions Policy

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

### Financial Strategy

Council's Financial Strategy which aims to:

- Provide guidance for elected members and staff when considering proposals for funding and expenditure.
- Make Council funding and expenditure decisions and their overall effects on service levels, rates, debt and investments, transparent to ratepayers.

- Ensure that services levels are maintained, while ensuring debt, revenue, and expenditure (Operating and Capital) are managed in a financially sustainable way.

Capital projects and activities, including Renewal or Replacement projects and Level of Service Improvements, for the next 30 years will be funded through one or a combination of the following sources:

- Loans;
- Grants;
- Reserves;
- Targeted rates; and/or
- Subsidies.

Given the present funding regime, the Council anticipates that the Roading Activity projects will continue to be 63 % funded by NZTA. The Council specifies how different projects will be funded in its Financial Strategy .

The cost of capital projects driven by growth will be borne by the Developer,

A summary of Council's Capital Investment funding for our core assets is shown in below.

## 17. 30-Year Capital Expenditure Estimates

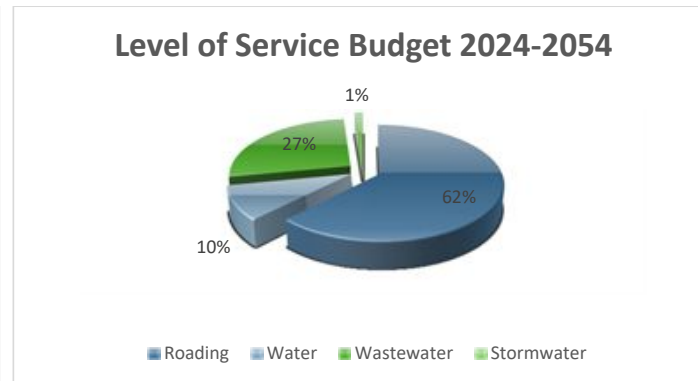
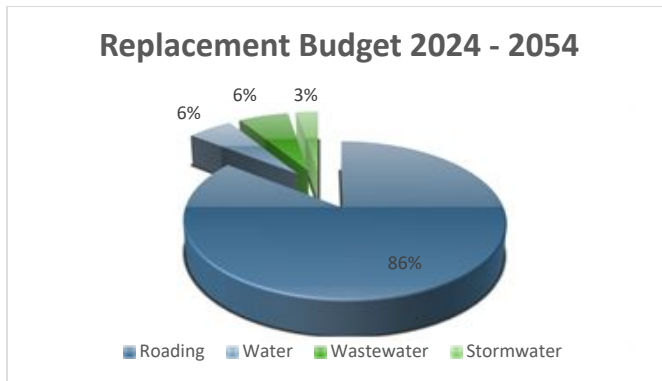
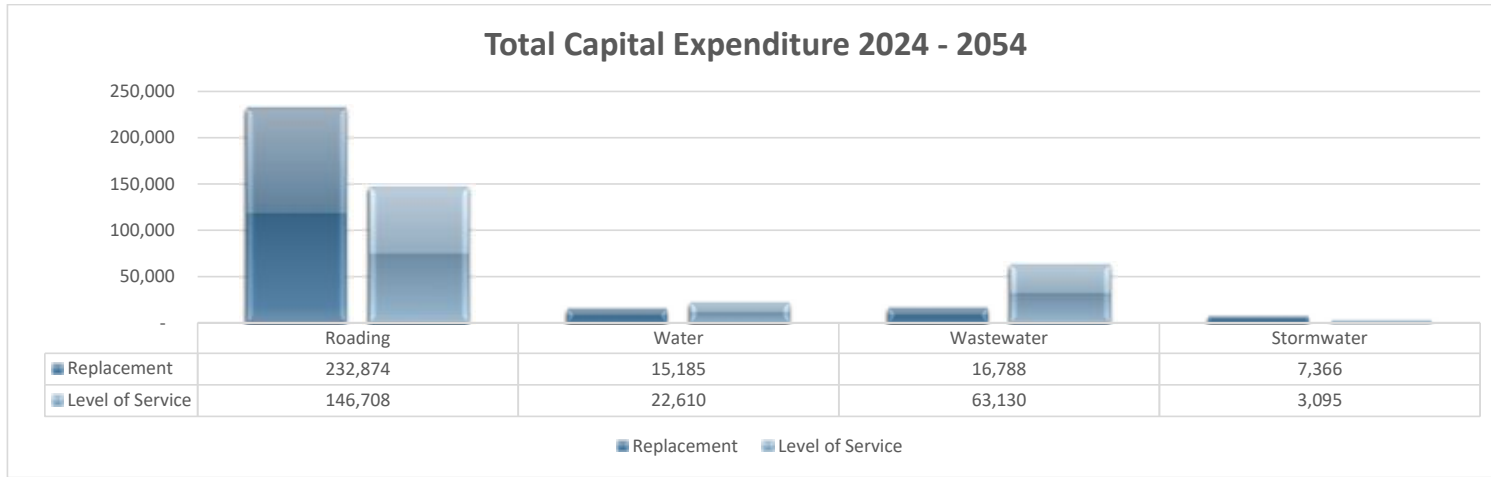
The Council's total projected 30-year Capital and Operating Expenditure Estimates are presented separately in the Tables and Charts below. The Capital and Operating Expenditure Estimate Tables and Charts - by Asset group - are presented in the Appendices.

The figures in Years 1 – 10 are as per the 2024-2034 LTP. Inflation has been accounted for as *BERL* Indictors have been applied to all expenditure figures for Years 1 to 10 and Year 10 rate applied to Years 11 to 30. Where there are no additional capital works, expenditure figures in Years 11 – 30 are equal to figures in Year 10.

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034-39	2039-44	2044-49	2049-54	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b><u>Roading</u></b>															
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155	21,250	22,500	23,750	25,000	146,708
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909	42,500	43,000	41,500	42,000	232,874
<b><u>Stormwater</u></b>															
Level of Service Improvement	450	-	158	-	-	198	116	-	181	-	600	232	635	525	3,095
Replacements	100	103	126	108	111	113	139	118	121	247	1,020	1,520	2,020	1,520	7,366
<b><u>Water Supply</u></b>															
Level of Service Improvement	1,367	246	-	1,026	166	119	-	-	1,330	12,466	4,840	300	350	400	22,610
Replacements	2,770	2,229	211	427	244	289	487	231	266	833	1,700	1,900	1,900	1,700	15,185
<b><u>Wastewater</u></b>															
Level of Service Improvement	50	513	158	216	-	-	232	118	725	6,418	47,500	6,450	450	300	63,130
Replacements	735	343	363	3,602	426	413	400	633	647	475	1,250	4,000	2,000	1,500	16,788
<b>TOTAL</b>	<b>13,677</b>	<b>10,888</b>	<b>9,416</b>	<b>15,196</b>	<b>22,387</b>	<b>21,076</b>	<b>11,139</b>	<b>10,961</b>	<b>14,400</b>	<b>32,504</b>	<b>120,660</b>	<b>79,902</b>	<b>72,605</b>	<b>72,945</b>	<b>507,757</b>

**Key Assumptions:**

1. Capital expenditure Figures in Years 1 – 10 are as per the 2024-2034 LTP;
2. *BERL* Indictors have been applied to Capital expenditure figures for Years 1 – 10 and Year 10 rate applied to Years 11 to 30; and
3. Where there are no additional capital works, capital expenditure figures in years 11 – 30 are equal to figures in Year 10.

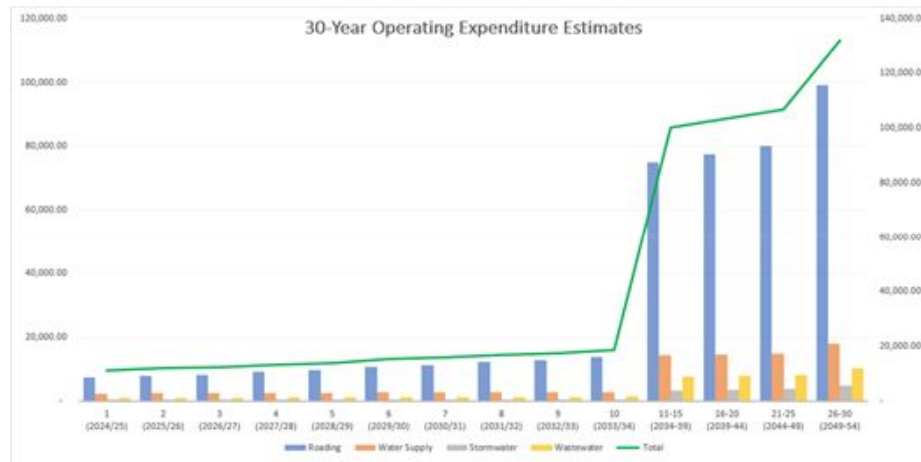


## 18. 30-Year Operating Expenditure Estimates

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034-39	2039-44	2044-49	2049-54	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Roading</b>	7,441	7,974	8,247	9,146	9,648	10,834	11,406	12,304	12,764	13,813	75,000	77,500	80,000	99,000	435,077
<b>Water Supply</b>	2,417	2,507	2,591	2,614	2,633	2,692	2,691	2,696	2,767	2,752	14,250	14,500	14,750	18,000	87,859
<b>Stormwater</b>	473	499	506	528	527	550	559	580	583	604	3,250	3,500	3,750	4,800	20,709
<b>Wastewater</b>	1,023	1,058	1,101	1,145	1,161	1,201	1,211	1,256	1,288	1,468	7,750	8,000	8,250	10,200	46,113
<b>TOTAL</b>	11,354	12,038	12,446	13,433	13,969	15,277	15,866	16,836	17,402	18,637	100,250	103,500	106,750	132,000	589,757

**Key Assumptions:**

1. Operating expenditure Figures in Years 1 – 10 are as per the 2024-2034 LTP;
2. BERL Indictors have been applied to Capital expenditure figures for Years 1 – 10 and Year 10 rate applied to Years 11 to 30; and
3. Operating Expenditure Figures for Years 11 – 30 are equal to Figures in Year 10.



4.



## 19. Appendices

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- **Appendix 1: Roading**
  - Significant Issues and Options
  - 30 –Year Capital Expenditure
  - 30-Year Operating Expenditure
  
- **Appendix 2: Water Supply**
  - Significant Issues and Options
  - 30 –Year Capital Expenditure
  - 30-Year Operating Expenditure
  
- **Appendix 3: Wastewater**
  - Significant Issues and Options
  - 30 –Year Capital Expenditure
  - 30-Year Operating Expenditure
  
- **Appendix 4: Stormwater**
  - Significant Issues and Options
  - 30 –Year Capital Expenditure
  - 30-Year Operating Expenditure

## Appendix 1: Roothing

### Significant Issues and Options

The Significant Infrastructural Issues for the Roothing Activity are detailed in the Roothing Asset Management Plan and summarised below.

- Forestry Road Strengthening across the district;
- Increasing heavy commercial vehicle use is impacting on the Roothing network;
- Legislative Changes and the impact on existing assets.
- The geology, geography, environmental conditions (i.e. waterways) combined with poor drainage to adequately control the impacts of extreme weather events;
- Increased demand for safe and accessible urban transport infrastructure;
- Reduction in deaths and serious injuries as a result of driver behaviour and road condition;
- Replacement of aging bridges and retaining walls;
- Maintaining levels of service with an increase in the population;
- The future of Whangamomona Rd as a tourist destination.

The options for addressing these significant infrastructural issues drive the Long-term financial forecast for the Roothing Activity.

#### Issue 1 – Forestry Road Maintenance and Strengthening.

Response Options	Implications of Options
Target funding from forest block owners	<ul style="list-style-type: none"> <li>• Funds collected from forestry block owners to be used to better maintain the affected road network</li> </ul>
Maintain and strengthen the roads	<ul style="list-style-type: none"> <li>• Support the increasing demand of forestry traffic on the transport network.</li> </ul>
Strengthen key structures where applicable	<ul style="list-style-type: none"> <li>• Bridge strengthening where applicable will support forest traffic, and the Industry at large, on the road network.</li> </ul>
Maintain reasonable service levels	<ul style="list-style-type: none"> <li>• Ensure the structural condition of the existing road is able to meet a reasonable level of service</li> </ul>

#### Issue 2: Increase in HCV's coupled with current standard of assets is resulting in reactive investment and inefficient allocation of resources

Response Options	Implications of options
Maintain road structural integrity	<ul style="list-style-type: none"> <li>• Accommodate increasing demand of heavy commercial vehicles on the transport network.</li> </ul>
Strengthen key structures	<ul style="list-style-type: none"> <li>• Accommodate both HPMV and 50MAX vehicles. All vehicles including the forestry/ agriculture/oil and gas industry are able to efficiently use key routes.</li> </ul>
Maintain current service levels for bridges	<ul style="list-style-type: none"> <li>• Ensure the structural condition of the existing bridges is able to meet the agreed level of service</li> </ul>

#### Issue 3: Legislative Changes and the impact on existing assets.

Response Options	Implications of Options
Identify affected assets, replacements options to meet the new legislation and delivery timeframes.	<ul style="list-style-type: none"> <li>• Supports consideration of options for replacing large diameter culverts with bridges to meet the New Environmental Standards requirements for fish passage.</li> <li>• Allows for long-term planning for renewal and budgetary requirements to seek funding from both the Council and NZTA.</li> </ul>
Seek appropriate funding from our key funding partner – NZTA.	<ul style="list-style-type: none"> <li>• Ensure Council provides adequate financial contribution to match NZTA's co-investment.</li> </ul>

**Issue 4: The geology, geography, environmental conditions (i.e. waterways) and poor drainage control has reduced the ability of the network to cope with extreme weather events**

Response Options	Implications of Options
Culverts function to allow the passage of water from roadside drains.	<ul style="list-style-type: none"> <li>Annual culvert inspections to ensure they function along with assessing those due for replacement.</li> <li>Increase the capacity of culverts to cope with more intense rainfall events.</li> </ul>
Improvements to outlet controls to reduce the risk of underslips occurring.	<ul style="list-style-type: none"> <li>Reduces the possibility of underslips forming therefore the roading network remains open for use</li> </ul>
Roads are not closed due to un-planned events e.g. flooding, slips	<ul style="list-style-type: none"> <li>Increase the maintenance programme to clear and maintain roadside drains to prevent un-planned closures</li> <li>Improved resilience of the road network in the Stratford district</li> </ul>
Access to productive land is retained.	<ul style="list-style-type: none"> <li>Enables the district to thrive and prosper as access to the markets is maintained</li> </ul>
The community has reasonable access to the land transport network	<ul style="list-style-type: none"> <li>Ensures connectivity to the rural communities.</li> </ul>

**Issue 5: Increased demand for safe and accessible urban transport infrastructure**

Response Options	Implications of options
Future infrastructure requirements	<ul style="list-style-type: none"> <li>Support increase in tourism</li> <li>Access to and through the district is maintained.</li> <li>Suitable parking areas on Mt Taranaki</li> <li>Attractive Urban streets</li> <li>Development of urban cycleways</li> <li>Construction of the Brecon Road Extension</li> </ul>

Response Options	Implications of options
Footpaths improved	<ul style="list-style-type: none"> <li>Meet current and future levels of service</li> <li>For all suitable urban streets</li> <li>Safer footpaths- reducing the risk of personal injury incidents occurring.</li> <li>Suitable for all users, including mobility scooters and wheelchairs.</li> <li>Improved road safety for pedestrians.</li> </ul>
Provision of urban and rural cycle routes for commuting and recreational use	<ul style="list-style-type: none"> <li>Encourages a healthier lifestyle through active transport systems</li> <li>Greater use and uptake on active modes of transport</li> <li>Increase in cycling tourists staying within Stratford District</li> <li>Improved environmental benefits from less vehicle emissions.</li> </ul>

**Issue 6: Poor driver behaviour, challenging road conditions, limited experience with local conditions and unforgiving roads and roadsides is resulting in safety issues and deaths and serious injuries.**

Response Options	Implications of options
Promote safe use of the network through 'Roadsafe Taranaki'	<ul style="list-style-type: none"> <li>Safer use of the transport network resulting in fewer crashes</li> <li>Supports the physical works undertaken and supports use of alternative modes by reducing the perception that they are unsafe.</li> </ul>
Introduce safer speeds to the existing network	<ul style="list-style-type: none"> <li>Reduction in the number and severity of crashes</li> <li>Achieves consistency with national guidance/best practice.</li> <li>Improved amenity for walking and cycling where speeds are lowered</li> <li>Improved efficiency for freight and general traffic where speeds are raised.</li> <li>Speed limit reviews to reduce the number of death and serious injury crashes throughout the district</li> </ul>

Response Options	Implications of options
Undertake minor improvements to the existing network Infrastructure	<ul style="list-style-type: none"> <li>Reduction in crashes and therefore deaths and serious injuries</li> <li>Able to respond to community requests for safety management and improvements of a minor nature; such as pedestrian islands</li> <li>Geometrical improvements to key routes throughout the district</li> <li>Use of road signage and roadmarking to highlight roadside hazards.</li> </ul>
Undertake major improvements to the existing network infrastructure	<ul style="list-style-type: none"> <li>Reduction in crashes, their severity and therefore deaths and serious injuries</li> <li>Able to undertake safety transformation project improvements on key routes.</li> <li>Improved resilience and reliability of the network.</li> <li>Geometrical improvements to key routes throughout the district</li> </ul>

#### Issue 7 – Replacement of aging bridges and retaining walls

Response Options	Implications of Options
Identify all Uneconomic bridges and develop plan options for their replacement (Table below)	<ul style="list-style-type: none"> <li>Potential sources of funding outside of general rates and/or NZTA funding, i.e. targeted rating of benefiting landowners.</li> <li>Alternative service levels, access and treatment options for affected bridges, as appropriate.</li> </ul>
Many bridges are currently single lane.	<ul style="list-style-type: none"> <li>Consider widening to two lane – this will increase replacement costs. Replace like for like at this stage. Can be reviewed at time of replacement.</li> </ul>
Over 250 retaining walls have been identified.	<ul style="list-style-type: none"> <li>Replacement of retaining walls in poor condition to continue over the period of this strategy. Annually - \$200k for years 0-10 to replace the "very poor" rated structures</li> </ul>
Replacing these structures ensures the community remain connected.	<ul style="list-style-type: none"> <li>Council may need to loan fund the replacements, depending on the number of bridges being replaced each year.</li> </ul>

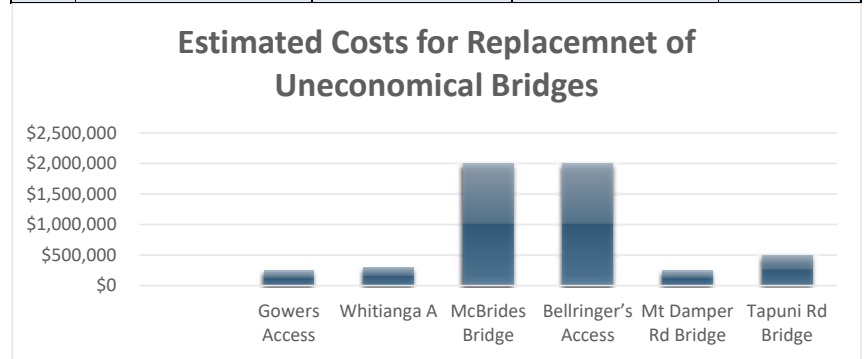
#### Issue 8 - Maintaining levels of service with an increase in the population

Response Options	Implications of Options
Differential levels of service for road hierarchy	<ul style="list-style-type: none"> <li>Many low volume roads will have minimal maintenance</li> </ul>
Increase in contract prices due to cost escalations and new contracts	<ul style="list-style-type: none"> <li>Review the levels of service, contract specifications to remain affordable</li> <li>Development of a Maintenance Intervention Plan for all maintenance activities to provide the right solution and the right time.</li> </ul>
Increase revenue to offset increases in household rates	<ul style="list-style-type: none"> <li>Provides affordable services</li> </ul>
Increase the population of Stratford	<ul style="list-style-type: none"> <li>Bigger rating base to raise revenue</li> </ul>

#### Issue 9 - The future of Whangamomona Rd as a tourist destination.

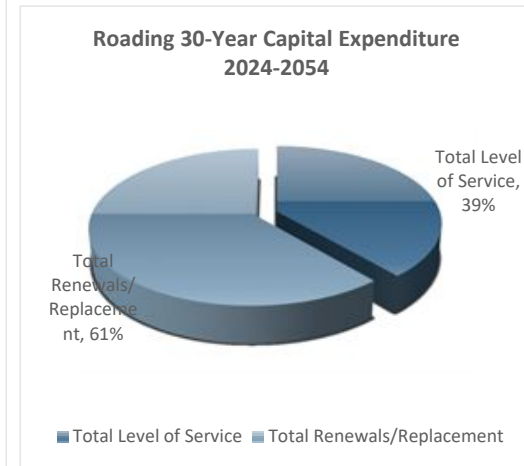
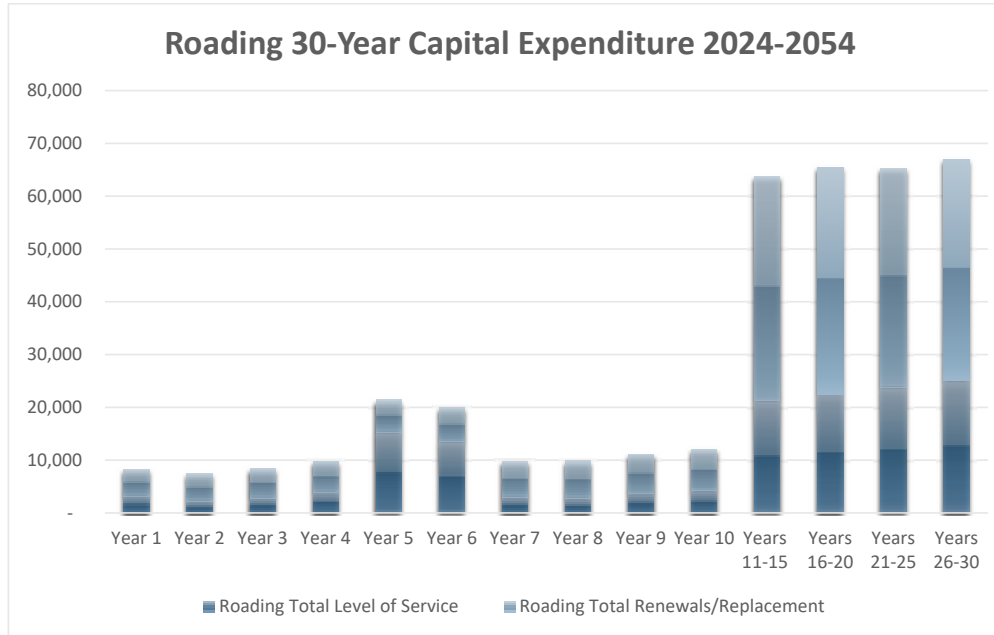
Response Options	Implications of Options
Ongoing maintenance of this road to retain its appeal as a tourist destination	<ul style="list-style-type: none"> <li>Funds incorporated into operational budgets for roading. Cap the level of expenditure to \$40k per annum for minimal maintenance</li> </ul>
Creation of a Bylaw specifically for Whangamomona Road	<ul style="list-style-type: none"> <li>Controls the use of the road by specifically precluding certain types of vehicles</li> <li>Allows for the closure of the road throughout the winter months for maintenance purposes</li> </ul>

Uneconomic bridges for replacement in the next 30 years				
Item	Bridge Location	Bridge Name	Expected Replacement Year	Estimated Costs
1	Lower Kohuratahi Road	Gowers Access	0-5 years	\$250,000
2	Pukeko Road	Whitianga A	11 – 20	\$300,000
3	Mangaehu Road B	McBrides Bridge	11 – 20	\$2,000,000
4	Lower Kohuratahi Road	Bellringer's Access	11 – 20	\$2,000,000
5	Mt Damper Road	Mt Damper Rd Bridge	21-30	\$250,000
6	Upper Mangaehu Road A	Tapuni Rd Bridge	21-30	\$500,000
<b>Total</b>				<b>\$5,300,000</b>



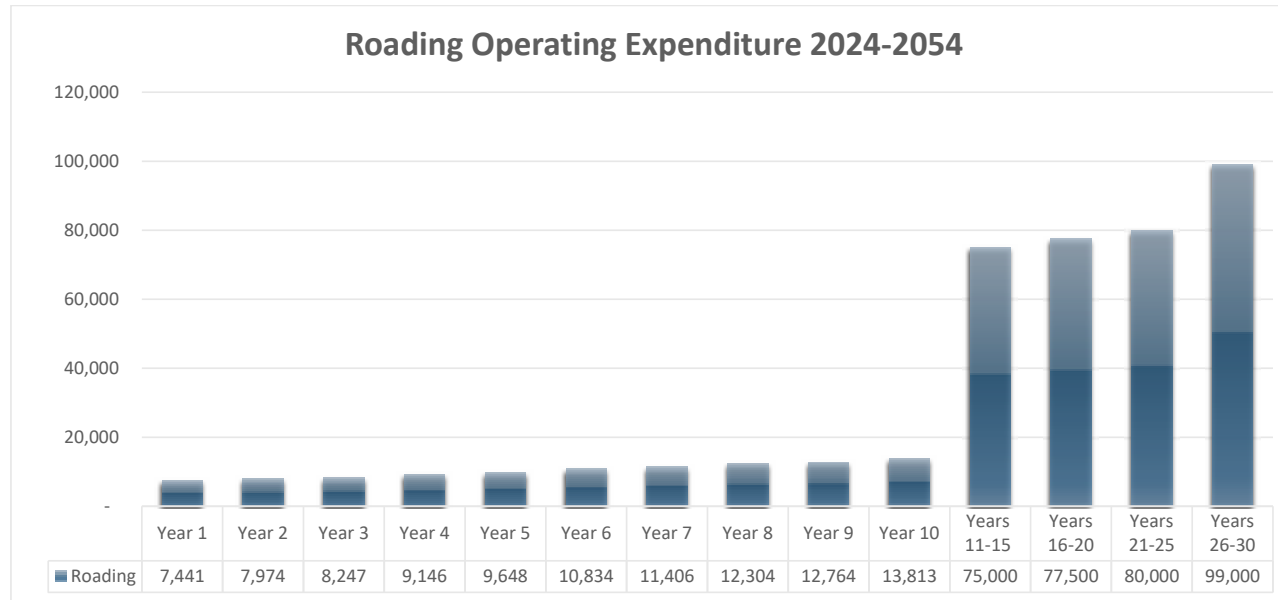
### 30 –Year Capital Expenditure – Roading

Roading	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034-39	2039-44	2044-49	2049-54	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155	21,250	22,500	23,750	25,000	146,708
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909	42,500	43,000	41,500	42,000	232,874
<b>TOTAL</b>	<b>8,205</b>	<b>7,454</b>	<b>8,400</b>	<b>9,818</b>	<b>21,441</b>	<b>19,943</b>	<b>9,766</b>	<b>9,860</b>	<b>11,130</b>	<b>12,064</b>	<b>63,750</b>	<b>65,500</b>	<b>65,250</b>	<b>67,000</b>	<b>379,582</b>



### 30 –Year Operating Expenditure – Roothing

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034-39	2039-44	2044-49	2049-54	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Roothing</b>	7,441	7,974	8,247	9,146	9,648	10,834	11,406	12,304	12,764	13,813	75,000	77,500	80,000	99,000	435,077



## Appendix 2: Water

### Significant Issues and Options

The Significant Infrastructural Issues for the Water Supply Activity are detailed in the Water Supply Asset Management Plan and summarised briefly below.

- Water Infrastructure Upgrade
- Treated Water Supply Capacity Increase
- Emergency Water Supply
- Alternative Water Supply;
- Backflow Prevention;
- Improvement in the reticulation system; and
- Resource Consent renewal
- Universal Water Metering

The options for addressing these significant infrastructural issues drive the Long-term financial forecast for the Water Supply Activity

#### Issue 1: Water Infrastructure Upgrade

Response Options	Implications of options
Construct of a new raw water intake line and grit tank for the Stratford Water Treatment Plant	<p>This project is primarily driven by the need to upgrade key water supply infrastructure to maintain the reliability and resilience of Stratford's water treatment system. Constructing a new raw water intake line and grit tank will:</p> <ul style="list-style-type: none"> <li>• Improve security and quality of raw water supply to the water treatment plant</li> <li>• Reduce operational risks from use of aged intake infrastructure</li> <li>• Enhance pretreatment capabilities to safeguard treatment processes</li> <li>• Provide resilience to ensure uninterrupted water supply during</li> </ul>

<ul style="list-style-type: none"> <li>• maintenance/outages/natural events</li> <li>• Support continuity and growth of water supply capacity long-term</li> <li>• Ensure compliance with extraction consent conditions and NPSFM 2020</li> </ul> <p>Upgrading these critical assets will ensure Stratford can continue delivering safe, secure, high quality drinking water to its residents and businesses into the future.</p>
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#### Issue 2: Treated Water Supply Capacity Increase

Response Options	Implications of options
Construct a new trunk main for future southern subdivisions	<p>This project is primarily driven by the need to increase capacity in the city's treated water supply to support future residential and commercial growth in southern subdivisions. Constructing a new trunk main will help optimize water delivery and use for the following reasons:</p> <ul style="list-style-type: none"> <li>• It will provide infrastructure needed to enable development of planned southern subdivisions in line with council's land use priorities.</li> <li>• It supports council's obligations around supplying capacity for projected growth and demand.</li> <li>• It allows for more equitable distribution of water supply costs across present and future users.</li> <li>• It improves the flow path and therefore supply of water to the southwestern area of town.</li> <li>• It proactively addresses forecast increases</li> </ul>



	<p>in water demand before capacity deficits occur.</p> <p>The new infrastructure will be designed and built in ways that also promote sustainable use of water resources over the long term.</p>
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### Issue 3: Emergency Water Supply

Response Options	Implications of options
Construct new water reservoirs in Stratford, Toko and Midhirst	<p>This project is primarily driven by the need to improve resilience and continuity of Stratford District's water supply system to ensure reliable delivery of safe clean drinking water. New water reservoirs will specifically support:</p> <ul style="list-style-type: none"> <li>• An additional day of water storage capacity in Stratford to mitigate risks from potential failure at the existing water intake site and treatment plant.</li> <li>• Several additional days storage for Midhirst in case of prolonged discolouration in the water source causing prolonged water treatment plant shutdown.</li> <li>• This backup supply will provide critical contingency for provision of drinking water and industrial process water to Stratford District's residents and businesses during crisis events.</li> <li>• Planning for both steady-state and unexpected population growth and economic development across Stratford district by proactively adding storage capacity to meet future water security needs.</li> <li>• Reliable and sufficient water capacity signals Stratford's readiness for residential, commercial and industrial growth, providing confidence for investments and growth planning.</li> </ul>

### Issue 4: Alternative Water Supply

Response Options	Implications of options
Commission a feasibility report to explore the alternative water supply options available for the Patea River/Konii Stream Water Take	<p>This project is primarily to investigate alternative water supply options for the Patea River water source - in the face of an emergency that renders the take from the river unusable or due to environmental conditions such as prolonged low flow events. This project is primarily driven by resilience. The recommendation of the feasibility study, if implemented, will:</p> <ul style="list-style-type: none"> <li>• Provide redundancy in the water supply source to this critical service; and in turn</li> <li>• Allow the Council to continue to perform its duties and responsibilities, under the Local Government Act, to the people of Stratford</li> </ul>

### Issue 5: Backflow Prevention

Response Options	Implications of options
Implement a Backflow Prevention campaign for all properties identify as being at risk of contaminating their water supply.	<p>This project primarily for health and safety purposes and is being achieved in conjunction with the universal water metering project. It is driven by the requirements of Section 18 of Council's Water Supply Bylaw, which requires a backflow prevention device be installed where there is a risk of contamination entering the potable water supply through backflow or syphoning.</p> <p>Once implementation is complete, the Council can be sure that the risk of contamination as a result of backflow or syphoning is minimised. This risk is part of the corporate Risk Register that must be minimised by Council for the health and safety of its residents.</p>

**Issue 6: Improvements to the reticulation system**

Response Options	Implications of options
Continue with the Implementation of rider mains in the water network	Rider mains represent a cost-effective way of distributing water within the network

**Issue 7: Resource Consent renewal**

Response Options	Implications of options
Undertake to renew the Expired Resource Consent to take water from the Te Popo Stream at Midhirst. This consent expired in June 2021.	<p>This process is required to satisfy the requirements of the Resource Management Act (1991) for expiring consents. The Council currently takes water from the Te Popo Stream under an authorisation consent from the Taranaki Regional Council, which expired in June 2021..</p> <p>This resource consent renewal process has commenced and it is expected to take 12 to 18 months to complete in conjunction with stakeholders and regulatory authority. Supporting documentation will need to be commissioned and submitted to the TRC for</p>

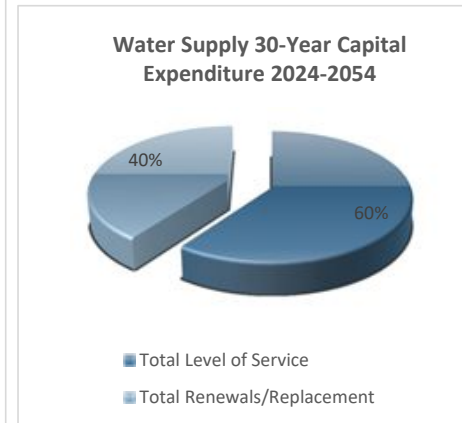
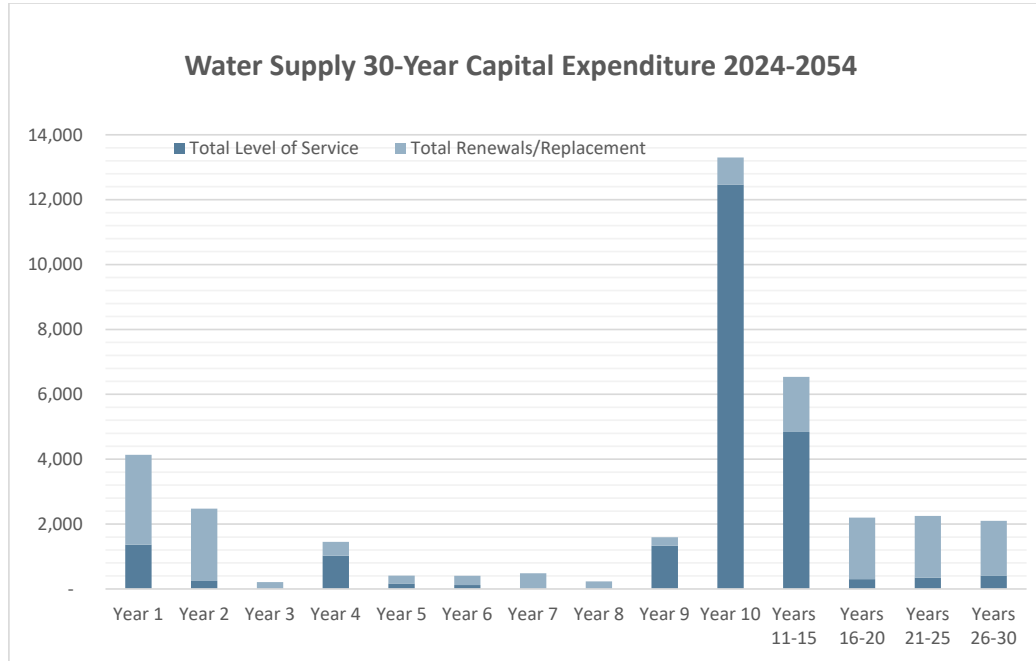
	At the completion of this process, the Council will be able to continue to take water from the Te Popo Stream to supply the residents of Midhirst.
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**Issue 8: Universal Water Metering**

Response Options	Implications of options
Implement universal water metering within Stratford.	<p>This is required to ensure and to demonstrate efficient use of the water extracted from the two sources.</p> <p>This project will allow Council to account for the water that has been treated and supplied to town.</p> <p>This project should assist Council in identifying leaks within its network as well as leaks within private properties.</p>

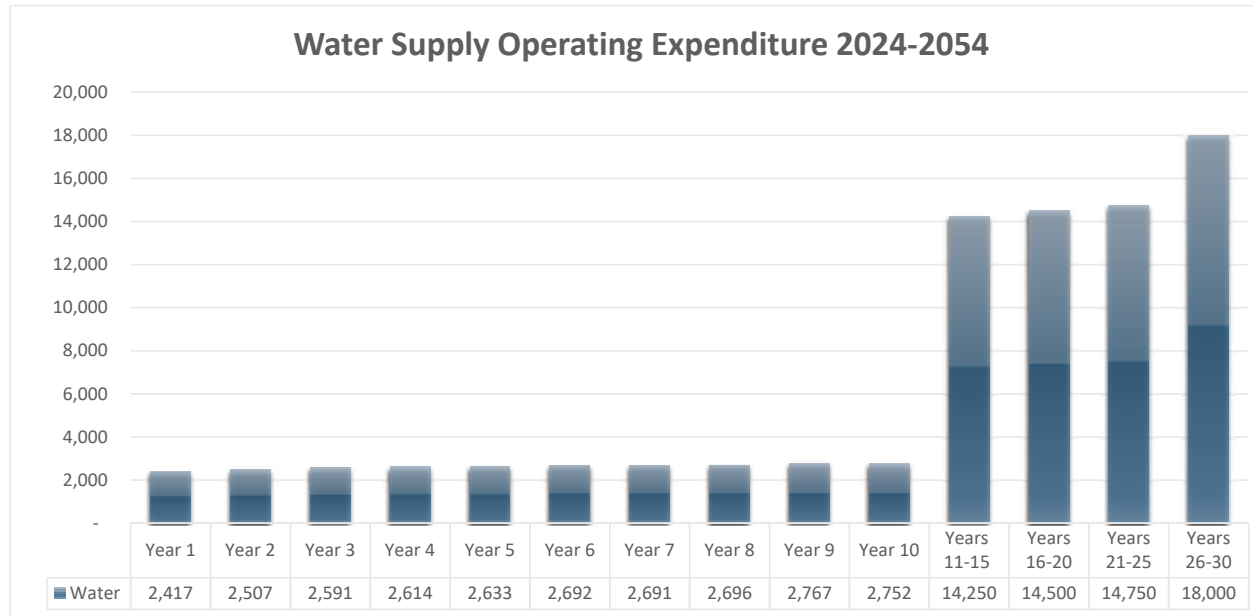
### 30 –Year Capital Expenditure – Water

Water Supply	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034-39	2039-44	2044-49	2049-54	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Level of Service Improvement	1,367	246	-	1,026	166	119	-	-	1,330	12,466	4,840	300	350	400	22,610
Replacements	2,770	2,229	211	427	244	289	487	231	266	833	1,700	1,900	1,900	1,700	15,185
<b>TOTAL</b>	<b>4,137</b>	<b>2,475</b>	<b>211</b>	<b>1,453</b>	<b>410</b>	<b>408</b>	<b>487</b>	<b>231</b>	<b>1,596</b>	<b>13,299</b>	<b>6,540</b>	<b>2,200</b>	<b>2,250</b>	<b>2,100</b>	<b>37,795</b>

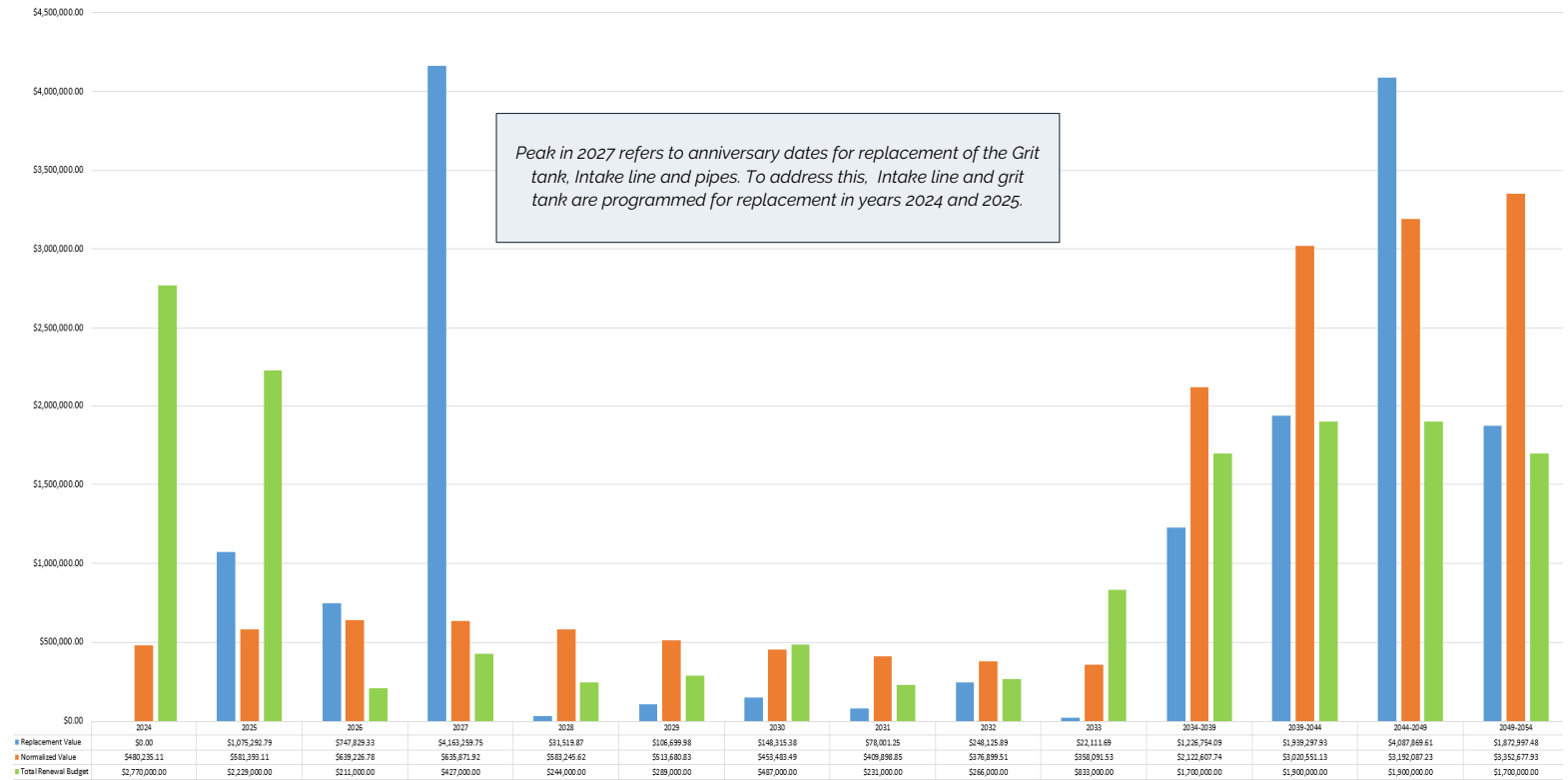


### 30 –Year Operating Expenditure – Water

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034-39	2039-44	2044-49	2049-54	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Water Supply</b>	2,417	2,507	2,591	2,614	2,633	2,692	2,691	2,696	2,767	2,752	14,250	14,500	14,750	18,000	87,859



### 30 –Year Water Supply Replacement Profile - Water Treatment and Reticulation



**Legend:**

Replacement value: The total amount to spend on replacement based on Council's Asset Management System data;

Normalised Value - Total minimum budget recommended for spending to ensure the entire replacement programme is delivered in the long-term.

Total Renewal Budget - The optimum budget the Council has determined to spend to optimise the asset and service delivery

## Appendix 3: Wastewater

### Significant Issues and Options Assessment

The Significant Infrastructural Issues for the Wastewater Activity are detailed in the Wastewater Asset Management Plan and summarised below.

- Resource Consent compliance;
- Reticulation overload due to inflow/infiltration;
- Pipework Capacity Issues;
- Network Planning and Modelling
- Wastewater Infrastructure Condition and Maintenance

The options for addressing these significant infrastructural issues drive the Long-term financial forecast for the wastewater activity.

#### Issue 1: Resource Consent Compliance

Response Options	Implications of options
Implement all necessary measures to maintain compliance with the conditions of the wastewater discharge consent.	<p>Compliance with the requirements of the wastewater discharge consent is essential for minimising the adverse effects on the environment.</p> <p>Since the issuing of the Wastewater Discharge Consent in April 2020 Council has implemented the required system upgrade at the set time as per the consent condition. Council has monitored the effectiveness of the upgrade and is finding that the desired effect is not being achieved. In conjunction with stakeholders and the regulatory authority alternative treatment methods or infrastructure upgrade will likely need to be considered and implemented.</p>

#### Issue 2: Reticulation overload due to inflow/infiltration

Response Options	Implications of options
Implementation of Inflow/Infiltration programme, including inspections of private property to identify direct discharge of stormwater to sewer.	<p>This programme primarily to optimise reticulation capacity during rainfall events, by ensuring there is no inflow or infiltration of water into the wastewater reticulation system.</p> <p>The Inflow/Infiltration programme is a suite of interventions designed to minimise the inflow and infiltration of surface and groundwater into the wastewater pipe network. This is an important part of our annual network maintenance and renewal programme that ensures that only wastewater collected from households and businesses is transported to the wastewater treatment plant.</p> <p>CCTV inspections are undertaken as part of the network conditions assessments therefore no additional costs are incurred. Identifying areas of high infiltration allows Council to better focus funds.</p> <p>The removal of stormwater maintains the available reticulation capacity during rainfall events.</p>

#### Issue 3: Pipework Capacity Issues

Response Options	Implications of options
Programme the implementation of pipework capacity increase to support growth.	<p>This programme is to address under-capacity of pipe network to support growth, residential infill and other intense land-use activities.</p> <p>There have been new residential subdivisions and developments, urban infill and other growth-related pressures created in our wastewater</p>

network. The consequence of this is that some pipes are requiring upgrades in capacity to accommodate the increased flow.

**Issue 4: Network Planning and Modelling**

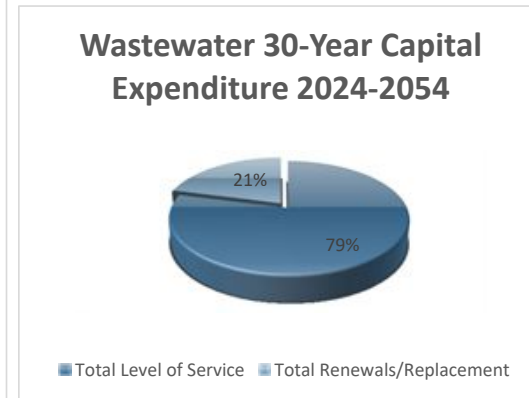
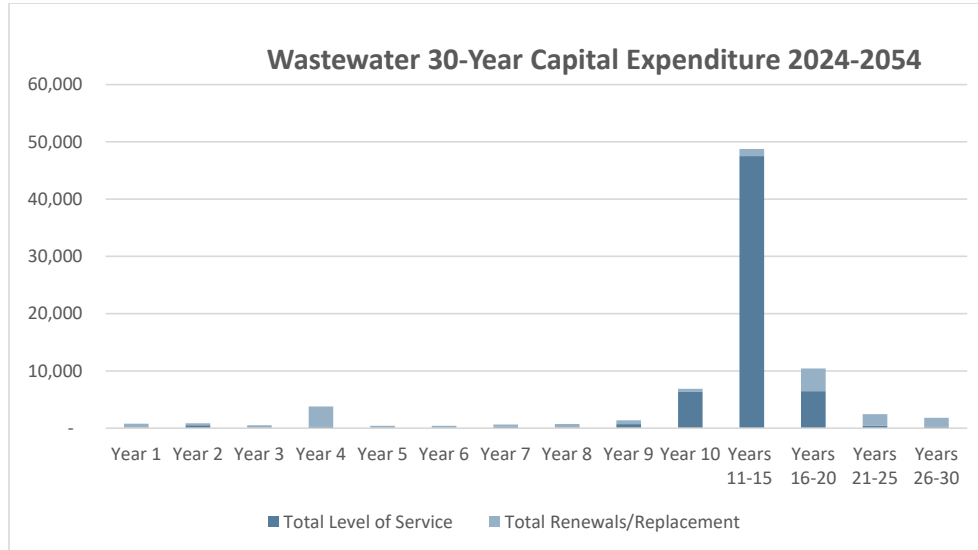
Response Options	Implications of options
Full review and calibration of the existing Wastewater model	<p>To accommodate growth and increased demand, Council has programmed to increase pipe capacity to cater for high flows. While officers are aware of some pipes within the network requiring increased capacity, the Council has commission a network modelling project on the wastewater network to reveal how our network systems are behaving and any areas of constraint.</p> <p>This modelling project comprises:</p> <ul style="list-style-type: none"> <li>• Evaluation of network capacity;</li> <li>• Identification of inflow and infiltration into the pipe network;</li> <li>• The identification of bottlenecks in the existing or network; and</li> <li>• Any design of improvements needed to accommodate growth. The modelling project is expected to reveal the areas for improvement in the network from which priority areas can be programmed for improvement.</li> </ul>

**Issue 5: Wastewater Infrastructure Maintenance**

Response Options	Implications of options
Wastewater Treatment Ponds Desludging	<p>This project is primarily driven by the need to maintain operational capacity and performance of the wastewater treatment ponds through regular desludging. Implementing a proactive maintenance strategy will:</p> <ul style="list-style-type: none"> <li>• Remove accumulated solids to sustain required hydraulic retention times and effluent quality standards.</li> <li>• Support continuity of wastewater treatment services for residents and industries</li> <li>• Aid compliance with resource consents related to discharge quality/volumes.</li> <li>• Reduce risks of uncontrolled discharges from overloaded ponds during high flow events</li> </ul> <p>Undertaking regular pond desludging will ensure the wastewater system can continue performing its vital functions over the long term.</p>

### 30 –Year Capital Expenditure- Wastewater

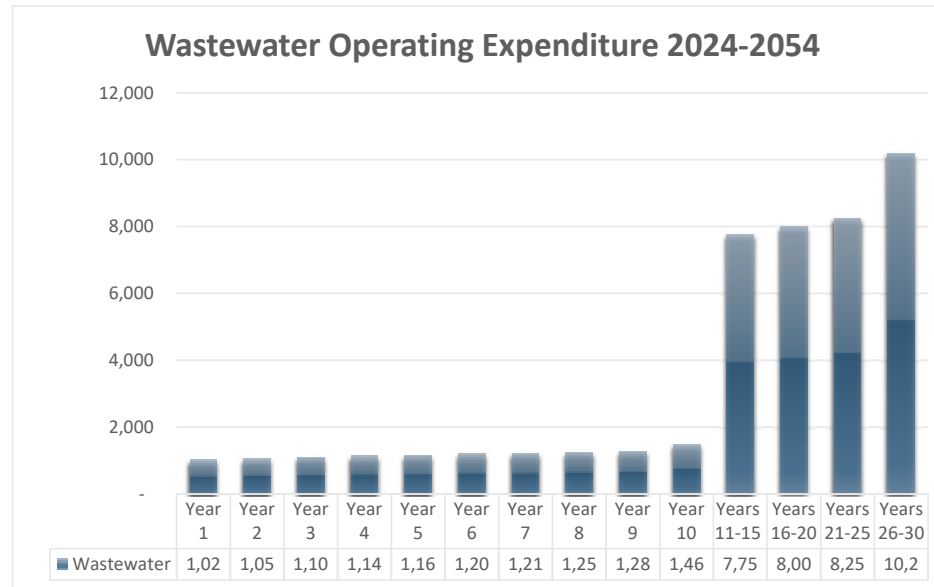
Wastewater	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034-39	2039-44	2044-49	2049-54	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Level of Service Improvement	50	513	158	216	-	-	232	118	725	6,418	47,500	6,450	450	300	63,130
Replacements	735	343	363	3,602	426	413	400	633	647	475	1,250	4,000	2,000	1,500	16,788
<b>TOTAL</b>	<b>785</b>	<b>856</b>	<b>521</b>	<b>3,818</b>	<b>426</b>	<b>413</b>	<b>632</b>	<b>751</b>	<b>1,372</b>	<b>6,893</b>	<b>48,750</b>	<b>10,450</b>	<b>2,450</b>	<b>1,800</b>	<b>79,918</b>



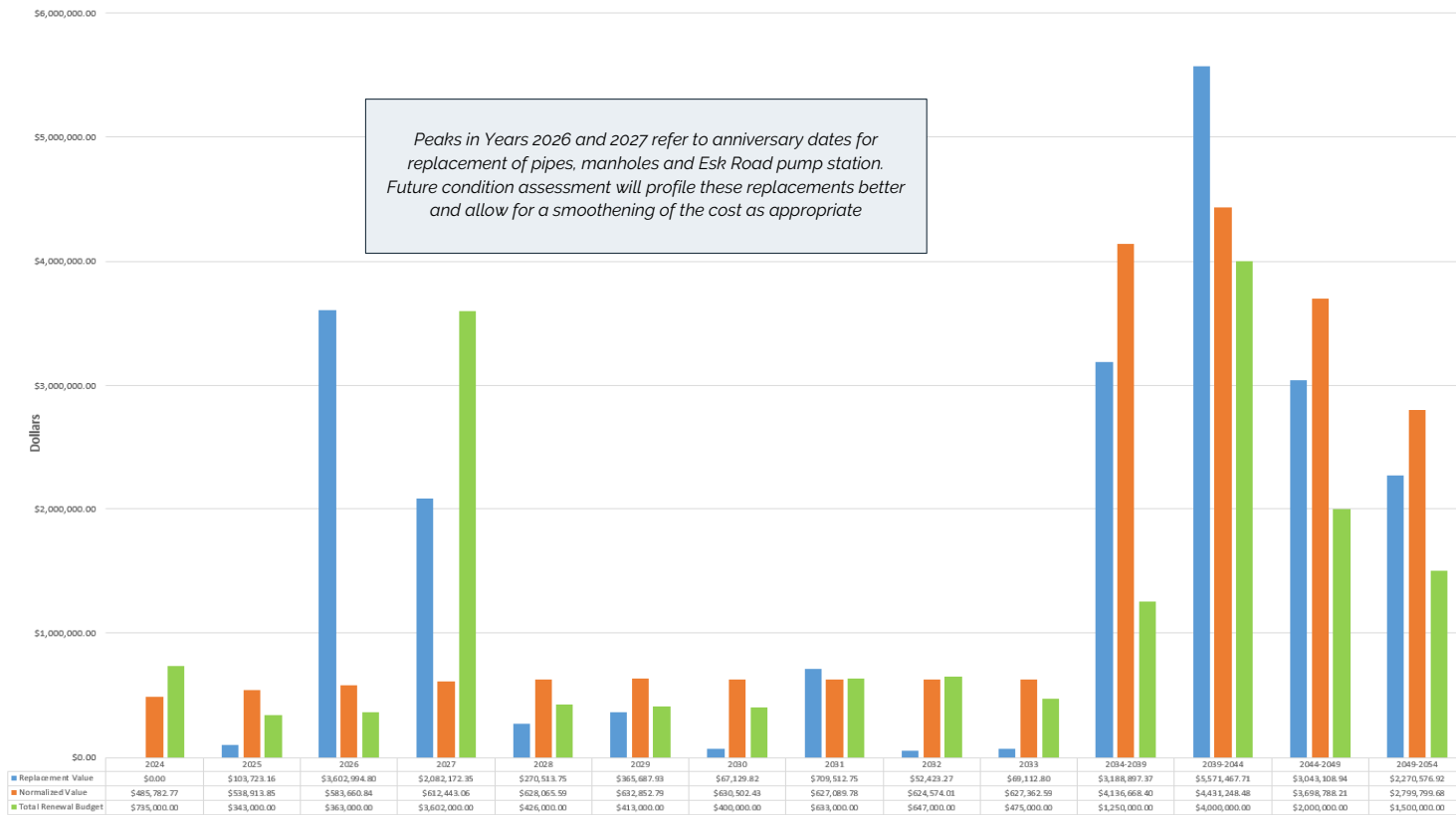


### 30 –Year Operating Expenditure - Wastewater

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034-39	2039-44	2044-49	2049-54	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Wastewater</b>	1,023	1,058	1,101	1,145	1,161	1,201	1,211	1,256	1,288	1,468	7,750	8,000	8,250	10,200	46,113



### 30 –Year Wastewater Replacement Profile - Treatment and Reticulation



**Legend:**

Replacement value: The total amount to spend on replacement based on Council’s Asset Management System data;

Normalised Value – Total minimum budget recommended for spending to ensure the entire replacement programme is delivered in the long-term.

Total Renewal Budget – The optimum budget the Council has determined to spend to optimise the asset and service delivery

## Appendix 4: Stormwater

### Significant Issues and Options

The Significant Infrastructural Issues for the Stormwater Activity are detailed in the Stormwater Asset Management Plan and summarised below.

- Network Planning and Modelling;
- Pipework Capacity Issues;
- Stormwater Safety Improvements
- Climate Change; and
- Replacement of Stormwater tunnels
- Stormwater Infrastructure Capacity Maintenance

The options for addressing these significant infrastructural issues drive the Long-term financial forecast for the Stormwater Activity.

#### Issue 1: Network Planning and Modelling

Response Options	Implications of options
Commission a new Stormwater model	<p>To accommodate growth and increased demand, Council has programmed to increase pipe capacity to cater for high flows..</p> <p>While officers are aware of some pipes within the network requiring increased capacity, the Council has commissioned a network modelling project on our stormwater network to reveal how our network systems are behaving.</p> <p>This modelling project will comprise</p> <ul style="list-style-type: none"> <li>• the evaluation of network capacity;</li> <li>• the identification of bottlenecks in the existing or proposed network; and</li> <li>• the design of improvements needed to accommodate growth.</li> </ul> <p>The modelling project is expected to reveal the areas for improvement and continues in Year 1 of the LTP</p>

#### Issue 2: Pipework Capacity Issues

Response Options	Implications of options
Programme the implementation of pipework capacity increase to support growth.	<p>This programme is to address under-capacity of pipe network to support growth, residential infill and other intense land-use activities.</p> <p>There have been new residential subdivisions and developments, urban infill and other growth-related pressures created in both our wastewater and stormwater networks. The consequence of this is that some pipes are requiring upgrades in capacity to accommodate the increased flow.</p>

#### Issue 3: Stormwater Safety Improvements

Response Options	Implications of options
Conduct an inlet structure study, and its implementation, to ascertain the extent of potential upgrades required to meet public safety requirements	Knowledge of what inlet structures are in the network and whether they are adequate is not at an appropriate level. This study will help Council gain the appropriate level of knowledge required to plan for the construction of new, safe stormwater inlet structures.

#### Issue 4: Climate change

Response Options	Implications of options
Create a catchment management plan to support upgrade of existing assets to accommodate a 1 in 100 year storm event	Should improve stormwater management in the existing network Pipeline capacity increase

**Issue 5: Replacement of stormwater tunnels**

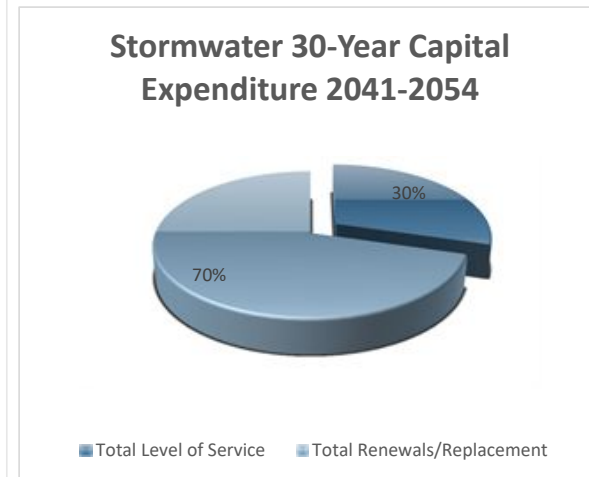
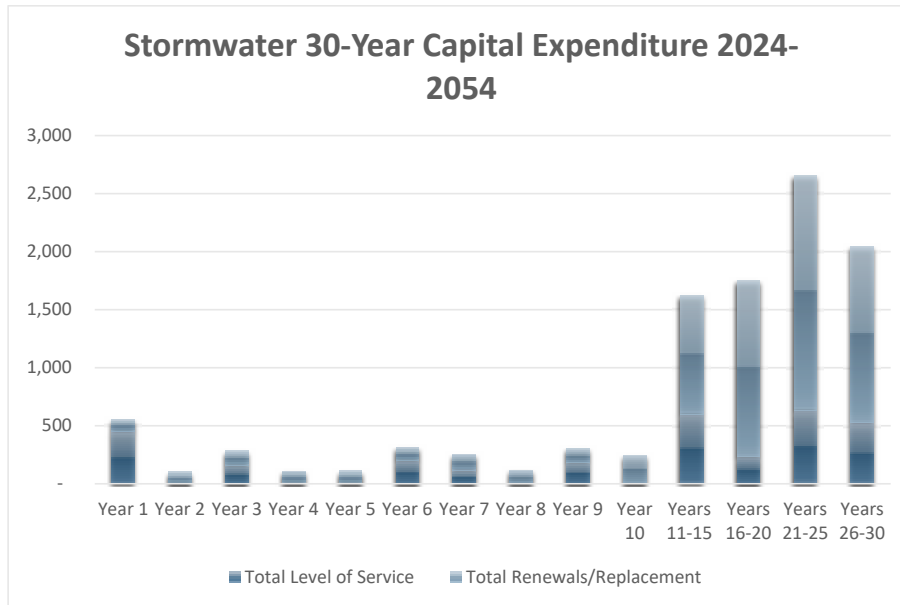
Response Options	Implications of options
Consider rerouting of larger waterways/pipeline/tunnels to be more accessible and within public land or easements	Properties currently connected to existing infrastructure will need to be accounted for in any new design route

**Issue 6: Stormwater Infrastructure Capacity Maintenance**

Response Options	Implications of options
Victoria Park Drainage Desilting / Desludging	<p>This project is primarily driven by the need to maintain capacity and performance of the Victoria Park drainage infrastructure through regular desilting and desludging. Implementing a proactive maintenance strategy will:</p> <ul style="list-style-type: none"> <li>• Remove accumulated solids to sustain required hydraulic conveyance capacity</li> <li>• Mitigate flood risks during high rainfall events</li> <li>• Support continuity of stormwater drainage services</li> <li>• Aid compliance with resource consents related to discharge quality/volumes</li> <li>• Reduce risks of uncontrolled overflows due to reduced pipe capacity</li> </ul> <p>Undertaking regular drainage desludging will ensure the Victoria Park stormwater system can continue performing its vital functions over the long term.</p>

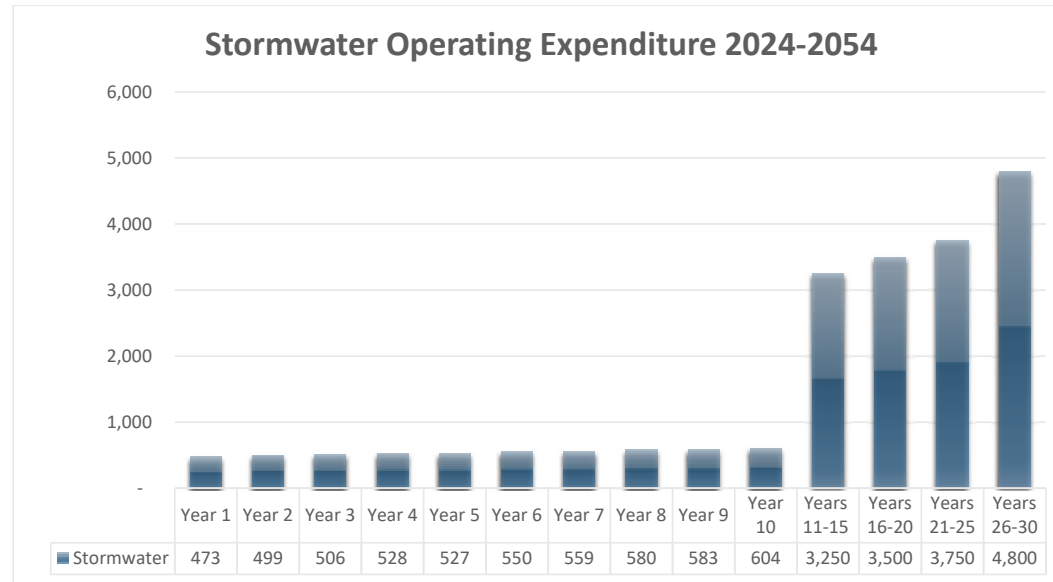
### 30 –Year Capital Expenditure - Stormwater

Stormwater	1 2024/25	2 2025/26	3 2026/27	4 2027/28	5 2028/29	6 2029/30	7 2030/31	8 2031/32	9 2032/33	10 2033/34	11-15 2034-39	16-20 2039-44	21-25 2044-49	26-30 2049-54	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Level of Service Improvement	450	-	158	-	-	198	116	-	181	-	600	232	635	525	3,095
Replacements	100	103	126	108	111	113	139	118	121	247	1,020	1,520	2,020	1,520	7,366
<b>TOTAL</b>	<b>550</b>	<b>103</b>	<b>284</b>	<b>108</b>	<b>111</b>	<b>311</b>	<b>255</b>	<b>118</b>	<b>302</b>	<b>247</b>	<b>1,620</b>	<b>1,752</b>	<b>2,655</b>	<b>2,045</b>	<b>10,461</b>



### 30 –Year Operating Expenditure – Stormwater

<i>Year</i>	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034-39	2039-44	2044-49	2049-54	
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Stormwater</b>	473	499	506	528	527	550	559	580	583	604	3,250	3,500	3,750	4,800	20,709



### 30 –Year Stormwater Replacement Profile - Reticulation



**Legend:**

Replacement value: The total amount to spend on replacement based on Council’s Asset Management System data;

Normalized Value – Total minimum budget recommended for spending to ensure the entire replacement programme is delivered in the long-term.

Total Renewal Budget – The optimum budget the Council has determined to spend to optimise the asset and service delivery



# Revenue and Financing Policy



Long Term Plan 2024-34



# POLICY



<b>Policy:</b>	<b>Revenue and Financing Policy</b>
<b>Department:</b>	<b>Corporate Services</b>
<b>Approved by:</b>	<b>Council</b>
<b>Effective date:</b>	<b>July 2024</b>
<b>Next review date:</b>	<b>June 2027</b>
<b>Document Number:</b>	<b>D24/50</b>

## 1. Overview

This Policy provides a summary of Council's funding policies in respect of operating and capital expenditure for each Council Activity. The Policy is reviewed at least every three years. The last review was completed in 2022, after the adoption of the Long Term Plan 2021-31. This updated policy comes into effect from 1 July 2024.

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

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

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

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

## 2. Initial Funding Options Considered

Prior to determining the amount of expenditure to be funded by rates, Council will identify and exhaust all other funding sources available. These include:

### Fees and Charges

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

### Grants and Subsidies

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

### **Borrowing**

Debt will be used to fund new or significantly improved capital assets.

Debt may also be used to fund operational expenditure or capital renewals where that expenditure provides benefits over many years, and it is financially prudent to do so.

### **Proceeds from Asset Sales**

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

### **Council Reserves**

For activities with specified purpose reserve funds, these funds may be used for rates smoothing purposes if Council is able to use the fund in this way and deems this a prudent approach.

### **Financial Contributions**

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

### **Interest and Dividends from Investments**

If the investment income relates to a specific activity that has a reserve established for a targeted rate, then investment income will go towards funding that activity. Otherwise, it will be part of a corporate treasury fund that nets off the overall general rates requirement. It is expected that the council owned Farm will contribute at least \$75,000 a year to offset the general rates requirement.

### **Operating Surpluses**

The Council may choose to not fully fund operating expenditure in any year if the deficit can be funded from operating surpluses in the year before or in subsequent years. An operating deficit will only be budgeted when beneficial to avoid significant fluctuation in rates, fees and charges and financial impact on residents and ratepayers.

## **3. Rating Options**

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

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

### **General Rates**

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

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

### **Targeted Rates**

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

Targeted rates may be applied on the basis of ratepayers who use or are able to use a service, to properties in a specified area, or over the district as a whole. They may be applied by rating unit or by a separately used or inhabited part of a rating unit (or "SUIP", defined later on in this policy). A targeted rate may be set differentially under Section 16 of the Local Government (Rating) Act 2002 for different categories of rateable land.

Targeted rates are used to fund the Rooding, Rubbish and Recycling, Wastewater, Water Supply, and Civic Amenities activities.

Council charges 50% of the water and wastewater rate to properties that are not connected to either supply but are within proximity to be able to connect to either supply, as a contribution towards the related fixed infrastructure costs.

For the Rooding Activity, the rates collected from land that is used primarily for forestry purposes (excluding indigenous or protected forests) are based on a differential that is calculated at a level expected to collect a specific amount, determined annually, and guided by the cost of previous years' remediation work on roads damaged by forestry operations. Where parts of a rating unit are used for forestry purposes, the Council may apportion the rateable value of that rating unit among those parts in order to calculate the overall liability for the rating unit. This is to ensure fairness in that all forestry owners, that have exotic forestry of more than a certain minimum size (10 hectares) are contributing specifically towards rooding costs impacted by forestry operations.

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

The UAGC is applied as a fixed rate per SUIP.

This rate will be used for activities where it is considered that each SUIP benefits from the activity by a similar amount. Council allows for remissions on the UAGC where the property is bare land, used for the same purpose as another property, and has the same ownership but is not contiguous. Council also allows for a remission on the UAGC for low value properties.

### **Definition of SUIP**

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

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

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

For a residential rating unit, this includes a building or part of a building which is used, or is capable of being used, as an independent unit. An independent unit is any unit containing either

separate cooking and living facilities, or a separate entrance; and that has its own toilet or bathroom facilities.

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

#### **4. IMPACT ON FOUR WELL-BEINGS**

Council has considered the economic impact on our community of the funding and rating system, and considers that the use of capital value rating system for the general rate and roading targeted rate is a fair way of funding the rates requirement. However, the council recognises that maximising the use of the UAGC provides a fair approach for higher value properties, which are generally rural and unlikely to receive more benefit from services than urban ratepayers. The remission policy allows recognition of the value of new economic investment in the district.

Council has considered the impact of the funding model on the cultural wellbeing of the district and that the activities that contribute to Council's cultural wellbeing should receive investment from all ratepayers as this benefits the wider community and the ongoing vibrancy and prosperity of the district. Council has a remission policy for Māori freehold land to recognise that certain Māori owned lands have particular conditions, features, ownership structures, or other circumstances which make it appropriate to provide relief from rates and recognise the cultural benefits of Māori freehold land.

Council has considered the environmental impact of its funding model, and where appropriate a user pays or exacerbator pays system is to be used to fairly allocate the cost of ensuring environmental wellbeing. The Regulatory activities are generally funded by a mixture of UAGC and fees and charges.

Council has considered the social impact of its funding model and that there is significant value to the wider district and community in ensuring that activities that contribute to the social wellbeing of the district are mostly funded by all ratepayers, with support from fees and charges where able to do so. Council uses its remission policy to minimise the rates impact on organisations that exist purely to benefit the social wellbeing of the district.

## 5. Groups of Activities

<i>Group</i>	<i>Activity</i>	<i>Description of Activity</i>	<i>Time Period of Benefits</i>	<i>Direct Beneficiaries of Activity</i>	<i>Community Outcomes (Rationale for Activity)</i>	<i>Funding Sources (excl capital for all except Roading)</i>
<b>Recreation and Facilities</b>	Aerodrome	Provides opportunities for local air transport, recreation and light commercial needs. Council owns the land, the apron pad, car parking, site drainage, landscaping. The Stratford Aero Club owns the clubrooms, hangars and the fuel pump.	Operational - annual	Aerodrome users / aeroclub members	Welcoming, Resilient, Connected, Enabling	General rates 50-70% User Charges 30-50%
	Civic Amenities	Range of community facilities including public toilets, bus shelters, rural halls, structures, War Memorial Centre, Clock Tower, Pensioner Housing.	Operational - annual	Community, tourists, users of the facilities. Some facilities are considered to be of low benefit and won't be replaced, therefore the depreciation is not funded i.e. Centennial Restrooms, Rural Halls, TET Stadium.	Welcoming, Resilient, Connected, Enabling	<b>Pensioner Housing:</b> General Rates 30-50% User Charges 50-70%  <b>Civic Amenities:</b> General rates 60-80% Targeted rate (community halls) <5% User charges 5-15% Grants <10%
	Library	Provides physical access to books, and online access to digital books and articles. Provides free wi-fi, some learning opportunities, school holiday programmes.	Operational - annual	Library users, community	Welcoming, Connected, Enabling	General rates 90-100% User charges <10%

Group	Activity	Description of Activity	Time Period of Benefits	Direct Beneficiaries of Activity	Community Outcomes (Rationale for Activity)	Funding Sources (excl capital for all except Roading)
	Parks, Reserves and Cemeteries	Provision of recreation opportunities, open spaces, sports fields, and cemeteries for use by all.	Operational - annual	Users, the community also benefits from having areas available for recreation. Cemeteries are an important part of a community.	Welcoming, Resilient, Connected	<b>Cemeteries:</b> General rates 30-50% User charges 50-70%  <b>Parks and Reserves:</b> General rates 95-99% User charges 1-5%
	Wai O Rua Stratford Aquatic Centre	Provision of swimming pool facilities, swimming lessons, and fitness classes. Also provides spaces available for hire.	Operational - annual	Users. The business community also benefits from visitors to the pool.	Welcoming, Connected	General rates 75-90% User charges 10-25%
<b>Community Development</b>	Community Services	Support community groups in the Stratford district to achieve their goals i.e. Positive Ageing, Central Taranaki Safe Trust, Iwi groups, Youth Council, and providing events that benefit the community and recognise and enhance cultural wellbeing, including events that celebrate Māori culture.	Operational - annual	Community, groups and individuals receiving support from Council	Welcoming, Resilient, Connected, Enabling	General rates >70% Grants and/or user charges <30%
	Economic Development	Supports the growth of the district and promotes the district as a place to do business and a great place to live.	Operational - annual	Ratepayers (property owners), business owners.	Welcoming, Resilient, Connected, Enabling	UAGC 50% General rates 50%
	Investment Property	Council owns properties for strategic or investment purposes - includes Farm, and other commercial properties.	Varies, depending on the intended future use of the property.	Ratepayers expectation is that the investments should contribute towards rates however this is not always the case for some rental	Resilient, Connected, Enabling	<b>Farm:</b> User Charges >100% (subsidises general rate)  <b>Rental Properties:</b> User Charges >90% General Rates <10%

<i>Group</i>	<i>Activity</i>	<i>Description of Activity</i>	<i>Time Period of Benefits</i>	<i>Direct Beneficiaries of Activity</i>	<i>Community Outcomes (Rationale for Activity)</i>	<i>Funding Sources (excl capital for all except Roading)</i>
				properties in the short term.		
<b>Democracy</b>	Democracy	Includes all governance processes, meetings, elections, and community involvement in the democratic process.	Election costs - once every three years. Everything else annually.	Stratford district community – citizens and ratepayers	Welcoming, Resilient, Connected, Enabling	UAGC 100%
<b>Environmental Services</b>	Building Services	Receives and processes applications for building consents. Monitoring and compliance of building work in the district.	Operational - annual	Users, ratepayers	Welcoming, Resilient, Connected, Enabling	UAGC 50-60% User charges 40-50%
	Planning	Development and administration of the District Plan. Issuing of resource consents.	District Plan costs - spread over the life of the plan	Community, users, all ratepayers	Welcoming, Resilient, Connected, Enabling	UAGC 60-80% User charges 20-40%
	Community Health and Safety	Regulation and enforcement of legislation and bylaws relating to health, food, alcohol, animal control, and general nuisance.	Operational - annual	Users (affected business owners, dog owners), exacerbators, community.	Welcoming, Connected, Enabling	UAGC 55-70% User charges 30-45%
	Emergency Management	Regional shared service for civil defence emergency management and preparedness.	Benefits are primarily received at the time of a Civil Defence event only.	The district and community, all ratepayers	Welcoming, Resilient, Connected, Enabling	UAGC 100%

<b>Group</b>	<b>Activity</b>	<b>Description of Activity</b>	<b>Time Period of Benefits</b>	<b>Direct Beneficiaries of Activity</b>	<b>Community Outcomes (Rationale for Activity)</b>	<b>Funding Sources (excl capital for all except Rooding)</b>
<b>Rooding</b>	Rooding	Management, construction and maintenance of rural and urban roads, footpaths, street lighting and associated infrastructure, excluding state highways, repairing damage from roads impacted by forestry harvesting. Council will collect a fixed portion from the forestry properties, the amount to be determined annually with consideration to the cost of damage to ratepayers.	Operational – annual. Longer time period for forestry impacted roads.	Road users, forestry property owners, community and ratepayers	Welcoming, Resilient, Connected, Enabling	Targeted rate (incl reserves) 30-55% (rate per \$CV, forestry differential) NZTA Grant 40-65% User charges <5%
<b>Stormwater</b>	Stormwater	Provision of stormwater reticulation and collection services, and minimising excess water from a major rainfall event, and allowing for normal drainage of stormwater and groundwater.	Operational - annual	The CBD and residents, community and ratepayers	Resilient, Connected, Enabling	UAGC 100%
<b>Wastewater</b>	Wastewater	The operation, maintenance and management of the reticulation network and treatment plant, managing the disposal of sewerage.	Operational – annual Desludging of oxidation pond – capital cost occurs once every 15-20 years.	Properties connected to wastewater system, users of the discharge facility, commercial users.	Resilient, Connected, Enabling	Targeted rate 85-95% (by SUIP, commercial differential) User charges 5-15%
<b>Rubbish and Recycling</b>	Rubbish and Recycling	Waste and recycling collection service to households in urban areas and a transfer station in Stratford.	Landfill aftercare provision \$12k a year to 2022/23	Properties within rubbish collection area, transfer station users, the community (bins on Broadway collected - UAGC funded).	Welcoming, Resilient, Connected, Enabling	Targeted rate 75-85% (SUIP) User charges 15-25% UAGC <5%



<i>Group</i>	<i>Activity</i>	<i>Description of Activity</i>	<i>Time Period of Benefits</i>	<i>Direct Beneficiaries of Activity</i>	<i>Community Outcomes (Rationale for Activity)</i>	<i>Funding Sources (excl capital for all except Roading)</i>
<b>Water Supply</b>	Water Supply	Council operates three water supplies, water treatment plant and manages the reticulation systems and associated infrastructure to supply the district with clean drinking water.	Operational - annual	Properties to which water is supplied, community.	Welcoming, Resilient, Connected, Enabling	Fixed targeted rate 60-80% (by SUIP)  Variable targeted rate 20-40% (based on consumption)

## 6. Funding of Capital Expenditure

Schedule 10 of the Local Government Act requires Councils to, in relation to each group of activities, and for each financial year covered by the Long Term Plan, include a statement of the amount of capital expenditure budgeted to a) meet additional demand for an activity, b) improve the level of service, and c) replace existing assets. This is outlined in the Funding Impact Statements in the Long Term Plan 2024-34. The funding source for each type of capital expenditure is explained below.

### Renewal projects

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

### Level of Service projects

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

### Growth Related projects

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

### Emergency Capital Expenditure

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

### Reserves

The Asset Sales Proceeds Reserve, or any other reserve, not specifically tagged to an Activity, may be used to fund capital expenditure other than Renewal projects, where specific council approval is given.

## 7. Support for principles relating to Māori land

Section 102(3A) of the Local Government Act 2002 provides that this policy must support the principles set out in the Preamble to Te Ture Whenua Māori Act 1993 (that requirement is effective from 1 July 2024). These principles include recognition that land is a taonga tuku iho of special significance to Māori people, and to facilitate the occupation, development, and utilisation of that land for the benefit of its owners, their whanau, and their hapū. Council considers that this policy supports those principles when viewed in conjunction with Council's Policy on Remission and Postponement of Rates for Māori Freehold Land."



## Fees and Charges



Long Term Plan 2024-2034

# FEES AND CHARGES 2024/25

Note all prices include GST if any

## ABANDONED VEHICLES

Towage	At Cost
Inspection	\$230.00
<i>Fixed fee, includes inspection and administration</i>	
Storage of vehicle	At Cost

## AERODROME

Commercial Strip Hire Fee	\$13.00	Per tonne of fertiliser
Private / Commercial Ground Leases	\$4.49*	Per square metre
Clubhouse Ground Lease	25%*	of private / commercial ground lease
Club Hangar Ground Lease	50%*	of private / commercial ground lease

\* Leases are to be reviewed as per the rent review date in the individual lease contract. Where the lease review would result in an increase in the annual lease of more than 10%, a 10% increase will be applied to the existing annual lease amount **instead** of the per square metre rate.

## BUILDING CONTROL

### Government levies

Certain building consent applications must pay government levies in addition to Council's building consent fees below. We collect the levies and pay them to the Building Research Association of New Zealand (BRANZ) and the Ministry of Business, Innovation and Employment (MBIE). The BRANZ levy is \$1.00 per \$1,000.00 for building work valued at \$20,000 including GST or more. The MBIE levy is \$1.75 per \$1,000.00 for building work valued at \$65,000.00 including GST or more.

### Accreditation fee

All building consent applications must pay a Council accreditation fee, in addition to Council's building consent fees. To issue building consents, we have to meet certain standards set by the government (accreditation). This fee helps to cover the cost of meeting those requirements (Building Accreditation of Building Consent Authorities Regulations 2006)

<b>Accreditation levy (applies to all Building Consents)</b>	\$1.80	Per \$1,000.00 building work
<b>Building Research levy (BRANZ)</b>	\$1.00 per \$1,000 value or part thereof for project valued at \$20,000 or more	
<b>MBIE levy</b>	\$1.75 per \$1,000 value or part thereof for project valued at \$65,000 or more	
<b>Electronic Lodgement Fee</b>	\$152.00	(This fee is included within the consent type fees below)
This fee is an external cost from a third-party service provider for the full process of a consent application.		

There are two fee types:

### Fixed fee

This fee covers projects where the costs are easily identified before application, or where an average rate is appropriate. The amount is fixed. No additional costs will be charged by Stratford District Council (SDC) in regards to the fee quoted.

### Base fee

The base fee is based on the anticipated costs for the processing of the application. In some cases, actual costs of a project may exceed the estimated base fee due to external specialist input, amendments, additional information submitted, application complexity, inspection complexity or additional inspections undertaken. When this happens any additional amount will be charged in accordance with the staff charge out rates.

**A typical calculation for the fee to pay can be done using this formula:**

- Base Fee for category + MBIE/BRANZ levies (if applicable) + Inspections + Accreditation levy
- SDC inspection list can be found at <https://www.stratford.govt.nz/our-services/building/building-inspections>

<b>Project Information Memorandum (PIM) application</b> (When applied separate from a Building Consent)	\$637.00	Base fee
<b>Fee for ALL manual/hardcopy applications</b> (This fee will be charged on ALL Building applications not submitted via the <a href="#">online portal</a> )	\$170.00	Fixed fee
<b>Provision of a Record of Title</b>	\$25.00	Fixed fee
<b>Record of Schedule 1 exempt work</b>	\$100.00	Fixed fee
<b>Waiver/B2 Modification</b>	\$340.00	Fixed fee + Cost of amendment
<b>Private BCA Filing Fee</b>	\$170.00	Fixed Fee
<b>Building Consent Data</b> (One year)	\$250.00	Fixed fee
<b>Section 71, Building Act 2004</b> - Building on land subject to natural hazards.	\$536.00	Fixed fee
<b>Section 75, Building Act 2004</b> - Construction of building on 2 or more allotments	\$536.00	Fixed fee
<b>Amendments</b>		At Cost
<b>Minor Variation Assessments</b>	\$80.00	Fixed Fee
<b>New residential dwelling</b> house/townhouse/multi-unit (First unit)	\$3,017.00	Base fee
<b>Residential Multi-units</b> (Subsequent units)	\$1050.00	Base fee
<b>New Commercial buildings</b> -(commercial/Industrial)	\$5,692.00	Base Fee
<b>Commercial value fee</b>	\$200.00	Per \$100,000 over \$1 million
<b>Relocated/Repled buildings</b>	\$1,587.00	Base fee
<b>Minor Works (Residential)</b> (e.g Internal wall removal/Minor Kitchen/Bathroom alterations)	\$1,122.00	Base Fee
<b>Residential Alterations/Additions</b>	\$2,282.00	Base fee
<b>Commercial Alterations/Additions</b>	\$3,172.00	Base fee
<b>Proprietary Garages</b>		
- Standard	\$912.00	Base fee
- With fire wall, Sleepout, or Plumbing & Drainage <i>Fully self-contained use residential dwelling rates.</i>	\$1,122.00	Base fee
<b>Pole sheds</b> (Res/Com)		
- 1-6 Bays	\$912.00	Base fee
- > 6 Bays	\$1,122.00	Base fee
<b>Swimming pools</b>		
Swimming pool >1200mm above ground and fences	\$152.00	Fixed Fee
In-ground swimming pools	\$867.00	Base Fee
<b>Fireplaces:</b>		
Inbuilt or with plumbing	\$560.00	Fixed fee
Free-standing without plumbing	\$440.00	Fixed Fee
<b>Plumbing &amp; Drainage</b>	\$657.00	Base fee
<b>Onsite Effluent System</b>	\$657.00	Base fee
<b>Wet Shower Installation</b>	\$867.00	Base fee
<b>Tents/marquees &gt;100m2</b>	\$532.00	Fixed fee
<b>Amusement devices:</b> Application to operate an amusement devise		Prescribed by the Amusement Devices Regulations 1978

**Pool Inspections:**

Registration and audit inspection	\$210.00	Per inspection
Re-inspection (if non-compliance identified)	\$120.00	Per re-inspection
<b>Building Consent Authority Fees</b>		
Inspections and re-inspections	\$210.00	Per inspection
Technical Administration	\$210.00	Per Hour
Late cancellation (Less than 24hrs)	\$170.00	Per hour
Costs for engineering review or other professional services not available in-house	\$80.00	Fixed fee plus 10% Cost
Certificate of Acceptance	\$1.75 x	Base fee for relevant building consent, plus BRANZ/MBIE levies
Notice to Fix - Dangerous/Insanitary Notification	\$420.00	Base Fee +Inspection/Processing time
Building Consent Extension of Time	\$110.00	Fixed fee.
Schedule 1, Clause 2 Exemptions	\$447.00	Base fee
Certificate of Public Use	\$742.00	Base fee
Sale of Alcohol Building Certificate	\$420.00	Base fee
E/Q Prone Buildings	\$420.00	Base fee
E/Q Prone (EPB) Notice	\$170.00	Fixed Fee
Change of Use Assessment (assessment and record of)	\$420.00	Base fee
Miscellaneous Notices		Infringements
<b>Compliance Schedules</b>		
New Compliance schedules	\$420.00	Base fee. A \$75 fee per <a href="#">Specified system</a> also applies.
Amendment to Compliance Schedule	\$420.00	Base fee. A \$75 fee per <a href="#">Specified system</a> also applies.
<b>Building Warrant of Fitness (BWoF)</b>		
Site audit and findings report	\$420.00	Base Fee
BWoF annual renewal fee	\$130.00	Fixed fee
BWoF late reminder notice	\$235.00	Fixed fee
<b>Independently Qualified Persons (IQP) registration</b>		As per Central IQP register fee schedule
<b>Compliance Action</b>		At cost

## BYLAWS

All licences and certificates as required under Council bylaw*	\$242.00	
Call Out Fee (in breach of bylaw, charged to offender)	\$300.00	
Release of Impounded Stereo	\$200.00	
Release of Impounded wheeled device, e.g. Skateboard or Cycle	\$50.00	
Permit for Stands and Stalls in a Public Place **	\$24.20	Per stand or stall per day with a minimum fee of \$72.60

\* Excludes licences under:

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

\*Also excludes licenses under the Trade Waste

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

## CEMETERY

### Plot purchase

• Adult (16+ years)	\$2,800.00
• Child (2 – 15 years)	\$2,000.00
• Infant (under 2 years)	\$1,200.00
• Ashes plot	\$1,200.00
• RSA plot	no charge
• Memorial Wall	\$198.00

### Interments (includes grave digging)

• Adult (16+ years)	\$2,100.00
• Child (2 - 15 years)	\$1,500.00
• Infant (under 2 years)	\$1,000.00
• Stillborn	\$550.00
• Ashes	\$600.00

### Miscellaneous Charges

• Bond for damage (Private Users) as per clause 19.4 of Cemeteries Bylaw	\$300.00	Damage in excess of bond will be charged at cost
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### Notes:

- Weekends/Public Holidays Fees are included in above charges.
- Administration and Permit Fees are included in above charges.
- Disinterment and Reinterment are the same as interment charges above.
- Extra Depth is included in above charges.
- Services Cemetery fees are the same as the adult interment charge above.
- Services Cemetery Purchase of Plot is free as per Stratford Borough Council decision at meeting on 16 July 1917.
- Memorial Wall Plaque - Permanite material, size 390mm x 190mm

## DOG AND ANIMAL CONTROL

### Registration Fees

	Discounted Fee if paid by the due date (Per dog)	Standard Fee if paid on or after the due date (Per dog)
Rural dog (for every dog up to and including first three dogs)	\$51.30	\$68.40
Rural dog (for every dog after first three dogs)	\$39.90	\$51.30
General Dog Owner	\$165.30	\$210.90
Good Dog Owner (refer Dog Control Policy)	\$131.10	\$171.00
Select Dog Owner (refer Dog Control Policy)	\$68.40	\$91.20

**Urban Multiple Dog Licence**

- Application \$70.00
- Annual Renewal \$40.00

Micro chipping *At cost*

Replacement Tag \$5.00

Bark Collar Hire (2 weeks) \$54.00

**Impounding Fees****Dogs:**

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

**Other animals:**

- Stock \$100.00
- Sustenance fee per animal (all stock) \$10.00 Per day
- Advertising *At cost*
- Droving As per staff charge out rates or cost if provided by contractor
- Call Out Fee As per staff charge out rates
- Transporting of Stock *At cost*

**Notes**

- *The criteria for these categories are given within the Stratford District Council Dog Control Policy.*
- *Any application to be a Select Dog Owner must be made before 30 April 2023.*
- *Infringements may be issued for all outstanding registrations after 1 October 2023.*
- *The Dog Control Act 1996 prescribes that an additional penalty fee may not exceed 50% of the fee that would have been payable if the dog had been registered on the first day of the registration year.*

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

- Hairdressers 242.00 Annual fee
- Offensive Trade 412.00 Annual fee
- Funeral Directors 242.00 Annual fee
- Camping Ground 242.00 Annual fee
- Complaint driven investigation \$170.00 Per hour
- Transfer of registration 242.00
- Campground exemptions 242.00

**Food Act 2014**

- Application for registration of a food control plan \$460.00 Fixed fee (includes up to 2 hours processing time)
- Renewal of registration of food control plan \$315.00 Annual fee
- Application for registration of a national programme \$315.00 Fixed fee (includes up to 1 hour processing time)
- Renewal registration of a national programme \$315.00 Annual fee
- Transfer of registration (Food control plan) \$400.00
- Transfer of registration (National Programme) \$315.00
- Initial verification visit \$400.00 Fixed fee (includes up to 2 hours processing time)
- Monitoring for food safety and suitability and subsequent verification investigation \$170.00 Per hour, plus disbursements at cost.
- Complaint driven investigation \$170.00 Per hour
- Application for review of improvement notice \$170.00 Per hour



• Application for second sites	\$170.00	Per hour
• Significant amendment	\$170.00	Fixed fee (includes up to 1 hour of processing time)
• New business assistance, or pr-opening visit	\$170.00	Fee applied after the first hour.
<b>Mobile and Travelling Shop Bylaw</b>		
• Licence for mobile and travelling shop as per the Mobile and Travelling Shop Bylaw	\$60.00	Per day up to a maximum of \$500.00 per annum
• Complaint driven investigation	\$170.00	Per hour
<b>Tattoo and Beauty Therapy Bylaw</b>		
• Application for registration of a High Risk Activity	\$375.00	Fixed fee (includes up to 1.5 hours processing time and annual inspection)
• Renewal of registration	\$250.00	Fixed fee (includes up to 1 hour processing time and annual inspection)
• Transfer of registration	\$375.00	Fixed fee
• Complaint driven investigation	\$170.00	Per hour

**HOUSING FOR THE ELDERLY** *(Rent reviews are subject to 60 days notice period)*

Charges will be initially set as per the individual tenancy agreement, and reviewed every 12 months, in line with Council's Housing for the Elderly policy [\[insert policy link\]](#).

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

**Standard Application** *(Processed within 10 working days)*

• residential	\$350.00
• commercial	\$500.00

**Urgent Application** *(Processed within 5 working days)*

• residential	\$600.00
• commercial	\$800.00

**Property File Information**

• Electronic data (USB storage device)	\$25.00	Per property file (plus \$4.00 postage fee if required)
• Property File by Email or Download Link	\$20.00	Per property file

**LIBRARY**

**Fees**

• Inter-loaning a Book (between libraries in NZ)	\$12.00	Per item
• DVD Rental	\$3.00	Per week
• Membership Card Replacement Fee	\$6.00	Per card

**Overdue Fines**

• DVDs	\$0.50	Per day overdue
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*With a grace period of 3 days before fine for total overdue days is imposed*

Replacement books, DVDs *At cost*

Laminating:

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

Scanning:

• Self Service	No charge
• Staff assisted	\$1.00

Photocopying/Printouts/Facsimile		As per Photocopying, Printing & Facsimile charges
3D Printing	\$0.20	Per gram material, plus \$2.00 setup fee
Ready Made 3D Items	At Cost	As advertised
Programmes & Events		As advertised
Wheelchair Use refundable bond (please book in advance)	\$50.00	Refundable (hireage is free)
Kowhai Room Hire	\$5.00	Per hour
<i>The Kowhai Room hire fee will be waived for non-profit community groups</i>		
<b>Ticket Booking Fees</b>		
Commission	\$1.50	Per ticket sold
Credit Card payments via phone	\$2.00	Per ticket (capped at \$10)
General Booking Fee (such as accommodation, bus ferry etc)	\$2.00	

## MISCELLANEOUS

### Debt Collection

Referral to debt management agency (addition to amount outstanding)	10%	Of invoice outstanding
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**PARKING** \*These penalties have been set by Council as being the maximum allowable, pursuant to Schedule 2 of the Land Transport Act 1998.

### Parking Infringement\*

Exceeding restricted parking time limit:

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

### Parking Offences\*

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

### Temporary “No Parking” Signs Application

• Fee	\$15.00
• Refundable deposit	\$20.00

## PHOTOCOPYING, PRINTING & FACSIMILE

### Photocopying & Printing

• A4 Black and White	\$0.40	Per page
• A4 Black and White (double sided)	\$0.60	Per page
• A4 Coloured	\$1.00	Per page
• A4 Coloured (double sided)	\$1.20	Per page
• A3 Black and White	\$0.50	Per page
• A3 Black and White (double sided)	\$1.00	Per page
• A3 Coloured	\$1.50	Per page
• A3 Coloured (double sided)	\$2.00	Per page

### Facsimile

• National, first page	\$2.50
• National, each subsequent page	\$0.50
• International, first page	\$5.00
• International, each subsequent page	\$1.50

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- Received Faxes \$1.00 Per page

## PUBLICATIONS

- Annual Plan \$50.00
- Long Term Plan (LTP) \$50.00
- Annual Report \$50.00
- Bylaws \$20.00
- District Plan (excluding planning maps) \$125.00
- Planning Maps \$125.00

## REFUSE (SOLID WASTE)

### Bylaws

- Licensing - Application Fee for Commercial Waste Collectors and Waste Disposal Operators \$150.00 Per annum
- Removal of Trade Refuse (Clause 13.4 of Solid Waste Management and Minimisation Bylaw) At cost
- Application Fee for Event Waste Management and Minimisation Plan (EWMMP) Approval \$100.00 Per event, plus contractor fee and disposal costs

### Replacement Receptacles

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

### Transfer Station

	Bag (50 ltr)	Car Boot	Car Other	Drum (200 ltr)	Small Trailer & Utes (no cage)	Tandem Trailer (no cage)	All Other (per m <sup>3</sup> )
Green Waste	NA	\$5.00	\$8.00	\$8.00	\$10.00	\$38.00	\$18.00
Recyclables	Free	Free	Free	Free	Free	Free	Free
Scrap Metal	NA	\$15.00	\$20.00	\$20.00	\$25.00	\$50.00	\$50.00
General Refuse	\$5.00	\$24.00	\$32.00	\$32.00	\$39.00	\$133.00	\$78.00

### Miscellaneous

- Whiteware \$10.00 Per unit
- TV \$20.00 Per unit
- Stereo, Computer \$10.00 Per unit
- Small E-Waste i.e. cellphones, keyboards \$5.00

First Year Service Fee for refuse collection Pro rata amount of applicable targeted rate equivalent. \*

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

## RESOURCE MANAGEMENT

### Resource Consents

• Notified (full)		Deposit with full cost recovery
	\$6,000.00	
• Notified (limited)	\$4,000.00	Deposit with full cost recovery
• Non-notified	\$1,500.00	Base fee plus cost recovery for staff time as per staff charge out rates, and all direct disbursements
• Deemed Permitted/Boundary Activity	\$500	Base fee plus cost recovery for staff time as per staff charge out rates, and all direct disbursements
• Certificate of Compliance	\$1000	Base fee plus cost recovery for staff time as per staff charge out rates, and all direct disbursements
• Bond agreement under S222	\$350.00	Base fee plus cost recovery for staff time as per staff charge out rates, and all direct disbursements
• S224 Certificate		As per staff charge out rates
• S 223 Certificate		As per staff Charge out rates
• Consultation with District Land Registrar	\$145.00	Fixed Fee

### Miscellaneous

• Request for Plan Change		Deposit with full cost recovery
	\$6,000.00	
• Request for Designation or Heritage Order or removal/variation of Designation	\$2,000.00	Deposit with full cost recovery
• Planning Certificates	\$500.00	Base fee plus cost recovery for staff time as per staff charge out rates, and all direct disbursements
• Monitoring of Resource Consent Conditions	At cost	As per staff charge out rates
• Attendance to Noise Complaints (Charged to Offender)	\$300.00	Per call out
• Joint Hearings with Other Authorities	At cost	As per staff charge out rates with deposits As required by either Taranaki Regional Council or Horizons Regional Council
• Seizure, impounding, transporting and storage pursuant to S.328 of the Resource Management Act	\$300.00	

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

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

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

*Bonds held by Council do not accrue interest.*

*Any activities not listed above will be charged in accordance with staff charge out rates.*

## ROADING

### Road Closure

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

### Fallen Trees

• Clearing of privately owned fallen trees on road reserve	At cost	Applies to costs greater than \$500.00
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### Temporary Obstruction Permit

D23/47766

- Application, including
  - Traffic Management Plan
  - Inspection
- Additional Inspection

\$300.00

At cost As per staff charge out rates

**Traffic Management Plan**

- Generic Traffic Management Plan
- Site Specific Traffic Management Plan

\$500.00

\$200.00

**Corridor Access Request (CAR)**

CAR application for:

- Excavation >10m<sup>2</sup> in any CAR in carriageway
- Excavation <10m<sup>2</sup> in berm
- CAR additional inspection

\$400.00

\$80.00

\$170.00

**Overweight Permit (set by statute, specified route)**

- Single or multiple trip overweight permit
- Continuous overweight permit
- Renewal of a continuous overweight permit
- Over dimension permit
- HPMV permit
- Specialist vehicle permit

\$20.91 Plus disbursements

\$62.73 Plus disbursements

\$10.45 Plus disbursements

\$32.20 Plus disbursements

\$62.73 Plus disbursements

\$62.73 Plus disbursements

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

**Overweight Permits – District wide**

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

\$180.00

\$120.00

\$200.00

**Licence to Occupy (Berm or Unused legal road)**

- Application fee
- Rental

\$260.00

5.75% Of land value per annum

**Street Event**

- Damages

At cost

**Other**

- Damage to Street Furniture
- Application for Road Stopping (LGA, 2002)
- Application for Petrochemical pipeline in the road reserve
- Application for Stock Underpass

At cost

\$500.00

\$750.00

\$200.00

**Vehicle Crossing**

Vehicle Crossing Application fee \$205.00

**Street Damage**

Inspection \$170.00 Per inspection

**Street Damage**

Damage to street furniture, footpath, kerb and channel At cost  
 Costs to make good any damage to vehicle crossings as a result of building works At cost  
 Cost to repair an unsafe vehicle crossing (trip hazard, dangerous condition to pedestrians) At cost  
 Failure to comply with consent conditions to construct a new vehicle crossing At cost

**SALE OF ALCOHOL**

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

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

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

**Special licence fees**

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

**Manager's Certificates (new or renewal)** \$316.25

*Fee set by regulation in accordance with the Sale and Supply of Alcohol (Fees) Regulations 2013*

**Other Fees**

- Temporary Authority \$296.70
- Temporary Licence \$296.70
- Extract from Register \$50.00
- Compliance Certificate (RMA/Building) \$50.00
- Website Advertising Fee \$50.00
- Refer to the Building Control fees for the requirement of a s.100(f) building certificate (new licence only)

**Gambling Consent Fee**

- Application Fee \$230.00

**SPORTS GROUNDS/PARKS AND RESERVES****Sportsgrounds – seasonal use**

- Cricket (per block) \$600.00
- Rugby (per field Page Street) \$500.00
- Rugby (per field Victoria Park no 1 and no 2) \$850.00
- Football (per field) \$500.00
- Croquet (Victoria Park greens) \$500.00
- Netball (King Edward Park hard courts) \$900.00
- Tennis (King Edward Park hard courts) \$900.00
- Other codes (per field Victoria Park) \$770.00
- Other codes (per field elsewhere) \$420.00

**Sportsgrounds – casual use**

- Per field, per hour or part thereof (without lights) \$20.00
- Per field, per hour or part thereof (with lights) \$30.00

**Sportsgrounds/Parks and Reserves – other events**

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

Determined by Council Officer upon initial assessment of application.

**Page Street sports amenities building**

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

**STAFF CHARGE OUT RATES**

**Charge out rates are as follows:**

- Management \$240.00 Per hour or part thereof
- Technical \$210.00 Per hour or part thereof
- Research (includes LGOIMA, Cemetery enquiries) \$170.00 First 30 minutes free
- Administration \$170.00 Per hour or part thereof
- Vehicle Charge (Mileage) Per current IRD mileage rate

**STORMWATER CONNECTION**

- Application Fee \$250.00
- Connection Fee N/A Property owner to engage suitably qualified contractor

**AQUATIC CENTRE**

**CASUAL USE**

**Pool Entry**

- Adult \$6.00 Per entry
- Child/Senior \$5.00 Per entry
- Caregiver/Parent Supervising a child or person with a disability \$3.00 Per entry

- Family Pass - (2 Adult, 2x Child or 1 Adult, 3x Child) \$16.00 Per entry
- Spectator Free

**Group Fitness**

- Adult \$10 Per session
- Child/Senior \$8 Per session

**Concessions Valid for 12 months**

	<b>10X</b>	<b>25X</b>	<b>50X</b>
Adult	\$54	\$130	\$250
Child/Senior	\$45	\$107.50	\$205

**Group Fitness**

	<b>10X</b>	<b>25x</b>	<b>50x</b>
Adult	\$90.00	\$220.00	\$430.00
Child/Senior	\$72.00	\$175.00	\$340.00

**Miscellaneous**

- School Group – Pool Entry \$2.50 Per pupil
- School Group - Swimming Sports (Available to schools once per year, maximum 4 hours, includes lane hire) \$4.00 Per pupil
- School Group - Instructor Hire \$40.00 Per hour
- Instructor – private hire \$85.00 Per hour
- Swim Club High Use – 2 entries/week \$8.00 Per week
- Swim Club High Use – 3 entries/week \$11.25 Per week
- Swim Club High Use – 4+ entries/week \$14.00 Per week
- Swimming Club Event (Applicable to Swimming Taranaki and Stratford Swimming Club) 50% discount on Private Hire Full Pool Complex
- Use of Showers (only) \$5.00 Per entry
- Big Inflatable \$180.00 Max 3 hours
- Aquabike (private use) \$15.00 Per hour
- Locker Hire (plus refundable bond of \$10) 4.00 Per session
- Learn to Swim Instruction (excludes entry) \$100 Per term\*

*\*Based on 10-week term, pro-rata adjustment where term is longer or shorter*

**Private Hire (includes entry fee)**

Full Pool Complex Exclusive Use. Maximum of 200 swimmers. (Excludes multipurpose rooms).	\$600.00	Per hour
Additional charge per 50 extra swimmers	\$60.00	Per hour

**Private Hire (excludes entry fee)**

Main Pool – Per lane	\$25.00	Per hour
Learn To Swim Pool – Per lane	\$15.00	Per hour
Programme Pool – Per lane	\$30.00	Per hour
Small – Multi Purpose Room	\$25.00	Per hour
Big – Multi Purpose Room	\$30.00	Per hour

**Programmes and Activities**

Party Hire	As advertised
Private Lessons	As advertised
School Holiday Programme	As advertised
Other	As advertised

**TRADE WASTE**

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

**Annual License for Conditional Activity Consents**

Administration fee (includes up to 3 hours officer time)	\$302.40	First fee pro-rata during year
Inspection fee (includes up to 1.5 hours officer time)	\$194.40	
Total base fee* (administration and inspection)	\$496.80	As advertised
• Sampling event	\$239.40	Per event As advertised

**Consent Application for Temporary Discharge Consents**

As advertised

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

**Consent Application for Conditional Activity Consent**

Administration fee (includes up to 5 hours officer time)	\$504.00	
Inspection fee (includes up to 5.5 hours officer time)	\$597.60	
• Total base fee* (administration and inspection)	\$1,102.50	
• Renewal fee (includes up to 3 hours officer time)	\$302.40	
• Technical charge for officer time above base fee (includes technical officers and monitoring officers)		As per staff charge out rates
• Manager/external technical charge for officer time	\$134.10	

**Non-compliance Re-inspection Fee**

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

**Other Charges**

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

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

*\*Base fee: the base fee is non-refundable except in accordance with the refund criteria. It is set at a level to cover a straight forward application with no external inputs or other case-specific costs. This fee will cover the receipt and issue of the*



application and initial inspection, and includes the number of hours of technical input specified. In some cases, the base fee will be exceeded. Matters that could cause the base fee to be exceeded include external or specialist inputs, amendments or additional information or application complexity. Any additional costs over and above the base fee will be invoiced to the applicant.

**VENUE HIRE (OTHER)** This includes hall-hirer insurance, if not already covered by insurance. All damages to be recovered at cost, including cleaning.

#### All Venues

10% Deposit (non-refundable within 60 days of the event)

#### Centennial Rest Rooms

• Whole Complex Day Rate	\$736.00	8.00am to 12.00am
• Whole Complex per Hour	\$46.00	Per hour or part thereof
• Meeting Room without kitchen	\$18.00	Per hour or part thereof
• Meeting Room with kitchen	\$22.00	Per hour or part thereof
• Institute Room without kitchen	\$24.00	Per hour or part thereof
• Institute Room with kitchen	\$28.00	Per hour or part thereof
• Stratford Women's Club hireage	\$5,000.00	Per annum

#### War Memorial Centre

• Whole Complex Day Rate	\$1,000	8.00am to 12.00am
• Whole Complex Weekend Rate	\$2,500	Friday 12.00pm to Sunday 12.00pm
• Stadium	\$30.00	Per hour for 1-12 hours
	\$28.00	Per hour for 12-24 hours
	\$26.00	Per hour for 24+ hours
• Function Facility (with kitchen)	\$28.00	Per hour for 1-12 hours
	\$26.00	Per hour for 12-24 hours
	\$24.00	Per hour for 24+ hours
• Function Facility (without kitchen)	\$24.00	Per hour for 1-12 hours
	\$22.00	Per hour for 12-24 hours
	\$20.00	Per hour for 24+ hours
• TSB Chambers	\$20.00	Per hour for 12-24 hours
	\$18.00	Per hour for 1-24 hours
	\$16.00	Per hour for 24+ hours
• Projector	\$25.00	Per hire
• Piano	\$15.00	Per hire

## WASTEWATER

#### Bulk Discharge

• Tanker Load less than 2m <sup>3</sup>	\$110.00	Use of bulk discharge point requires prior Council approval in writing.
• Tanker Load between 2m <sup>3</sup> - 4m <sup>3</sup>	\$220.00	
• Tanker Load between 4m <sup>3</sup> - 6m <sup>3</sup>	\$330.00	
• Tanker Load over 6m <sup>3</sup>	\$440.00	
• Dump Station Clean up Fee	At Cost	

#### New Wastewater Connection

• Application fee	\$250.00	Property owner to engage suitably qualified contractor
• Connection Fee	N/A	
• First Year Service Fee		Pro-rata amount of applicable targeted rate equivalent.*
• Reconnection Fee	At cost	

## WATER SUPPLY

Bulk Supply (Tanker Load)	\$5.00	Per cubic metre
<b>New Water Connection</b>		
• Application fee	\$250.00	
• Connection Fee	N/A	Property owner to engage suitably qualified contractor
• Reconnection Fee	At cost	
• First Year Service Fee		Pro rata amount of applicable targeted rate equivalent. *

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

### Water Supply Bylaw Charges

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



# Development and Financial Contributions Policy



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

Long Term Plan 2024-34

# POLICY



<b>Policy:</b>	<b>Development and Financial Contributions Policy</b>
<b>Department:</b>	<b>Corporate Services</b>
<b>Approved by:</b>	<b>Council</b>
<b>Effective date:</b>	<b>June 2024</b>
<b>Next review date:</b>	<b>June 2027</b>
<b>Document Number:</b>	<b>D24/10298</b>

## 1. Purpose

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

## 2. Scope

- 2.1 This policy will be considered for all resource consent applications where the cost of providing or upgrading the public infrastructure can be attributed to the development.

## 3. Objectives

- 3.1 Requiring developers to pay the actual costs of extending services is considered to be a fair approach to encourage an efficient, consolidated, compact pattern of land use. It is recognised that the true costs of service provision for an extended network would include not only the actual cost of the extension, but also a share of the costs that have been invested by the community in the establishment of the existing service network.
- 3.2 As a general rule, the Council will use financial mechanisms to ensure that ratepayers do not subsidise land developers who are seeking to extend service networks to serve their subdivisions and developments while there is still spare capacity on the existing network.
- 3.3 Section 106 of the Local Government Act 2002 sets out the requirements for a Financial Contributions Policy, which a local authority must adopt under Section 102(2)(d).

## 4. Principles

- 4.1 There are no instances in which Council will require development contributions under the Local Government Act 2002.
- 4.2 There are instances where Council may require financial contributions under the Resource Management Act 1991. These instances are where subdivision of land is proposed or development occurs and, as a result, there would be an increase in demand on Council's infrastructural services, including reserves, stormwater, water supply, wastewater, and roading. In these instances the developer is required to make a contribution to Council to provide for the additional demand and to mitigate potential effects in accordance with the District Plan as provided for by the Resource Management Act 1991. Payment is required at the time of subdivision or development.

## 5. Background

- 5.1 Development contributions are provided for under Sections 201 through 211 of the Local Government Act 2002. The Stratford District Council does not have a policy on development contributions due to the complex methodology imposed by the legislation and the requirement to demonstrate growth in order to apply and collect development contributions.
- 5.2 Council requires financial contributions as conditions of resource consents to ensure that any adverse effects from subdivision and development on the natural and physical resources of the district are minimised. Such contributions may be in the form of cash, land, or physical works, and may be for the purposes of, as stated in C2 of the Stratford District Plan:
- Provision of new roads, private ways, access lots, service lanes and access-ways.
  - Provision for maintaining, upgrading and/or widening of existing roads.
  - Provision of stock underpasses.
  - Provision for footpaths.
  - The provision of off-street parking.
  - The carrying out of earthworks including excavation, filling and compaction.
  - The carrying out of landscape design and land rehabilitation, including (but not limited to) the revegetation of modified or cleared land and the planting of trees and shrubs.
  - The provision of fencing or screening.
  - Provision of water supply.
  - Provision for sewerage systems.
  - Provision for stormwater control and disposal systems, including during construction of any works.
  - Provision for electricity supply.
  - Provision for gas supply.
  - Provision for street lighting.
  - Provision for telephone supply.
  - Provision of -
    - land for public open space, public recreation, community facilities or community purposes and for other reserves purposes; and/or
    - cash, for the purpose of upgrading or maintaining public open space, upgrading land or facilities for public recreation, upgrading land or facilities used for community purposes, or for the provision of street furniture.
  - The protection of -
    - notable trees and areas of indigenous forest;
    - outstanding natural features and landscapes;
    - heritage resources;
    - ecologically sensitive areas, including (but not limited to) wetlands and habitats of indigenous flora and fauna;
    - riparian margins, through the creation of esplanade strips or esplanade reserves.”

## 6. Policy Statement

- 6.1 Council requires financial contributions, land, physical works, or combinations thereof (i.e. monetary and land transfer), where land is developed or subdivided. The contribution shall be calculated in accordance with C.1.2.2 of the Stratford District Plan which is a fixed percentage of the unimproved land value.
- 6.2 The intention is that the contribution will positively and equitably contribute towards the sustainability of the environmental and infrastructural resources of the district.
- 6.3 During the period of the Long Term Plan 2024-34, Council has identified expenditure on growth infrastructure related to a council subdivision. Part of the cost of the development work will be funded from the Financial Contributions reserve. Decisions on the use of the Financial Contributions reserve for funding expenditure will be made by elected members on an annual basis for the following financial year.

- 6.4 All Financial Contributions received will go into the Financial Contributions Reserve, with the balance to be reported to elected members annually.
- 6.5 Council may, from time to time, request that expenditure that relates to the following, be funded from this reserve.
- Enabling kaitiakitanga and preservation of the natural environment for future generations.
  - Sustainable development.
  - Comprehensive social, recreational and cultural facilities accessible to all.
  - Clean air, water and land; and
  - A diverse natural environment that is accessible to all





# Financial Statements



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

Long Term Plan 2024-34

**PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE**

Budget 2023/24 \$000		Forecast									
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
	<b>REVENUE</b>										
16,168	Rates Revenue (Note 1)	18,678	19,882	20,704	21,376	22,685	23,993	24,642	25,243	25,695	27,077
3,373	User Charges for Services	3,663	3,733	3,813	3,893	3,970	4,046	4,124	4,204	4,282	4,362
11,181	Subsidies and Grants Note 2)	8,258	7,718	8,326	9,022	16,568	15,794	9,596	9,917	10,927	11,772
324	Finance Revenue	442	426	420	416	413	413	413	412	411	413
0	Development & Financial Contributions	0	0	0	0	0	0	0	0	0	0
0	Other Revenue - sale of land	0	0	0	0	9,208	0	0	0	0	0
55	Sundry Revenue	55	55	55	55	55	55	55	55	55	55
<b>31,101</b>	<b>TOTAL REVENUE</b>	<b>31,096</b>	<b>31,814</b>	<b>33,319</b>	<b>34,761</b>	<b>52,900</b>	<b>44,301</b>	<b>38,830</b>	<b>39,831</b>	<b>41,370</b>	<b>43,678</b>
	<b>EXPENSE</b>										
5,789	Employee Benefit Expenses	6,158	6,289	6,430	6,565	6,696	6,823	6,953	7,085	7,213	7,342
11,436	Other Direct Operating Costs	12,786	12,989	13,433	14,444	14,980	15,670	16,014	16,524	17,163	17,749
0	Cost of sales - subdivision	0	0	0	0	0	0	0	0	0	0
1,241	Finance Costs	1,493	1,669	1,769	1,820	1,673	1,873	1,945	1,927	1,941	2,366
6,699	Depreciation and Amortisation	6,624	7,166	7,424	8,090	8,232	9,349	9,478	10,064	10,264	10,972
<b>25,165</b>	<b>TOTAL OPERATING EXPENSE</b>	<b>27,061</b>	<b>28,114</b>	<b>29,055</b>	<b>30,918</b>	<b>31,582</b>	<b>33,715</b>	<b>34,391</b>	<b>35,600</b>	<b>36,581</b>	<b>38,429</b>
<b>5,936</b>	<b>NET SURPLUS/(DEFICIT) BEFORE TAX</b>	<b>4,035</b>	<b>3,700</b>	<b>4,264</b>	<b>3,842</b>	<b>21,318</b>	<b>10,587</b>	<b>4,439</b>	<b>4,231</b>	<b>4,789</b>	<b>5,250</b>
0	Income Tax Expense	0	0	0	0	0	0	0	0	0	0
<b>5,936</b>	<b>SURPLUS/(DEFICIT) AFTER TAX</b>	<b>4,035</b>	<b>3,700</b>	<b>4,264</b>	<b>3,842</b>	<b>21,318</b>	<b>10,587</b>	<b>4,439</b>	<b>4,231</b>	<b>4,789</b>	<b>5,250</b>
<b>5,936</b>	<b>Surplus/Deficit attributable to: Stratford District Council</b>	<b>4,035</b>	<b>3,700</b>	<b>4,264</b>	<b>3,842</b>	<b>21,318</b>	<b>10,587</b>	<b>4,439</b>	<b>4,231</b>	<b>4,789</b>	<b>5,250</b>
	<b>OTHER COMPREHENSIVE REVENUE AND EXPENSE</b>										
0	Loss on sale of financial assets at fair value through other comprehensive revenue and expense	0	0	0	0	0	0	0	0	0	0
0	Revaluation of financial assets at fair value through other comprehensive revenue and expense	0	0	0	0	0	0	0	0	0	0
0	Staff Gratuities Expenditure	0	0	0	0	0	0	0	0	0	0
0	Gains/(Loss) on property revaluation	0	31,006	3,008	36,134	0	48,681	0	50,181	5,139	58,546
<b>0</b>	<b>Total Other Comprehensive Revenue and Expense</b>	<b>0</b>	<b>31,006</b>	<b>3,008</b>	<b>36,134</b>	<b>0</b>	<b>48,681</b>	<b>0</b>	<b>50,181</b>	<b>5,139</b>	<b>58,546</b>
<b>5,936</b>	<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE</b>	<b>4,035</b>	<b>34,706</b>	<b>7,271</b>	<b>39,976</b>	<b>21,318</b>	<b>59,268</b>	<b>4,439</b>	<b>54,412</b>	<b>9,928</b>	<b>63,796</b>
<b>5,936</b>	<b>Total Comprehensive Revenue and Expense attributable to: Stratford District Council</b>	<b>4,035</b>	<b>34,706</b>	<b>7,271</b>	<b>39,976</b>	<b>21,318</b>	<b>59,268</b>	<b>4,439</b>	<b>54,412</b>	<b>9,928</b>	<b>63,796</b>



**PROSPECTIVE STATEMENT OF FINANCIAL POSITION**

Budget 2023/24 \$000		Forecast		Projection							
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>Current Assets</b>											
1,705	Cash and Cash Equivalents	856	2,167	3,871	1,664	3,877	6,314	8,846	11,283	13,587	15,843
6,000	Financial Investments	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
0	Inventory	0	0	0	0	0	0	0	0	0	0
1,678	Debtors and Other Receivables	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917	1,917
<b>9,383</b>	<b>Total Current Assets</b>	<b>8,773</b>	<b>10,084</b>	<b>11,788</b>	<b>9,581</b>	<b>11,794</b>	<b>14,231</b>	<b>16,763</b>	<b>19,200</b>	<b>21,504</b>	<b>23,760</b>
<b>Non-Current Assets</b>											
8,253	Investment in Other Financial Asse	8,820	8,820	8,820	8,820	8,820	8,820	8,820	8,820	8,820	8,820
0	Investment in CCO's and other Enti	0	0	0	0	0	0	0	0	0	0
489,562	Property, Plant & Equipment	512,219	551,394	559,632	604,171	622,264	683,070	685,304	736,856	746,528	829,088
<b>497,815</b>	<b>Total Non-Current Assets</b>	<b>521,039</b>	<b>560,214</b>	<b>568,452</b>	<b>612,991</b>	<b>631,084</b>	<b>691,890</b>	<b>694,124</b>	<b>745,676</b>	<b>755,348</b>	<b>837,908</b>
<b>507,199</b>	<b>TOTAL ASSETS</b>	<b>529,812</b>	<b>570,298</b>	<b>580,241</b>	<b>622,572</b>	<b>642,878</b>	<b>706,121</b>	<b>710,887</b>	<b>764,876</b>	<b>776,852</b>	<b>861,668</b>
<b>Current Liabilities</b>											
2,213	Creditors and Other Payables	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
7	Provisions	0	0	0	0	0	0	0	0	0	0
182	Employee Benefit Liabilities	338	338	338	338	338	338	338	338	338	338
4,122	Borrowings	4,413	4,981	5,237	5,462	5,351	5,738	5,760	5,707	5,902	7,993
<b>6,524</b>	<b>Total Current Liabilities</b>	<b>7,151</b>	<b>7,719</b>	<b>7,975</b>	<b>8,200</b>	<b>8,089</b>	<b>8,476</b>	<b>8,498</b>	<b>8,445</b>	<b>8,640</b>	<b>10,731</b>
<b>Non-Current Liabilities</b>											
37,095	Borrowings	39,721	44,829	47,136	49,162	48,156	51,640	51,840	51,366	53,115	71,939
6	Provisions	0	0	0	0	0	0	0	0	0	0
0	Employee Benefit Liabilities	0	0	0	0	0	0	0	0	0	0
<b>37,101</b>	<b>Total Non-Current Liabilities</b>	<b>39,721</b>	<b>44,829</b>	<b>47,136</b>	<b>49,162</b>	<b>48,156</b>	<b>51,640</b>	<b>51,840</b>	<b>51,366</b>	<b>53,115</b>	<b>71,939</b>
<b>Public Equity</b>											
201,936	Accumulated comprehensive reven	215,728	217,241	218,864	223,951	242,055	249,194	250,104	250,919	252,416	253,996
10,272	Reserves / Special Funds	8,603	10,895	13,645	12,503	15,823	19,374	23,008	26,529	29,925	33,700
251,366	Asset Revaluation Reserves	258,608	289,614	292,622	328,756	328,756	377,437	377,437	427,618	432,756	491,303
<b>463,574</b>	<b>Total Equity</b>	<b>482,940</b>	<b>517,750</b>	<b>525,131</b>	<b>565,210</b>	<b>586,634</b>	<b>646,005</b>	<b>650,549</b>	<b>705,066</b>	<b>715,097</b>	<b>778,999</b>
<b>507,199</b>	<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>529,812</b>	<b>570,298</b>	<b>580,242</b>	<b>622,572</b>	<b>642,878</b>	<b>706,121</b>	<b>710,887</b>	<b>764,876</b>	<b>776,852</b>	<b>861,668</b>

PROSPECTIVE STATEMENT OF CHANGES IN NET ASSETS/EQUITY

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>NET ASSETS/EQUITY - OPENING BALANCES</b>											
197,073	Accumulated comprehensive revenue and expense	212,622	215,728	217,241	218,865	223,952	242,055	249,194	250,105	250,920	252,415
9,090	Reserves / Special Funds	7,573	8,603	10,895	13,645	12,503	15,823	19,374	23,008	26,529	29,925
251,366	Asset Revaluation Reserves	258,608	258,608	289,614	292,622	328,756	328,756	377,437	377,437	427,618	432,756
<b>457,529</b>	<b>TOTAL NET ASSETS/ EQUITY - Opening Balance</b>	<b>478,803</b>	<b>482,940</b>	<b>517,750</b>	<b>525,132</b>	<b>565,210</b>	<b>586,633</b>	<b>646,005</b>	<b>650,549</b>	<b>705,067</b>	<b>715,097</b>
<b>CHANGES IN NET ASSETS/EQUITY</b>											
4,864	Accumulated comprehensive revenue and expense	3,108	1,511	1,618	5,088	18,102	7,139	909	814	1,496	1,579
1,182	Reserves / Special Funds	1,030	2,292	2,750	(1,142)	3,320	3,551	3,634	3,521	3,397	3,774
0	Asset Revaluation Reserves	0	31,006	3,008	36,134	0	48,681	0	50,181	5,139	58,546
<b>6,046</b>	<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE</b>	<b>4,139</b>	<b>34,809</b>	<b>7,375</b>	<b>40,080</b>	<b>21,422</b>	<b>59,371</b>	<b>4,543</b>	<b>54,516</b>	<b>10,032</b>	<b>63,900</b>
<b>NET ASSETS/EQUITY - CLOSING BALANCES</b>											
201,937	Accumulated comprehensive revenue and expense	215,728	217,241	218,865	223,952	242,055	249,194	250,105	250,920	252,415	253,997
10,272	Reserves / Special Funds	8,603	10,895	13,645	12,503	15,823	19,374	23,008	26,529	29,925	33,700
251,366	Asset Revaluation Reserves	258,608	289,614	292,622	328,756	328,756	377,437	377,437	427,618	432,756	491,303
<b>463,574</b>	<b>TOTAL NET ASSETS/EQUITY - Closing Balance</b>	<b>482,940</b>	<b>517,750</b>	<b>525,131</b>	<b>565,210</b>	<b>586,633</b>	<b>646,005</b>	<b>650,549</b>	<b>705,066</b>	<b>715,097</b>	<b>778,999</b>

**NOTES TO THE FINANCIAL STATEMENTS**

Budget 2023/24 \$000	Forecast				Projection					
	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>Note 1</b>										
Rates Revenue consists of:										
15,677	18,079	19,246	20,032	20,683	21,973	23,250	23,884	24,467	24,884	26,172
491	599	635	672	693	712	743	758	775	811	905
<b>16,168</b>	<b>18,678</b>	<b>19,882</b>	<b>20,704</b>	<b>21,376</b>	<b>22,685</b>	<b>23,993</b>	<b>24,642</b>	<b>25,243</b>	<b>25,695</b>	<b>27,077</b>
<b>Total Rates Revenue</b>										
<b>Note 2</b>										
Subsidies and Grants consists of:										
4,570	7,427	7,062	7,772	8,942	16,455	15,713	9,515	9,801	10,845	11,690
6,611	831	656	554	80	113	81	81	116	82	82
<b>11,181</b>	<b>8,258</b>	<b>7,718</b>	<b>8,326</b>	<b>9,022</b>	<b>16,568</b>	<b>15,794</b>	<b>9,596</b>	<b>9,917</b>	<b>10,927</b>	<b>11,772</b>
<b>Total Subsidies and Grants Revenue</b>										
Budget 2023/24	Forecast				Projection					
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
<b>Note 3</b>										
<b>Investment in CCO's and other Entities</b>										
\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10
<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>	<b>\$120</b>
<b>Total Investment in CCO's and</b>										

**PROSPECTIVE STATEMENT OF PUBLIC DEBT**

Budget 2023/24 \$000		Forecast	Projection								
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>PUBLIC DEBT</b>											
37,200	Opening Balance (reforecasted in Year 1)	36,700	44,135	49,810	52,373	54,625	53,507	57,378	57,601	57,073	59,016
4,016	Loan Funded Capital less Loan Repayment:	7,435	5,675	2,563	2,251	(1,118)	3,871	223	(527)	1,943	20,916
41,216	<b>Closing Balance</b>	<b>44,135</b>	<b>49,810</b>	<b>52,373</b>	<b>54,625</b>	<b>53,507</b>	<b>57,378</b>	<b>57,601</b>	<b>57,073</b>	<b>59,016</b>	<b>79,932</b>
39,511	Net Debt	43,278	47,642	48,502	52,960	49,630	51,064	48,755	45,790	45,430	64,089
<b>BORROWING HIGHLIGHTS</b>											
7.68%	Interest Expense as a % of Rates Revenue	7.99%	8.40%	8.54%	8.51%	7.38%	7.81%	7.89%	7.63%	7.56%	8.74%
132.53%	Net Debt as a % of Annual Operating Reven	139.18%	149.75%	145.57%	152.36%	93.82%	115.26%	125.56%	114.96%	109.81%	146.73%

**PROSPECTIVE STATEMENT OF CASH FLOWS**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>											
<b>Cash was Provided From:</b>											
15,692	Rates	18,079	19,246	20,032	20,683	21,973	23,250	23,884	24,467	24,884	26,172
491	Water Supply Targeted Rate	599	635	672	693	712	743	758	775	811	905
4,570	NZTA Financial Assistance	7,427	7,062	7,772	8,942	16,455	15,713	9,515	9,801	10,845	11,690
324	Interest Revenue	442	426	420	416	413	413	413	412	411	413
0	Sale of land	0	0	0	0	9,208	0	0	0	0	0
55	Sundry Revenue	55	55	55	55	55	55	55	55	55	55
6,160	Grants and Donations	767	592	490	16	49	17	17	52	18	18
3,822	Other Revenue	3,725	3,795	3,875	3,955	13,241	4,108	4,186	4,266	4,344	4,424
<b>31,114</b>		<b>31,094</b>	<b>31,812</b>	<b>33,317</b>	<b>34,759</b>	<b>52,898</b>	<b>44,299</b>	<b>38,828</b>	<b>39,828</b>	<b>41,368</b>	<b>43,676</b>
<b>Cash was Applied To:</b>											
11,443	Supply of Goods and Services	12,793	12,989	13,433	14,444	14,980	15,670	16,014	16,524	17,163	17,749
5,789	Payments to Employees	6,158	6,289	6,430	6,565	6,696	6,823	6,953	7,085	7,213	7,342
1,129	Interest Paid on Public Debt	1,389	1,561	1,661	1,712	1,566	1,766	1,839	1,820	1,834	2,259
<b>18,362</b>		<b>20,340</b>	<b>20,840</b>	<b>21,524</b>	<b>22,721</b>	<b>23,243</b>	<b>24,259</b>	<b>24,806</b>	<b>25,429</b>	<b>26,210</b>	<b>27,350</b>
<b>12,752</b>	<b>NET CASH FROM OPERATING ACTIVITIES</b>	<b>10,754</b>	<b>10,972</b>	<b>11,793</b>	<b>12,038</b>	<b>29,655</b>	<b>20,040</b>	<b>14,022</b>	<b>14,399</b>	<b>15,158</b>	<b>16,326</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>											
<b>Cash was Provided From:</b>											
0	Sale of Investments	0	0	0	0	0	0	0	0	0	0
<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cash was Applied To:</b>											
16,457	Purchase of Fixed Assets	18,024	15,336	12,653	16,496	26,325	21,474	11,713	11,435	14,797	34,985
0	Purchase of Investments	0	0	0	0	0	0	0	0	0	0
<b>16,457</b>		<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>
<b>(16,457)</b>	<b>NET CASH FROM INVESTING ACTIVITIES</b>	<b>(18,024)</b>	<b>(15,336)</b>	<b>(12,653)</b>	<b>(16,496)</b>	<b>(26,325)</b>	<b>(21,474)</b>	<b>(11,713)</b>	<b>(11,435)</b>	<b>(14,797)</b>	<b>(34,985)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>											
<b>Cash was Provided From:</b>											
4,016	Loans Received	7,435	5,675	2,563	2,251	(1,118)	3,871	223	(527)	1,943	20,916
<b>4,016</b>		<b>7,435</b>	<b>5,675</b>	<b>2,563</b>	<b>2,251</b>	<b>(1,118)</b>	<b>3,871</b>	<b>223</b>	<b>(527)</b>	<b>1,943</b>	<b>20,916</b>
<b>Cash was Applied To:</b>											
0	Repayment of Public Debt	0	0	0	0	0	0	0	0	0	0
<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>4,016</b>	<b>NET CASH FROM FINANCING ACTIVITIES</b>	<b>7,435</b>	<b>5,675</b>	<b>2,563</b>	<b>2,251</b>	<b>(1,118)</b>	<b>3,871</b>	<b>223</b>	<b>(527)</b>	<b>1,943</b>	<b>20,916</b>
311	<b>NET INCREASE (DECREASE) IN CASH HELD</b>	164	1,311	1,703	(2,206)	2,212	2,437	2,532	2,437	2,304	2,256
1,409	<b>TOTAL CASH RESOURCES AT 1 JULY</b>	692	856	2,167	3,871	1,664	3,877	6,314	8,846	11,283	13,587
1,720	<b>TOTAL CASH RESOURCES AT 30 JUNE</b>	856	2,167	3,871	1,664	3,877	6,314	8,846	11,283	13,587	15,843

**CAPITAL EXPENDITURE**

	Forecast	Projection								
	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>Roading</b>										
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909
<b>Stormwater</b>										
Level of Service Improvement	450	0	158	0	0	198	116	0	181	0
Replacements	100	103	126	108	111	113	139	118	121	247
<b>Water Supply</b>										
Level of Service Improvement	1,367	246	0	1,026	166	119	0	0	1,330	12,466
Replacements	2,770	2,229	211	427	244	289	487	231	266	833
<b>Solid Waste (Rubbish and Recycling)</b>										
Level of Service Improvement	20	20	162	330	1,098	11	0	0	0	596
Replacements	40	10	10	11	11	11	0	0	0	0
<b>Wastewater (Sewerage)</b>										
Level of Service Improvement	50	513	158	216	0	0	232	118	725	6,418
Replacements	735	343	363	3,602	426	413	400	633	647	475
<b>Recreation and Facilities</b>										
Level of Service Improvement	849	1,077	1,842	250	1,614	149	265	132	99	1,531
Replacements	360	342	214	479	858	94	124	121	146	119
<b>Community Development</b>										
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0
Level of Service Improvement	70	77	26	27	27	28	28	29	29	30
Replacements	0	0	0	0	0	0	0	0	0	0
<b>Administration</b>										
Replacements	408	267	148	202	330	105	156	192	122	205
<b>TOTAL PROJECTS (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>
<b>FUNDING</b>										
Loans	8,570	6,966	3,943	3,721	8,783	5,758	2,204	1,458	3,948	23,394
Reserves	8,688	7,778	8,220	12,758	17,493	15,699	9,492	9,926	10,832	11,573
Grants/Donations	767	592	490	16	49	17	17	52	18	18
<b>TOTAL (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>

**STATEMENT OF MOVEMENT IN RESERVES**

	Forecast	Projection								
	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>GENERAL RENEWAL RESERVE</b>										
Opening Balance	6,195	6,457	6,941	8,223	9,397	10,192	12,334	14,411	16,493	18,783
Interest Credited	83	82	86	101	114	124	150	174	199	228
Transfers In	1,876	1,997	2,203	2,414	2,484	2,890	2,881	2,895	3,060	3,096
Transfers Out	(1,696)	(1,595)	(1,008)	(1,340)	(1,803)	(872)	(954)	(988)	(970)	(1,027)
<b>Closing Balance</b>	<b>6,457</b>	<b>6,941</b>	<b>8,223</b>	<b>9,397</b>	<b>10,192</b>	<b>12,334</b>	<b>14,411</b>	<b>16,493</b>	<b>18,783</b>	<b>21,080</b>
<b>ROADING RENEWAL RESERVE</b>										
Opening Balance	(1,331)	(900)	0	626	640	1,091	1,337	1,704	2,086	2,128
Interest Credited	0	(11)	0	8	8	13	16	21	25	26
Transfers In	4,214	5,041	4,910	4,675	5,398	5,897	6,323	6,779	6,607	7,369
Transfers Out	(3,783)	(4,129)	(4,284)	(4,669)	(4,955)	(5,665)	(5,972)	(6,417)	(6,590)	(7,114)
<b>Closing Balance</b>	<b>(900)</b>	<b>0</b>	<b>626</b>	<b>640</b>	<b>1,091</b>	<b>1,337</b>	<b>1,704</b>	<b>2,086</b>	<b>2,128</b>	<b>2,409</b>
<b>CONTINGENCY RESERVE</b>										
Opening Balance	505	505	505	505	505	505	505	505	505	505
Interest Credited	7	6	6	6	6	6	6	6	6	6
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	(7)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
<b>Closing Balance</b>	<b>505</b>	<b>505</b>	<b>505</b>	<b>505</b>	<b>505</b>	<b>505</b>	<b>505</b>	<b>505</b>	<b>505</b>	<b>505</b>
<b>ASSET SALE PROCEEDS RESERVE</b>										
Opening Balance	111	112	114	115	117	118	120	121	123	124
Interest Credited	1	1	1	1	1	1	1	1	1	2
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>112</b>	<b>114</b>	<b>115</b>	<b>117</b>	<b>118</b>	<b>120</b>	<b>121</b>	<b>123</b>	<b>124</b>	<b>125</b>
<b>TURF REPLACEMENT RESERVE</b>										
Opening Balance	64	75	86	97	108	119	131	142	154	166
Interest Credited	1	1	1	1	1	1	2	2	2	2
Transfers In	10	10	10	10	10	10	10	10	10	10
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>75</b>	<b>86</b>	<b>97</b>	<b>108</b>	<b>119</b>	<b>131</b>	<b>142</b>	<b>154</b>	<b>166</b>	<b>178</b>
<b>FARM RESERVE</b>										
Opening Balance	71	2	2	2	2	2	2	3	3	3
Interest Credited	1	0	0	0	0	0	0	0	0	0
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	(70)	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>STAFF GRATUITIES RESERVE</b>										
Opening Balance	142	143	145	147	149	151	152	154	156	158
Interest Credited	2	2	2	2	2	2	2	2	2	2
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>143</b>	<b>145</b>	<b>147</b>	<b>149</b>	<b>151</b>	<b>152</b>	<b>154</b>	<b>156</b>	<b>158</b>	<b>160</b>
<b>MAYOR'S RELIEF FUND RESERVE</b>										
Opening Balance	4	4	4	4	4	4	4	4	4	4
Interest Credited	0	0	0	0	0	0	0	0	0	0
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>ELSIE FRASER BEQUEST RESERVE</b>										
Opening Balance	52	(77)	(78)	(79)	(76)	(69)	(61)	(48)	(29)	(8)
Interest Credited	1	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(0)	(0)
Transfers In	28	28	29	29	29	31	31	31	33	33
Transfers Out	(157)	(28)	(29)	(25)	(21)	(22)	(16)	(11)	(11)	(5)
<b>Closing Balance</b>	<b>(77)</b>	<b>(78)</b>	<b>(79)</b>	<b>(76)</b>	<b>(69)</b>	<b>(61)</b>	<b>(48)</b>	<b>(29)</b>	<b>(8)</b>	<b>20</b>
<b>RMA FINANCIAL CONTRIBUTIONS RESERVE</b>										
Opening Balance	949	821	587	303	6	984	995	1,008	1,020	1,032
Interest Credited	13	10	7	4	0	12	12	12	12	13
Transfers In	0	0	0	0	0	0	0	0	0	0
Transfers Out	(141)	(245)	(291)	(300)	977	0	0	0	0	0
<b>Closing Balance</b>	<b>821</b>	<b>587</b>	<b>303</b>	<b>6</b>	<b>984</b>	<b>995</b>	<b>1,008</b>	<b>1,020</b>	<b>1,032</b>	<b>1,045</b>
<b>STORMWATER RESERVE</b>										
Opening Balance	923	1,112	1,323	1,513	1,741	1,970	2,214	2,440	2,708	2,976
Interest Credited	12	14	16	19	21	24	27	30	33	36
Transfers In	277	300	300	318	318	334	338	357	357	378
Transfers Out	(100)	(103)	(126)	(108)	(111)	(113)	(139)	(118)	(121)	(247)
<b>Closing Balance</b>	<b>1,112</b>	<b>1,323</b>	<b>1,513</b>	<b>1,741</b>	<b>1,970</b>	<b>2,214</b>	<b>2,440</b>	<b>2,708</b>	<b>2,976</b>	<b>3,144</b>
<b>WATER SUPPLY RESERVE</b>										
Opening Balance	(952)	(155)	646	1,456	2,282	3,119	3,971	4,834	5,714	6,604
Interest Credited	0	(2)	8	18	28	38	48	58	69	80
Transfers In	797	803	803	808	808	815	815	821	821	828
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>(155)</b>	<b>646</b>	<b>1,456</b>	<b>2,282</b>	<b>3,119</b>	<b>3,971</b>	<b>4,834</b>	<b>5,714</b>	<b>6,604</b>	<b>7,512</b>
<b>SOLID WASTE (Rubbish and Recyclina) RESERVE</b>										
Opening Balance	144	99	100	101	94	61	10	(27)	(61)	(89)
Interest Credited	2	1	1	1	1	1	0	(0)	(1)	(1)
Transfers In	44	44	46	46	46	49	49	49	52	52

	Forecast	Projection								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Transfers Out	(91)	(45)	(46)	(54)	(81)	(100)	(86)	(83)	(79)	(88)
<b>Closing Balance</b>	<b>99</b>	<b>100</b>	<b>101</b>	<b>94</b>	<b>61</b>	<b>10</b>	<b>(27)</b>	<b>(61)</b>	<b>(89)</b>	<b>(126)</b>
<b>WASTEWATER RESERVE</b>										
Opening Balance	698	404	521	632	(2,467)	(2,423)	(2,340)	(2,242)	(2,345)	(2,460)
Interest Credited	9	5	6	8	(30)	(29)	(28)	(27)	(28)	(30)
Transfers In	432	455	468	495	501	526	526	558	561	607
Transfers Out	(735)	(343)	(363)	(3,602)	(426)	(413)	(400)	(633)	(647)	(475)
<b>Closing Balance</b>	<b>404</b>	<b>521</b>	<b>632</b>	<b>(2,467)</b>	<b>(2,423)</b>	<b>(2,340)</b>	<b>(2,242)</b>	<b>(2,345)</b>	<b>(2,460)</b>	<b>(2,358)</b>
<b>TOTAL PROJECTED RESERVES (excluding Asset Revaluation Reserves)</b>	<b>8,603</b>	<b>10,895</b>	<b>13,645</b>	<b>12,503</b>	<b>15,823</b>	<b>19,374</b>	<b>23,008</b>	<b>26,529</b>	<b>29,925</b>	<b>33,700</b>
<b>ASSET REVALUATION RESERVES</b>										
Opening Balance	258,608	258,608	289,614	292,622	328,756	328,756	377,437	377,437	427,618	432,756
Transfers In	0	31,006	3,008	36,134	0	48,681	0	50,181	5,139	58,546
Transfers Out	0	0	0	0	0	0	0	0	0	0
<b>Closing Balance</b>	<b>258,608</b>	<b>289,614</b>	<b>292,622</b>	<b>328,756</b>	<b>328,756</b>	<b>377,437</b>	<b>377,437</b>	<b>427,618</b>	<b>432,756</b>	<b>491,303</b>
<b>TOTAL PROJECTED RESERVES (including Asset Revaluation Reserves)</b>	<b>267,211</b>	<b>300,509</b>	<b>306,267</b>	<b>341,259</b>	<b>344,578</b>	<b>396,811</b>	<b>400,445</b>	<b>454,146</b>	<b>462,682</b>	<b>525,002</b>



**LIBRARY HUB**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>856</b>	<b>Operating Expenditure</b>	<b>899</b>	<b>917</b>	<b>946</b>	<b>961</b>	<b>977</b>	<b>1,006</b>	<b>1,016</b>	<b>1,029</b>	<b>1,052</b>	<b>1,067</b>
<b>80</b>	<b>Revenue</b>	<b>90</b>	<b>92</b>	<b>94</b>	<b>96</b>	<b>98</b>	<b>99</b>	<b>101</b>	<b>103</b>	<b>105</b>	<b>107</b>
<b>642</b>	<b>Net Cost of Service</b>	<b>809</b>	<b>825</b>	<b>852</b>	<b>866</b>	<b>880</b>	<b>906</b>	<b>915</b>	<b>925</b>	<b>947</b>	<b>960</b>
<b>EXPENDITURE</b>											
537	Operating Costs	598	611	625	638	651	663	676	689	702	715
26	Interest	33	30	28	27	25	24	23	22	21	21
84	Depreciation	96	98	103	105	106	111	112	113	118	119
209	Allocated Overheads	173	178	189	192	195	207	204	204	211	213
<b>856</b>	<b>Total Operating Expenditure</b>	<b>899</b>	<b>917</b>	<b>946</b>	<b>961</b>	<b>977</b>	<b>1,006</b>	<b>1,016</b>	<b>1,029</b>	<b>1,052</b>	<b>1,067</b>
31	Principal Loan Repayments	32	31	30	29	28	27	26	25	24	23
0	Capital Expenditure	75	97	26	0	22	0	0	0	0	0
<b>887</b>	<b>Total Expenditure</b>	<b>1,006</b>	<b>1,045</b>	<b>1,002</b>	<b>991</b>	<b>1,027</b>	<b>1,033</b>	<b>1,042</b>	<b>1,053</b>	<b>1,076</b>	<b>1,090</b>
<b>FUNDED BY:</b>											
80	Charges for Services	90	92	94	96	98	99	101	103	105	107
<b>80</b>	<b>Revenue</b>	<b>90</b>	<b>92</b>	<b>94</b>	<b>96</b>	<b>98</b>	<b>99</b>	<b>101</b>	<b>103</b>	<b>105</b>	<b>107</b>
727	General Rates	757	772	799	813	826	853	862	873	896	909
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
41	Depreciation funded from Reserves	43	43	44	45	46	47	48	49	50	51
0	Loan Funding - Capital	5	26	0	0	0	0	0	0	0	0
0	Grants and Donations	25	0	26	0	0	0	0	0	0	0
31	Transfer from Reserves	77	103	30	29	50	27	26	25	24	23
8	Other Funding	9	10	8	7	8	6	5	3	2	0
<b>887</b>	<b>Total Funding</b>	<b>1,006</b>	<b>1,045</b>	<b>1,002</b>	<b>991</b>	<b>1,027</b>	<b>1,033</b>	<b>1,042</b>	<b>1,053</b>	<b>1,076</b>	<b>1,090</b>

**CIVIC AMENITIES**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>1,089</b>	<b>Operating Expenditure</b>	<b>1,800</b>	<b>1,732</b>	<b>1,575</b>	<b>1,797</b>	<b>1,922</b>	<b>2,202</b>	<b>2,219</b>	<b>2,233</b>	<b>2,355</b>	<b>2,406</b>
<b>54</b>	<b>Revenue</b>	<b>60</b>	<b>61</b>	<b>63</b>	<b>64</b>	<b>65</b>	<b>66</b>	<b>68</b>	<b>69</b>	<b>70</b>	<b>71</b>
<b>756</b>	<b>Net Cost of Service</b>	<b>1,740</b>	<b>1,671</b>	<b>1,513</b>	<b>1,733</b>	<b>1,857</b>	<b>2,135</b>	<b>2,152</b>	<b>2,164</b>	<b>2,285</b>	<b>2,335</b>
<b>EXPENDITURE</b>											
380	Operating Costs	887	755	459	473	483	493	503	513	523	533
27	Interest	42	39	62	85	112	138	134	129	125	149
533	Depreciation	705	769	867	1,052	1,080	1,369	1,385	1,396	1,495	1,516
149	Allocated Overheads	166	169	187	186	247	202	197	195	212	208
<b>1,089</b>	<b>Total Operating Expenditure</b>	<b>1,800</b>	<b>1,732</b>	<b>1,575</b>	<b>1,797</b>	<b>1,922</b>	<b>2,202</b>	<b>2,219</b>	<b>2,233</b>	<b>2,355</b>	<b>2,406</b>
31	Principal Loan Repayments	41	40	67	94	124	153	149	144	140	165
595	Capital Expenditure	643	641	1,855	275	2,204	158	111	107	214	1,541
<b>1,716</b>	<b>Total Expenditure</b>	<b>2,484</b>	<b>2,414</b>	<b>3,497</b>	<b>2,165</b>	<b>4,250</b>	<b>2,513</b>	<b>2,479</b>	<b>2,484</b>	<b>2,710</b>	<b>4,112</b>
<b>FUNDED BY:</b>											
54	Charges for Services	60	61	63	64	65	66	68	69	70	71
<b>54</b>	<b>Revenue</b>	<b>60</b>	<b>61</b>	<b>63</b>	<b>64</b>	<b>65</b>	<b>66</b>	<b>68</b>	<b>69</b>	<b>70</b>	<b>71</b>
752	General Rates	912	967	1,100	1,322	1,445	1,700	1,719	1,733	1,830	1,881
0	UAGC	0	0	0	0	0	0	0	0	0	0
19	Targeted Rates	19	19	19	19	19	19	19	19	19	19
0	Grants and Donations	500	511	417	16	49	17	17	17	18	18
257	Depreciation funded from Reserves	368	368	384	384	384	409	409	409	435	435
592	Loan Funding - Capital	0	51	1,346	128	1,597	78	23	23	82	1,454
34	Transfer from Reserves	614	426	159	225	682	217	220	210	255	234
7	Other Funding	11	11	9	8	9	7	5	4	2	0
<b>1,716</b>	<b>Total Funding</b>	<b>2,484</b>	<b>2,414</b>	<b>3,497</b>	<b>2,165</b>	<b>4,250</b>	<b>2,513</b>	<b>2,479</b>	<b>2,484</b>	<b>2,710</b>	<b>4,112</b>

**PARKS AND RESERVES**

Budget 2023/24	Forecast 2024/25	Projection									
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
<b>934</b>	<b>Operating Expenditure</b>	<b>1,055</b>	<b>1,065</b>	<b>1,138</b>	<b>1,168</b>	<b>1,123</b>	<b>1,261</b>	<b>1,276</b>	<b>1,313</b>	<b>1,361</b>	<b>1,381</b>
<b>9</b>	<b>Revenue</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>
<b>769</b>	<b>Net Cost of Service</b>	<b>1,045</b>	<b>1,055</b>	<b>1,128</b>	<b>1,157</b>	<b>1,112</b>	<b>1,250</b>	<b>1,264</b>	<b>1,302</b>	<b>1,349</b>	<b>1,369</b>
<b>EXPENDITURE</b>											
552	Operating Costs	681	672	685	706	716	737	747	768	778	800
14	Interest	17	24	32	32	31	31	35	38	38	37
196	Depreciation	169	182	219	227	247	275	279	292	316	317
172	Allocated Overheads	188	186	202	203	129	218	215	214	229	227
<b>934</b>	<b>Total Operating Expenditure</b>	<b>1,055</b>	<b>1,065</b>	<b>1,138</b>	<b>1,168</b>	<b>1,123</b>	<b>1,261</b>	<b>1,276</b>	<b>1,313</b>	<b>1,361</b>	<b>1,381</b>
16	Principal Loan Repayments	16	26	34	35	34	34	38	42	42	41
155	Capital Expenditure	265	592	157	394	239	78	271	103	23	83
<b>1,105</b>	<b>Total Expenditure</b>	<b>1,336</b>	<b>1,683</b>	<b>1,329</b>	<b>1,597</b>	<b>1,396</b>	<b>1,372</b>	<b>1,585</b>	<b>1,459</b>	<b>1,426</b>	<b>1,506</b>
<b>FUNDED BY:</b>											
9	Charges for Services	10	10	10	11	11	11	11	11	12	12
<b>9</b>	<b>Revenue</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>
927	General Rates	1,045	1,054	1,129	1,160	1,114	1,253	1,269	1,308	1,357	1,379
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
0	Grants and Donations	150	71	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
(10)	Transfer (to) Turf Replacement Reserve	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
155	Loan Funding - Capital and operating expendit	70	419	52	53	0	55	226	57	0	60
16	Transfer from Reserves	61	128	138	376	273	56	83	88	65	65
7	Other Funding	10	10	9	8	8	7	5	3	2	0
<b>1,105</b>	<b>Total Funding</b>	<b>1,336</b>	<b>1,683</b>	<b>1,329</b>	<b>1,597</b>	<b>1,396</b>	<b>1,372</b>	<b>1,585</b>	<b>1,459</b>	<b>1,426</b>	<b>1,506</b>

**WAI O RUA - STRATFORD AQUATIC CENTRE**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection								
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>2,884</b>	<b>3,481</b>	<b>3,489</b>	<b>3,603</b>	<b>3,626</b>	<b>3,656</b>	<b>3,777</b>	<b>3,796</b>	<b>3,822</b>	<b>3,941</b>	<b>3,972</b>
392	720	735	751	767	782	797	812	828	843	858
<b>941</b>	<b>2,762</b>	<b>2,754</b>	<b>2,852</b>	<b>2,859</b>	<b>2,874</b>	<b>2,980</b>	<b>2,983</b>	<b>2,994</b>	<b>3,099</b>	<b>3,114</b>
<b>EXPENDITURE</b>										
1,615	2,100	2,147	2,212	2,261	2,310	2,357	2,404	2,452	2,499	2,551
403	405	364	340	321	305	293	282	269	257	248
505	483	484	505	505	507	539	539	539	574	574
361	494	493	545	538	534	588	571	562	611	599
<b>2,884</b>	<b>3,481</b>	<b>3,489</b>	<b>3,603</b>	<b>3,626</b>	<b>3,656</b>	<b>3,777</b>	<b>3,796</b>	<b>3,822</b>	<b>3,941</b>	<b>3,972</b>
468	396	380	365	351	338	325	312	299	287	276
0	86	2	2	55	2	2	2	37	2	20
<b>3,351</b>	<b>3,963</b>	<b>3,872</b>	<b>3,970</b>	<b>4,033</b>	<b>3,997</b>	<b>4,104</b>	<b>4,110</b>	<b>4,158</b>	<b>4,231</b>	<b>4,269</b>
<b>FUNDED BY:</b>										
392	720	735	751	767	782	797	812	828	843	858
<b>392</b>	<b>720</b>	<b>735</b>	<b>751</b>	<b>767</b>	<b>782</b>	<b>797</b>	<b>812</b>	<b>828</b>	<b>843</b>	<b>858</b>
1,999	2,517	2,509	2,610	2,621	2,635	2,745	2,753	2,768	2,877	2,897
0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0
0	217	217	217	217	217	217	217	217	217	217
0	2	0	0	53	0	0	0	0	0	0
0	82	0	0	0	0	0	0	34	0	0
946	398	382	367	354	341	327	314	302	290	296
14	27	27	24	21	22	18	14	9	5	1
<b>3,351</b>	<b>3,963</b>	<b>3,872</b>	<b>3,970</b>	<b>4,033</b>	<b>3,997</b>	<b>4,104</b>	<b>4,110</b>	<b>4,158</b>	<b>4,231</b>	<b>4,269</b>

**PENSIONER HOUSING**

Budget 2023/24 \$000 #	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>159</b>	<b>Operating Expenditure</b>	<b>160</b>	<b>160</b>	<b>170</b>	<b>172</b>	<b>175</b>	<b>184</b>	<b>184</b>	<b>184</b>	<b>196</b>	<b>197</b>
<b>77</b>	<b>Revenue</b>	<b>94</b>	<b>101</b>	<b>108</b>	<b>116</b>	<b>124</b>	<b>133</b>	<b>142</b>	<b>152</b>	<b>163</b>	<b>174</b>
<b>42</b>	<b>Net Cost of Service</b>	<b>66</b>	<b>59</b>	<b>62</b>	<b>56</b>	<b>50</b>	<b>51</b>	<b>42</b>	<b>32</b>	<b>34</b>	<b>23</b>
<b>EXPENDITURE</b>											
64	Operating Costs	55	57	58	60	62	64	66	68	70	72
1	Interest	2	2	2	2	2	2	1	1	1	1
37	Depreciation	46	46	48	48	48	51	51	51	54	54
57	Allocated Overheads	57	55	62	62	63	68	66	64	71	69
<b>159</b>	<b>Total Operating Expenditure</b>	<b>160</b>	<b>160</b>	<b>170</b>	<b>172</b>	<b>175</b>	<b>184</b>	<b>184</b>	<b>184</b>	<b>196</b>	<b>197</b>
1	Principal Loan Repayments	2	2	2	2	2	2	2	2	2	1
30	Capital Expenditure	125	87	16	5	5	6	6	6	6	6
<b>190</b>	<b>Total Expenditure</b>	<b>287</b>	<b>249</b>	<b>188</b>	<b>179</b>	<b>182</b>	<b>191</b>	<b>191</b>	<b>192</b>	<b>204</b>	<b>204</b>
<b>FUNDED BY:</b>											
77	Charges for Services	94	101	108	116	124	133	142	152	163	174
<b>77</b>	<b>Revenue</b>	<b>94</b>	<b>101</b>	<b>108</b>	<b>116</b>	<b>124</b>	<b>133</b>	<b>142</b>	<b>152</b>	<b>163</b>	<b>174</b>
34	General Rates	35	32	34	31	30	30	26	22	24	19
48	Operational Balance from Reserves	32	28	29	25	21	22	16	11	11	5
0	Grant Funding	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	125	87	16	5	5	6	6	6	6	6
30	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
1	Other Funding	1	2	1	1	1	1	1	1	0	0
<b>190</b>	<b>Total Funding</b>	<b>287</b>	<b>249</b>	<b>188</b>	<b>179</b>	<b>182</b>	<b>191</b>	<b>191</b>	<b>192</b>	<b>204</b>	<b>204</b>

**COMMUNITY SERVICES**

Budget 2023/24 \$000		Forecast 2024/25 \$000	Projection								
			2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>496</b>	<b>Operating Expenditure</b>	<b>532</b>	<b>518</b>	<b>537</b>	<b>540</b>	<b>544</b>	<b>564</b>	<b>564</b>	<b>566</b>	<b>584</b>	<b>585</b>
<b>0</b>	<b>Revenue</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>408</b>	<b>Net Cost of Service</b>	<b>529</b>	<b>515</b>	<b>534</b>	<b>537</b>	<b>541</b>	<b>561</b>	<b>561</b>	<b>563</b>	<b>581</b>	<b>582</b>
<b>EXPENDITURE</b>											
383	Operating Costs	362	346	350	355	359	363	367	371	375	379
113	Allocated Overheads	170	172	187	185	185	201	197	195	209	206
<b>496</b>	<b>Total Operating Expenditure</b>	<b>532</b>	<b>518</b>	<b>537</b>	<b>540</b>	<b>544</b>	<b>564</b>	<b>564</b>	<b>566</b>	<b>584</b>	<b>585</b>
<b>FUNDED BY:</b>											
0	Charges for Services	3	3	3	3	3	3	3	3	3	3
<b>0</b>	<b>Revenue</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
384	General Rates	456	441	462	466	469	491	492	496	515	518
0	UAGC	0	0	0	0	0	0	0	0	0	0
107	Grants and Donations	64	64	64	64	64	64	64	64	64	64
4	Other Funding	9	9	8	7	8	6	5	3	2	0
<b>496</b>	<b>Total Funding</b>	<b>532</b>	<b>518</b>	<b>537</b>	<b>540</b>	<b>544</b>	<b>564</b>	<b>564</b>	<b>566</b>	<b>584</b>	<b>585</b>

**ROADING**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>7,176</b>	<b>Operating Expenditure</b>	<b>7,441</b>	<b>7,974</b>	<b>8,247</b>	<b>9,146</b>	<b>9,648</b>	<b>10,834</b>	<b>11,406</b>	<b>12,304</b>	<b>12,764</b>	<b>13,813</b>
<b>4,738</b>	<b>Revenue</b>	<b>7,586</b>	<b>7,223</b>	<b>7,935</b>	<b>9,107</b>	<b>16,623</b>	<b>15,882</b>	<b>9,686</b>	<b>9,974</b>	<b>11,020</b>	<b>11,867</b>
<b>2,494</b>	<b>Net Cost of Service</b>	<b>(146)</b>	<b>751</b>	<b>312</b>	<b>39</b>	<b>(6,975)</b>	<b>(5,048)</b>	<b>1,720</b>	<b>2,330</b>	<b>1,744</b>	<b>1,946</b>
<b>EXPENDITURE</b>											
3,436	Operating Costs	3,906	4,086	4,277	4,727	5,043	5,374	5,722	6,096	6,496	6,917
39	Interest	92	120	146	183	302	482	573	584	601	632
3,493	Depreciation	3,171	3,540	3,576	3,980	4,046	4,705	4,840	5,353	5,380	5,979
208	Allocated Overheads	272	227	248	255	257	273	271	271	287	286
<b>7,176</b>	<b>Total Operating Expenditure</b>	<b>7,441</b>	<b>7,974</b>	<b>8,247</b>	<b>9,146</b>	<b>9,648</b>	<b>10,834</b>	<b>11,406</b>	<b>12,304</b>	<b>12,764</b>	<b>13,813</b>
45	Principal Loan Repayments	90	125	157	201	335	534	634	651	671	702
12,311	Capital Expenditure	8,205	7,454	8,401	9,818	21,441	19,943	9,766	9,860	11,130	12,064
<b>19,532</b>	<b>Total Expenditure</b>	<b>15,735</b>	<b>15,553</b>	<b>16,805</b>	<b>19,165</b>	<b>31,424</b>	<b>31,312</b>	<b>21,806</b>	<b>22,815</b>	<b>24,566</b>	<b>26,579</b>
<b>FUNDED BY:</b>											
168	Charges for Services	160	161	163	165	167	169	171	173	175	177
4,570	NZTA Financial Assistance	7,427	7,062	7,772	8,942	16,455	15,713	9,515	9,801	10,845	11,690
<b>4,738</b>	<b>Revenue</b>	<b>7,586</b>	<b>7,223</b>	<b>7,935</b>	<b>9,107</b>	<b>16,623</b>	<b>15,882</b>	<b>9,686</b>	<b>9,974</b>	<b>11,020</b>	<b>11,867</b>
3,410	Targeted Rates	4,229	4,894	4,864	4,611	5,535	5,966	6,532	6,845	6,845	7,452
1,941	Depreciation funded from Reserves	1,823	2,038	2,061	2,297	2,338	2,732	2,817	3,117	3,134	3,486
1,774	Transfer from Reserves - Capital	1,960	2,091	2,223	2,372	2,617	2,933	3,155	3,300	3,456	3,628
(446)	Transfer (to) from Reserves	(1,043)	(1,501)	(1,334)	(695)	(1,352)	(1,192)	(1,483)	(1,425)	(1,226)	(1,391)
1,696	Loan Funding - Capital	1,166	793	1,042	1,461	5,651	4,981	1,093	999	1,334	1,538
6,160	Grants/Donations - Capital	0	0	0	0	0	0	0	0	0	0
250	Grants/Donations - Operating	0	0	0	0	0	0	0	0	0	0
8	Other Funding	15	15	13	11	12	10	7	5	3	0
<b>19,532</b>	<b>Total Funding</b>	<b>15,735</b>	<b>15,553</b>	<b>16,805</b>	<b>19,165</b>	<b>31,424</b>	<b>31,312</b>	<b>21,806</b>	<b>22,815</b>	<b>24,566</b>	<b>26,579</b>

**WATER SUPPLY**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>2,293</b>	<b>Operating Expenditure</b>	<b>2,417</b>	<b>2,507</b>	<b>2,591</b>	<b>2,614</b>	<b>2,633</b>	<b>2,692</b>	<b>2,691</b>	<b>2,696</b>	<b>2,767</b>	<b>3,028</b>
<b>491</b>	<b>Revenue</b>	<b>614</b>	<b>650</b>	<b>687</b>	<b>708</b>	<b>727</b>	<b>758</b>	<b>773</b>	<b>790</b>	<b>826</b>	<b>920</b>
<b>1,802</b>	<b>Net Cost of Service</b>	<b>1,803</b>	<b>1,857</b>	<b>1,904</b>	<b>1,906</b>	<b>1,905</b>	<b>1,933</b>	<b>1,918</b>	<b>1,906</b>	<b>1,941</b>	<b>2,108</b>
<b>EXPENDITURE</b>											
597	Operating Costs	846	864	884	903	922	941	959	978	997	1,015
318	Interest	420	503	519	517	522	515	508	496	506	754
797	Depreciation	797	803	803	808	808	815	815	821	821	828
581	Allocated Overheads	353	338	385	385	379	422	409	401	444	431
<b>2,293</b>	<b>Total Operating Expenditure</b>	<b>2,417</b>	<b>2,507</b>	<b>2,591</b>	<b>2,614</b>	<b>2,633</b>	<b>2,692</b>	<b>2,691</b>	<b>2,696</b>	<b>2,767</b>	<b>3,028</b>
401	Principal Loan Repayments	447	564	599	611	627	622	618	611	626	902
878	Capital Expenditure	4,137	2,475	211	1,453	410	408	487	231	1,596	13,300
<b>3,572</b>	<b>Total Expenditure</b>	<b>7,001</b>	<b>5,547</b>	<b>3,400</b>	<b>4,678</b>	<b>3,669</b>	<b>3,721</b>	<b>3,795</b>	<b>3,538</b>	<b>4,989</b>	<b>17,230</b>
<b>FUNDED BY:</b>											
491	Charges for Services	614	650	687	708	727	758	773	790	826	920
<b>491</b>	<b>Revenue</b>	<b>614</b>	<b>650</b>	<b>687</b>	<b>708</b>	<b>727</b>	<b>758</b>	<b>773</b>	<b>790</b>	<b>826</b>	<b>920</b>
1,579	Targeted Rates	1,783	1,837	1,887	1,891	1,890	1,921	1,908	1,899	1,937	2,108
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
804	Transfer from Reserves	447	564	599	611	627	622	618	611	626	902
199	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Cash From Investments	0	0	0	0	0	0	0	0	0	0
475	Loan Funding - Capital	4,137	2,475	211	1,453	410	408	487	231	1,596	13,300
0	Grants/Donations - Capital	0	0	0	0	0	0	0	0	0	0
23	Other Funding	19	20	17	15	16	13	10	6	3	0
<b>3,572</b>	<b>Total Funding</b>	<b>7,001</b>	<b>5,547</b>	<b>3,400</b>	<b>4,678</b>	<b>3,669</b>	<b>3,721</b>	<b>3,795</b>	<b>3,538</b>	<b>4,989</b>	<b>17,230</b>



**SOLID WASTE (RUBBISH AND RECYCLING)**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>1,062</b>	<b>Operating Expenditure</b>	<b>1,443</b>	<b>1,487</b>	<b>1,529</b>	<b>1,599</b>	<b>1,657</b>	<b>1,719</b>	<b>1,745</b>	<b>1,772</b>	<b>1,810</b>	<b>1,849</b>
<b>170</b>	<b>Revenue</b>	<b>225</b>	<b>223</b>	<b>225</b>	<b>228</b>	<b>230</b>	<b>233</b>	<b>235</b>	<b>238</b>	<b>240</b>	<b>243</b>
<b>892</b>	<b>Net Cost of Service</b>	<b>1,218</b>	<b>1,264</b>	<b>1,304</b>	<b>1,371</b>	<b>1,427</b>	<b>1,486</b>	<b>1,509</b>	<b>1,534</b>	<b>1,569</b>	<b>1,606</b>
<b>EXPENDITURE</b>											
831	Operating Costs	994	1,038	1,060	1,113	1,140	1,166	1,193	1,219	1,244	1,270
29	Interest	36	33	33	39	63	81	78	74	71	79
32	Depreciation	44	44	46	46	46	49	49	49	52	52
170	Allocated Overheads	369	371	390	401	408	423	426	430	442	448
<b>1,062</b>	<b>Total Operating Expenditure</b>	<b>1,443</b>	<b>1,487</b>	<b>1,529</b>	<b>1,599</b>	<b>1,657</b>	<b>1,719</b>	<b>1,745</b>	<b>1,772</b>	<b>1,810</b>	<b>1,849</b>
7	Landfill Aftercare Expenditure	7	0	0	0	0	0	0	0	0	0
34	Principal Loan Repayments	36	35	36	43	70	89	86	83	79	88
7	Capital Expenditure	60	31	172	341	1,108	22	0	0	0	596
<b>1,109</b>	<b>Total Expenditure</b>	<b>1,545</b>	<b>1,552</b>	<b>1,737</b>	<b>1,983</b>	<b>2,836</b>	<b>1,831</b>	<b>1,831</b>	<b>1,854</b>	<b>1,889</b>	<b>2,533</b>
<b>FUNDED BY:</b>											
170	Charges for Services	225	223	225	228	230	233	235	238	240	243
<b>170</b>	<b>Revenue</b>	<b>225</b>	<b>223</b>	<b>225</b>	<b>228</b>	<b>230</b>	<b>233</b>	<b>235</b>	<b>238</b>	<b>240</b>	<b>243</b>
853	Targeted Rates	1,161	1,214	1,255	1,324	1,378	1,439	1,465	1,492	1,530	1,569
24	UAGC	29	30	31	32	33	34	34	35	36	37
7	Loan Funding - Capital	10	10	115	330	1,098	11	0	0	0	596
0	Grants/Donations - Capital	10	10	47	0	0	0	0	0	0	0
49	Transfer from Reserves	91	45	46	54	81	100	86	83	79	88
7	Other Funding	20	21	18	15	16	13	10	7	4	1
<b>1,109</b>	<b>Total Funding</b>	<b>1,545</b>	<b>1,552</b>	<b>1,737</b>	<b>1,983</b>	<b>2,836</b>	<b>1,831</b>	<b>1,831</b>	<b>1,854</b>	<b>1,889</b>	<b>2,533</b>

**STORMWATER**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>499</b>	<b>Operating Expenditure</b>	<b>473</b>	<b>499</b>	<b>506</b>	<b>528</b>	<b>527</b>	<b>550</b>	<b>559</b>	<b>580</b>	<b>583</b>	<b>604</b>
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>499</b>	<b>Net Cost of Service</b>	<b>473</b>	<b>499</b>	<b>506</b>	<b>528</b>	<b>527</b>	<b>550</b>	<b>559</b>	<b>580</b>	<b>583</b>	<b>604</b>
<b>EXPENDITURE</b>											
49	Operating Costs	79	81	84	85	87	89	91	92	94	96
45	Interest	56	59	58	58	55	56	60	59	56	54
255	Depreciation	277	300	300	318	318	334	338	357	357	378
149	Allocated Overheads	61	59	64	67	67	72	71	71	75	75
<b>499</b>	<b>Total Operating Expenditure</b>	<b>473</b>	<b>499</b>	<b>506</b>	<b>528</b>	<b>527</b>	<b>550</b>	<b>559</b>	<b>580</b>	<b>583</b>	<b>604</b>
52	Principal Loan Repayments	55	62	62	63	61	62	66	66	63	60
589	Capital Expenditure	550	103	284	108	111	311	255	118	302	247
<b>1,140</b>	<b>Total Expenditure</b>	<b>1,078</b>	<b>663</b>	<b>853</b>	<b>699</b>	<b>698</b>	<b>924</b>	<b>880</b>	<b>764</b>	<b>948</b>	<b>911</b>
<b>FUNDED BY:</b>											
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	General Rates	(0)	(0)	0	0	0	0	0	0	0	0
429	UAGC	470	495	503	525	524	548	557	578	582	604
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
108	Transfer from Reserves	155	164	189	171	171	175	205	184	184	307
64	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
533	Loan Funding - Capital	450	0	158	0	0	198	116	0	181	0
0	Grants/Other Funding - Capital	0	0	0	0	0	0	0	0	0	0
6	Other Funding	3	3	3	3	3	2	2	1	1	0
<b>1,140</b>	<b>Total Funding</b>	<b>1,078</b>	<b>663</b>	<b>853</b>	<b>699</b>	<b>698</b>	<b>924</b>	<b>880</b>	<b>764</b>	<b>948</b>	<b>911</b>

**WASTEWATER**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>1,063</b>	<b>Operating Expenditure</b>	<b>1,023</b>	<b>1,058</b>	<b>1,101</b>	<b>1,145</b>	<b>1,161</b>	<b>1,201</b>	<b>1,211</b>	<b>1,256</b>	<b>1,288</b>	<b>1,468</b>
<b>35</b>	<b>Revenue</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>46</b>	<b>47</b>	<b>48</b>
<b>1,028</b>	<b>Net Cost of Service</b>	<b>983</b>	<b>1,017</b>	<b>1,060</b>	<b>1,103</b>	<b>1,118</b>	<b>1,157</b>	<b>1,166</b>	<b>1,210</b>	<b>1,241</b>	<b>1,421</b>
<b>EXPENDITURE</b>											
307	Operating Costs	435	447	458	468	478	488	498	507	517	527
59	Interest	54	59	68	70	71	68	69	72	84	210
432	Depreciation	432	455	468	495	501	526	526	558	561	607
265	Allocated Overheads	102	97	108	112	112	120	118	118	126	125
<b>1,063</b>	<b>Total Operating Expenditure</b>	<b>1,023</b>	<b>1,058</b>	<b>1,101</b>	<b>1,145</b>	<b>1,161</b>	<b>1,201</b>	<b>1,211</b>	<b>1,256</b>	<b>1,288</b>	<b>1,468</b>
69	Principal Loan Repayments	52	62	72	77	78	75	77	81	94	233
590	Capital Expenditure	785	856	521	3,818	426	413	631	752	1,372	6,894
<b>1,722</b>	<b>Total Expenditure</b>	<b>1,860</b>	<b>1,975</b>	<b>1,695</b>	<b>5,040</b>	<b>1,666</b>	<b>1,689</b>	<b>1,919</b>	<b>2,088</b>	<b>2,754</b>	<b>8,595</b>
<b>FUNDED BY:</b>											
35	Charges for Services	40	41	42	43	43	44	45	46	47	48
<b>35</b>	<b>Revenue</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>46</b>	<b>47</b>	<b>48</b>
810	Targeted Rates	977	1,012	1,055	1,099	1,113	1,153	1,163	1,208	1,240	1,421
100	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
327	Transfer from Reserves	787	405	436	3,679	505	489	476	714	741	709
108	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
332	Loan Funding - Capital	50	513	158	216	0	0	232	118	725	6,418
11	Other Funding	6	6	5	4	5	4	3	2	1	0
<b>1,722</b>	<b>Total Funding</b>	<b>1,860</b>	<b>1,975</b>	<b>1,695</b>	<b>5,040</b>	<b>1,666</b>	<b>1,689</b>	<b>1,919</b>	<b>2,088</b>	<b>2,754</b>	<b>8,595</b>

**BUSINESS UNIT**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>380</b>	<b>Operating Expenditure</b>	<b>313</b>	<b>311</b>	<b>325</b>	<b>337</b>	<b>343</b>	<b>354</b>	<b>358</b>	<b>363</b>	<b>372</b>	<b>377</b>
<b>470</b>	<b>Revenue</b>	<b>340</b>	<b>347</b>	<b>355</b>	<b>362</b>	<b>369</b>	<b>376</b>	<b>384</b>	<b>391</b>	<b>398</b>	<b>405</b>
<b>(91)</b>	<b>Net Cost of Service</b>	<b>(27)</b>	<b>(36)</b>	<b>(29)</b>	<b>(25)</b>	<b>(26)</b>	<b>(23)</b>	<b>(26)</b>	<b>(28)</b>	<b>(26)</b>	<b>(28)</b>
<b>EXPENDITURE</b>											
210	Operating Costs	217	216	222	231	235	240	244	249	254	258
3	Depreciation	6	6	6	6	6	6	6	6	7	7
167	Allocated Overheads	91	90	97	101	102	108	107	107	112	112
<b>380</b>	<b>Total Operating Expenditure</b>	<b>313</b>	<b>311</b>	<b>325</b>	<b>337</b>	<b>343</b>	<b>354</b>	<b>358</b>	<b>363</b>	<b>372</b>	<b>377</b>
<b>FUNDED BY:</b>											
470	Inhouse services - NZTA Financial Assistance	340	347	355	362	369	376	384	391	398	405
<b>470</b>	<b>Revenue</b>	<b>340</b>	<b>347</b>	<b>355</b>	<b>362</b>	<b>369</b>	<b>376</b>	<b>384</b>	<b>391</b>	<b>398</b>	<b>405</b>
(96)	General Rates	(32)	(41)	(34)	(29)	(30)	(26)	(28)	(30)	(27)	(28)
0	UAGC	0	0	0	0	0	0	0	0	0	0
7	Other Funding	5	5	4	4	4	3	2	2	1	0
<b>380</b>	<b>Total Funding</b>	<b>313</b>	<b>311</b>	<b>325</b>	<b>337</b>	<b>343</b>	<b>354</b>	<b>358</b>	<b>363</b>	<b>372</b>	<b>377</b>

**AERODROME**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>140</b>	<b>Operating Expenditure</b>	<b>144</b>	<b>145</b>	<b>151</b>	<b>154</b>	<b>156</b>	<b>162</b>	<b>163</b>	<b>165</b>	<b>170</b>	<b>172</b>
<b>27</b>	<b>Revenue</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>36</b>
<b>113</b>	<b>Net Cost of Service</b>	<b>112</b>	<b>113</b>	<b>118</b>	<b>121</b>	<b>122</b>	<b>128</b>	<b>128</b>	<b>129</b>	<b>134</b>	<b>135</b>
<b>EXPENDITURE</b>											
105	Operating Costs	92	94	96	98	101	103	105	107	109	111
0	Interest	0	1	0	0	0	0	0	0	0	0
6	Depreciation	8	8	8	8	8	8	8	8	8	8
30	Allocated Overheads	43	43	47	47	47	51	50	50	53	53
<b>140</b>	<b>Total Operating Expenditure</b>	<b>144</b>	<b>145</b>	<b>151</b>	<b>154</b>	<b>156</b>	<b>162</b>	<b>163</b>	<b>165</b>	<b>170</b>	<b>172</b>
0	Principal Loan Repayments	0	1	1	1	1	0	0	0	0	0
0	Capital Expenditure	15	0	0	0	0	0	0	0	0	0
<b>140</b>	<b>Total Expenditure</b>	<b>159</b>	<b>146</b>	<b>152</b>	<b>154</b>	<b>156</b>	<b>162</b>	<b>163</b>	<b>165</b>	<b>170</b>	<b>172</b>
<b>FUNDED BY:</b>											
27	Charges for Services	32	32	33	33	34	34	35	35	36	36
<b>27</b>	<b>Revenue</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>36</b>
112	General Rates	110	112	117	119	121	126	127	129	134	136
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
0	Loan Funding - Capital	15	0	0	0	0	0	0	0	0	0
1	Other Funding	2	2	2	2	2	2	1	1	0	0
<b>140</b>	<b>Total Funding</b>	<b>159</b>	<b>146</b>	<b>152</b>	<b>154</b>	<b>156</b>	<b>162</b>	<b>163</b>	<b>165</b>	<b>170</b>	<b>172</b>

**CEMETERIES**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>220</b>	<b>Operating Expenditure</b>	<b>242</b>	<b>244</b>	<b>254</b>	<b>257</b>	<b>260</b>	<b>271</b>	<b>273</b>	<b>288</b>	<b>299</b>	<b>301</b>
<b>145</b>	<b>Revenue</b>	<b>157</b>	<b>160</b>	<b>164</b>	<b>167</b>	<b>170</b>	<b>174</b>	<b>177</b>	<b>180</b>	<b>183</b>	<b>187</b>
<b>74</b>	<b>Net Cost of Service</b>	<b>85</b>	<b>83</b>	<b>91</b>	<b>90</b>	<b>90</b>	<b>97</b>	<b>96</b>	<b>108</b>	<b>116</b>	<b>114</b>
<b>EXPENDITURE</b>											
143	Operating Costs	153	156	159	163	166	170	173	189	193	197
3	Interest	5	4	4	4	3	3	3	3	3	3
8	Depreciation	10	10	10	10	11	11	11	11	11	11
66	Allocated Overheads	75	74	81	81	80	87	86	85	92	90
<b>220</b>	<b>Total Operating Expenditure</b>	<b>242</b>	<b>244</b>	<b>254</b>	<b>257</b>	<b>260</b>	<b>271</b>	<b>273</b>	<b>288</b>	<b>299</b>	<b>301</b>
4	Principal Loan Repayments	4	4	4	4	4	4	3	3	3	3
31	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
<b>255</b>	<b>Total Expenditure</b>	<b>246</b>	<b>248</b>	<b>259</b>	<b>261</b>	<b>264</b>	<b>275</b>	<b>276</b>	<b>291</b>	<b>302</b>	<b>304</b>
<b>FUNDED BY:</b>											
145	Charges for Services	157	160	164	167	170	174	177	180	183	187
<b>145</b>	<b>Revenue</b>	<b>157</b>	<b>160</b>	<b>164</b>	<b>167</b>	<b>170</b>	<b>174</b>	<b>177</b>	<b>180</b>	<b>183</b>	<b>187</b>
76	General Rates	85	84	91	91	90	98	97	110	118	117
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
31	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
3	Other Funding	4	4	4	3	3	3	2	1	1	0
<b>255</b>	<b>Total Funding</b>	<b>246</b>	<b>248</b>	<b>259</b>	<b>261</b>	<b>264</b>	<b>275</b>	<b>276</b>	<b>291</b>	<b>302</b>	<b>304</b>

**COUNCIL PROJECTS**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>93</b>	<b>Operating Expenditure</b>	<b>141</b>	<b>245</b>	<b>291</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>93</b>	<b>Net Cost of Service</b>	<b>141</b>	<b>245</b>	<b>291</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENDITURE</b>											
0	Operating Costs	0	0	0	0	0	0	0	0	0	0
93	Interest	141	245	291	300	0	0	0	0	0	0
0	Allocated Overheads	0	0	0	0	0	0	0	0	0	0
<b>93</b>	<b>Total Operating Expenditure</b>	<b>141</b>	<b>245</b>	<b>291</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
97	Principal Loan Repayments	0	0	0	0	8,231	0	0	0	0	0
1,049	Capital Expenditure	2,600	2,655	835	0	0	0	0	0	0	0
<b>1,240</b>	<b>Total Expenditure</b>	<b>2,741</b>	<b>2,899</b>	<b>1,126</b>	<b>300</b>	<b>8,231</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FUNDED BY:</b>											
0	Charges for Services	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
191	General Rates	(0)	0	0	0	(0)	0	0	0	0	0
0	Sales of Sections - Capital	0	0	0	0	9,208	0	0	0	0	0
1,049	Loan Funding	2,600	2,655	835	0	0	0	0	0	0	0
0	Grant funding	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	141	245	291	300	(977)	0	0	0	0	0
<b>1,240</b>	<b>Total Funding</b>	<b>2,741</b>	<b>2,899</b>	<b>1,126</b>	<b>300</b>	<b>8,231</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**GOVERNANCE**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>1,279</b>	<b>Operating Expenditure</b>	<b>1,520</b>	<b>1,589</b>	<b>1,633</b>	<b>1,669</b>	<b>1,725</b>	<b>1,754</b>	<b>1,763</b>	<b>1,806</b>	<b>1,837</b>	<b>1,889</b>
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1,279</b>	<b>Net Cost of Service</b>	<b>1,520</b>	<b>1,589</b>	<b>1,633</b>	<b>1,669</b>	<b>1,725</b>	<b>1,754</b>	<b>1,763</b>	<b>1,806</b>	<b>1,837</b>	<b>1,889</b>
<b>EXPENDITURE</b>											
545	Operating Costs	572	612	587	617	666	630	646	689	659	714
734	Allocated Overheads	948	978	1,045	1,052	1,059	1,124	1,117	1,117	1,178	1,176
<b>1,279</b>	<b>Total Operating Expenditure</b>	<b>1,520</b>	<b>1,589</b>	<b>1,633</b>	<b>1,669</b>	<b>1,725</b>	<b>1,754</b>	<b>1,763</b>	<b>1,806</b>	<b>1,837</b>	<b>1,889</b>
0	Contingency Reserve Replenishment	0	0	0	0	0	0	0	0	0	0
<b>1,279</b>	<b>Total Expenditure</b>	<b>1,520</b>	<b>1,589</b>	<b>1,633</b>	<b>1,669</b>	<b>1,725</b>	<b>1,754</b>	<b>1,763</b>	<b>1,806</b>	<b>1,837</b>	<b>1,889</b>
<b>FUNDED BY:</b>											
0	Charges for Services	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	General Rates	(0)	0	0	0	0	0	0	0	0	(0)
1,250	UAGC	1,469	1,537	1,586	1,630	1,683	1,720	1,737	1,788	1,828	1,888
29	Other Funding	52	53	47	40	42	34	26	17	9	1
<b>1,279</b>	<b>Total Funding</b>	<b>1,520</b>	<b>1,589</b>	<b>1,633</b>	<b>1,669</b>	<b>1,725</b>	<b>1,754</b>	<b>1,763</b>	<b>1,806</b>	<b>1,837</b>	<b>1,889</b>



**FARM**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>461</b>	<b>Operating Expenditure</b>	<b>520</b>	<b>537</b>	<b>559</b>	<b>564</b>	<b>569</b>	<b>589</b>	<b>592</b>	<b>596</b>	<b>615</b>	<b>618</b>
<b>719</b>	<b>Revenue</b>	<b>636</b>	<b>649</b>	<b>663</b>	<b>676</b>	<b>689</b>	<b>702</b>	<b>715</b>	<b>728</b>	<b>741</b>	<b>754</b>
<b>(258)</b>	<b>Net Cost of Service</b>	<b>(116)</b>	<b>(112)</b>	<b>(103)</b>	<b>(112)</b>	<b>(120)</b>	<b>(113)</b>	<b>(123)</b>	<b>(132)</b>	<b>(126)</b>	<b>(136)</b>
<b>EXPENDITURE</b>											
314	Operating Costs	321	332	339	346	353	360	367	374	380	387
69	Interest	85	81	78	77	75	75	74	73	72	72
47	Depreciation	54	53	61	62	63	68	68	68	72	71
31	Allocated Overheads	60	71	81	79	77	87	83	81	91	88
<b>461</b>	<b>Total Operating Expenditure</b>	<b>520</b>	<b>537</b>	<b>559</b>	<b>564</b>	<b>569</b>	<b>589</b>	<b>592</b>	<b>596</b>	<b>615</b>	<b>618</b>
129	Principal Loan Repayments	41	37	28	37	45	38	48	57	51	61
16	Capital Expenditure	70	77	26	27	27	28	28	29	29	30
<b>606</b>	<b>Total Expenditure</b>	<b>631</b>	<b>650</b>	<b>614</b>	<b>628</b>	<b>641</b>	<b>655</b>	<b>668</b>	<b>682</b>	<b>695</b>	<b>709</b>
<b>FUNDED BY:</b>											
719	Charges for Services	636	649	663	676	689	702	715	728	741	754
<b>719</b>	<b>Revenue</b>	<b>636</b>	<b>649</b>	<b>663</b>	<b>676</b>	<b>689</b>	<b>702</b>	<b>715</b>	<b>728</b>	<b>741</b>	<b>754</b>
(198)	General Rates	(148)	(78)	(78)	(78)	(78)	(77)	(77)	(76)	(76)	(75)
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	70	0	0	0	0	0	0	0	0	0
69	Transfer from Reserves	5	51	0	0	0	0	0	0	0	0
0	Sale of Land	0	0	0	0	0	0	0	0	0	0
16	Loan Funding - Capital	65	26	26	27	27	28	28	29	29	30
0	Other Funding	3	3	3	3	3	2	2	1	1	0
<b>606</b>	<b>Total Funding</b>	<b>631</b>	<b>650</b>	<b>614</b>	<b>628</b>	<b>641</b>	<b>655</b>	<b>668</b>	<b>682</b>	<b>695</b>	<b>709</b>

7.0      76.2      70.5      72.3      71.2      68.3      70.7      69.8      72.5      75.7

**CORPORATE SUPPORT**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	

24	Operating Expenditure	26	0	0	0	0	0	0	0	0	0
85	Revenue	85	85	85	85	85	85	85	85	85	85
(61)	Net Cost of Service	(59)	(85)	(85)	(85)	(85)	(85)	(85)	(85)	(85)	(85)

<b>EXPENDITURE</b>											
Operating Costs											
759	- Chief Executive's Department	823	841	859	877	895	912	929	947	964	981
1,017	- Finance Department	1,125	1,056	1,323	1,206	1,121	1,402	1,275	1,184	1,480	1,345
(1,751)	Allocated Overheads Recovered	(1,923)	(1,896)	(2,182)	(2,084)	(2,016)	(2,314)	(2,204)	(2,130)	(2,443)	(2,326)
24	<b>Total Operating Expenditure</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
206	Capital Expenditure	408	267	148	202	330	105	156	192	122	205
230	<b>Total Expenditure</b>	<b>434</b>	<b>267</b>	<b>148</b>	<b>202</b>	<b>330</b>	<b>105</b>	<b>156</b>	<b>192</b>	<b>122</b>	<b>205</b>
<b>FUNDED BY:</b>											
85	Charges for Services	85	85	85	85	85	85	85	85	85	85
85	Revenue	85	85	85	85	85	85	85	85	85	85
(0)	General Rates	0	0	0	0	0	0	0	0	0	0
(61)	UAGC	(59)	(85)	(85)	(85)	(85)	(85)	(85)	(85)	(85)	(85)
206	Transfer from Reserves	408	267	148	202	330	105	156	192	122	205
230	<b>Total Funding</b>	<b>434</b>	<b>267</b>	<b>148</b>	<b>202</b>	<b>330</b>	<b>105</b>	<b>156</b>	<b>192</b>	<b>122</b>	<b>205</b>

**HOLIDAY PARK**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
2	Operating Expenditure	2	2	2	2	2	2	2	2	2	2
3	Revenue	4	4	4	4	4	4	4	4	4	4
(1)	<b>Net Cost of Service</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>	<b>(2)</b>
<b>EXPENDITURE</b>											
0	Operating Costs	0	0	0	0	0	0	0	0	0	0
2	Allocated Overheads	2	2	2	2	2	2	2	2	2	2
2	<b>Total Expenditure</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>FUNDED BY:</b>											
3	Charges for Services	4	4	4	4	4	4	4	4	4	4
3	Revenue	4	4	4	4	4	4	4	4	4	4
(1)	General Rates	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
0	Other Funding	0	0	0	0	0	0	0	0	0	0
2	<b>Total Funding</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**INVESTMENT PROPERTY**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>64</b>	<b>Operating Expenditure</b>	<b>70</b>	<b>76</b>	<b>82</b>	<b>83</b>	<b>83</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>96</b>	<b>97</b>
<b>37</b>	<b>Revenue</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>59</b>	<b>60</b>	<b>61</b>	<b>62</b>	<b>63</b>	<b>64</b>	<b>66</b>
<b>27</b>	<b>Net Cost of Service</b>	<b>15</b>	<b>20</b>	<b>25</b>	<b>24</b>	<b>23</b>	<b>28</b>	<b>27</b>	<b>27</b>	<b>32</b>	<b>31</b>
<b>EXPENDITURE</b>											
10	Operating Costs	10	10	11	12	12	13	14	15	16	17
20	Depreciation	27	27	28	28	28	30	30	30	32	32
34	Allocated Overheads	33	39	43	43	43	46	45	45	48	48
<b>64</b>	<b>Total Operating Expenditure</b>	<b>70</b>	<b>76</b>	<b>82</b>	<b>83</b>	<b>83</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>96</b>	<b>97</b>
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
<b>64</b>	<b>Total Expenditure</b>	<b>70</b>	<b>76</b>	<b>82</b>	<b>83</b>	<b>83</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>96</b>	<b>97</b>
<b>FUNDED BY:</b>											
37	Charges for Services	55	56	57	59	60	61	62	63	64	66
<b>37</b>	<b>Revenue</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>59</b>	<b>60</b>	<b>61</b>	<b>62</b>	<b>63</b>	<b>64</b>	<b>66</b>
26	General Rates	13	18	23	23	22	27	26	26	32	31
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
1	Other Funding	2	2	2	1	1	1	1	1	0	0
<b>64</b>	<b>Total Funding</b>	<b>70</b>	<b>76</b>	<b>82</b>	<b>83</b>	<b>83</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>96</b>	<b>97</b>

**ECONOMIC DEVELOPMENT**

Budget	Forecast	Projection									
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>626</b>	<b>Operating Expenditure</b>	<b>510</b>	<b>475</b>	<b>483</b>	<b>522</b>	<b>498</b>	<b>513</b>	<b>553</b>	<b>526</b>	<b>541</b>	<b>583</b>
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>626</b>	<b>Net Cost of Service</b>	<b>510</b>	<b>475</b>	<b>483</b>	<b>522</b>	<b>498</b>	<b>513</b>	<b>553</b>	<b>526</b>	<b>541</b>	<b>583</b>
<b>EXPENDITURE</b>											
430	Operating Costs	372	336	335	374	349	355	396	369	375	418
196	Allocated Overheads	138	140	148	148	149	158	157	157	166	165
<b>626</b>	<b>Total Operating Expenditure</b>	<b>510</b>	<b>475</b>	<b>483</b>	<b>522</b>	<b>498</b>	<b>513</b>	<b>553</b>	<b>526</b>	<b>541</b>	<b>583</b>
<b>FUNDED BY:</b>											
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
262	General Rates	251	234	238	258	246	254	274	262	270	292
262	UAGC	251	234	238	258	246	254	274	262	270	292
94	Grants and Donations	0	0	0	0	0	0	0	0	0	0
8	Other Funding	8	8	7	6	6	5	4	3	1	0
<b>626</b>	<b>Total Funding</b>	<b>510</b>	<b>475</b>	<b>483</b>	<b>522</b>	<b>498</b>	<b>513</b>	<b>553</b>	<b>526</b>	<b>541</b>	<b>583</b>

**RESOURCE CONSENTS**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>353</b>	<b>Operating Expenditure</b>	<b>416</b>	<b>436</b>	<b>453</b>	<b>459</b>	<b>465</b>	<b>483</b>	<b>486</b>	<b>491</b>	<b>508</b>	<b>512</b>
<b>126</b>	<b>Revenue</b>	<b>134</b>	<b>137</b>	<b>140</b>	<b>143</b>	<b>146</b>	<b>148</b>	<b>151</b>	<b>154</b>	<b>157</b>	<b>160</b>
<b>227</b>	<b>Net Cost of Service</b>	<b>282</b>	<b>299</b>	<b>313</b>	<b>316</b>	<b>319</b>	<b>334</b>	<b>335</b>	<b>337</b>	<b>351</b>	<b>353</b>
<b>EXPENDITURE</b>											
204	Operating Costs	307	313	320	327	333	340	346	353	359	365
149	Allocated Overheads	109	122	133	132	132	143	140	139	149	147
<b>353</b>	<b>Total Operating Expenditure</b>	<b>416</b>	<b>436</b>	<b>453</b>	<b>459</b>	<b>465</b>	<b>483</b>	<b>486</b>	<b>491</b>	<b>508</b>	<b>512</b>
<b>FUNDED BY:</b>											
126	Charges for Services	134	137	140	143	146	148	151	154	157	160
<b>126</b>	<b>Revenue</b>	<b>134</b>	<b>137</b>	<b>140</b>	<b>143</b>	<b>146</b>	<b>148</b>	<b>151</b>	<b>154</b>	<b>157</b>	<b>160</b>
0	General Rates	0	0	0	0	0	0	0	0	0	0
221	UAGC	276	293	308	311	314	330	332	335	350	353
6	Other Funding	6	6	5	5	5	4	3	2	1	0
<b>353</b>	<b>Total Funding</b>	<b>416</b>	<b>436</b>	<b>453</b>	<b>459</b>	<b>465</b>	<b>483</b>	<b>486</b>	<b>491</b>	<b>508</b>	<b>512</b>

**DISTRICT PLAN**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>755</b>	<b>Operating Expenditure</b>	<b>101</b>	<b>240</b>	<b>399</b>	<b>737</b>	<b>821</b>	<b>840</b>	<b>797</b>	<b>811</b>	<b>676</b>	<b>687</b>
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>755</b>	<b>Net Cost of Service</b>	<b>101</b>	<b>240</b>	<b>399</b>	<b>737</b>	<b>821</b>	<b>840</b>	<b>797</b>	<b>811</b>	<b>676</b>	<b>687</b>
<b>EXPENDITURE</b>											
634	Operating Costs	19	158	311	648	731	745	702	716	576	587
9	Interest	0	0	0	0	0	0	0	0	0	0
0	Depreciation	0	0	0	0	0	0	0	0	0	0
112	Allocated Overheads	82	82	87	89	90	95	95	95	100	100
<b>755</b>	<b>Total Operating Expenditure</b>	<b>101</b>	<b>240</b>	<b>399</b>	<b>737</b>	<b>821</b>	<b>840</b>	<b>797</b>	<b>811</b>	<b>676</b>	<b>687</b>
100	Principal Loan Repayments	0	0	0	0	0	0	0	0	0	0
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
<b>855</b>	<b>Total Expenditure</b>	<b>101</b>	<b>240</b>	<b>399</b>	<b>737</b>	<b>821</b>	<b>840</b>	<b>797</b>	<b>811</b>	<b>676</b>	<b>687</b>
<b>FUNDED BY:</b>											
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	General Rates	0	0	0	0	0	0	0	0	0	0
351	UAGC	97	236	394	734	817	837	795	810	675	687
500	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
4	Other Funding	4	5	4	3	4	3	2	2	1	0
<b>855</b>	<b>Total Funding</b>	<b>101</b>	<b>240</b>	<b>399</b>	<b>737</b>	<b>821</b>	<b>840</b>	<b>797</b>	<b>811</b>	<b>676</b>	<b>687</b>

**BUILDING CONTROL**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>1,008</b>	<b>Operating Expenditure</b>	<b>1,000</b>	<b>1,051</b>	<b>1,057</b>	<b>1,105</b>	<b>1,188</b>	<b>1,160</b>	<b>1,138</b>	<b>1,186</b>	<b>1,186</b>	<b>1,235</b>
<b>523</b>	<b>Revenue</b>	<b>560</b>	<b>572</b>	<b>585</b>	<b>597</b>	<b>609</b>	<b>620</b>	<b>632</b>	<b>644</b>	<b>656</b>	<b>668</b>
<b>485</b>	<b>Net Cost of Service</b>	<b>440</b>	<b>479</b>	<b>473</b>	<b>508</b>	<b>579</b>	<b>539</b>	<b>505</b>	<b>542</b>	<b>530</b>	<b>567</b>
<b>EXPENDITURE</b>											
676	Operating Costs	734	782	768	816	898	848	831	881	862	913
332	Allocated Overheads	266	269	289	289	290	312	307	305	324	322
<b>1,008</b>	<b>Total Operating Expenditure</b>	<b>1,000</b>	<b>1,051</b>	<b>1,057</b>	<b>1,105</b>	<b>1,188</b>	<b>1,160</b>	<b>1,138</b>	<b>1,186</b>	<b>1,186</b>	<b>1,235</b>
<b>FUNDED BY:</b>											
523	Charges for Services	560	572	585	597	609	620	632	644	656	668
<b>523</b>	<b>Revenue</b>	<b>560</b>	<b>572</b>	<b>585</b>	<b>597</b>	<b>609</b>	<b>620</b>	<b>632</b>	<b>644</b>	<b>656</b>	<b>668</b>
0	General Rates	0	0	0	0	0	0	0	0	0	0
472	UAGC	425	464	460	497	567	530	498	537	527	567
13	Other Funding	14	15	13	11	12	10	7	5	3	0
<b>1,008</b>	<b>Total Funding</b>	<b>1,000</b>	<b>1,051</b>	<b>1,057</b>	<b>1,105</b>	<b>1,188</b>	<b>1,160</b>	<b>1,138</b>	<b>1,186</b>	<b>1,186</b>	<b>1,235</b>



**ENVIRONMENTAL HEALTH**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>189</b>	<b>Operating Expenditure</b>	<b>147</b>	<b>149</b>	<b>157</b>	<b>158</b>	<b>159</b>	<b>168</b>	<b>167</b>	<b>168</b>	<b>176</b>	<b>176</b>
<b>35</b>	<b>Revenue</b>	<b>38</b>	<b>39</b>	<b>40</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>	<b>44</b>	<b>44</b>	<b>45</b>
<b>154</b>	<b>Net Cost of Service</b>	<b>109</b>	<b>110</b>	<b>118</b>	<b>117</b>	<b>118</b>	<b>126</b>	<b>124</b>	<b>124</b>	<b>132</b>	<b>131</b>
<b>EXPENDITURE</b>											
104	Operating Costs	80	81	83	85	87	88	90	92	93	95
85	Allocated Overheads	67	67	74	73	72	79	77	76	83	81
<b>189</b>	<b>Total Operating Expenditure</b>	<b>147</b>	<b>149</b>	<b>157</b>	<b>158</b>	<b>159</b>	<b>168</b>	<b>167</b>	<b>168</b>	<b>176</b>	<b>176</b>
<b>FUNDED BY:</b>											
35	Charges for Services	38	39	40	40	41	42	43	44	44	45
<b>35</b>	<b>Revenue</b>	<b>38</b>	<b>39</b>	<b>40</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>	<b>44</b>	<b>44</b>	<b>45</b>
0	General Rates	0	0	0	0	0	0	0	0	0	0
151	UAGC	105	106	114	114	115	123	122	123	131	131
3	Other Funding	4	4	3	3	3	2	2	1	1	0
<b>189</b>	<b>Total Funding</b>	<b>147</b>	<b>149</b>	<b>157</b>	<b>158</b>	<b>159</b>	<b>168</b>	<b>167</b>	<b>168</b>	<b>176</b>	<b>176</b>

**LIQUOR LICENSING**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>124</b>	<b>Operating Expenditure</b>	<b>147</b>	<b>150</b>	<b>156</b>	<b>158</b>	<b>160</b>	<b>167</b>	<b>167</b>	<b>169</b>	<b>174</b>	<b>176</b>
<b>34</b>	<b>Revenue</b>	<b>35</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>38</b>	<b>39</b>	<b>39</b>	<b>40</b>	<b>41</b>	<b>42</b>
<b>90</b>	<b>Net Cost of Service</b>	<b>112</b>	<b>114</b>	<b>119</b>	<b>121</b>	<b>122</b>	<b>128</b>	<b>128</b>	<b>129</b>	<b>133</b>	<b>134</b>
<b>EXPENDITURE</b>											
70	Operating Costs	84	86	87	89	91	93	94	96	98	99
54	Allocated Overheads	63	64	69	69	69	74	73	73	77	77
<b>124</b>	<b>Total Operating Expenditure</b>	<b>147</b>	<b>150</b>	<b>156</b>	<b>158</b>	<b>160</b>	<b>167</b>	<b>167</b>	<b>169</b>	<b>174</b>	<b>176</b>
<b>FUNDED BY:</b>											
34	Charges for Services	35	36	37	37	38	39	39	40	41	42
<b>34</b>	<b>Revenue</b>	<b>35</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>38</b>	<b>39</b>	<b>39</b>	<b>40</b>	<b>41</b>	<b>42</b>
0	General Rates	0	0	0	0	0	0	0	0	0	0
88	UAGC	109	111	116	118	119	126	126	128	133	134
2	Other Funding	3	4	3	3	3	2	2	1	1	0
<b>124</b>	<b>Total Funding</b>	<b>147</b>	<b>150</b>	<b>156</b>	<b>158</b>	<b>160</b>	<b>167</b>	<b>167</b>	<b>169</b>	<b>174</b>	<b>176</b>

**DOG CONTROL**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>238</b>	<b>Operating Expenditure</b>	<b>310</b>	<b>313</b>	<b>332</b>	<b>331</b>	<b>333</b>	<b>353</b>	<b>351</b>	<b>351</b>	<b>371</b>	<b>369</b>
<b>167</b>	<b>Revenue</b>	<b>170</b>	<b>174</b>	<b>177</b>	<b>181</b>	<b>185</b>	<b>188</b>	<b>192</b>	<b>195</b>	<b>199</b>	<b>203</b>
<b>71</b>	<b>Net Cost of Service</b>	<b>140</b>	<b>139</b>	<b>154</b>	<b>150</b>	<b>148</b>	<b>164</b>	<b>159</b>	<b>155</b>	<b>172</b>	<b>167</b>
<b>EXPENDITURE</b>											
111	Operating Costs	173	177	181	184	188	192	195	199	203	206
2	Interest	2	2	2	2	2	2	1	1	1	1
1	Depreciation	5	5	5	5	5	5	5	5	5	5
124	Allocated Overheads	130	129	145	141	138	155	149	146	162	157
<b>238</b>	<b>Total Operating Expenditure</b>	<b>310</b>	<b>313</b>	<b>332</b>	<b>331</b>	<b>333</b>	<b>353</b>	<b>351</b>	<b>351</b>	<b>371</b>	<b>369</b>
2	Principal Loan Repayments	2	2	2	2	2	2	2	2	1	1
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
<b>240</b>	<b>Total Expenditure</b>	<b>312</b>	<b>315</b>	<b>334</b>	<b>333</b>	<b>334</b>	<b>354</b>	<b>352</b>	<b>352</b>	<b>372</b>	<b>371</b>
<b>FUNDED BY:</b>											
167	Charges for Services	170	174	177	181	185	188	192	195	199	203
<b>167</b>	<b>Revenue</b>	<b>170</b>	<b>174</b>	<b>177</b>	<b>181</b>	<b>185</b>	<b>188</b>	<b>192</b>	<b>195</b>	<b>199</b>	<b>203</b>
0	General Rates	0	0	0	0	0	0	0	0	0	0
68	UAGC	135	134	150	147	144	161	157	155	172	168
0	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves - Capital	0	0	0	0	0	0	0	0	0	0
5	Other Funding	7	7	6	5	6	5	4	2	1	0
<b>240</b>	<b>Total Funding</b>	<b>312</b>	<b>315</b>	<b>334</b>	<b>333</b>	<b>334</b>	<b>354</b>	<b>352</b>	<b>352</b>	<b>372</b>	<b>371</b>

**BYLAWS**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>154</b>	<b>Operating Expenditure</b>	<b>156</b>	<b>157</b>	<b>164</b>	<b>168</b>	<b>170</b>	<b>176</b>	<b>178</b>	<b>180</b>	<b>186</b>	<b>187</b>
<b>1</b>	<b>Revenue</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>153</b>	<b>Net Cost of Service</b>	<b>155</b>	<b>156</b>	<b>163</b>	<b>167</b>	<b>169</b>	<b>175</b>	<b>177</b>	<b>179</b>	<b>184</b>	<b>186</b>
<b>EXPENDITURE</b>											
69	Operating Costs	71	72	74	76	77	79	80	82	83	84
85	Allocated Overheads	85	84	90	92	93	98	98	98	103	103
<b>154</b>	<b>Total Operating Expenditure</b>	<b>156</b>	<b>157</b>	<b>164</b>	<b>168</b>	<b>170</b>	<b>176</b>	<b>178</b>	<b>180</b>	<b>186</b>	<b>187</b>
<b>FUNDED BY:</b>											
1	Charges for Services	1	1	1	1	1	1	1	1	1	1
<b>1</b>	<b>Revenue</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
0	General Rates	0	0	0	0	0	0	0	0	0	0
150	UAGC	150	151	159	163	165	172	174	177	184	186
3	Other Funding	5	5	4	4	4	3	2	2	1	0
<b>154</b>	<b>Total Funding</b>	<b>156</b>	<b>157</b>	<b>164</b>	<b>168</b>	<b>170</b>	<b>176</b>	<b>178</b>	<b>180</b>	<b>186</b>	<b>187</b>

**CIVIL DEFENCE**

Budget 2023/24 \$000	Forecast 2024/25 \$000	Projection									
		2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>432</b>	<b>Operating Expenditure</b>	<b>470</b>	<b>482</b>	<b>503</b>	<b>511</b>	<b>520</b>	<b>540</b>	<b>543</b>	<b>547</b>	<b>563</b>	<b>569</b>
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>432</b>	<b>Net Cost of Service</b>	<b>470</b>	<b>482</b>	<b>503</b>	<b>511</b>	<b>520</b>	<b>540</b>	<b>543</b>	<b>547</b>	<b>563</b>	<b>569</b>
<b>EXPENDITURE</b>											
126	Operating Costs	134	137	140	143	146	148	151	154	157	160
1	Depreciation	1	1	1	1	1	1	1	1	1	1
305	Allocated Overheads	336	344	363	368	374	391	391	392	405	409
<b>432</b>	<b>Total Operating Expenditure</b>	<b>470</b>	<b>482</b>	<b>503</b>	<b>511</b>	<b>520</b>	<b>540</b>	<b>543</b>	<b>547</b>	<b>563</b>	<b>569</b>
<b>FUNDED BY:</b>											
0	Subsidies	0	0	0	0	0	0	0	0	0	0
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	General Rates	0	0	0	0	0	0	0	0	0	0
420	UAGC	452	463	487	497	505	528	534	541	560	569
12	Other Funding	18	19	16	14	15	12	9	6	3	0
<b>432</b>	<b>Total Funding</b>	<b>470</b>	<b>482</b>	<b>503</b>	<b>511</b>	<b>520</b>	<b>540</b>	<b>543</b>	<b>547</b>	<b>563</b>	<b>569</b>

For the Whole of Council

	Annual Plan	LONG TERM PLAN									
	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 (\$000)	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	9,021	9,909	10,271	10,952	11,740	12,038	12,752	12,797	13,005	13,313	13,604
Targeted rates	7,147	8,769	9,611	9,752	9,636	10,647	11,241	11,845	12,238	12,383	13,473
Subsidies and grants for operating purposes	2,045	2,322	2,430	2,570	2,821	3,012	3,213	3,426	3,654	3,897	4,154
Fees and charges	3,373	3,663	3,733	3,813	3,893	3,970	4,046	4,124	4,204	4,282	4,362
Interest and dividends from investments	324	442	426	420	416	413	413	413	412	411	413
Local authorities fuel tax, fines, infringement fees, and other receipts	55	55	55	55	55	55	55	55	55	55	55
<b>Total operating funding (A)</b>	<b>\$21,964</b>	<b>\$25,160</b>	<b>\$26,525</b>	<b>\$27,562</b>	<b>\$28,560</b>	<b>\$30,135</b>	<b>\$31,721</b>	<b>\$32,660</b>	<b>\$33,567</b>	<b>\$34,340</b>	<b>\$36,060</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	17,225	18,944	19,278	19,863	21,009	21,677	22,493	22,967	23,609	24,375	25,091
Finance costs	1,241	1,493	1,669	1,769	1,820	1,673	1,873	1,945	1,927	1,941	2,366
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$18,466</b>	<b>\$20,437</b>	<b>\$20,948</b>	<b>\$21,632</b>	<b>\$22,828</b>	<b>\$23,350</b>	<b>\$24,366</b>	<b>\$24,912</b>	<b>\$25,536</b>	<b>\$26,317</b>	<b>\$27,457</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$3,498</b>	<b>\$4,723</b>	<b>\$5,578</b>	<b>\$5,931</b>	<b>\$5,732</b>	<b>\$6,785</b>	<b>\$7,355</b>	<b>\$7,748</b>	<b>\$8,031</b>	<b>\$8,024</b>	<b>\$8,603</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	9,136	5,936	5,288	5,757	6,201	13,557	12,581	6,170	6,264	7,030	7,618
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	4,016	7,435	5,675	2,563	2,251	(1,118)	3,871	223	(527)	1,943	20,916
Gross proceeds from sale of assets	-	-	-	-	-	9,208	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$13,152</b>	<b>\$13,371</b>	<b>\$10,963</b>	<b>\$8,320</b>	<b>\$8,453</b>	<b>\$21,647</b>	<b>\$16,452</b>	<b>\$6,393</b>	<b>\$5,736</b>	<b>\$8,973</b>	<b>\$28,534</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	1,049	2,600	2,655	835	-	-	-	-	-	-	-
- improve the level of service	9,921	5,956	4,075	5,163	5,799	18,178	13,966	3,595	2,980	5,970	25,197
- replace existing assets	5,487	9,468	8,607	6,656	10,697	8,147	7,508	8,118	8,455	8,827	9,788
Increase (decrease) in reserves	193	70	1,205	1,598	(2,312)	2,107	2,333	2,427	2,333	2,199	2,152
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$16,650</b>	<b>\$18,094</b>	<b>\$16,541</b>	<b>\$14,251</b>	<b>\$14,184</b>	<b>\$28,432</b>	<b>\$23,807</b>	<b>\$14,140</b>	<b>\$13,768</b>	<b>\$16,996</b>	<b>\$37,137</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$3,497)</b>	<b>(\$4,722)</b>	<b>(\$5,577)</b>	<b>(\$5,930)</b>	<b>(\$5,730)</b>	<b>(\$6,784)</b>	<b>(\$7,354)</b>	<b>(\$7,746)</b>	<b>(\$8,031)</b>	<b>(\$8,023)</b>	<b>(\$8,602)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Funding Impact Statement - Note**

The Funding Impact Statement is required under the Local Government Act 2002 Schedule and conforms to the Local Government (Financial Reporting) Regulations 2014. User-friendly accounting practice does not apply to the preparation or the Funding Impact Statement as stated in Section 111(2) of the Local Government Act.

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

	Annual Plan	LONG TERM PLAN									
	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 (\$000)	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
Surplus of operating funding from Funding Impact Statement	3,498	4,723	5,578	5,931	5,732	6,785	7,355	7,748	8,031	8,024	8,603
Subsidies and grants for capital expenditure	9,136	5,936	5,288	5,757	6,201	13,557	12,581	6,170	6,264	7,030	7,618
Gross proceeds from sale of assets	-	-	-	-	-	9,208	-	-	-	-	-
Depreciation	(6,699)	(6,624)	(7,166)	(7,424)	(8,090)	(8,232)	(9,349)	(9,478)	(10,064)	(10,264)	(10,972)
<b>Net Surplus before taxation in Prospective Statement of Revenue and Expense</b>	<b>\$5,935</b>	<b>\$4,035</b>	<b>\$3,700</b>	<b>\$4,264</b>	<b>\$3,843</b>	<b>\$21,318</b>	<b>\$10,587</b>	<b>\$4,439</b>	<b>\$4,231</b>	<b>\$4,789</b>	<b>\$5,250</b>

For Recreation and Facilities

Annual Plan	LONG TERM PLAN										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000	\$000	\$000	\$000	(\$000)	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	4,444	5,461	5,529	5,880	6,157	6,261	6,806	6,853	6,943	7,236	7,337
Targeted rates	18	19	19	19	19	19	19	19	19	19	19
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	719	1,162	1,191	1,222	1,253	1,284	1,315	1,346	1,379	1,411	1,445
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	44	74	76	67	57	60	49	37	25	13	2
<b>Total operating funding (A)</b>	<b>\$5,225</b>	<b>\$6,717</b>	<b>\$6,816</b>	<b>\$7,188</b>	<b>\$7,486</b>	<b>\$7,624</b>	<b>\$8,189</b>	<b>\$8,255</b>	<b>\$8,366</b>	<b>\$8,679</b>	<b>\$8,803</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	3,204	4,567	4,492	4,294	4,400	4,489	4,587	4,674	4,786	4,874	4,979
Finance costs	475	503	464	468	470	479	492	479	463	446	459
Internal charges & overheads applied	984	1,196	1,200	1,315	1,309	1,296	1,420	1,389	1,375	1,480	1,458
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$4,663</b>	<b>\$6,266</b>	<b>\$6,155</b>	<b>\$6,077</b>	<b>\$6,179</b>	<b>\$6,264</b>	<b>\$6,499</b>	<b>\$6,542</b>	<b>\$6,624</b>	<b>\$6,800</b>	<b>\$6,896</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$562</b>	<b>\$451</b>	<b>\$660</b>	<b>\$1,111</b>	<b>\$1,307</b>	<b>\$1,360</b>	<b>\$1,690</b>	<b>\$1,714</b>	<b>\$1,742</b>	<b>\$1,880</b>	<b>\$1,907</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	757	582	443	16	49	17	17	52	18	18
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	257	(470)	(459)	(503)	(462)	(531)	(545)	(530)	(516)	(498)	(510)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$257</b>	<b>\$287</b>	<b>\$123</b>	<b>(\$59)</b>	<b>(\$446)</b>	<b>(\$482)</b>	<b>(\$528)</b>	<b>(\$514)</b>	<b>(\$464)</b>	<b>(\$481)</b>	<b>(\$493)</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	296	854	1,128	1,842	250	1,614	149	265	132	99	1,531
- replace existing assets	38	355	291	214	479	858	94	124	121	146	119
Increase (decrease) in reserves	486	(471)	(635)	(1,004)	131	(1,594)	919	811	1,025	1,153	(236)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$820</b>	<b>\$738</b>	<b>\$784</b>	<b>\$1,052</b>	<b>\$861</b>	<b>\$878</b>	<b>\$1,163</b>	<b>\$1,200</b>	<b>\$1,278</b>	<b>\$1,399</b>	<b>\$1,414</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$562)</b>	<b>(\$451)</b>	<b>(\$661)</b>	<b>(\$1,111)</b>	<b>(\$1,307)</b>	<b>(\$1,361)</b>	<b>(\$1,691)</b>	<b>(\$1,714)</b>	<b>(\$1,742)</b>	<b>(\$1,880)</b>	<b>(\$1,907)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

For Reading

	Annual Plan	LONG TERM PLAN									
	2023/24 \$000	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 (\$000)	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	(96)	(32)	(41)	(34)	(29)	(30)	(26)	(28)	(30)	(27)	(28)
Targeted rates	3,410	4,229	4,894	4,864	4,611	5,535	5,966	6,532	6,845	6,845	7,452
Subsidies and grants for operating purposes	2,344	2,258	2,366	2,480	2,757	2,948	3,149	3,362	3,590	3,833	4,090
Fees and Charges	638	500	508	518	527	537	546	555	564	573	582
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	15	20	20	18	15	16	13	10	7	4	1
<b>Total operating funding (A)</b>	<b>\$6,311</b>	<b>\$6,974</b>	<b>\$7,747</b>	<b>\$7,846</b>	<b>\$7,882</b>	<b>\$9,005</b>	<b>\$9,648</b>	<b>\$10,430</b>	<b>\$10,975</b>	<b>\$11,228</b>	<b>\$12,095</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	3,646	4,123	4,302	4,499	4,958	5,278	5,613	5,967	6,345	6,749	7,175
Finance costs	39	92	120	146	183	302	482	573	584	601	632
Internal charges & overheads applied	375	363	317	346	356	359	381	378	378	398	398
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$4,060</b>	<b>\$4,578</b>	<b>\$4,739</b>	<b>\$4,991</b>	<b>\$5,497</b>	<b>\$5,939</b>	<b>\$6,476</b>	<b>\$6,917</b>	<b>\$7,307</b>	<b>\$7,749</b>	<b>\$8,205</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$2,251</b>	<b>\$2,396</b>	<b>\$3,008</b>	<b>\$2,855</b>	<b>\$2,385</b>	<b>\$3,066</b>	<b>\$3,171</b>	<b>\$3,513</b>	<b>\$3,667</b>	<b>\$3,479</b>	<b>\$3,890</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	8,886	5,169	4,696	5,292	6,185	13,508	12,564	6,153	6,212	7,012	7,600
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	1,651	1,076	667	885	1,261	5,316	4,446	459	348	662	835
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$10,537</b>	<b>\$6,245</b>	<b>\$5,363</b>	<b>\$6,178</b>	<b>\$7,446</b>	<b>\$18,824</b>	<b>\$17,010</b>	<b>\$6,611</b>	<b>\$6,560</b>	<b>\$7,674</b>	<b>\$8,436</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	7,856	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155
- replace existing assets	4,455	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909
Increase (decrease) in reserves	477	436	917	632	13	448	239	358	367	23	262
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$12,788</b>	<b>\$8,641</b>	<b>\$8,371</b>	<b>\$9,032</b>	<b>\$9,830</b>	<b>\$21,889</b>	<b>\$20,182</b>	<b>\$10,124</b>	<b>\$10,227</b>	<b>\$11,153</b>	<b>\$12,326</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$2,251)</b>	<b>(\$2,396)</b>	<b>(\$3,008)</b>	<b>(\$2,855)</b>	<b>(\$2,385)</b>	<b>(\$3,066)</b>	<b>(\$3,171)</b>	<b>(\$3,513)</b>	<b>(\$3,667)</b>	<b>(\$3,479)</b>	<b>(\$3,890)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



For Water Supply

	Annual Plan	LONG TERM PLAN									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000	\$000	\$000	\$000	(\$000)	\$000	\$000	\$000	\$000	\$000	\$000
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	2,056	2,383	2,473	2,559	2,584	2,602	2,664	2,666	2,675	2,749	3,012
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	15	15	15	15	15	15	15	15	15	15	15
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	23	19	20	17	15	16	13	10	6	3	0
<b>Total operating funding (A)</b>	<b>\$2,094</b>	<b>\$2,417</b>	<b>\$2,507</b>	<b>\$2,591</b>	<b>\$2,614</b>	<b>\$2,633</b>	<b>\$2,692</b>	<b>\$2,691</b>	<b>\$2,696</b>	<b>\$2,767</b>	<b>\$3,028</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	597	846	864	884	903	922	941	959	978	997	1,015
Finance costs	318	420	503	519	517	522	515	508	496	506	754
Internal charges & overheads applied	581	353	338	385	385	379	422	409	401	444	431
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$1,496</b>	<b>\$1,620</b>	<b>\$1,705</b>	<b>\$1,788</b>	<b>\$1,805</b>	<b>\$1,824</b>	<b>\$1,877</b>	<b>\$1,876</b>	<b>\$1,875</b>	<b>\$1,946</b>	<b>\$2,200</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$598</b>	<b>\$797</b>	<b>\$803</b>	<b>\$803</b>	<b>\$808</b>	<b>\$808</b>	<b>\$815</b>	<b>\$815</b>	<b>\$821</b>	<b>\$821</b>	<b>\$828</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	74	3,690	1,911	(388)	841	(218)	(214)	(131)	(380)	970	12,397
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$74</b>	<b>\$3,690</b>	<b>\$1,911</b>	<b>(\$388)</b>	<b>\$841</b>	<b>(\$218)</b>	<b>(\$214)</b>	<b>(\$131)</b>	<b>(\$380)</b>	<b>\$970</b>	<b>\$12,397</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	369	1,367	246	-	1,026	166	119	-	-	1,330	12,466
- replace existing assets	510	2,770	2,229	211	427	244	289	487	231	266	833
Increase (decrease) in reserves	(206)	350	238	204	197	181	193	197	210	195	(74)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$672</b>	<b>\$4,487</b>	<b>\$2,714</b>	<b>\$414</b>	<b>\$1,650</b>	<b>\$591</b>	<b>\$601</b>	<b>\$683</b>	<b>\$441</b>	<b>\$1,791</b>	<b>\$13,225</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$598)</b>	<b>(\$797)</b>	<b>(\$803)</b>	<b>(\$803)</b>	<b>(\$808)</b>	<b>(\$808)</b>	<b>(\$815)</b>	<b>(\$815)</b>	<b>(\$821)</b>	<b>(\$821)</b>	<b>(\$828)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>

For Wastewater

Annual Plan	LONG TERM PLAN										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000	\$000	\$000	\$000	\$000	(\$000)	\$000	\$000	\$000	\$000	\$000	\$000
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	-	-	-	-	-	-	-	-	-	-	-
Targeted rates	810	977	1,012	1,055	1,099	1,113	1,153	1,163	1,208	1,240	1,421
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	35	40	41	42	43	43	44	45	46	47	48
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	11	6	6	5	4	5	4	3	2	1	0
<b>Total operating funding (A)</b>	<b>\$855</b>	<b>\$1,023</b>	<b>\$1,058</b>	<b>\$1,101</b>	<b>\$1,145</b>	<b>\$1,161</b>	<b>\$1,201</b>	<b>\$1,211</b>	<b>\$1,256</b>	<b>\$1,288</b>	<b>\$1,468</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	307	435	447	458	468	478	488	498	507	517	527
Finance costs	59	54	59	68	70	71	68	69	72	84	210
Internal charges & overheads applied	265	102	97	108	112	112	120	118	118	126	125
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$631</b>	<b>\$590</b>	<b>\$603</b>	<b>\$634</b>	<b>\$650</b>	<b>\$661</b>	<b>\$675</b>	<b>\$685</b>	<b>\$698</b>	<b>\$727</b>	<b>\$862</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$224</b>	<b>\$432</b>	<b>\$455</b>	<b>\$468</b>	<b>\$495</b>	<b>\$501</b>	<b>\$526</b>	<b>\$526</b>	<b>\$558</b>	<b>\$561</b>	<b>\$607</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	263	(2)	451	85	139	(78)	(75)	155	38	631	6,185
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$263</b>	<b>(\$2)</b>	<b>\$451</b>	<b>\$85</b>	<b>\$139</b>	<b>(\$78)</b>	<b>(\$75)</b>	<b>\$155</b>	<b>\$38</b>	<b>\$631</b>	<b>\$6,185</b>
<b>Applications of capital funding</b>											
Capital expenditure to:	-	-	-	-	-	-	-	-	-	-	-
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	332	50	513	158	216	-	-	232	118	725	6,418
- replace existing assets	258	735	343	363	3,602	426	413	400	633	647	475
Increase (decrease) in reserves	(103)	(355)	50	32	(3,184)	(4)	37	49	(156)	(180)	(102)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$487</b>	<b>\$430</b>	<b>\$906</b>	<b>\$553</b>	<b>\$634</b>	<b>\$422</b>	<b>\$450</b>	<b>\$681</b>	<b>\$595</b>	<b>\$1,192</b>	<b>\$6,792</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$224)</b>	<b>(\$432)</b>	<b>(\$455)</b>	<b>(\$468)</b>	<b>(\$495)</b>	<b>(\$501)</b>	<b>(\$526)</b>	<b>(\$526)</b>	<b>(\$558)</b>	<b>(\$561)</b>	<b>(\$607)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

For Stormwater

Annual Plan	LONG TERM PLAN										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000	\$000	\$000	\$000	(\$000)	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	429	470	495	503	525	524	548	557	578	582	604
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	-	-	-	-	-	-	-	-	-	-	-
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	6	3	3	3	3	3	2	2	1	1	0
<b>Total operating funding (A)</b>	<b>\$435</b>	<b>\$473</b>	<b>\$499</b>	<b>\$506</b>	<b>\$528</b>	<b>\$527</b>	<b>\$550</b>	<b>\$559</b>	<b>\$580</b>	<b>\$583</b>	<b>\$604</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	49	79	81	84	85	87	89	91	92	94	96
Finance costs	45	56	59	58	58	55	56	60	59	56	54
Internal charges & overheads applied	149	61	59	64	67	67	72	71	71	75	75
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$243</b>	<b>\$196</b>	<b>\$199</b>	<b>\$206</b>	<b>\$210</b>	<b>\$209</b>	<b>\$217</b>	<b>\$221</b>	<b>\$223</b>	<b>\$226</b>	<b>\$226</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$192</b>	<b>\$277</b>	<b>\$300</b>	<b>\$300</b>	<b>\$318</b>	<b>\$318</b>	<b>\$334</b>	<b>\$338</b>	<b>\$357</b>	<b>\$357</b>	<b>\$378</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	481	395	(62)	95	(63)	(61)	136	50	(66)	118	(60)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$481</b>	<b>\$395</b>	<b>(\$62)</b>	<b>\$95</b>	<b>(\$63)</b>	<b>(\$61)</b>	<b>\$136</b>	<b>\$50</b>	<b>(\$66)</b>	<b>\$118</b>	<b>(\$60)</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	533	450	-	158	-	-	198	116	-	181	-
- replace existing assets	56	100	103	126	108	111	113	139	118	121	247
Increase (decrease) in reserves	83	122	135	111	147	147	158	133	173	173	71
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$672</b>	<b>\$672</b>	<b>\$238</b>	<b>\$395</b>	<b>\$255</b>	<b>\$257</b>	<b>\$470</b>	<b>\$388</b>	<b>\$291</b>	<b>\$475</b>	<b>\$318</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$191)</b>	<b>(\$277)</b>	<b>(\$300)</b>	<b>(\$300)</b>	<b>(\$318)</b>	<b>(\$318)</b>	<b>(\$334)</b>	<b>(\$338)</b>	<b>(\$357)</b>	<b>(\$357)</b>	<b>(\$378)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

For Solid Waste (Rubbish and Recycling)

Annual Plan	LONG TERM PLAN										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000	\$000	\$000	\$000	(\$000)	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	24	29	30	31	32	33	34	34	35	36	37
Targeted rates	853	1,161	1,214	1,255	1,324	1,378	1,439	1,465	1,492	1,530	1,569
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	170	225	223	225	228	230	233	236	238	240	243
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	7	20	21	18	15	16	13	10	7	4	1
<b>Total operating funding (A)</b>	<b>\$1,054</b>	<b>\$1,435</b>	<b>\$1,487</b>	<b>\$1,529</b>	<b>\$1,599</b>	<b>\$1,657</b>	<b>\$1,719</b>	<b>\$1,745</b>	<b>\$1,772</b>	<b>\$1,810</b>	<b>\$1,849</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	831	1,001	1,038	1,060	1,113	1,140	1,166	1,193	1,219	1,244	1,270
Finance costs	29	36	33	33	39	63	81	78	74	71	79
Internal charges & overheads applied	170	369	371	390	401	408	423	426	430	442	448
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$1,030</b>	<b>\$1,406</b>	<b>\$1,442</b>	<b>\$1,483</b>	<b>\$1,553</b>	<b>\$1,611</b>	<b>\$1,670</b>	<b>\$1,696</b>	<b>\$1,723</b>	<b>\$1,758</b>	<b>\$1,797</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$24</b>	<b>\$29</b>	<b>\$44</b>	<b>\$46</b>	<b>\$46</b>	<b>\$46</b>	<b>\$49</b>	<b>\$49</b>	<b>\$49</b>	<b>\$52</b>	<b>\$52</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	10	10	47	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(27)	(26)	(24)	79	287	1,028	(78)	(86)	(83)	(79)	508
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>(\$27)</b>	<b>(\$16)</b>	<b>(\$14)</b>	<b>\$126</b>	<b>\$287</b>	<b>\$1,028</b>	<b>(\$78)</b>	<b>(\$86)</b>	<b>(\$83)</b>	<b>(\$79)</b>	<b>\$508</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	-	20	20	162	330	1,098	11	-	-	-	596
- replace existing assets	7	40	10	10	11	11	11	-	-	-	-
Increase (decrease) in reserves	(10)	(46)	(1)	(0)	(8)	(35)	(51)	(37)	(34)	(27)	(36)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>(\$3)</b>	<b>\$14</b>	<b>\$30</b>	<b>\$172</b>	<b>\$333</b>	<b>\$1,074</b>	<b>(\$29)</b>	<b>(\$37)</b>	<b>(\$34)</b>	<b>(\$27)</b>	<b>\$560</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$24)</b>	<b>(\$30)</b>	<b>(\$44)</b>	<b>(\$46)</b>	<b>(\$46)</b>	<b>(\$46)</b>	<b>(\$49)</b>	<b>(\$49)</b>	<b>(\$49)</b>	<b>(\$52)</b>	<b>(\$52)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

For Democracy

	Annual Plan	LONG TERM PLAN									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000	\$000	\$000	\$000	(\$000)	\$000	\$000	\$000	\$000	\$000	\$000
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	1,189	1,410	1,452	1,501	1,545	1,598	1,635	1,652	1,703	1,743	1,803
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	-	-	-	-	-	-	-	-	-	-	-
Fees and Charges	85	85	85	85	85	85	85	85	85	85	85
Internal charges and overheads recovered	1,751	1,923	1,896	2,182	2,084	2,016	2,314	2,204	2,130	2,443	2,326
Local authorities fuel tax, fines, infringement fees, and other receipts	29	52	53	47	40	42	34	26	17	9	1
<b>Total operating funding (A)</b>	<b>\$3,055</b>	<b>\$3,469</b>	<b>\$3,486</b>	<b>\$3,815</b>	<b>\$3,753</b>	<b>\$3,740</b>	<b>\$4,068</b>	<b>\$3,967</b>	<b>\$3,936</b>	<b>\$4,281</b>	<b>\$4,215</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	2,321	2,520	2,508	2,770	2,700	2,682	2,944	2,851	2,819	3,102	3,039
Finance costs	-	-	-	-	-	-	-	-	-	-	-
Internal charges & overheads applied	734	948	978	1,045	1,052	1,059	1,124	1,117	1,117	1,178	1,176
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$3,055</b>	<b>\$3,469</b>	<b>\$3,486</b>	<b>\$3,815</b>	<b>\$3,753</b>	<b>\$3,740</b>	<b>\$4,068</b>	<b>\$3,967</b>	<b>\$3,936</b>	<b>\$4,281</b>	<b>\$4,215</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	-	-	-	-	-	-	-	-	-	-	-
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- replace existing assets	206	267	267	148	202	330	105	156	192	122	205
Increase (decrease) in reserves	(206)	(267)	(267)	(148)	(202)	(330)	(105)	(156)	(192)	(122)	(205)
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

For Community Development

for Community Development

Annual Plan	LONG TERM PLAN										
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000	\$000	\$000	\$000	\$000	(\$000)	\$000	\$000	\$000	\$000	\$000	\$000
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	1,110	821	847	881	925	903	947	989	968	1,009	1,056
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes	201	64	64	64	64	64	64	64	64	64	64
Fees and Charges	824	698	712	727	742	756	770	784	798	812	826
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	16	22	22	20	17	18	15	11	7	4	1
<b>Total operating funding (A)</b>	<b>\$2,151</b>	<b>\$1,605</b>	<b>\$1,645</b>	<b>\$1,691</b>	<b>\$1,748</b>	<b>\$1,741</b>	<b>\$1,795</b>	<b>\$1,848</b>	<b>\$1,837</b>	<b>\$1,889</b>	<b>\$1,947</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	1,329	1,064	1,024	1,035	1,086	1,073	1,091	1,143	1,128	1,147	1,201
Finance costs	162	225	326	370	377	75	75	74	73	72	72
Internal charges & overheads applied	436	403	424	460	457	456	494	485	481	516	510
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$1,927</b>	<b>\$1,693</b>	<b>\$1,773</b>	<b>\$1,865</b>	<b>\$1,920</b>	<b>\$1,604</b>	<b>\$1,659</b>	<b>\$1,702</b>	<b>\$1,682</b>	<b>\$1,735</b>	<b>\$1,782</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$224</b>	<b>(\$89)</b>	<b>(\$128)</b>	<b>(\$174)</b>	<b>(\$172)</b>	<b>\$137</b>	<b>\$136</b>	<b>\$146</b>	<b>\$155</b>	<b>\$154</b>	<b>\$164</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	839	2,624	2,643	833	(11)	(8,249)	(11)	(19)	(28)	(21)	(31)
Gross proceeds from sale of assets	-	-	-	-	-	9,208	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>\$839</b>	<b>\$2,624</b>	<b>\$2,643</b>	<b>\$833</b>	<b>(\$11)</b>	<b>\$959</b>	<b>(\$11)</b>	<b>(\$19)</b>	<b>(\$28)</b>	<b>(\$21)</b>	<b>(\$31)</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	1,049	2,600	2,655	835	-	-	-	-	-	-	-
- improve the level of service	528	-	77	26	27	27	28	28	29	29	30
- replace existing assets	-	70	77	26	27	27	28	28	29	29	30
Increase (decrease) in reserves	(514)	(135)	(293)	(228)	(236)	1,042	70	70	69	75	74
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$1,063</b>	<b>\$2,535</b>	<b>\$2,515</b>	<b>\$659</b>	<b>(\$183)</b>	<b>\$1,096</b>	<b>\$125</b>	<b>\$126</b>	<b>\$126</b>	<b>\$134</b>	<b>\$134</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$224)</b>	<b>\$89</b>	<b>\$128</b>	<b>\$174</b>	<b>\$172</b>	<b>(\$137)</b>	<b>(\$136)</b>	<b>(\$146)</b>	<b>(\$155)</b>	<b>(\$155)</b>	<b>(\$165)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

For Environmental Services

	Annual Plan	LONG TERM PLAN									
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000	\$000	\$000	\$000	(\$000)	\$000	\$000	\$000	\$000	\$000	\$000
<b>Sources of operating funding</b>											
General rates, uniform annual general charges, rates penalties	1,920	1,749	1,956	2,188	2,582	2,748	2,807	2,738	2,805	2,732	2,794
Targeted rates	-	-	-	-	-	-	-	-	-	-	-
Subsidies and grants for operating purposes (and loan receipts)	500	-	-	-	-	-	-	-	-	-	-
Fees and Charges	887	938	958	979	1,000	1,020	1,039	1,059	1,079	1,098	1,118
Internal charges and overheads recovered	-	-	-	-	-	-	-	-	-	-	-
Local authorities fuel tax, fines, infringement fees, and other receipts	50	62	63	56	47	50	41	31	21	11	2
<b>Total operating funding (A)</b>	<b>\$3,357</b>	<b>\$2,749</b>	<b>\$2,978</b>	<b>\$3,223</b>	<b>\$3,629</b>	<b>\$3,818</b>	<b>\$3,887</b>	<b>\$3,828</b>	<b>\$3,905</b>	<b>\$3,841</b>	<b>\$3,913</b>
<b>Applications of operating funding</b>											
Payment to staff and suppliers	1,995	1,601	1,807	1,964	2,368	2,550	2,532	2,490	2,572	2,431	2,510
Finance costs	10	2	2	2	2	2	2	1	1	1	1
Internal charges & overheads applied	1,247	1,138	1,162	1,250	1,252	1,259	1,346	1,329	1,325	1,402	1,395
Other operating funding applications	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of operating funding (B)</b>	<b>\$3,253</b>	<b>\$2,741</b>	<b>\$2,970</b>	<b>\$3,216</b>	<b>\$3,622</b>	<b>\$3,810</b>	<b>\$3,880</b>	<b>\$3,821</b>	<b>\$3,898</b>	<b>\$3,834</b>	<b>\$3,907</b>
<b>Surplus (deficit) of operating funding (A-B)</b>	<b>\$104</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>
<b>Sources of capital funding</b>											
Subsidies and grants for capital expenditure	-	-	-	-	-	-	-	-	-	-	-
Development and financial contributions	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in debt	(102)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(1)	(1)
Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-	-	-	-	-	-
Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-	-
<b>Total sources of capital funding (C)</b>	<b>(\$102)</b>	<b>(\$2)</b>	<b>(\$2)</b>	<b>(\$2)</b>	<b>(\$2)</b>	<b>(\$2)</b>	<b>(\$2)</b>	<b>(\$2)</b>	<b>(\$2)</b>	<b>(\$1)</b>	<b>(\$1)</b>
<b>Applications of capital funding</b>											
Capital expenditure to:											
- meet additional demand	-	-	-	-	-	-	-	-	-	-	-
- improve the level of service	-	-	-	-	-	-	-	-	-	-	-
- replace existing assets	-	-	-	-	-	-	-	-	-	-	-
Increase (decrease) in reserves	2	5	5	5	5	5	5	5	5	5	5
Increase (decrease) in investments	-	-	-	-	-	-	-	-	-	-	-
<b>Total applications of capital funding (D)</b>	<b>\$2</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>	<b>\$5</b>
<b>Surplus (deficit) of capital funding (C-D)</b>	<b>(\$104)</b>	<b>(\$7)</b>	<b>(\$7)</b>	<b>(\$7)</b>	<b>(\$7)</b>	<b>(\$7)</b>	<b>(\$7)</b>	<b>(\$7)</b>	<b>(\$7)</b>	<b>(\$7)</b>	<b>(\$7)</b>
<b>Funding balance ((A-B) + (C-D))</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>



# Prospective Accounting Policies



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

Long Term Plan 2024-34



# PROSPECTIVE ACCOUNTING POLICIES

## Reporting Entity

The prospective financial statements of the Stratford District Council are for the years ended 30 June 2025 to 30 June 2034.

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

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

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

The financial information contained within this document is in terms of FRS 42: Prospective Financial Information. It has been prepared to enable the public to participate in the decision making processes regarding the services to be provided by Council over the financial years 2024-2034 and to provide a broad accountability mechanism of Council to the community.

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

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

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

The prospective financial statements were authorised for issue by Council on XX June 2024. The Mayor and Chief Executive that authorise the issue of the prospective financial statements by Council are responsible for the prospective financial statements presented, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures. No actual results have been incorporated in these prospective financial statements. It is not intended to update the prospective financial statements subsequent to presentation.

## Measurement Base

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

# Accounting Policies

The following accounting policies which materially affect the measurement of results and financial position have been applied consistently to all years presented from 1 July 2024 unless otherwise stated.

## 1 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

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

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

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

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

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

The 2023/24 Annual Plan adopted by the Council in June 2023 has been provided as a comparator for these prospective financial statements. The closing balance in this comparative differs from the opening position used to prepare these prospective financial statements, which is based on the most up-to-date forecast information.

## 2 BUDGET FIGURES

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

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

## 3 REVENUE

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

### Rates Revenue

The following policies for rates have been applied:

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

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

#### Development and Financial Contributions

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

#### New Zealand Transport Agency roading subsidies

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

#### Other grants received

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

#### Building and Resource Consent revenue

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

#### Entrance Fees

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

#### Transfer Station Fees

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

#### Sales of Goods

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

#### Infringement Fees and Fines

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

#### Vested or Donated Physical Assets

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

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

#### Interest and Dividends

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

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

#### Sale of Land

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

### **4 INVENTORIES**

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

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

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

### **5 BORROWING COSTS**

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

### **6 GRANT EXPENDITURE**

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

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

### **7 INCOME TAX**

Income tax expense includes current tax and deferred tax.

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

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

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

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

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

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

## **8 LEASES**

### Finance Leases

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

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

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

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

### Operating Leases

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

## **9 CASH AND CASH EQUIVALENTS**

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

## **10 DEBTORS AND OTHER RECEIVABLES**

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

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

Rates are "written-off":

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

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

## **11 NON-CURRENT ASSETS HELD FOR SALE**

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

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

## **12 PROPERTY, PLANT AND EQUIPMENT**

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

- **Operational Assets** – These include land, buildings, library books, plant and equipment, motor vehicles, furniture and fittings, and office equipment.
- **Restricted Assets** – Restricted assets are mainly parks and reserves owned by the council and group that provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.
- **Infrastructure Assets** - Infrastructure assets are the fixed utility systems owned by the council and group. Each asset class includes all items that are required for the network to function. For example wastewater reticulation includes reticulation piping and wastewater pump stations.

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

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

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

Property, plant and equipment are valued as follows:

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

**Revaluation**

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

Council's land and building assets have been revalued by Telfer Young (Taranaki) Limited, independent valuers as at 30 June 2023 at fair value as determined from market-based evidence.

Council's infrastructure assets consisting of Stormwater, Waste Water and Water Supply were revalued by Beca Projects NZ Ltd, independent valuers, as at 30 June 2022 in accordance with Financial Reporting Standard (PBE IPSAS 17) and the New Zealand Infrastructure Asset Valuation and Depreciation Guidelines.

Roading assets (except land under roads) have been revalued by the independent valuers, Beca Projects NZ Ltd, as at 30 June 2022.

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

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

#### Public Benefit Entity Revaluation

Revaluation increases and decreases relating to individual assets within a class of assets are offset. Revaluation increases and decreases in respect of assets in different classes are not offset. Where the carrying amount of a class of assets is increased as a result of a revaluation, the net revaluation increase is credited to the revaluation reserve. The net revaluation increase shall be recognised in the Statement of Comprehensive Revenue and Expenses to the extent that it reverses a net revaluation decrease of the same class of assets previously recognised in the Statement of Comprehensive Revenue and Expense. A net revaluation decrease for a class of assets is recognised in the Statement of Comprehensive Revenue and Expense, except to the extent that it reverses a revaluation increase previously recognised in the revaluation reserve to the extent of any credit balance existing in the revaluation reserve in respect of the same class of asset.

#### Impairment

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

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

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

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

#### Disposals

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

#### Subsequent Costs

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

#### Security

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

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

#### Additions

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

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

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

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

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

### 13 INTANGIBLE ASSETS

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

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

- Software 3-10 years.

### 14 DEPRECIATION

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

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

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

### 15 BUSINESS UNIT

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

### 16 GOODS AND SERVICES TAX (GST)

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

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

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

Commitments and contingencies are disclosed exclusive of GST.



## 17 COST OF SERVICE STATEMENTS

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

### Cost Allocation

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

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

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

## 18 FINANCIAL INSTRUMENTS

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

## 19 OTHER FINANCIAL ASSETS

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

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

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

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

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

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

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

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

### *Initial recognition of concessionary loans*

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

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

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

*Subsequent measurement of financial assets at FVTOCRE*

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

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

*Subsequent measurement of financial assets at FVTSD*

Financial assets in this category are subsequently measured at fair value with fair value gains and losses recognised in surplus or deficit. Interest revenue and dividends recognised from these financial assets are separately presented within revenue. Instruments in this category include the Council and group's investment fund portfolio (comprising of listed shares, bonds, and units in investment funds) and LGFA borrower notes.

*Expected credit loss allowance (ECL)*

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

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

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

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

**21 PAYABLES**

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

*Borrowings*

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

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

#### Employee entitlements

##### **Short-term employee entitlements**

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

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

##### **Presentation of employee entitlements**

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

## **22 PROVISIONS**

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

## **23 EQUITY**

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

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

#### Restricted reserves

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

Restricted reserves include those subject to specific conditions accepted as binding by the Council and which may not be revised by the Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.

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

#### Property revaluation reserve

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

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

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

## **24 CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS**

In preparing these financial statements Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual

results. Estimates and judgements are continually evaluated and are based on historical experience and other factors that are believed to be reasonable under the circumstances.

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

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

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

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

## **25 ROUNDING ERRORS**

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

## **26 CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES**

Management has exercised the following critical judgements in applying accounting policies for the year ended 30 June 2025:

### Classification of property

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

## **27 CHANGES IN ACCOUNTING POLICIES**

There has been no changes in accounting policies.



# Funding Impact Statement



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

Long Term Plan 2024-34



# FUNDING IMPACT STATEMENT

## 2024/25

### INTRODUCTION

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

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

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

### DEFINITION OF SEPARATELY USED OR INHABITED PARTS OF A RATING UNIT (SUIP)

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

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

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

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

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

### EXAMPLES

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

## **GENERAL RATE**

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

The general rate is set with no differential.

The rate (in cents per dollar of capital value) for 2024/25 is 0.15977 cents, raising \$6,001,100.

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

## **UNIFORM ANNUAL GENERAL CHARGE**

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

The UAGC for 2024/25 is \$870.83 per SUIP, raising \$3,908,100.

## **TARGETED RATE – ROADING**

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

The default category rate (in cents per dollar of capital value) under section 16 for 2024/25 is 0.10441 cents, raising \$3,879,000.

The Forestry category rate (in cents per dollar of capital value) under section 16 for 2024/25 is 0.85669 cents, raising \$350,000.

For the purposes of this rate the differential categories are defined as follows:

### **Default Category:**

All rateable land not in the Forestry Category

### **Forestry Category:**

This category includes:

- a) All rating units where the primary land use is exotic forestry; and
- b) All land used for exotic forestry with an area of greater than 10 ha in any rating unit where the primary land use is not exotic forestry.

The capital value of rating units to which b) applies will be apportioned between the Forestry category and the Default category.

For the purposes of this definition, “exotic forestry” does not include land that is categorised under the valuer general’s rules as indigenous forests or protected forests of any type.

## **TARGETED RATE – RUBBISH AND RECYCLING**

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

The Rubbish and Recycling rate under section 16 for 2024/25 is \$486.59, raising \$1,161,100. An additional rate of \$486.59 per refuse container will be charged to eligible properties that have had approval by council for additional containers.

The Rubbish and Recycling rate will be used to fund turban domestic refuse and recycling collection, disposal, and waste minimisation activities.

## **TARGETED RATE – WASTE WATER (SEWERAGE)**

Council set a targeted rate under section 16 of the LGRA for sewerage as a fixed amount per separately used or inhabited part of a rating unit which is connected to a public sewerage drain, and a targeted

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

For all non-commercial properties the differential factor is 1 (base), and the Waste Water rate for properties connected is \$406.48, and for serviceable properties is \$203.24, being 50% of the targeted rate.

Commercial properties are differentiated by use as follows:

Commercial base category (all commercial rating units not included in any other commercial category) and the differential factor is also 1 (base) and the amount is \$406.48 per SUIP

- Commercial 2 (commercial rating units used for an activity requiring 2 toilets) differential factor 150% of base and the amount is \$609.72 per SUIP.
- Commercial 3 (commercial rating units used for an activity requiring 3 toilets) differential factor 200% of base and the amount is \$812.96 per SUIP.
- Commercial 4 (commercial rating units used for an activity requiring 4 toilets) differential factor 225% of base and the amount is \$914.58 per SUIP.
- Commercial 5 (commercial rating units used for an activity requiring 5 toilets) differential factor 250% of base and the amount is \$1,016.20 per SUIP.
- Commercial 6 (commercial rating units used for an activity requiring 6 toilets) differential factor 275% of base and the amount is \$1,117.82 per SUIP.
- Commercial 7 (commercial rating units used for an activity requiring 7 toilets) differential factor 300% of base and the amount is \$1,219.44 per SUIP.
- Commercial Large (commercial rating units used for an activity requiring 8 or more toilets) differential factor 325% of base and the amount is \$1,321.06 per SUIP.

The sewerage system rate for 2024/25 is to raise \$977,099 and will be used to fund the waste water activity.

#### **TARGETED RATES - WATER SUPPLY**

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

The Water Supply rate for properties connected is \$642.50, and for serviceable properties is \$321.25, being 50% of the targeted rate, and raising \$1,787,200.

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

The Stratford water supply rate under section 19 for 2024/25 is \$2.65 per cubic metre of supply in excess of 250 cubic metres per annum, raising \$589,366.

The Midhirst water supply rate under section 19 for 2024/25 is \$2.65 per cubic metre of supply in excess of 250 cubic metres per annum, raising \$21,120.

The Toko water supply rate under section 19 for 2024/25 is \$2.65 per cubic metre of supply in excess of 250 cubic metres per annum, raising \$4,000.

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



### TARGETED RATES - COMMUNITY CENTRES

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

The community centre rates for 2024/25 are:

- A fixed charge of \$23.00 within the Wharehuia Community Centre area per SUIP collecting \$2,020.
- A fixed charge of \$23.00 within the Te Popo Community Centre area per SUIP collecting \$1,020.
- A fixed charge of \$13.80 within the Pembroke Road Community Centre area per SUIP collecting \$1,860.
- A fixed charge of \$34.50 within the Toko Community Centre area per SUIP collecting \$4,500.
- A fixed charge of \$17.25 within the Pukengahu Community Centre area per SUIP collecting \$810.
- A fixed charge of \$17.25 within the Midhirst Community Centre area per SUIP collecting \$5,520.
- A fixed charge of \$11.50 within the Makahu Community Centre area per SUIP collecting \$500.
- A fixed charge of \$30.00 within the Cardiff Community Centre area per SUIP collecting \$2,817.

The community centres rate will be used to fund the operating costs of the community centres and will raise \$19,047.

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

### PAYMENT DUE DATES AND PENALTIES

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

1 <sup>st</sup> Instalment:	28 August 2024
2 <sup>nd</sup> Instalment:	27 November 2024
3 <sup>rd</sup> Instalment:	26 February 2025
4 <sup>th</sup> Instalment:	28 May 2025

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

- A charge of 10% on so much of any instalment that has been assessed after 1 July 2024 and which remains unpaid after the due date for that instalment. The penalty will be added on the following dates:
  - 1<sup>st</sup> Instalment 4 September 2024
  - 2<sup>nd</sup> Instalment 4 December 2024
  - 3<sup>rd</sup> Instalment 5 March 2025
  - 4<sup>th</sup> Instalment 4 June 2025
- A charge of 10% on so much of any rates assessed before 1 July 2024 which remain unpaid on 1 July 2024. The penalty will be added on 10 July 2024.
- A continuing additional penalty of 10% on so much of any rates assessed before 1 July 2024, to which a penalty has been added under the immediately preceding bullet point, and which remain unpaid six months after the previous penalty was added. The penalty will be added on 8 January 2025.
- Penalties imposed are exempt from GST.

#### Payment Due Dates for Metered Water Supply

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

<u>Period</u>	<u>Due Date</u>	<u>Penalty Date</u>
1 July to 30 September 2024	27 November 2024	04 December 2024
1 October to 31 December 2024	26 February 2025	05 March 2025
1 January to 31 March 2025	28 May 2025	04 June 2025
1 April to 30 June 2025	27 August 2025	03 September 2025

### **EARLY PAYMENT**

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

- Council proposes to accept early payment of all rates assessed for the 2024/25 year, but no discount will be applied for early payment. (Section 55).
- Council proposes to accept early payment of all rates assessed for the 2025/26 and subsequent years, but no discount will be applied for early payment. These payments will be applied to general rates or individual targeted rates if requested by the ratepayer, otherwise they will be applied against future general rates. (Section 56).

### **PAYMENT LOCATIONS – ALL RATES AND CHARGES**

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

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

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

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



# Wastewater Asset Management Plan 2024-2034



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

**DOCUMENT QUALITY ASSURANCE**

	NAME/ROLE	DATE
<b>Prepared By</b>	Kathrena Van Hout, Graduate Asset Engineer; John Cooper, Services Asset Manager Natalie McLeod, Asset Management Coordinator	February 2024
<b>Reviewed By</b>	Victoria Araba, Director Assets	February 2024
<b>Approved By</b>	Sven Hanne, Chief Executive	

**DOCUMENT CONTROL**

VERSION	DATE	DESCRIPTION	UPDATED BY
1.0	March 2024	Audit Reviews incorporated	Victoria Araba
2.0		2nd Audit Reviews incorporated	
3.0		LTP Reviews incorporated	

# **The Wastewater Asset Management Plan 2024-2034 (WWAMP)**

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# **Executive Summary**

## Executive Summary

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### The Stratford District

The Stratford (Whakaahurangi) District is a land locked area encompassing 2170km<sup>2</sup> located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui Districts in the Horizons Regional Council. Within the district there are four distinct geographical areas:

- The alpine and bush environment of Te Papakura o Taranaki
- The ring plain around Taranaki Maunga
- Hill country located between the ring plain and the eastern hill country; and
- Eastern hill country to the boundary with Ruapehu District Council.

The rural landscape supports large farming, forestry and Department of Conservation reserves. Stratford, Whakaahurangi is a growing tourist destination owing to key attractions such as the Te Papakura o Taranaki, the Manganui Ski Field, Forgotten World Highway (SH43), Whangamōmona, Dawson and Mt Damper Falls. Three main townships make up the Stratford District. They are: Stratford; Midhirst and Toko.

### The Wastewater Asset Management Plan

The Wastewater Asset Management Plan (WWAMP) describes the planning, engineering, financial and technical strategies and practices employed in the delivery of the Stratford District Council, Te Kaunihera ā Rohe o Whakaahurangi, obligations for the provision of wastewater services at the agreed levels to the community. Activities include the operation, maintenance and development of collection, treatment and the distribution system of the wastewater service.

Based on forecasted growth and demand for service, the WWAMP sets out how the wastewater service will be managed over its lifecycle to ensure the optimal delivery of the service with the financial constraints set by the Council in its Long Term Plan (LTP) 2024-2034 and the Infrastructure Strategy (IS) 2024-2054. The levels of service to be delivered are as per the priorities and performance measures set by both the Council priorities; Regional Council resource consent conditions and Central Government initiatives and performance measures.

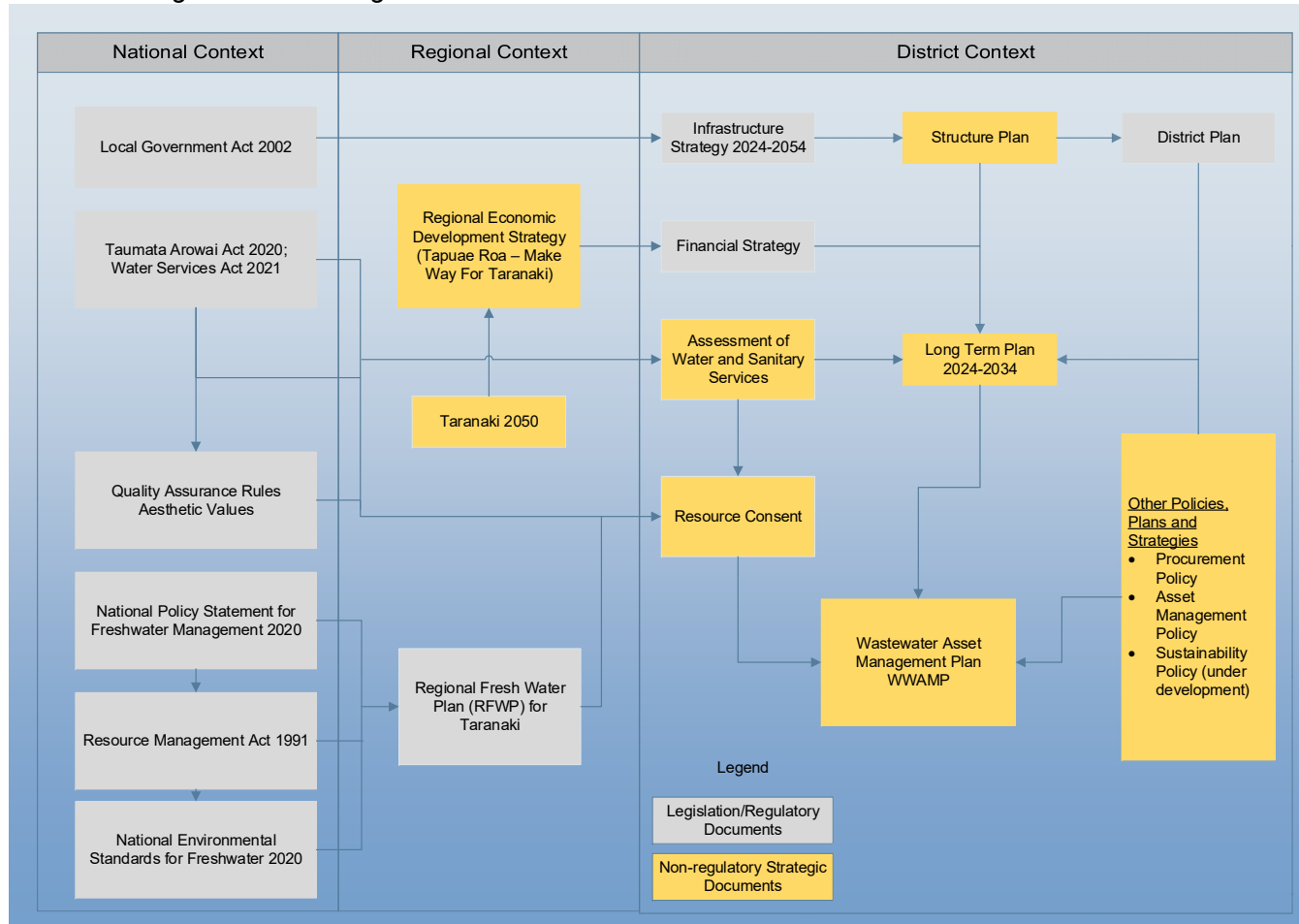
The WWAMP is a living document and is used to inform the Council's Long Term Plan and relevant reserve management plans. The AMP details Council owned assets and is used for communicating complex asset management information/strategies with stakeholders, elected members, service managers and other interested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

### The Strategic and Legislative Context

The WWAMP sets the local, regional and central government Strategic and Legislative drivers for the provision of wastewater service in the urban areas that benefit from the service. The Strategic and Legislative Context for the WWAMP is as per the framework below. The key central, regional and local government drivers are:

- The Local Government Act 2002 (LGA);
- The Health Act 1956;
- The National Policy Statement for Freshwater 2020 (FVNPS);
- The Resource Management Act 1991 (RMA);
- The Regional Fresh Water Plan for Taranaki (RFP);
- The Infrastructure Strategy 2024 – 2054 (IS); and
- The Long Term Plan 2024- 2034 (LTP)

**The WWAMP Legislative and Strategic Context**



## Executive Summary

### Our Community Outcomes

The Council's vision for the 2024-2034 Long Term Plan (LTP) is A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki.

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki.' The Council's identified *Community Outcomes* to achieve the vision are:

- Welcoming
- Resilient
- Connected
- Enabling

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

### Our Problems and Benefits Statements

The Council has identified key problems to be addressed in the coming years. Along with these, projects, including associated benefits of implementing them, have been highlighted to address the identified problems.

A summary of the Council's *Problems and Benefit Statements* along with the projects identified to deliver the benefits are provided in the Table below.

#### Our Problem and Benefit Statements

Problem Statements	Preferred Option	Benefit Statements
<p><b>Problem Statement 1</b> Resource Consent Compliance</p>	<p>Implement all necessary measures to continue to achieve the conditions of the wastewater discharge consent.</p>	<p>Compliance with the requirements of the wastewater discharge consent is essential for minimising the adverse effects on the environment.</p> <p>With the issuing of Council's Wastewater Discharge Consent issued in April 2020, the Council has implemented the required system upgrade at the set time as per the consent conditions. The Council will continue to monitor the performance of the wastewater oxidation ponds and provide feedback to the key affected parties on a regular basis. Stakeholder meetings involving Iwi and Fish &amp; Game are held as a requirement of the resource consent, to discuss performance progress. Intermittent meetings will be held where issues arise to ensure they are addressed promptly.</p>
<p><b>Problem Statement 2</b> Reticulation overload due to inflow/infiltration</p>	<p>Implementation of Inflow/Infiltration programme, including inspections of private property to identify direct discharge of stormwater to sewer.</p>	<p>This programme primarily to optimise reticulation capacity during rainfall events, by ensuring there is no inflow or infiltration of water into the wastewater reticulation system.</p> <p>The Inflow/Infiltration programme is a suite of interventions designed to minimise the inflow and infiltration of surface and groundwater into the wastewater pipe network. This is an important part of our annual network maintenance and renewal programme that ensures that only wastewater collected from households and businesses is transported to the wastewater treatment plant.</p> <p>CCTV inspections are undertaken as part of the network conditions assessments therefore no additional costs are</p>

## Executive Summary

Problem Statements	Preferred Option	Benefit Statements
		<p>incurred. Identifying areas of high infiltration allows Council to better focus funds.</p> <p>The removal of stormwater maintains the available reticulation capacity during rainfall events.</p>
<p><b>Problem Statement 3</b> Pipework Capacity Issues</p>	<p>Programme the implementation of pipework capacity increase to support growth.</p>	<p>This programme is to address under-capacity of pipe network to support growth, residential infill and other intense land-use activities.</p> <p>There have been new residential subdivisions and developments, urban infill and other growth-related pressures created in our wastewater network. The consequence of this is that some pipes are requiring upgrades in capacity to accommodate the increased flow.</p>
<p><b>Problem Statement 4</b>  Network Planning and Modelling</p>	<p>Full review and calibration of the existing Wastewater model</p>	<p>To accommodate growth and increased demand, Council has programmed to increase pipe capacity to cater for high flows. While officers are aware of some pipes within the network requiring increased capacity, the Council is will commission a network modelling project on our stormwater network to reveal how our network systems are behaving.</p> <p>This modelling project will comprise:</p> <ul style="list-style-type: none"> <li>• the evaluation of network capacity;</li> <li>• the identification of inflow and infiltration into the pipe network;</li> <li>• the identification of bottlenecks in the existing or proposed network; and</li> <li>• the design of improvements needed to accommodate growth. The modelling project is expected to reveal the areas for improvement in the network from which priority areas can be programmed for improvement.</li> </ul> <p>The existing model is over 10 years old and needs updating in the near future to provide accurate information on where Council should undertake network upgrades and renewals.</p>
<p><b>Problem Statement 5</b> Wastewater Infrastructure Maintenance</p>	<p>Wastewater Treatment Ponds Desludging</p>	<p>This project is primarily driven by the need to maintain operational capacity and performance of the wastewater treatment ponds through regular desludging.</p> <p>Implementing a proactive maintenance strategy will:</p> <ul style="list-style-type: none"> <li>• Remove accumulated solids to sustain required hydraulic retention times and effluent quality standards.</li> <li>• Support continuity of wastewater treatment services for residents and industries</li> <li>• Aid compliance with resource consents related to discharge quality/volumes.</li> <li>• Reduce risks of uncontrolled discharges from overloaded ponds during high flow events</li> </ul> <p>Undertaking regular pond desludging will ensure the wastewater system can continue performing its vital functions over the long term.</p> <p>Undertaking regular pond desludging will ensure the wastewater system can continue performing its vital functions over the long term.</p>

## Executive Summary

### Our Levels of Service and Performance Measures

The Council applies a range of mandatory, non-financial performance measures to assess the successful delivery of its wastewater service to the community. These measures allow for a national standardisation of key performance indicators. A summary of the Level of Service (LoS) performance measures as set by both the Department of Internal Affairs (DIA) and the Council is provided in the Table below.

#### Our Levels of Service and Performance Measures

	Level of Service	Performance Measure	Outcome Category
1.	<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. This target is <5 per 1,000.	DIA measure
2.	<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 of: <ul style="list-style-type: none"> <li>• Abatement notices;</li> <li>• Infringement notices;</li> <li>• Enforcement orders; and</li> <li>• Convictions.</li> </ul> Received by the territorial authority in relation to those resource consents. This target is 0.	DIA measure
3.	<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: <ul style="list-style-type: none"> <li>• <b>Attendance time</b> from the time that the territorial authority receives notification to the time that service personnel reach the site. This target is 1 hour.</li> <li>• <b>Resolution time</b> from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault. This target is 8 hours.</li> </ul>	DIA measure
4.	<b>Customer satisfaction</b>	<b>Complaints</b> - The total number of complaints received by the territorial authority about any of the following: <ul style="list-style-type: none"> <li>• Sewage odour</li> <li>• Sewerage system faults</li> <li>• Sewerage system blockages, and</li> <li>• The territorial authority's response to issues with its sewerage system,</li> </ul> Expressed per 1000 connections to the territorial authority's sewerage system. This target is 0.	DIA measure
5.	<b>Trade Waste complaints response times</b>	Attendance time: from the time that Council receives notification to the time that a Trade Waste Officer arrives on site. This target is 2 working days.	Council Measure
6.	<b>Trade Waste consent processing</b>	Percentage of trade waste consent applications processed within 15 working days. This target is 100%	Council Measure



## Executive Summary

### Our Programme Business Case

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

Work Category	Identified Projects	Performance measures				
		System Adequacy	Discharge Compliance	Response Times	Resolution Times	Customer Satisfaction
Renewal/ Replacement	Reticulation (Infiltration) Renewals	✓	✓	✓	✓	✓
	Reticulation (infrastructure) Renewals	✓	✓	✓	✓	✓
	Bulk Discharge Renewals	✓	✓	✓	✓	✓
	Safety Renewals	✓				✓
	Camper Van Facility					✓
	Treatment Plant renewals (routine step/aerate renewals)	✓	✓			✓
	Pipe at Swansea Road Bridge	✓	✓			✓
Level of Service Improvements	Reticulation Capacity Increase	✓		✓	✓	✓
	Modelling	✓		✓	✓	✓
	New discharge point for treated wastewater	✓	✓	✓	✓	✓
	Treatment upgrade (formerly diatomix)	✓	✓			✓
	Western reticulation extension	✓				✓
	Treatment Redesign to align with consent	✓	✓			✓
	De-sludge Oxidation Ponds (restore ponds capacity and treatment)	✓	✓			✓

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

## Executive Summary

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### **Funding Our Investment Strategy**

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets. Capital projects and activities carried out to maintain the solid waste service for the next 10 years - including Renewal/ Replacement projects and Level of Service Improvements - will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

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

Generally, the Council expects that:

- Renewal or Replacement projects will be funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

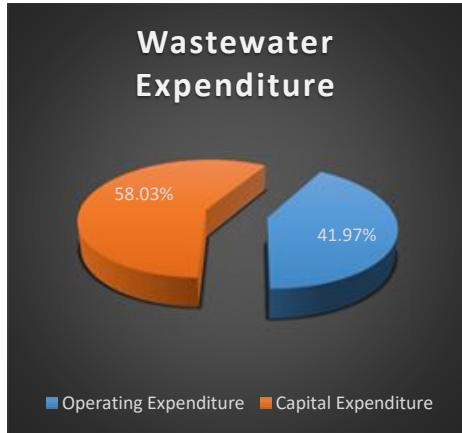
A summary of Council's Capital Investment Funding Strategy over a 10-year period is shown in the Table and Figures below.

## Executive Summary

### 10 –Year Capital and Operating Expenditure Projection

Budget		Forecast		Projection							
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>1,063</b>	<b>Operating Expenditure</b>	<b>1,023</b>	<b>1,058</b>	<b>1,101</b>	<b>1,145</b>	<b>1,161</b>	<b>1,201</b>	<b>1,211</b>	<b>1,256</b>	<b>1,288</b>	<b>1,468</b>
<b>35</b>	<b>Revenue</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>46</b>	<b>47</b>	<b>48</b>
<b>1,028</b>	<b>Net Cost of Service</b>	<b>983</b>	<b>1,017</b>	<b>1,060</b>	<b>1,103</b>	<b>1,118</b>	<b>1,157</b>	<b>1,166</b>	<b>1,210</b>	<b>1,241</b>	<b>1,421</b>
<b><u>EXPENDITURE</u></b>											
307	Operating Costs	435	447	458	468	478	488	498	507	517	527
59	Interest	54	59	68	70	71	68	69	72	84	210
432	Depreciation	432	455	468	495	501	526	526	558	561	607
265	Allocated Overheads	102	97	108	112	112	120	118	118	126	125
<b>1,063</b>	<b>Total Operating Expenditure</b>	<b>1,023</b>	<b>1,058</b>	<b>1,101</b>	<b>1,145</b>	<b>1,161</b>	<b>1,201</b>	<b>1,211</b>	<b>1,256</b>	<b>1,288</b>	<b>1,468</b>
69	Principal Loan Repayments	52	62	72	77	78	75	77	81	94	233
590	Capital Expenditure	785	856	521	3,818	426	413	631	752	1,372	6,894
<b>1,722</b>	<b>Total Expenditure</b>	<b>1,860</b>	<b>1,975</b>	<b>1,695</b>	<b>5,040</b>	<b>1,666</b>	<b>1,689</b>	<b>1,919</b>	<b>2,088</b>	<b>2,754</b>	<b>8,595</b>
<b><u>FUNDED BY:</u></b>											
35	Charges for Services	40	41	42	43	43	44	45	46	47	48
<b>35</b>	<b>Revenue</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>46</b>	<b>47</b>	<b>48</b>
810	Targeted Rates	977	1,011	1,055	1,098	1,113	1,153	1,163	1,208	1,240	1,421
100	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
327	Transfer from Reserves	787	405	436	3,679	505	489	476	714	741	709
108	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
332	Loan Funding - Capital	50	513	158	216	0	0	232	118	725	6,418
11	Other Funding	6	6	5	4	5	4	3	2	1	0
<b>1,722</b>	<b>Total Funding</b>	<b>1,860</b>	<b>1,975</b>	<b>1,695</b>	<b>5,040</b>	<b>1,666</b>	<b>1,689</b>	<b>1,919</b>	<b>2,088</b>	<b>2,754</b>	<b>8,595</b>

Executive Summary



# **1.0**

## **Introduction**

## Introduction

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## Introduction

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### 1.1. PURPOSE OF THE PLAN

The Wastewater Asset Management Plan 2024-2034 ('the WWAMP') is a 10 Year Strategic Plan for the Stratford District Council ('the Council'). It details how the Council will manage the Wastewater activity, assets and services in an efficient, safe, reliable and sustainable manner to provide value for money our customers and investors.

The WWAMP informs the development of the Council's 2024-2034 Long Term Plan ('the LTP'). It shows how the Council will prioritise and address key Wastewater issues, in the face of competing projects and constrained resources. The prioritisation of competing projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS) and also meet legislative objectives and requirements. The WWAMP proposes work programmes that deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times, for the right price and in the right ways.

The audience for this plan includes our Investment Partners, Wastewater Customers and Stakeholders, the Council representatives, Council staff, contractors, consultants, developers and members of the public who will take an interest in the future of levels of service the Council will be offering.

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

### 1.2. THE STRATFORD DISTRICT

Initial settlements in the Stratford District, Whakaahurangi, were small Māori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities. While New Plymouth and other coastal regions of Taranaki were settled by Europeans in the 1840s, the densely-forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars, the land of Stratford District was both compulsorily purchased and freely sold (see figure 2 for those that hold Mana Whenua in the District).

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

#### 1.2.1. STRATFORD

Stratford (Whakaahurangi) is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District with an estimated population of 9880 (Statistics NZ, 2020). The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

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

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

## Introduction

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamōmona which was first settled in 1895, with no road or rail access. Today the village has approximately 150 full-time residents, a hotel, a handful of historic buildings (*Refer: SDC Website.*)

### 1.2.2. MIDHIRST

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km north of Midhirst and New Plymouth is 35 km to the northwest. Midhirst was a private settlement serving those who took up land in a 2,000-hectare block and named by a settlement promotor, Albert C Fookes. AC Fookes named Midhirst after his wife's family, the Hirst family. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

### 1.2.3. TOKO

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. Toko was established in 1891, to serve as an important centre for access to and east of Stratford.

### 1.2.4. WHANGAMŌMONA

Whangamōmona is a rural settlement 65 km North East of Stratford on State Highway 43. Once quite a thriving settlement and the headquarters of the Whangamōmona County Council with a hotel, a number of stores and a post office, it suffered decline from the mid-20<sup>th</sup> Century with only the hotel remaining as a business in town. Today an estimated 126 people live in and around Whangamōmona (Statistics NZ 2018).

### 1.2.5. MANA WHENUA/TANGATA WHENUA WHAKAAHURANGI DISTRICT

Ngā Iwi/Hapū that hold mana over the whenua in the Stratford District (as defined by the Stratford District Council and central government) are seven of the eight Iwi in the region of Taranaki. Mana whenua and tangata whenua for the purposes of this activity plan can be described as *those that hold the customary authority exercised by an Iwi or hapū in a rohe, or area. Tangata whenua, in relation to a particular area, is defined as meaning 'the Iwi or hapū that holds mana whenua over that area.*

We acknowledge the following seven Iwi as tangata whenua of the Whakaahurangi rohe: Ngāti Maru, Ngāti Mutunga, Ngāti Tama, Ngā Rauru, Ngāruahine, Ngāti Ruanui and Te Atiawa. Council also recognises the role of Whakaahurangi Marae within the district.

Given that the Stratford District Boundaries also borders the Ruapehu, Waitomo, and Whanganui regions, there are likely more Iwi/Hapū from these rohe with customary interest in the district, especially where assets may be close to these boundaries.

### 1.2.6. DISTRICT GEOGRAPHY

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

Taranaki Maunga, and Te Papakura o Taranaki, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an "apron" or a "ring plain" around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying.

East of the ring plain lies the rolling topography of the frontal hill country and further east, the deeply dissected hill country. These hills are not volcanic but consist of sedimentary rocks (mudstone, sandstone and siltstone). Soil properties in the eastern hill country are closely linked to the differences in rock hardness and composition. Most are steepland soils, ie, are shallow soils which have developed on steep, relatively unstable slopes. (*Refer: Stratford District Plan 2014.*)



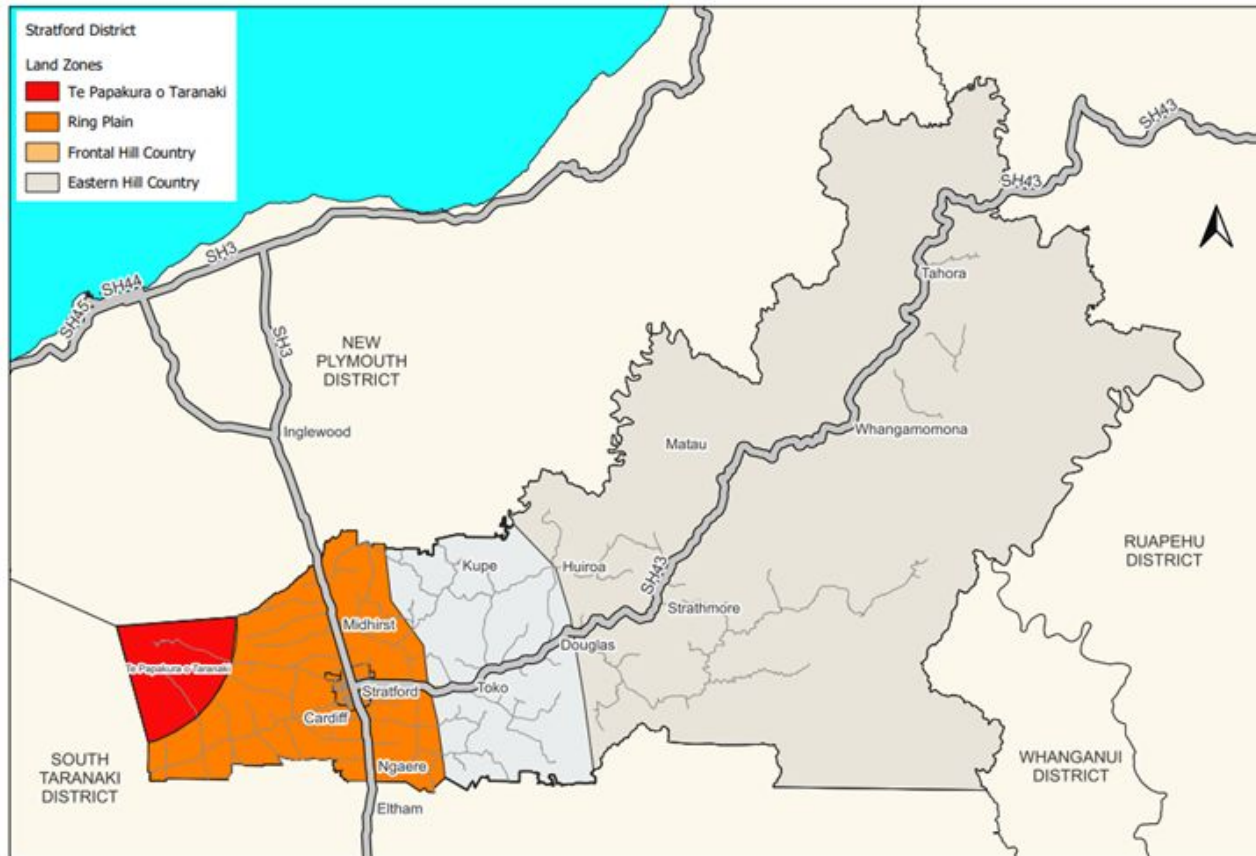


Figure 1 - The Stratford District

## Introduction

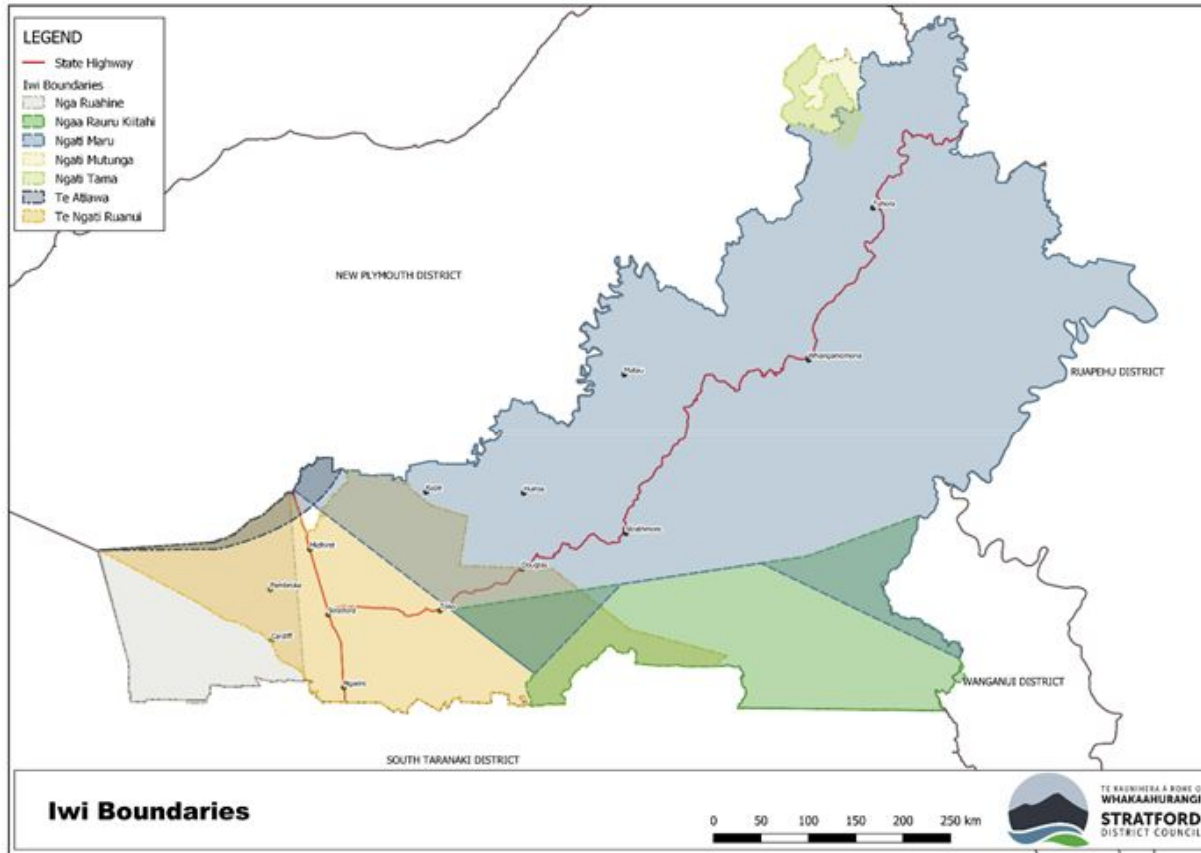
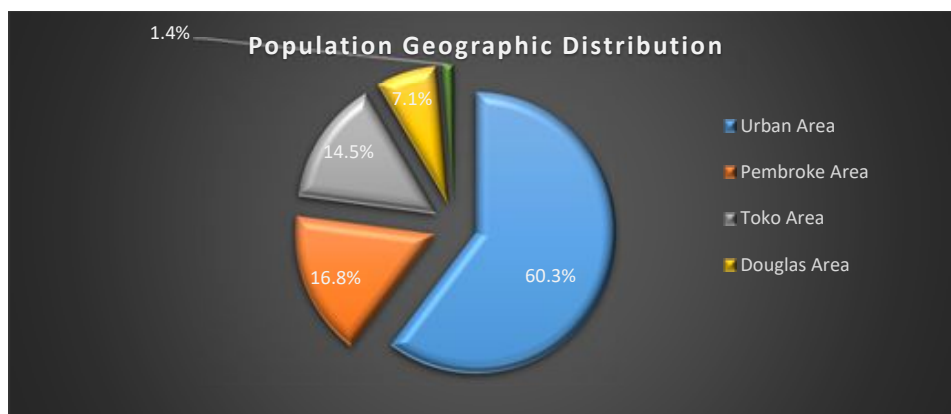


Figure 2: Iwi Boundaries within the Stratford District

## Introduction



**Figure 3 - Current Population Geographic Distribution**

### 1.3. OUR MISSION, VISION AND VALUES

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

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

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

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

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

*"A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki"*

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'

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

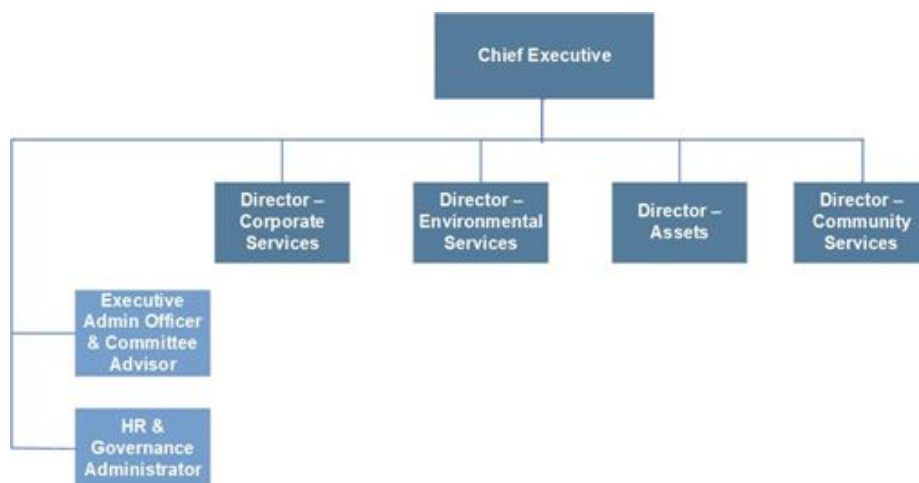
- Integrity:** *Be loyal to the organisation and trustworthy, honest and courteous with everyone we deal with.*
- Teamwork:** *Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.*
- Excellence:** *Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost effective and ensure prudent management of public money and assets.*
- Pride:** *Take pride in our performance and our organisation.*
- Commitment:** *Have commitment and respect for each other, our business and our customers.*
- Innovation:** *Examine alternatives, challenge the obvious and have a flexible attitude.*

## Introduction

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

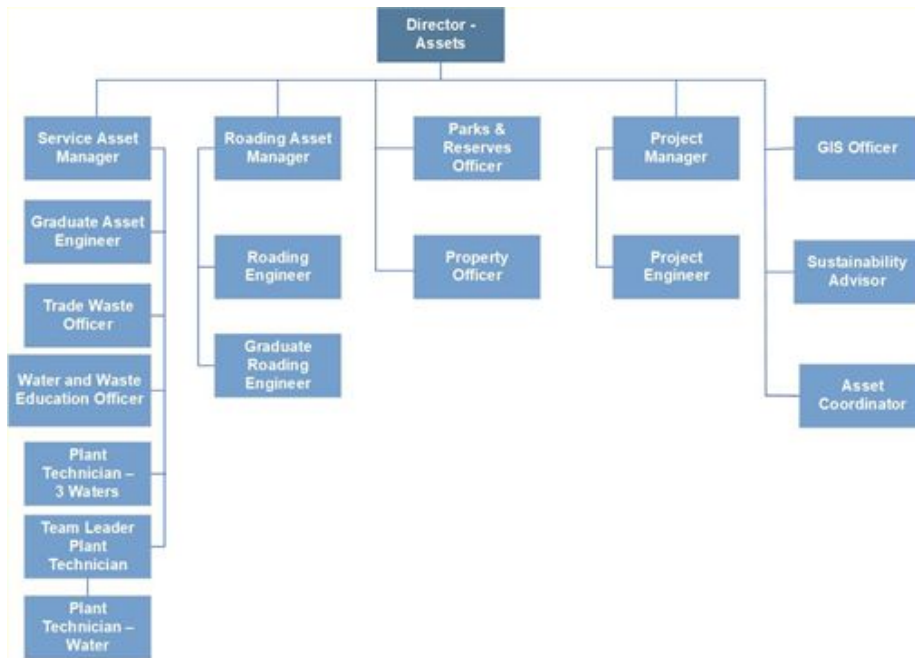
- The *Executive Management Team*, comprising the Senior Leaders of the Council and headed by the Chief Executive. This team sets the overall direction for delivery of Roading activities and services; and
- The *Assets Management Team*, comprising the operational and maintenance staff who carry out the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

The structure for each Management Team is provided in Figures 4 and 5.



**Figure 4 – The Senior Leadership Team**

## Introduction



**Figure 5 – The Assets Department**

### 1.4. THE WASTEWATER ACTIVITY

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

### 1.5. THE IMPORTANCE OF THE WASTEWATER ACTIVITY

Stratford District Council has obligations under the Local Government Act 2002, the Health Act 1956 and the Building Act 2004 to improve promote and protect public health through the sanitary and responsible treatment and disposal of wastewater.

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

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

Through the goals and objectives of the Wastewater Service Activity, this service contributes to achieving the goals and objectives of the Community Outcomes, as described in Table 1 below.

## Introduction

**Table 1- Wastewater Activity contribution to Community Outcomes**

	Community Outcomes	Wastewater Activity Contribution
Welcoming	<ul style="list-style-type: none"> <li>We celebrate the unique stories of our district</li> <li>We are inclusive, and value our diversity</li> <li>Stratford is a friendly place where our visitors feel welcomed</li> <li>Our diverse community feels safe and supported</li> <li>We promote the district as the place to visit, live, play, learn and work</li> </ul>	
Resilient	<ul style="list-style-type: none"> <li>We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them</li> <li>We support a low-emissions future for our community</li> <li>We enable our rangatahi (youth) to be sustainable leaders</li> <li>We have resilient infrastructure that meets the current and future needs of the district</li> <li>We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work)</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with Iwi, other government agencies and community groups in relation to wastewater services.</li> <li>By minimisation of risk to public health through the:                             <ul style="list-style-type: none"> <li>reduction of the risk of failure of pipe assets;</li> <li>appropriate disposal of the treated wastewater into the receiving environment.</li> </ul> </li> </ul>
Connected	<ul style="list-style-type: none"> <li>We provide opportunities for families and people of all ages to connect with others in the community</li> <li>Our community is engaged and actively participates in democracy</li> <li>We value local knowledge when making decisions</li> <li>We advocate for the services that our community needs to live safe and healthy lives</li> <li>We welcome opportunities to work in partnership with others to help achieve our community outcomes</li> <li>We are committed to fostering meaningful and genuine partnerships with Mana Whenua</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring the continued collection of wastewater in the Stratford community as per the agreed level of service.</li> <li>Having an appropriate knowledge and actual state of the wastewater pipe network assets for optimal programming for maintenance and renewal / replacement.</li> <li>Providing continued access to wastewater services.</li> <li>Stratford will encourage developers to provide well planned developments that support the growth of the district.</li> <li>Fund capital works which offer value for money for current and future generations of Stratford District ratepayers and ensures the financial security of Council is not compromised.</li> </ul>
Enabling	<ul style="list-style-type: none"> <li>We are a business friendly district</li> <li>We encourage a diverse and sustainable business community</li> <li>We enable economic growth by supporting business investment and development in our district</li> <li>We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)</li> <li>We carefully balance the needs and wants of our district when funding services and infrastructure</li> <li>We encourage co-governance opportunities with Mana Whenua where it benefits the Stratford district</li> </ul>	

## Introduction

### 1.6. OUR PARTNERS, CUSTOMERS AND KEY STAKEHOLDERS

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

**Table 2 – Partners, Customers and Stakeholders**

Customers, Partners and Stakeholders	Involvement
Home Owners and Occupiers; Businesses and Organisations;	These customers realise the benefits provided by the wastewater activity.
Taranaki Regional Council	Administers and enforces effective resource management in the Taranaki region. Applications from SDC are processed through TRC.
Audit New Zealand	Carries out annual audits of Council on the Auditor-General's behalf to give ratepayers assurance that Council is appropriately reporting on how they spend public money and on the services they have provided.
Other Government agencies; Ratepayers Associations; Iwi groups	These groups liaise with Council in relation to wastewater services.
Utility Owners	New Zealand Utilities Advisory Group (NZUAG) requirements for co-ordinating networks.
Local Iwi; Environmental groups	Affected parties to Council's resource consents
Taranaki Emergency Management Office /Civil Defence <ul style="list-style-type: none"> <li>• Risk Reduction Advisory Group (RRAG)</li> <li>• Readiness and Response Advisory Group (RARAG)</li> <li>• Lifelines Advisory Group (LAG)</li> <li>• Volcanic Futures; <a href="https://www.volcanicfutures.co.nz">https://www.volcanicfutures.co.nz</a></li> </ul>	In the event of a Civil Defence emergency they provide advice and work alongside emergency services, lifeline utilities and government departments.
Elected Members; Committees; CEO, Management and Staff	Key internal stakeholders responsible for the management and operation of the wastewater system.

#### 1.6.1. THE CUSTOMER CHARTER

An organisation-wide *Customer Charter* was developed and introduced in 2015 and reviewed in 2023. The Customer Charter states that Council is dedicated to having commitment and respect for each other, our business and our customers. We will be honest, courteous and efficient and use our knowledge and experience to be effective by doing the right thing at the right time. We support a culture of innovation by examining alternatives, challenging the obvious and having a flexible attitude.

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

## Introduction

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### **1.6.2. SIGNIFICANCE AND ENGAGEMENT POLICY**

The Council's Significance and Engagement Policy is used to determine what level of community engagement is needed for each issue or proposal, to gain a clearer understanding of community views and preferences and the ways the community can influence and participate in the decision-making of the Council. The Significance and Engagement Policy is currently under review.



## **2.0**

# **Legislative and Strategic Context**

## Legislative and Strategic Context

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### 2.0: Legislative and Strategic Context

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## Legislative and Strategic Context

### 2.1. OVERVIEW

This section of the plan describes the strategic context of the Wastewater activity and the linkages between national, regional and district goals and objectives.

### 2.2. NATIONAL CONTEXT

There are a number of national legislative requirements that drive the Wastewater Activity Levels of Service (LoS) and influence the operation and management of the Assets. While many are listed below; the key drivers are described in detail in the following section.

- Waste Minimisation Act 2008;
- Aotearoa New Zealand Te rautaki para/Waste strategy 2023
- Soil Conservation and Rivers Control Act 1941;
- Climate Change Response Act 2002;
- The Local Government Act 2002 (and amendments);
- Taumata Arowai Act 2020;
- Water Services Act 2021;
- The National Policy statement for Freshwater Management (FWNPS) 2020;
- The Resource Management Act 1991;
- The National Environmental Standards for Sources of Human Drinking Water;
- Civil Defence Emergency Management Act 2002;
- New Zealand Firefighting Code of Practice;
- Public Works Act 1981;
- Health and Safety at Work Act 2015.

#### 2.2.1. THE NATIONAL POLICY STATEMENT FOR FRESHWATER MANAGEMENT

The National Policy Statement for Freshwater Management 2020 sets out the objectives and policies for freshwater management under the Resource Management Act 1991. It comes into effect on 3 September 2020 and replaces the National Policy Statement for Freshwater Management 2014 (amended 2017). The new policy directions which are of relevance to, and have a direct impact on, how the Council manages its water and wastewater activities. The key requirements of the Freshwater NPS include:

- Managing freshwater in a way that 'gives effect' to Te Mana o te Wai through:
  - involving tangata whenua;
  - working with tangata whenua and communities to set out long-term visions in the regional policy statement and
  - prioritising the health and wellbeing of water bodies, then the essential needs of people, followed by other uses.
- Improving degraded water bodies, and maintaining or improving all others using bottom lines defined in the Freshwater NPS;
- An expanded national objectives framework:
  - two additional values - threatened species and mahinga kai - join ecosystem health and human health for recreation, as compulsory values
  - councils must develop plan objectives that describe the environmental outcome sought for all values (including an objective for each of the five individual components of ecosystem health)
  - new attributes, aimed specifically at providing for ecosystem health, include fish index of biotic integrity (IBI), sediment, macroinvertebrates (MCI and QMCI), dissolved oxygen, ecosystem metabolism and submerged plants in lakes; councils will have to develop action plans and/or set limits on resource use to achieve these attributes.
  - tougher national bottom lines for the ammonia and nitrate toxicity attributes to protect 95% of species from toxic effects (up from 80%)
- Identifying and working towards target outcomes for fish abundance, diversity and passage and address in-stream barriers to fish passage over time.
- Setting an aquatic life objective for fish and addressing in-stream barriers to fish passage over time.; and

## Legislative and Strategic Context

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- Monitoring and reporting annually on freshwater (including the data used); publish a synthesis report every five years containing a single ecosystem health score and respond to any deterioration.

### **2.2.2. THE RESOURCE MANAGEMENT ACT**

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

In February 2021, the Government announced it would repeal the [Resource Management Act 1991](#) (RMA) and enact new legislation in the form of three new acts. The new administration (Late 2023) has announced it will repeal the three Acts introduced by the previous administration and then repeal the RMA sometime over their tenure.

A summary of the three Acts to be repealed is as follows:

- The Natural and Built Environment Act (NBA), as the main replacement for the RMA, to protect and restore the environment while better enabling development. Introduced to Parliament on 15 November 2022. It provides an integrated framework for regulating both environmental management and land use planning and works in tandem with the Spatial Planning Act;
- The Spatial Planning Act (SPA), provides for the development and implementation of long-term strategic spatial planning across New Zealand through the development of regional spatial strategies (RSS). RSS will set out a vision and objectives for a region's development and change over a 30-year plus time span and integrate planning across different legislative frameworks associated with the management of the natural and built environment. Introduced to Parliament on 15 November 2022.; and
- The Climate Adaptation Act (CAA), to address complex issues associated with managed retreat. This bill is expected to be introduced to Parliament in 2023.

As stated on the Ministry for the Environment website<sup>1</sup>: The Natural and Built Environment Act and the Spatial Planning Act will be phased in over the coming years. A small number of changes apply from August 2023. Many parts of the Resource Management Act 1991 (RMA) are still in force for now.

The disposal of solid waste in the regional landfills, and associated effects, fall under the Natural and Built Environment Act (NBA) and The Spatial Planning Act (SPA). These effects, if not avoided, remedied or mitigated, have implications on Closed Landfills, Transfer Stations, Emergency Management and any future waste processing facilities.

The RMA and Resource Management System Reform therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

### **2.2.3. THE LOCAL GOVERNMENT ACT 2002 AMENDMENT ACT 2019**

The Local Government Act 2002 Amendment Act 2019 amended the purpose of the Act to be: *"to provide for democratic and effective local government that recognises the diversity of New Zealand communities"*.

The purpose of the Local Government Act is now amended thus:

- *to enable democratic local decision-making and action by, and on behalf of, communities; and*
- *to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.*

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<sup>1</sup>Ref: <https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/>

## Legislative and Strategic Context

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

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

The LGA in Section 125, requires the Council to at least every 3 years complete assessments of drinking water and other sanitary services for communities throughout their district. The purpose of the assessment is to determine, from a public health perspective, the adequacy of drinking water and other sanitary services available to communities. In making such an assessment the following matters need to be considered:

- the health risks to communities arising from any absence of, or deficiency in, the services; and
- the quality of the services currently available to communities within the district; and
- the current and estimated future demands for any of those services; and
- the actual or potential consequences of stormwater and sewage discharges within the district.

An assessment of water and sanitary services was undertaken by the Stratford District Council in 2022.

### **2.2.4. TAUMATA AROWAI - THE WATER SERVICES REGULATOR ACT 2020**

The Water Services Regulator Act was passed in July 2020. It establishes Taumata Arowai as a Crown Agent and provides for its objectives, functions, operating principles, and governance arrangements, including the appointment of an independent Board and a Māori Advisory Group. It provides the new drinking water regulator - Taumata Arowai - with significant new powers to give effect to the Government's expectation that New Zealanders are "able to drink the water that comes out of the tap knowing that it is safe"

The establishment of Taumata Arowai is one of three pou (pillars) of the previous Government's Three Waters Reform programme, alongside the regulatory reforms outlined in the Water Services Act, and the reforms to water delivery services. These reforms are intended to address issues and opportunities that were highlighted by the Government Inquiry into the Havelock North Drinking Water, and in the Government's Three Waters Review. The reforms are designed to:

- Provide clear leadership for drinking water regulation through a new, dedicated regulator;
- Significantly strengthen compliance, monitoring, and enforcement relating to drinking water regulation, and equip the new regulator with the powers and resources needed to build capability, support suppliers of all kinds to meet their regulatory obligations, and take a tougher, more consistent approach to enforcement where needed;
- Manage risks to drinking water safety and ensure source waters are protected;
- Ensure more people can access water that is safe to drink, by requiring all suppliers (except individual domestic self-suppliers) to be part of the regulatory system, and to provide safe drinking water on a consistent basis;
- Lift the environmental performance and transparency of wastewater and stormwater networks; and
- Improve national-level leadership, oversight, and support relating to wastewater and stormwater.

The role of Taumata Arowai is to:

- Oversee and administer an expanded and strengthened drinking-water regulatory system, to ensure all New Zealand communities have access to safe drinking water. That includes holding suppliers to account, if need be; and
- Oversee from a national perspective the environmental performance of waste water and storm water networks. (Regional councils will remain the primary regulators of waste water and storm water).

## Legislative and Strategic Context

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### **2.2.5. THE WATER SERVICES ACT 2021**

The Water Services Act 2021 aims to ensure drinking water suppliers provide safe drinking water to our community. This was done by setting out a new regulatory framework, requiring water suppliers to:

- Prepare and implement a drinking water safety plan (DWSP) for each supply.
- Comply with legislative requirements (eg drinking water standards).
- Provide a source water risk management plan for each water supply.
- Report performance of drinking water networks to Taumata Arowai.

The Water Services Act 2021 Part 2 Subpart 2 lays out the requirements for the Drinking Water Safety Plans (formerly Water Safety Plans), and how they will be monitored by Taumata Arowai to ensure compliance. Part 2 Subpart 5 is around the risks and hazards of source water, requiring water suppliers to prepare a Source Water Risk Management Plan (SWRMP).

Stratford District Council has prepared Drinking Water Safety Plans and Source Water Risk Management Plans for the Stratford, Toko, and Midhirst supplies, and have submitted them to Taumata Arowai as of November 2023. The Council plans to review the DWSP at least every five years, more often if substantial changes occur or issues are identified.

### **2.2.6. THE THREE WATERS REFORM**

The Council previously signed a Memorandum of Understanding (MoU) with central government to work together with the intent to form Entity D with South Taranaki District Council (STDC) and New Plymouth District Council (NPDC) to share water assets to guarantee funding. With the repeal of the Water Services Entities Act 2022 and amendments, the plan to form this entity is currently on hold as of the writing of this AMP.

The new government has indicated its' plan to institute a new reform called "Local Water Done Well," a letter by Hon. Simeon Brown was sent to Mayor Neil Volzke laying out the key principles of their plan including:

- Introducing greater central government oversight, economic and quality regulation.
- Fit-for-purpose service delivery models and financing tools, such as improving the current council-controlled organisation model and developing a new class of financially separate council-owned organisations.
- Setting rules for water services and infrastructure investment.
- Ensuring water services are financially sustainable. Financial sustainability means revenue sufficiency, balance sheet separation, ring-fencing and funding for growth.

## Legislative and Strategic Context

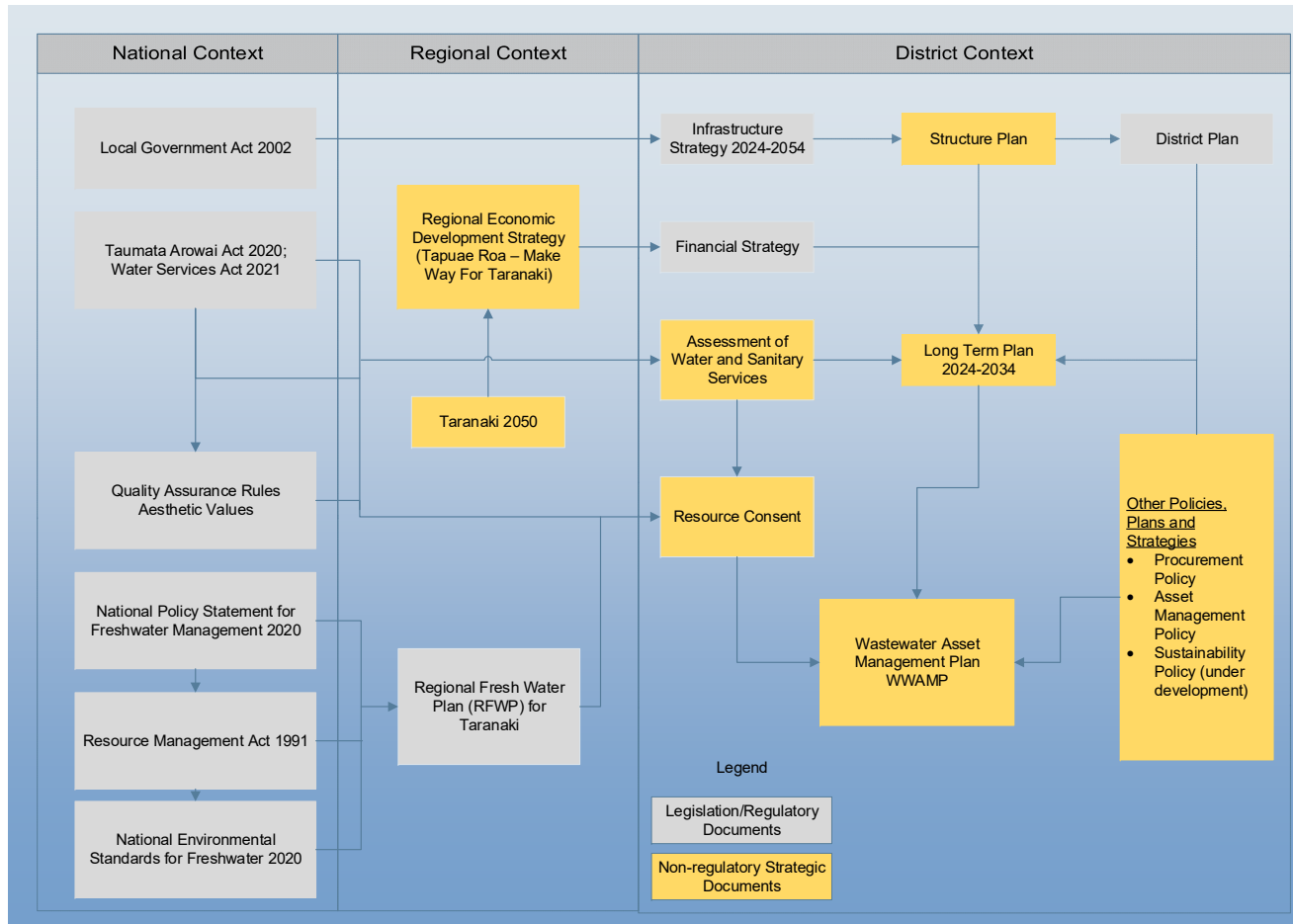


Figure 6 – Legislative and Strategic Context (WWAMP)

## Legislative and Strategic Context

### 2.3. REGIONAL CONTEXT

The main regional drivers are the requirements of the Regional Freshwater Plan for Taranaki (RFP) and any other resource consents issued by the Taranaki Regional Council for relevant purpose.

#### 2.3.1. THE REGIONAL FRESH WATER PLAN FOR TARANAKI (RFP)

The Regional Fresh Water Plan promotes sustainable management of the region's freshwater resources by applying rules and conditions to various activities. The Taranaki Regional Council was preparing a Natural Resources Plan to encompass their Regional Freshwater, Air, and Soil Plans, however this has been deferred with the Taranaki Regional Council instead preparing a Freshwater and Land Plan.

The Plan identifies how the fresh water resources of the region (both surface water and groundwater) are to be managed. It does this by identifying important issues from state of the environment monitoring relating to the use, development and protection of the fresh water resources of Taranaki. Objectives, policies and methods are set out for addressing these issues. Ongoing state of the environment monitoring will enable the Taranaki Regional Council to assess the effectiveness of the Plan and review policy direction where necessary. In particular the Plan contains regional rules which categorise activities into different classes (permitted, controlled, discretionary or prohibited), with different standards, terms or conditions which apply to them, depending on the effects on the environment of that activity. Activities have been classified in this way to facilitate the processing of resource consents and to provide certainty for the community.

In relationship to this document the RFP supplies the framework for setting the conditions under which the Stratford Wastewater Treatment plant must operate to achieve the goals of the plan.

#### 2.3.2. THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY – TAPUAE ROA - MAKE WAY FOR TARANAKI

The Regional Economic Development Strategy - Make Way for Taranaki was developed in 2017 by the four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE). The strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

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

#### 2.3.3. THE REGIONAL LONG TERM VISION/ROADMAP – TARANAKI 2050

The Taranaki 2050 Roadmap was first launched in 2019 with the goal of guiding how Taranaki will transition to a low emissions economy. To this end various Transition Pathway Action Plans (TPAPs) were prepared with the community, highlighting short- and medium-term actions to reach the long term vision.

The TPAPs related to water supply are the Regulatory, Environmental, and Infrastructure & Transport.

### 2.4. DISTRICT CONTEXT

The WAMP feeds, and in turn is fed into, a number of district strategies. The WAMP forms a critical part of the planning framework, as shown in Figure 6. Table 9 provides a description of the District Strategic Drivers for the WAMP, and how they influence or relate to the WAMP. The key district drivers are provided in more detail below.

#### 2.4.1. THE LONG TERM PLAN (LTP) 2024-2034

The Long Term Plan (LTP) 2024-2034 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2019 that:

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



## Legislative and Strategic Context

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

### 2.4.2. THE INFRASTRUCTURE STRATEGY 2024 – 2054

The Infrastructure Strategy (IS) is a regulatory document pursuant to Section 101B of the Local Government Act 2002 Amendment Act 2019 for the purpose of:

- Identifying significant issues over the period covered by the strategy; and
- Identifying the principal options for managing those issues and the implications of these options.

The identified issues and opportunities from the 30 year strategy inform the relevant AMP and is reviewed every 3 years. Like the LTP, the IS provides the direction and strategies that drive the WAMP but in this case, the planning period primarily focussed on is for 10-30 years.

This strategic document allows Council to make informed decisions and place Council in a better position to understand and plan for major infrastructure investments.

### 2.4.3. THE DISTRICT PLAN

Developed in compliance with the requirements of the Resource Management Act 1991(RMA), the District Plan specifies land use policies aiming to mitigate and control the detrimental environmental effects of new developments. These areas of growth and development need to be accounted for within the WAMP through the use of water modelling reports, levels of service increase works and forward works programming.

### 2.4.4. THE ANNUAL PLAN

The Annual Plan is a regulatory document pursuant to Section 95 of the Local Government Act 2002 Amendment Act 2014. The Annual Plan is developed in compliance with section 95 of the LGA 2002 and updates information reported on within the Long Term Plan including its objectives, intended activities, performance, income and expenditure. The Annual Plan shows how that year of the Long Term Plan will be funded.

**Table 3 - District Strategic Drivers**

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Asset Management Plan
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.
Infrastructure Strategy	Prepared for the purposes of identifying significant issues over the period covered by the strategy and identifying the principal options for managing those issues and the implications of these options.	Three yearly	Provides a core infrastructure asset management framework over a 30-year planning horizon.
Economic Development Strategy	Sets the direction for economic development and identifies priorities and measurable goals.	Three yearly	Support asset management planning and good practice.
Structure Plan	Provide a long term planning framework for the future development and redevelopment of the Stratford District. The plan will set out in broad terms, the layout of land uses, key infrastructure and transport links.	Unknown at this stage	Support asset management planning.

## Legislative and Strategic Context

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Asset Management Plan
Significance and Engagement Policy	<p>Developed in compliance with Section 76AA to set out Council's approach to:</p> <ul style="list-style-type: none"> <li>The assessment of significance during decision-making. It provides direction on the consideration of community views and the level of community engagement that might be desirable to enable Council to develop a clearer understanding of community views and preferences on an issue or proposal.</li> </ul> <p>Regarding community engagement and the ways the community can influence and participate in the decision-making of the Council.</p>	Three yearly	Determines level of engagement required for asset management planning activities/projects
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Provides annual KPI targets that are reported in the Annual Report.
Assessment of Water and Sanitary Services	Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.	Ten yearly	Identified issues and required actions feed into the relevant AMP
Other Council Policies, By-laws, etc.	<p>The tools that guide and direct Council activities (see <a href="#">Appendix 2</a>)</p> <ul style="list-style-type: none"> <li>Trade Waste Bylaw</li> <li>Wastewater Bylaw</li> <li>Inflow/Infiltration Programme</li> <li>Resources Consent;</li> <li>Incident Response Plans</li> </ul>	As applicable	Support asset management planning and good practice.

## **3.0**

# **Asset Information**

## Asset Information

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## Asset Information

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### 3.1. ASSETS OVERVIEW

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

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

### 3.2. ASSET VALUATION

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

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

As required under the LGA, the Council has its assets re-valued every three years by independent qualified valuers. Valuations will be undertaken more regularly if necessary to ensure no individual item of property, plant or equipment within a class has a carrying value that is materially different from its fair value.

The following asset valuations presented in Table 4 was carried out by Beca Projects NZ Ltd as of 01 July 2021.

Asset information and asset registers used for the re-valuation undertaken by Telfer Young (Taranaki) included Land and Buildings.

Asset information and asset registers used for the re-valuation undertaken by Just Add Lime included:

- Previous Revaluation Reports;
- Network asset data provided from SDC (from AssetFinda database for the three waters)
- Unit rates and effective lives as agreed with SDC.

Asset information excluded from the Just Add Lime re-valuation were:

- Resource Consents
- As Built Plans

Financial Reporting Standards (PBE IPSAS 17) and International Valuation Standards (IVS) apply to all SDC wastewater infrastructure assets considered in the Beca Projects NZ Ltd re-valuation for the general purpose of financial reports.

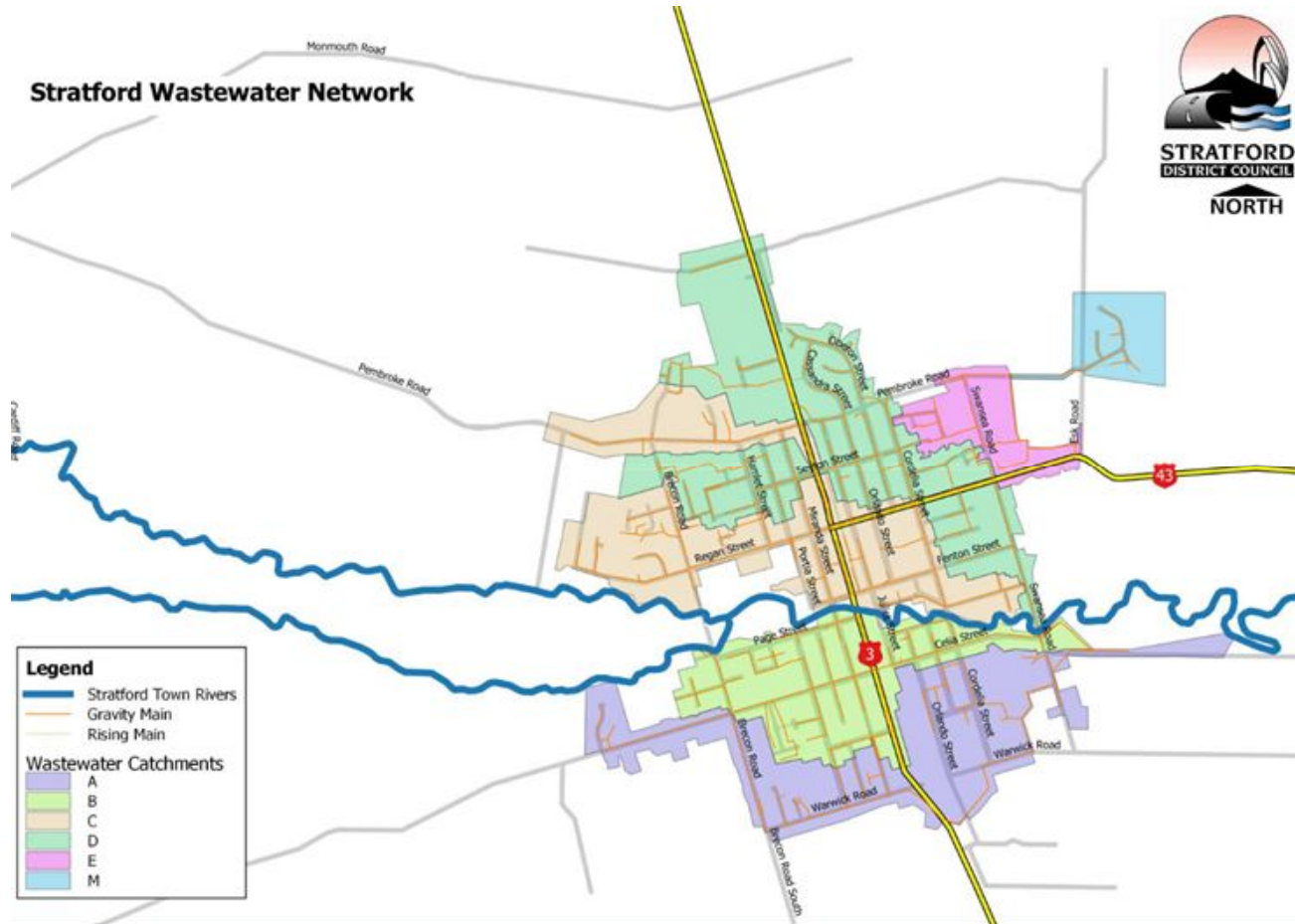


Figure 7 – Wastewater Area of Benefit in Stratford as at 01 July 2020

## Asset Information

Table 4 –Wastewater Asset Valuation Summary

Asset Group	Asset Component	Size / length	Quantity	SDC Useful Life (yrs.)	Average Remaining Useful Life (yrs.)	RC (\$)	Values ODRC (\$)	(AD (\$))
Lines	Pipe	50mm	0.21889	30-100	64	26,179.25	21,503.24	422.20
	Pipe	90mm	0.76049	80	51	177,954.66	142,688.52	2,224.43
	Pipe	100mm	11.73019	80-100	46	2,744,864.46	1,327,062.42	26,233.42
	Pipe	150mm	36.49474	75-165	34	12,481,201.08	4,270,412.30	105,456.32
	Pipe	225mm	5.48342	75-165	10	3,257,151.48	280,171.95	11,346.12
	Pipe	300mm	2.81913	75-165	5	2,334,239.64	128,480.49	3,464.71
	Pipe	375mm	1.08936	75-100	8	1,402,006.32	104,056.52	3,060.48
	Pipe	450mm	1.95448	97	17	3,060,715.68	484,768.80	19,884.92
<b>Total Pipes</b>			<b>60.5507</b>			<b>25,484,312.57</b>	<b>6,759,144.24</b>	<b>172,092.60</b>
Point and plant	Point	N/A	802	100	53	3,328,882.70	1,560,306.07	29,609.65
	Pump Stations	N/A	4	1-100	33	284,758.54	202,037.44	6,228.24
	Treatment	N/A	38	50-120	55	8,100,383.14	3,489,638.42	184,999.80
<b>Total Point and Plant</b>						<b>11,714,024.38</b>	<b>5,251,981.93</b>	<b>220,837.69</b>
<b>Total Wastewater</b>						<b>37,198,336.95</b>	<b>12,011,126.17</b>	<b>392,930.29</b>

Source: Beca Projects Ltd Asset Valuation Report as at 1 July 2021

## Asset Information

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### 3.3. USEFUL LIFE

Useful life refers to either:

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

The asset Useful lives are expressed as years. The asset Age is based on construction dates. The *Remaining useful life* is based on age and useful life of the assets

### 3.4. ASSET INFORMATION SYSTEM

The Stratford District Council uses AssetFinda to support management of the Wastewater Activity. Data on infrastructure assets is collected during inspections and monitoring using both paper based and electronic methods.

All data collected in relation to the Wastewater activity infrastructure is entered into AssetFinda by the Engineering Officer, GIS Officer, engaged Consultants or the Contractor.

### 3.5. THE WASTEWATER INFRASTRUCTURE ASSETS

The following constitute the wastewater infrastructure assets:

- Wastewater Reticulation system; and
- Wastewater Treatment System;

#### 3.5.1. WASTEWATER RETICULATION SYSTEM

Wastewater is collected through the reticulation system and transported to the wastewater treatment plant on Victoria Road. Most of the wastewater flow to the treatment plant is gravity fed from the reticulation system. Wastewater then flows into the inlet works at the wastewater treatment plant.

Wastewater reticulation system comprises of pipes, manholes and pump stations.

#### 3.5.2. WASTEWATER TREATMENT SYSTEM

The wastewater treatment system comprises of an inlet screen, a primary facultative pond, secondary maturation pond, and a rock filter. The final receiving environment for treated wastewater is the Patea River.

Table 5 provides a summary of the pump stations and the catchment areas they serve.

### 3.6. DRAINAGE CATCHMENTS

Stratford is divided into four main catchments with sub-catchments, as the sewer main branches shortly upstream of the treatment plant as shown in Figure 5. The area where catchments 3 and 4 are located has been arbitrarily separated into two catchments, with the point of separation immediately north of the intersection of Fenton Street and Swansea Road. The southern part of these two catchments also receives flow from a main along Pembroke Road, west of Broadway.



## Asset Information

**Table 5 - Pump Stations and Catchment Discharge Areas**

Pump Station	Site Location	Service Area
Esk Rd Pump Station (P.S. 1)	On Esk Rd, 70mtrs north of SH43 intersection. NZTM coordinates (approx.): 5645396.46N, 1712016.56E	On demand station servicing catchment E. Flow is transferred to catchment D at the intersection of Swansea Road and Regan Street.
Cordelia St Pump Station (P.S. 3)	Outside 23 Cordelia St. NZTM coordinates (approx.): 5645283.41N, 1711046.17E	Overload station servicing high flow area of catchment D. Flow is transferred to low catchment C at the intersection of Cordelia and Regan Streets.
Miranda St Pump Station (P.S. 4)	Outside 103 Miranda Street NZTM coordinates (approx.): 5644132.98N, 1710779.62E	Overload station servicing high flow area of catchment B. Flow is transferred to low catchment A at the intersection of Romeo and Miranda Streets
Maria Place Pump Station (P.S. 2)	East side of Maria Plc cul de sac. NZTM coordinates (approx.): 5645859.52N, 1712280.69E	On demand station servicing catchment F. Flow is transferred to catchment E at Manhole E13 outside 168 Pembroke Rd.

### 3.7. ASSET MANAGEMENT MATURITY ASSESSMENT

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

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

The Asset Management Maturity Index assessment in Table 6 below provides a snapshot of where the Council is at in its asset management practices and in particular, emphasizes that seeking advanced practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.

**Table 6: 3-Waters Asset Management Maturity Index Assessment**

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

## Asset Information

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
2	Defining Level of service	Intermediate to Advanced	<ul style="list-style-type: none"> <li>Level of service and cost relationship understood.</li> <li>Customers are consulted on significant service levels and options.</li> <li>Customer communications plan in place.</li> <li>Levels of service are integral to decision making and business planning.</li> </ul>	<ul style="list-style-type: none"> <li>Again, existing levels of service is generally maintained, however, can be re-defined as result of either legislative requirements; customer feedback or in response to new technology. Re-definition is done as an outcome of our discussions with Elected Members, either prior to the LTP year or as and when required during the year.</li> <li>The LOS are defined in the AMPs for each work activity.</li> <li>Redefined levels of service in previous years include: <ul style="list-style-type: none"> <li>Network Planning and modelling</li> <li>Pipe work – increase the size;</li> <li>New management of the trade waste discharges</li> <li>Reduction in the wastewater pipe inflow/infiltration</li> <li>Addition of new back flow devices;</li> <li>More staff to implement higher LOS defined;</li> <li>Universal metering;</li> <li>Higher wastewater discharge quality;</li> </ul> </li> </ul>
3	Forecasting future demands	Core to Intermediate	<ul style="list-style-type: none"> <li>Risk associated with demand change broadly understood and documented.</li> <li>Demand management considered as an alternative to major project development.</li> </ul>	<ul style="list-style-type: none"> <li>We have a broad understanding of the issues for each work activity and these are documented in the AMP as "Problem Statements".</li> <li>Forecasting is based on population and economic growth statistics in addition to regulatory changes at the central government level..</li> <li>Demand Management has been used in the water and wastewater activities, enforced by the Water Supply and Wastewater and Trade Waste Bylaws. Our resource consents also support our demand management initiatives. DM initiatives employed include: <ul style="list-style-type: none"> <li>Universal metering to encourage water conservation; and</li> <li>New PRVs for flow and pressure managements;</li> </ul> </li> </ul>
4	Collecting Asset Information	Intermediate	<ul style="list-style-type: none"> <li>A reliable register of physical, financial and risk attributes recorded in an information system with data</li> </ul>	<ul style="list-style-type: none"> <li>AssetFinda is the database for our 3-waters assets for recording the physical, financial and risk attributes.</li> <li>Data is collected, updated and validated on an ongoing basis, particularly when new assets are being installed and maintenance occurs on existing assets.</li> </ul>

## Asset Information

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
			analysis and reporting functionality. Systematic and documented data collection process in place.	
5	Monitoring Asset Performance and Condition	Core	<ul style="list-style-type: none"> <li>Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term.</li> </ul>	<ul style="list-style-type: none"> <li>The condition - physical integrity - of an asset is deduced based on the age, material type and analysis of collected statistical data.</li> <li>The performance, being a measure of whether the asset is delivering level of service requirements – is monitored during routine inspections and asset upgrade.</li> </ul>

### 3.8. ASSESSMENT OF ASSET CONDITION

Asset condition is a measure of an asset's physical integrity, while asset performance is a measure of whether the asset is delivering level of service requirements. Knowing the condition of an asset enables more accurate prediction of asset development, maintenance and renewal/replacement requirements. The Stratford District Council identifies the condition of our wastewater infrastructure assets by age and through visual targeted inspections, analysis of collected statistical data, and through maintenance monitoring.

Generally, the Council takes a risk-based approach to monitoring the condition of assets and conducts condition assessments of its critical assets. Where assets have low risk because they are in the first half of their life, condition monitoring is low. If the consequences of running an asset through to failure are high, the Council, through a more intensive monitoring regime and targeted inspections, hold more information on the asset condition.

The Council has no backlog or deferred maintenance in its work programme.

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

To identify the general condition of its wastewater assets, the Council undertakes the following targeted inspections:

- Underground reticulation – by the Contractor during works or as issues are identified;
- Underground reticulation – annual videoing of sample section;
- Buildings – annually by the Contractor; and
- Carparks – annually by the Council Roading Engineer.

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

Maintenance monitoring of wastewater assets includes:

## Asset Information

- Oxidation Ponds
- Pump Stations
- Underground reticulation
- Manholes

**Condition Grading** - Visual targeted inspections, analysis of collected statistical data, and maintenance monitoring provide both qualitative descriptions and quantitative grading of asset component condition. Condition grading supports the development, maintenance, and renewal/replacement of an asset by enabling more accurate prioritisation of forward works programmes.

Both the New Zealand Infrastructure Asset Grading Guidelines (1999) and the National Asset Condition Grading Standards (2005) provide examples of standard condition grading schedules for infrastructure assets. The International Infrastructure Management Manual (2011) provides guidance on assessing the condition of assets and approaches to grading the condition. In line with this Stratford District Council has developed a condition grading system to support identifying the condition of assets at the group level. Using the system, the assessed condition of assets are ranked from 1-5 as illustrated in Table 7 below. Over the last 3 years the Wastewater assets have increased with new flowmeters and telemetry equipment installed in the treatment plant. This is due to the new resource consent requirements that came in to effect in 2020.

**Table 7 - Condition Grading System**

Grade	Condition	Description	Indicative Network Assessment
1	Very Good	Asset in structurally sound and excellent physical condition. No work required	29%
2	Good	Asset in structurally sound and acceptable physical condition. Minor work required (if any)	16%
3	Average	Asset is structurally sound but shows deterioration. Moderate work required to return asset to agreed level of service	13%
4	Poor	Asset failure likely in the short term. Significant work required now to return asset to agreed level of service	16%
5	Very Poor	Asset has failed/is about to fail. Renewal/Replacement required Urgently	25%

Asset Information

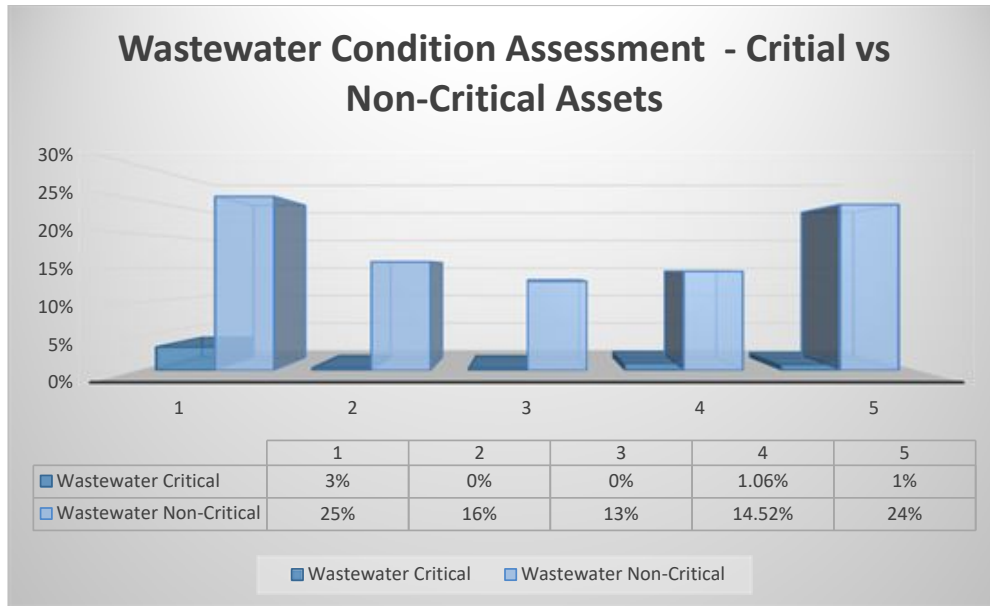


Figure 8: Wastewater Condition Assessment - Critical vs Non-Critical Assets

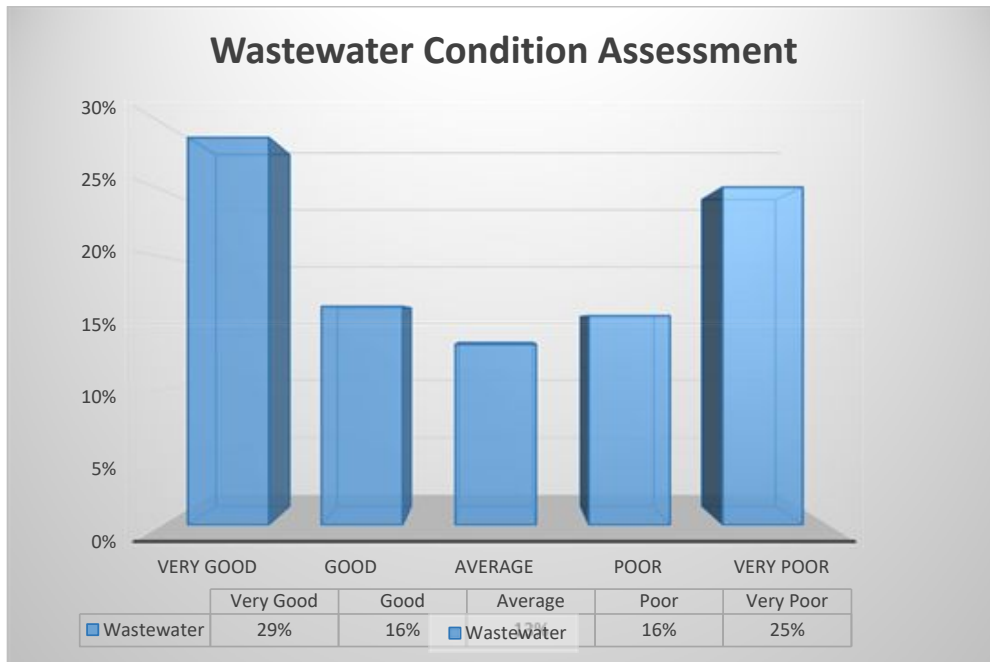


Figure 9: Wastewater Condition Assessment – Overall

## Asset Information

### 3.9. DATA ACCURACY AND CONFIDENCE

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

To ensure accurate asset data is entered into the asset management system Stratford District Council has put in place the *Inspection Data Management Process* for managing targeted visual inspection data. Also, to determine the level of confidence Council has in targeted inspection data Stratford District Council has put in the *Data Confidence Grading System* in Table 9. Asset Grading by asset group is provided in Table 10.

**Table 8 - Inspection Data Management Process**

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

**Table 9 - Data Confidence Grading System**

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

## Asset Information

**Table 10: Asset Data Grading by Asset Group**

Asset Group	Key Confidence Attributes Percentage (%)				Average	Assessed Confidence Level	Confidence Grading
	Location	Diameter /size	Material	Age			
Pipe	95	83	85	70	<b>83.25</b>	Uncertain	<b>3</b>
Service Connections	5	80	5	20	<b>27.5</b>	Unknown	<b>5</b>
Point	90	75	70	70	<b>76.25</b>	Uncertain	<b>3</b>
Pump Stations	100	65	70	80	<b>78.75</b>	Uncertain	<b>3</b>
Pre-treatment	90	90	90	90	<b>90</b>	Reliable	<b>2</b>
Treatment	90	90	90	90	<b>90</b>	Reliable	<b>2</b>
Post-treatment	90	90	90	90	<b>90</b>	Reliable	<b>2</b>
<b>Critical Assets Assessment</b>	<b>Reliable</b>						
<b>Non-Critical Assets</b>	<b>Reliable to Uncertain</b>						
<b>OVERALL ASSESSMENT</b>	<b>Reliable to Uncertain</b>						

While Council's overall confidence around its data quality is '*Reliable to Uncertain*', the Council's confidence level for the 3-Waters is 'Reliable' for its critical assets and '*Reliable to Uncertain*' for non-critical assets. This uncertainty stems from data held around the age of the non-critical assets, which have been deduced from the approximate date of construction, and also from the quality of data held on our service connections. However, given these are non-critical assets, impact of premature asset failure on continued service delivery is very low, as any disruption to service is limited to a few properties. The associated financial impact is also very low.

It is important to note that these assets do not fail simultaneously, as they are individual assets - any failed part can be isolated and managed, so the risk and consequences of failure is very low. This is evidenced from our annual performance indicators reported every month to the Council and summarized in the Annual Report. Our track record is good. Our strategy to mitigate the impacts of this *Uncertainty* is to be ready at all times to respond to all asset failures. Therefore we have, on hand or ready access to, supplies to replace any failed asset. Our contractors are on board as per the requirements of their maintenance contract.

The Council continues to validate the data in the AssetFinda database - as assets are replaced. Our maintenance contractors interact directly with our asset management system and provide corrections and updates to the condition data which is reviewed and/or updated as new data becomes available. Assets that are frequently interacted with therefore, are better documented than those that only get dug up as part of upgrades, renewals or repair work. It will take some time for the assessment of our 'confidence level' of our non-critical assets to be '*Reliable*'. The charts above provide snapshots of the overall *Condition Grading Assessment* for all assets -critical and non-critical and a summary of the *Data Confidence Levels*.

## Asset Information

### 3.10. IMPROVEMENT PLAN

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

Sub Section	Task	Due Date
3.7	<p><b>Update asset condition data</b></p> <p>Continue to use information collected from maintenance tasks to update asset condition data</p>	Ongoing
3.7	<p><b>Improve condition data accuracy and reliability</b></p> <p>The issues related to condition data for <u>below ground</u> wastewater supply assets does not allow Council to accurately forecast remaining useful life. However, using the information collated from both 'scheduled' and 'reactive' maintenance (under the Services Maintenance Contract 2014), Council is able to update asset condition data regularly. Over time as maintenance and renewals are carried out, the condition information will improve.</p> <p>Therefore, the implementation of additional major projects to assist Council in improving condition data information is not required.</p>	Ongoing



## **4.0**

# **Future Growth and Demand**

## Future Growth and Demand

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### **4.0: Future Growth and Demand**

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## Future Growth and Demand

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### 4.1. OVERVIEW

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

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

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

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

Stratford District Council is committed to planning for the changing needs of its community. As part of this commitment Council utilises demand forecasting in all asset management planning.

### 4.2. DEMAND FORECASTING

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

As part of the planning process Council considers:

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

Key Information gathered during the forecasting process includes:

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

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

### 4.3. DEMAND DRIVERS AND IMPACTS

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

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

## Future Growth and Demand

### 4.3.1. POPULATION GROWTH

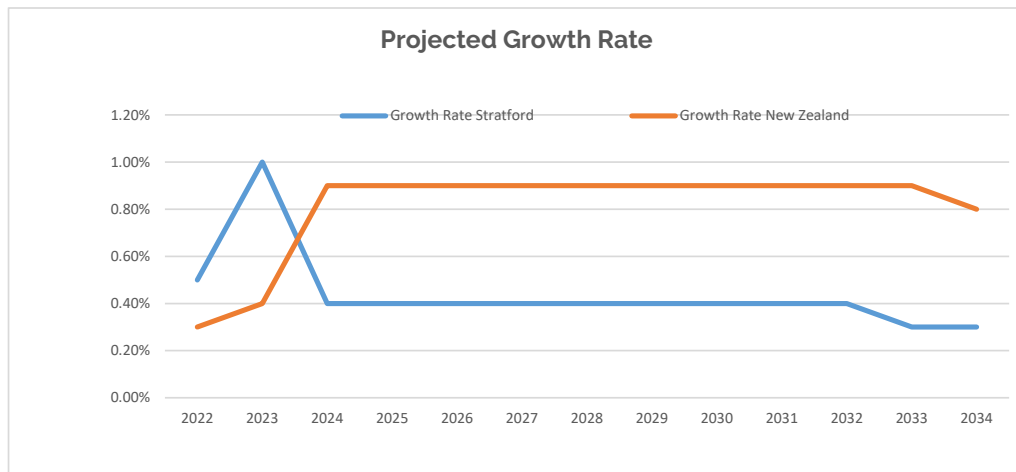
The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,679 by 2034, at an average of 0.4% per year. This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

The growth in the Māori population of the district has been consistently higher than the growth of all other ethnicities for each of the last ten years. Stratford district's Māori population was 1,550 in 2022, up 2.6% from the previous year.

The below table shows total population projections over ten years, against the growth projections of the total New Zealand population.

**Table 11 - Actions Identified for Improving Management of the Asset**

Year	Stratford District		New Zealand	
	Value	Growth	Value	Growth
2022	10,150	0.5%	5,123,100	0.3%
2023	10,256	1.0%	5,141,837	0.4%
2024	10,295	0.4%	5,185,924	0.9%
2025	10,334	0.4%	5,230,348	0.9%
2026	10,373	0.4%	5,275,448	0.9%
2027	10,414	0.4%	5,321,561	0.9%
2028	10,455	0.4%	5,369,026	0.9%
2029	10,497	0.4%	5,418,006	0.9%
2030	10,539	0.4%	5,467,976	0.9%
2031	10,579	0.4%	5,518,235	0.9%
2032	10,617	0.4%	5,568,085	0.9%
2033	10,650	0.3%	5,616,826	0.9%
2034	10,679	0.3%	5,663,921	0.8%



**Figure 10: Water Supply Condition Assessment**

## Future Growth and Demand

### 4.3.2. DEMOGRAPHIC CHANGES

The below graph shows the current population by age group. The Stratford district is generally trending higher than the New Zealand average in the 60+ year age brackets, and much lower in the 20-29 year age bracket. However, the district is much higher than the national average in the 0-9 year age bracket showing positive signs of households choosing to raise their families in this district, and supporting the claim that the increase in population is largely driven by natural increase.

The gap in the 20-50 year old age brackets is not new, and is likely to be a result of the lack of tertiary level training opportunities and graduate employment opportunities in the district. With the change in working and studying environments due to enhanced technology and online access, and the increased acceptance that employees can work from anywhere in the country, and even the world, it is likely that we will see changes in the age demographics in the future. Due to the uncertainty of the impact, it has not been factored into the projections.

Figure 38. Population by broad age group, 2022  
% of total, as at 30 June



Figure 39. Population by 10-year age group, 2022  
% of total, as at 30 June



**Figure 11 - Stratford District's Population Age Structure**

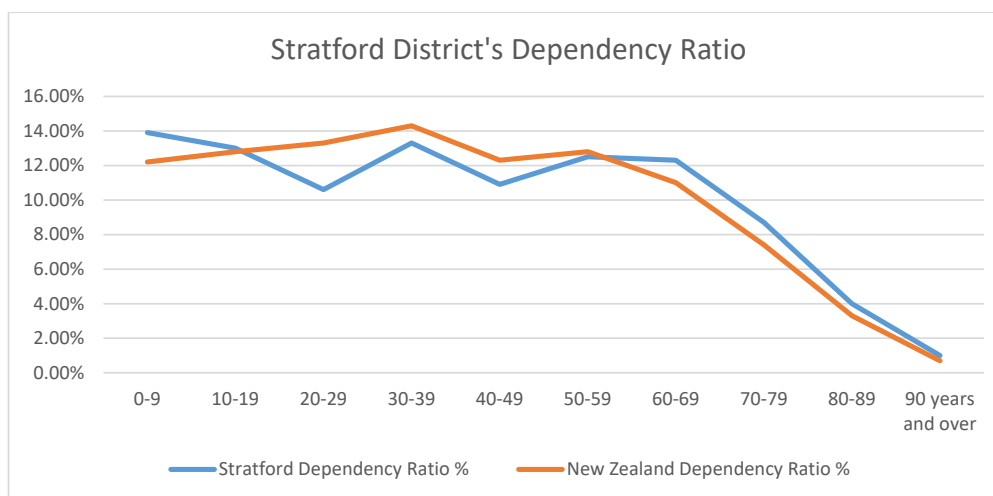
The Dependency Ratio calculates the average number of economically dependent population (0-14 year olds, and 65+) per 100 economically productive population at a specific point in time. A high ratio may indicate that the economically active population and the overall economy face a greater burden to contribute towards the rates requirement for the district.

Table 38 below shows the Stratford District's Dependency Ratio is 67%, compared to the national average of 54%. This is something Council must be mindful of when determining funding sources (increased reliance required for user pays and exacerbator pays funding sources), and areas (prioritisation) and levels of expenditure (affordability).

## Future Growth and Demand

**Table 12 - Stratford District's Dependency Ratio**

Age Decade (years)	Stratford District		New Zealand	
	Level	% of total	Level	% of total
0-9	1,410	13.9%	625,490	12.2%
10-19	1,320	13.0%	655,720	12.8%
20-29	1,080	10.6%	679,450	13.3%
30-39	1,350	13.3%	733,760	14.3%
40-49	1,110	10.9%	631,220	12.3%
50-59	1,270	12.5%	654,040	12.8%
60-69	1,250	12.3%	561,800	11.0%
70-79	880	8.7%	380,170	7.4%
80-89	410	4.0%	167,640	3.3%
90 years and over	100	1.0%	34,790	0.7%
Dependency ratio	67.2%		54.4%	
<b>Total</b>	<b>10,150</b>	<b>100.0%</b>	<b>5,124,100</b>	<b>100.0%</b>



**Figure 12: Dependency Ratio Stratford District and New Zealand**

### 4.3.3. ECONOMIC DEVELOPMENT

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

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

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

## Future Growth and Demand

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Anticipated impacts of the Regional Economic Development Strategy and any resulting growth on the parks and reserves activity and infrastructure are expected to include:

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

### 4.3.4. ECONOMIC HISTORY AND FORECAST

Economic growth in the Stratford district is generally lower than the national average – averaging 1.7% per year over the 10 years to 2022, compared with an average of 3% in New Zealand. The estimated GDP for the district in 2022 of \$575m, makes up less than 1% of New Zealand's GDP.

There is some concern that the district is less diverse than average, with the largest industry being agriculture and forestry at 27%, the second largest industry being utilities (electricity, gas, water and waste) at 13%. The more concentrated a district's economic activity is within two or three industries, the more vulnerable it is to adverse effects such as those arising from climate conditions, or commodity price fluctuations.

Council intends to make significant investment in Economic Development over the life of the LTP to encourage diversification and provide opportunities to promote the Stratford District as a great place to do business. Under the Enabling Community Outcome, Council has committed to the following strategic goals:

- *We are a business friendly district*
- *We encourage a diverse and sustainable business community*
- *We enable economic growth by supporting business investment and development in our district*
- *We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)*
- *We carefully balance the needs and wants of our district when funding services and infrastructure*
- *We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district*

### 4.3.5. CLIMATE CHANGE

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

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

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events
- Decreased frost risk
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

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

Extreme weather events and heavy rainfall would see increases in flooding, landslides, avalanches and mudslides during heavy rainfall events while on the flip side a lack of rain during summer

## Future Growth and Demand

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months could see prolonged periods of drought. Both extremes place increased pressure on government, private flood insurance schemes, and disaster relief.

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

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

### **4.3.6. TOURISM**

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

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

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

### **4.3.7. THE (DRAFT) STRUCTURE PLAN FOR STRATFORD**

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

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

### **4.3.8. REGULATORY CHANGES**

Regulatory changes are mainly implemented through resource consent conditions. Currently, the changes to the National Policy Statement for Freshwater (FVNPS) require stricter discharge outcomes from all holders of water-related resource consents. The Taranaki Regional Council is currently reviewing its Regional Fresh Water Plan (RFBP) for Taranaki to take into account the new requirements.

### **4.3.9. CUSTOMER NEEDS AND EXPECTATIONS**

The Stratford District is experiencing a change in customer needs and expectations. Changes are primarily driven by an increase in the older resident population and people moving to Stratford from larger metropolitan areas. Customers are expecting a higher level of service in terms of roads, footpaths, structures, water services, vegetation, and so forth.



## Future Growth and Demand

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### 4.4. IMPROVEMENT PLAN

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

**Table 13 - Future Demands Improvement Plan**

Sub Section	Task	Due Date
4.3.1	Further analysis to determine how the impacts of growth and customer expectation will affect the structural integrity of an aging Wastewater Infrastructure network.	July 2020
4.3.2	Continue to use information collected from maintenance tasks to update asset condition data	Ongoing

## **5.0**

# **Level of Service Performance**

## Levels of Service Performance

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### 5.0: Levels of Service Performance

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## Levels of Service Performance

### 5.1. OVERVIEW

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

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

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

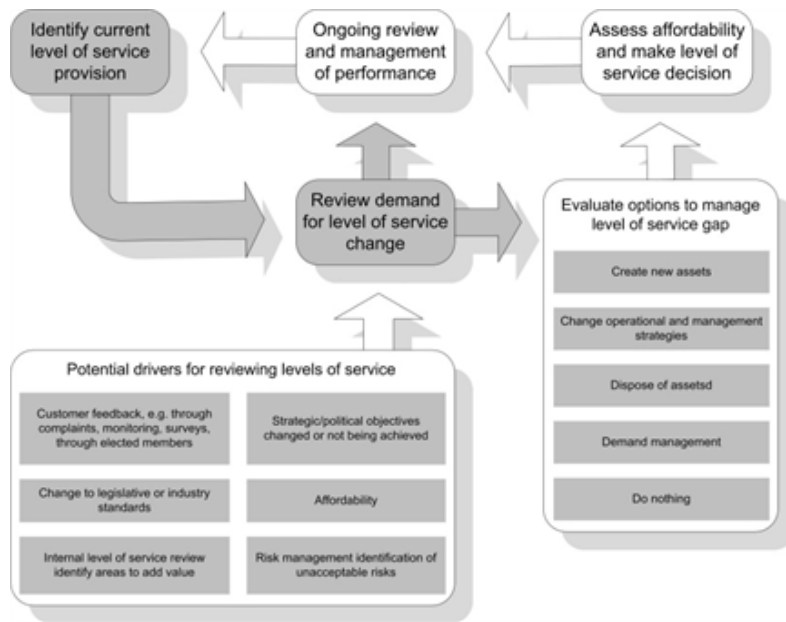
The Levels of Service section details legislative and regulatory requirements affecting the operation, management and Levels of Service for the Wastewater Supply activity and infrastructure assets.

This section:

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

### 5.2. LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

LoS review is an on-going process which can be triggered by a variety of drivers. The development and review of the LoS will be undertaken following the process diagram in Figure 15 (Source: IIMM (2015)).



**Figure 13 - Levels of Service Review Process**

## Levels of Service Performance

### 5.3. PERFORMANCE MONITORING AND REPORTING

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

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

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

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

### 5.4. CURRENT PERFORMANCE

To ensure the wastewater services are delivered, the Council undertakes performance monitoring of the services it provides through the use of performance measures and key performance indicators (KPIs) as presented in Table 13. Our current performance is monitored through the measures from two main sources:

- The Department for Internal Affairs (DIA) performance measures; and
- Internal/Agency performance measure

**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/Agency Performance Measures:** These are performance measures put in place by Council or other Agencies and are intended to inform the community about how well Council is delivering on Levels of Service and the asset performance of the activity.

#### 5.4.1. SYSTEM ADEQUACY

**Dry weather sewerage overflows** - The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1,000 sewerage connections to that sewerage system.

This target is <5 per 1,000.

In 2022/2023, there were 1.11 dry weather overflows.

#### 5.4.2. DISCHARGE COMPLIANCE

Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of

- Abatement notices
- Infringement notices
- Enforcement orders; and
- Convictions,

Received by the territorial authority in relation to those resource consents. This target is 0.

In 2022/2023, there were no compliance notices.

## Levels of Service Performance

**Table 14- DIA and Internal / Other Performance Measures**

	Level of Service	Performance Measure	Outcome Category
1.	<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. This target is <5 per 1,000.	DIA measure
2.	<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 of: <ul style="list-style-type: none"> <li>• Abatement notices;</li> <li>• Infringement notices;</li> <li>• Enforcement orders; and</li> <li>• Convictions.</li> </ul> Received by the territorial authority in relation to those resource consents. This target is 0.	DIA measure
3.	<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: <ul style="list-style-type: none"> <li>• <b>Attendance time</b> from the time that the territorial authority receives notification to the time that service personnel reach the site. This target is 1 hour.</li> <li>• <b>Resolution time</b> from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault. This target is 8 hours.</li> </ul>	DIA measure
4.	<b>Customer satisfaction</b>	<b>Complaints</b> - The total number of complaints received by the territorial authority about any of the following: <ul style="list-style-type: none"> <li>• Sewage odour</li> <li>• Sewerage system faults</li> <li>• Sewerage system blockages, and</li> <li>• The territorial authority's response to issues with its sewerage system,</li> </ul> Expressed per 1000 connections to the territorial authority's sewerage system. This target is <5.	DIA measure
5.	<b>Trade Waste complaints response times</b>	Attendance time: from the time that Council receives notification to the time that a Trade Waste Officer arrives on site. This target is within 2 working days.	Council Measure
6.	<b>Trade Waste consent processing</b>	Percentage of trade waste consent applications processed within 15 working days. This target is 100%	Council Measure

## Levels of Service Performance

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### 5.4.3. RESPONSE AND RESOLUTION TIMES

Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:

- Attendance time from the time that the territorial authority receives notification to the time that service personnel reach the site. This target is 1 hour.
- In 2022/2023 the median response time for attendance was 6 hour 17 minutes. This target was massively exceeded as during the start of the reporting period extreme weather events resulted in the sewer reticulation network being overwhelmed as contractors had to respond to the event with limited personnel. As the reporting is cumulative there was limited scope to reduce the response time over the rest of the reporting period.
- 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. This target is 8 hours. In 2022/2023 the median response time for resolution was 8 hours and 7 minutes.

### 5.4.4. CUSTOMER SATISFACTION

This was a measure introduced for the 2015-2025 Long Term Plan and continues in the 2024-2034 Long Term Plan.. The performance measure target for customer satisfaction is the total number of complaints received by SDC for:

- Sewage odour
- Sewerage system faults
- Sewerage system blockages, and
- The territorial authority's response to issues with its sewerage system.

Expressed per 1000 connections to the territorial authority's sewerage system. This target is <5.

### 5.4.5. TRADE WASTE CONSENT PROCESSING

This was a new measure introduced by Council to ensure that the processing of new trade waste consents are completed within the specified timeframe, subject to receipt of complete information. It is the percentage of trade waste consent applications processed within 15 working days.

The performance measure target is 100%.

### 5.4.6. TRADE WASTE COMPLAINTS RESPONSE TIMES

This was a new measure introduced by Council to measure the time it takes Council Officers to respond to trade waste complaints. This is the Attendance Time – from the time that Council receives notification to the time that a Trade Waste Officer arrives on site.

The performance measure target is within 2 working days.

## 5.5. DESIRED PERFORMANCE

A summary of the Council's targets/ desired performance levels are presented in Table 14. This desire stems from the Council's resolve to maintain its agreed level of service delivery and strengthen the community's confidence in the Council's ability to deliver excellent Water Service to the users.

The Council will take into account its Customer Charter in its provision quality service to all our customers. Council will rate its performance against the key performance indicators (KPI's) or targets as per Table 15 below.

## Levels of Service Performance

**Table 15 - Performance Rating Index**

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

### 5.6. IMPROVEMENT PLAN

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

Sub Section	Task	Due Date
5.4.2	Continue to produce high quality discharges to the Patea River through environmentally - friendly, cost-effective and sustainable treatment measures in the oxidation pond.	On-going



## Levels of Service

**Table 16 - Performance Measures**

Level of Service	Performance Measure	Outcome Category	Trends				Current			Target			How Measured
			2019/20	2020/21	2021/22	2022/23	2023/24	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Years 4-10 2024-		
<b>System Adequacy</b>	Dry weather sewerage overflows	DIA measure	Ach - 0	Ach - 159	Ach - 0.37	Ach 1.1	<5	<5	<5	<5	<5	Reporting against corporate CRM system.	
<b>Discharge Compliance</b>	Resource Consent Compliance <ul style="list-style-type: none"> <li>Abatement notices</li> <li>Infringement notices</li> <li>Enforcement orders;</li> <li>Convictions,</li> </ul>	DIA measure	Ach - 0	Ach - 0	Ach - 0	Ach - 0	0	0	0	0	0	Consent & compliance documentation.	
<b>Response and Resolution Times</b>	Sewerage overflows - Attendance Time	DIA measure	Ach 42min	Ach 0h 54 min	Not/A 2 h 212 min	Not/Ac 6h 17min	1 hour	1 hour	1 hour	1 hour	1 hour	Work order tracking/reporting Council's asset management system.	
	Sewerage overflows - Resolution Time	DIA measure	Ach 4h 34 min	Ach 4 h 40 min	Ach 5h 31 min	Not/Ac 8h 7 min	8 hours	8 hours	8 hours	8 hours	8 hours		
<b>Customer satisfaction</b>	Complaints - <ul style="list-style-type: none"> <li>Sewage odour</li> <li>Sewerage system faults</li> <li>Sewerage system blockages, and</li> <li>Response to issues with its sewerage system,</li> </ul>	DIA measure	Ach - 0	Ach - 0.87	Not /Ac 9.5	Not/Ac 18.47	<5	<5	<5	<5	<5	Reporting against corporate CRM system.	
<b>Trade Waste complaints response times</b>	Attendance time: from the time that Council receives notification to the time that a Trade Waste Officer arrives on site.	Council Measure	N/A	N/A	Ach	Ach	Within 2 working days	Within 2 working days	Within 2 working days	Within 2 working days	Within 2 working days	Work order tracking/reporting through Assetfinda	
<b>Trade Waste consent processing</b>	Percentage of trade waste consent applications processed within 15 working days.	Council Measure	N/A	N/A	Not /Ac 50%	Ach	N/A	100 %	100 %	100 %	100 %	Authority	
'Ach' – Achieved; Not /A – Not Achieved, N/A – Not Applicable													

## **6.0**

# **Strategic Assessment**

## Strategic Assessment

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### **6.0: Strategic Assessment**

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## Strategic Assessment

### 6.1. OVERVIEW

The Stratford District Council provides wastewater collection services to the properties within the urban area of Stratford Township.

The Council provides this service by collecting, treating and discharging treated wastewater into the Patea River. The collection, treatment and disposal of wastewater is a core service provision in line with Section 11A of the Local Government Act (LGA) 2002. The delivery of this service is contingent on the appropriate disposal of treated wastewater consented by the Taranaki Regional Council (TRC). The Council discharges the treated wastewater into the Patea River, under the terms and conditions of a consent granted by the TRC.

The Council collects wastewater from households via an underground system of pipes and manholes. Being underground, the condition of these pipes and manholes are more difficult to assess visually and so, the condition and remaining lives of these assets have been based on the known age of the pipe material.

The '*Strategic Assessment*' section presents an assessment of the need for investment to support and improve Council's delivery of the wastewater service. It defines the problems facing the Council and highlights the benefits of the investment in addressing these problems.

### 6.2. OUR BUSINESS CASE

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

Between November 2023 and February 2024, Council staff prepared and business cases highlighting outstanding issues and requirements for discussion with the Elected Members as part of the Long Term Plan (LTP) process. The purpose of these early conversations was to ask elected members for direction regarding some capital projects being proposed in the 2024-2034 LTP.

The Early Conversations with the Elected Members identified:

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

The Elected Members considered the information and provided the necessary direction - in some cases modifying the preferred option. The outcomes of these conversations provided a 10-year plan for implementation of the Preferred Options for each Problem area identified.

### 6.3. OUR PROBLEM STATEMENTS

The main problems identified and partly *workshopped* as part of the Early Conversations are:

- Resource Consent Implementation;
- Reticulation overload due to inflow/infiltration;
- Pipework Capacity Issues and Surcharge Mitigation; and
- Network Modelling

#### 6.3.1. RESOURCE CONSENT IMPLEMENTATION

Condition 6 of our Wastewater Discharge consent states:

"Before 1 June 2022, the consent holder shall install the Diatomix system in the oxidation pond and advise the Taranaki Regional Council of the date of installation."

## Strategic Assessment

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The consent condition requires this installation to be completed by June 2022, installation is expected to commence by July 2021. Given that it is a requirement of the resource consent, the installation of this system is non-negotiable. Council staff estimate the cost of this at \$500,000.

After installing and monitoring the Diatomix project for since its installation in late 2021, the expected results have not been shown over the past nearly 3 year trial period.. Due to this \$550,000 has been budgeted for to find alternative solutions over 2024-2026 to reduce the phosphate and nitrate in the discharge and comply with the consent. In addition, \$3,000,000 budgeted in 2027/2028 to remove the sludge from the oxidation ponds, will increase life time of the ponds but will reduce nitrates and phosphates in the effluent by increasing the anoxic layer in the oxidation ponds.

The existing wastewater consent will expire in 2034 so prior to this an alternative method of discharge will be required. \$600,000 is budgeted across 2031-2033 to conduct a feasibility study on the potential options, with \$5,000,000 budgeted in 2033/2034 to start the process of constructing the selected option.

### **6.3.2. INFLOW/INFILTRATION PROGRAMME**

The Inflow/Infiltration programme is a suite of interventions designed to minimise the inflow and infiltration of surface and groundwater into the wastewater pipe network. This is an important part of our annual network maintenance/renewal programme that ensures that only wastewater collected from households/businesses is transported to the treatment plant. Recently, Council Officers have also been identifying leaks from a number of private drains that need to be addressed in the future.

The requirement for this programme is echoed in Condition 9 of our resource consent which requires us to provide a report, before 31 July each year, to the Taranaki Regional Council, with copies to Ngati Ruanui and Fish and Game covering:

- details of the progress made towards reducing inflow and infiltration reduction over the previous year ending 30 June;
- the consent holder's target for reduction of inflow and infiltration in the coming year; and
- details of the works proposed in order to meet that target.

Council officers have been undertaking inspections of gully traps and manholes in conjunction with automatic manhole flow monitoring and the modelling programme mentioned below to find points of infiltration, to fix them through the ongoing sewer lining contract \$2,150,000 has been budgeted over 2024-2034 to fix infiltration through pipes and manholes as required.

## Strategic Assessment

### 6.3.3. PIPEWORK CAPACITY INCREASE AND SURCHARGE MITIGATION

As more subdivisions and houses are constructed in Stratford the need for greater sewer capacity in certain areas has been revealed due to surcharging and areas being unable to connect to our network. To this \$750,000 has been budgeted across 3026-2034 for pipe size increasing, \$500,000 has been budgeted for 2033/2034 for an extension West of Brecon Road, and \$300,000 has been budgeted for 2024/2025 to realign the pipe over the Pātea River at Swansea Road due to it causing surcharging upstream.

### 6.3.4. NETWORK PLANNING AND MODELLING

Wastewater modelling will provide details on the rainfall-derived inflow and infiltration in the network and identify overflow investigations which will help to inform our forward works programme and support compliance with our resource consent conditions.

## 6.4. OUR BENEFIT STATEMENTS

The Council has identified projects to address the problems to delivering wastewater services in a safe and environmentally friendly manner and at the agreed level of service to the community. The projects identified are presented in Table 17 below and include:

**Table 17 – Problems, Projects and Benefit Statements**

Problem Statements	Preferred Option	Benefit Statements
<b>Problem Statement 1</b> Resource Consent Implementation	Implement all necessary measures to achieve the conditions of the wastewater discharge consent.	Compliance with the requirements of the wastewater discharge consent is essential for minimising the adverse effects on the environment.  With the receipt of our new Wastewater Discharge Consent issued in April 2020, the Council has programmed to implement the required system upgrade at the set time per the consent condition. The Council will also continue to monitor the performance of the wastewater oxidation pond and provide feedback to the key affected parties on a regular basis. The first stakeholder meeting involving Iwi and Fish & Game was held in August 2020; annual meetings will be held, as a requirement of the resource consent, to discuss performance progress. Intermittent meetings will be held where issues arise to ensure they are addressed promptly.
<b>Problem Statement 2</b> Reticulation overload due to inflow/infiltration	Implementation of Inflow/Infiltration programme, including inspections of private property to identify direct discharge of stormwater to sewerage system	This programme primarily to optimise reticulation capacity during rainfall events, by ensuring there is no inflow or infiltration of water into the wastewater reticulation system.  The Inflow/Infiltration programme is a suite of interventions designed to minimise the inflow and infiltration of surface and groundwater into the wastewater pipe network. This is an important part of our annual network maintenance and renewal programme that ensures that only wastewater collected from households and businesses is transported to the wastewater treatment plant.  CCTV inspections are undertaken as part of the network conditions assessments therefore no additional costs are incurred. Identifying areas of high infiltration allows Council to better focus funds.

## Strategic Assessment

Problem Statements	Preferred Option	Benefit Statements
<p><b>Problem Statement 4</b> Pipework Capacity Issues</p> <p><b>Problem Statement 5</b> Network Planning and Modelling</p> <p><b>Problem Statement 5</b> Wastewater Infrastructure Maintenance</p>		<p>The removal of stormwater maintains the available reticulation capacity during rainfall events.</p>
	<p>Programme the implementation of pipework capacity increase to support growth.</p>	<p>This programme is to address under-capacity of pipe network to support growth, residential infill and other intense land-use activities.</p> <p>There have been new residential subdivisions and developments, urban infill and other growth-related pressures created in both our wastewater and stormwater networks. The consequence of this is that some pipes are requiring upgrades in capacity to accommodate the increased flow.</p>
	<p>Full review and calibration of the existing Wastewater model</p>	<p>To accommodate growth and increased demand, Council has programmed to increase pipe capacity to cater for high flows. While officers are aware of some pipes within the network requiring increased capacity, the Council is will commission a network modelling project on our stormwater network to reveal how our network systems are behaving.</p> <p>This modelling project will comprise:</p> <ul style="list-style-type: none"> <li>• the evaluation of network capacity;</li> <li>• the identification of inflow and infiltration into the pipe network;</li> <li>• the identification of bottlenecks in the existing or proposed network; and</li> <li>• the design of improvements needed to accommodate growth. The modelling project is expected to reveal the areas for improvement in the network from which priority areas can be programmed for improvement.</li> </ul> <p>The existing model is over 10 years old and needs updating in the near future to provide accurate information on where Council should undertake network upgrades and renewals.</p>
	<p>Wastewater Treatment Ponds Desludging</p>	<p>This project is primarily driven by the need to maintain operational capacity and performance of the wastewater treatment ponds through regular desludging.</p> <p>Implementing a proactive maintenance strategy will:</p> <ul style="list-style-type: none"> <li>• Remove accumulated solids to sustain required hydraulic retention times and effluent quality standards.</li> <li>• Support continuity of wastewater treatment services for residents and industries</li> <li>• Aid compliance with resource consents related to discharge quality/volumes.</li> <li>• Reduce risks of uncontrolled discharges from overloaded ponds during high flow events</li> </ul> <p>Undertaking regular pond desludging will ensure the wastewater system can continue performing its vital functions over the long term.</p>

## **7.0**

# **Lifecycle Management**



## Lifecycle Management

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### 7.0: Lifecycle Management

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## Lifecycle Management

### 7.1. OVERVIEW

Lifecycle Asset Management focuses on management options and strategies to minimise risks to assets, and any potential risk of assets. It considers all relevant consequences from initial planning through to renewal, replacement, disposal or rationalisation of assets.

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

- Physical characteristics
- Operating environment
- Customer requirements

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

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

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

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

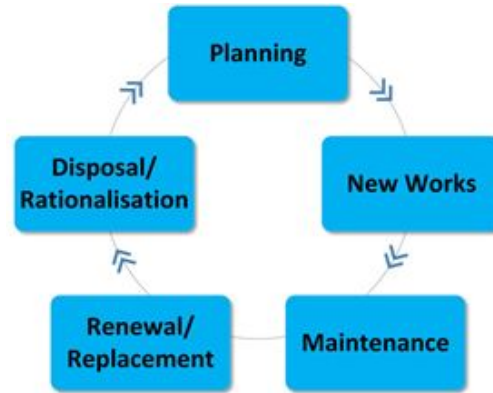
- Procurement Policy;
- Management Strategies;
- Contractual Arrangements;
- Programme Business Case for the next 10 years;
- Disposal Strategy; and
- Planning for Improvement.

### 7.2. PROCUREMENT POLICY

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

- Achieves the right outcomes and value for money;
- Manages risk while allowing staff to exercise business judgement and be innovative;
- Demonstrates fairness;
- Reflects best management practice; and
- Has a local procurement policy applying to works with a monetary value up to a limit prescribed by Council.

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



**Figure 14 - Lifecycle Asset Management**

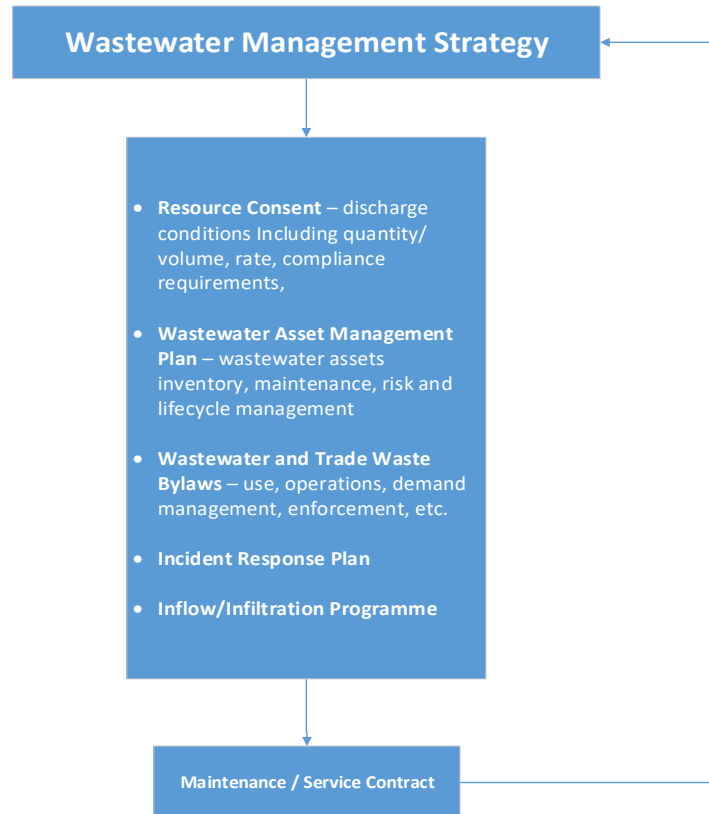
## Lifecycle Management

### 7.3. MANAGEMENT STRATEGIES

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

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

These strategies as presented in Figure 15, are either under review or currently being prepared and include a strategy for the Treatment and compliance with disposal standards required by the Resource Consent (0195-6).



**Figure 15 - Wastewater Asset Management Strategies**

### 7.4. CONTRACTUAL ARRANGEMENTS

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

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

Professional services are usually catered for by Council's in-house Business unit. Where not catered for in-house, they are either delivered as part of Council's shared service arrangements or covered by the Maintenance Contract sought in accordance with Stratford District Council's Procurement Procedures.

## Lifecycle Management

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Physical Works not mainly covered by the Maintenance Contract. However, where not covered, this service is procured in accordance with Stratford District Council's Procurement Procedures.

The contract covers an initial period of 3 years from 1 July 2019 and originally expired on 30 June 2022, but was extended an additional 2 years till 30 June 2023. It is a three year service delivery Contract with two rights of renewal of two years each for the continued operation and maintenance of the Stratford District Council's Water Supply, Wastewater and Stormwater Services.

Physical Works are mainly covered by the Maintenance Contract. However, where not covered, this service is procured in accordance with Stratford District Council's Procurement Procedures.

This Contract requires the Contractor to provide not only physical works but also a degree of professional services for significant aspects of the work. The Contract was entered into in 2019 with its first renewal option in 2022.

The Council is responsible for the operation of both the treatment plant (oxidation ponds) and the pump stations.

### **7.5. PROGRAMME BUSINESS CASE**

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in Table 17 below and shows the identified projects that are proposed to address the identified problems presented in Section 6 of this report and achieve the DIA and Internal/Other performance measures as per Section 5.

The identified projects are grouped under three main categories of:

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

The prioritisation of planned maintenance and renewal/replacement is based on Level of Service requirements, the level of risk, age and condition of the asset and budgetary constraints.

Options for delivery of the Wastewater activity works programme have been considered based on the potential impacts on LoS and the risks associated with investment levels that potentially change the level of service.

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

All options take a risk based approach incorporating higher risk approach for low volume and access roads.

## Lifecycle Management

**Table 18 – Identified Projects and Performance Measures**

Work Category	Identified Projects	Performance measures				
		System Adequacy	Discharge Compliance	Response Times	Resolution Times	Customer Satisfaction
Operations/ Maintenance	Infiltration monitoring	✓	✓	✓	✓	✓
	Reticulation (Infiltration) Renewals (Replace existing infrastructure)	✓	✓	✓	✓	✓
	Bulk Discharge Renewals	✓	✓	✓	✓	✓
Renewal/ Replacement	Safety Renewals	✓				✓
	Pump station renewals (Replace existing mechanical and electrical infrastructure)	✓	✓	✓	✓	✓
	Camper Van Facility					✓
	Treatment Plant renewals (routine step/aerate renewals)	✓	✓			✓
	De-sludge Oxidation Ponds (restore ponds capacity)	✓	✓			✓
Level of Service Improvements	Reticulation Capacity Increase	✓		✓	✓	✓
	Modelling	✓		✓	✓	✓
	Inflow and infiltration programme	✓	✓	✓	✓	✓
	Diatomix	✓	✓			✓
	Camper van facility drainage					✓
	Stage 2 treatment Upgrade	✓	✓			✓

## Lifecycle Management

### 7.5.1. OPERATION AND MAINTENANCE

Operation and Maintenance strategies cover policies that determine how the asset will be operated and maintained on a day-to-day basis to consistently achieve optimum use. A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance.

Operating budgets are detailed in the Financial Forecasts Section of this document.

The operation and maintenance of assets is undertaken through:

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

The previous expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 16. The planned works are presented in Table 19 below.

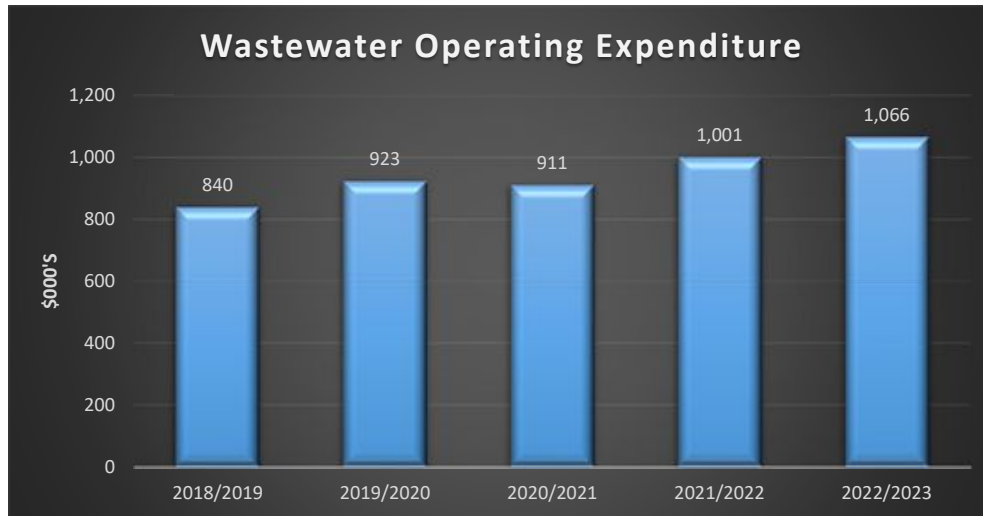


Figure 16 - Wastewater Operating Expenditure

Table 19 - Planned Operation and Maintenance Works

Project	2024/25	2025/26	2026/2027	2028-2034
<b>Identify future treatment options (Operations)</b>	<b>\$50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

Problem Statement                      It is uncertain what environmental future standard will be imposed

Benefits of investment                Council will be able identify financial implications of possible/probable LoS requirements and plan accordingly.

Consequences of non-investment    A lack of planning will result in a high level of customer dissatisfaction.

## Lifecycle Management

Problem Statement	LoS Performance (demand management) targets are currently difficult to attain. Resource consent conditions require a reduction in groundwater infiltration.
Benefits of investment	Assists Council in reducing infiltration aiding in meeting demand management performance targets and resource consent conditions.
Consequences of non-investment	Risk of continued non-performance against agreed LoS Performance, issuing of infringement notices, and/or non-renewal of resource consent.

### 7.5.2. RENEWAL/REPLACEMENT

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

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

The previous expenditure figures for assets renewal/replacement, as detailed in the Annual Plan, are presented in Figure 17. The planned works are presented in Table 20 below. A 10-year Replacement profile is presented in Figure 18.

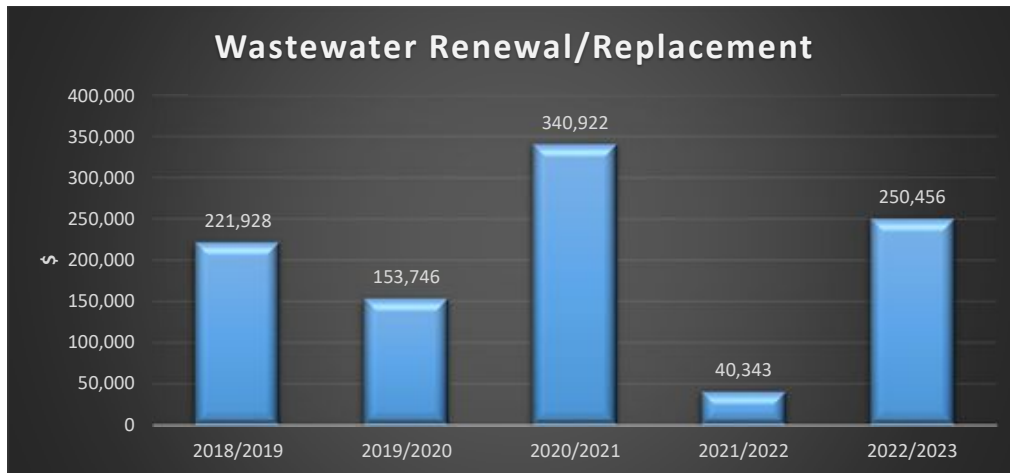


Figure 17 - Wastewater Renewal/Replacement History

## Lifecycle Management

**Table 20 - Planned Renewal /Replacement Works**

Project		2024/25	2025/26	2026/24	2024-2031
<b>Reticulation Renewals</b>		<b>\$183,000</b>	<b>\$183,000</b>	<b>\$183,000</b>	<b>\$1,161,000</b>
<b>Pump station Renewals, including bulk discharge</b>			<b>\$30,000</b>		<b>\$20,000</b>
<b>Safety Renewals</b>					<b>\$10,000</b>
<b>Pumps and Electrics</b>				<b>\$30,000</b>	
<b>Camper Van Facility</b>					<b>\$10,000</b>
<b>Routine Step/Aerate Renewals</b>		<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$210,000</b>
Problem Statement	Aged network falls below an acceptable LoS Performance.				
Benefits of investment	Project will assist Council in maintaining adequate LoS performance in future.				
Consequences of non-investment	LoS performance will reduce in time resulting in higher maintenance costs				
<b>De-sludge ponds (Renewals)</b>					<b>\$3,000,000</b>
Problem Statement	Pond capacity fall below that required to achieve effective treatment.				
Benefits of investment	Enables ponds to achieved required LoS.				
Consequences of non-investment	Council will incur abatements notices.				



## Lifecycle Management

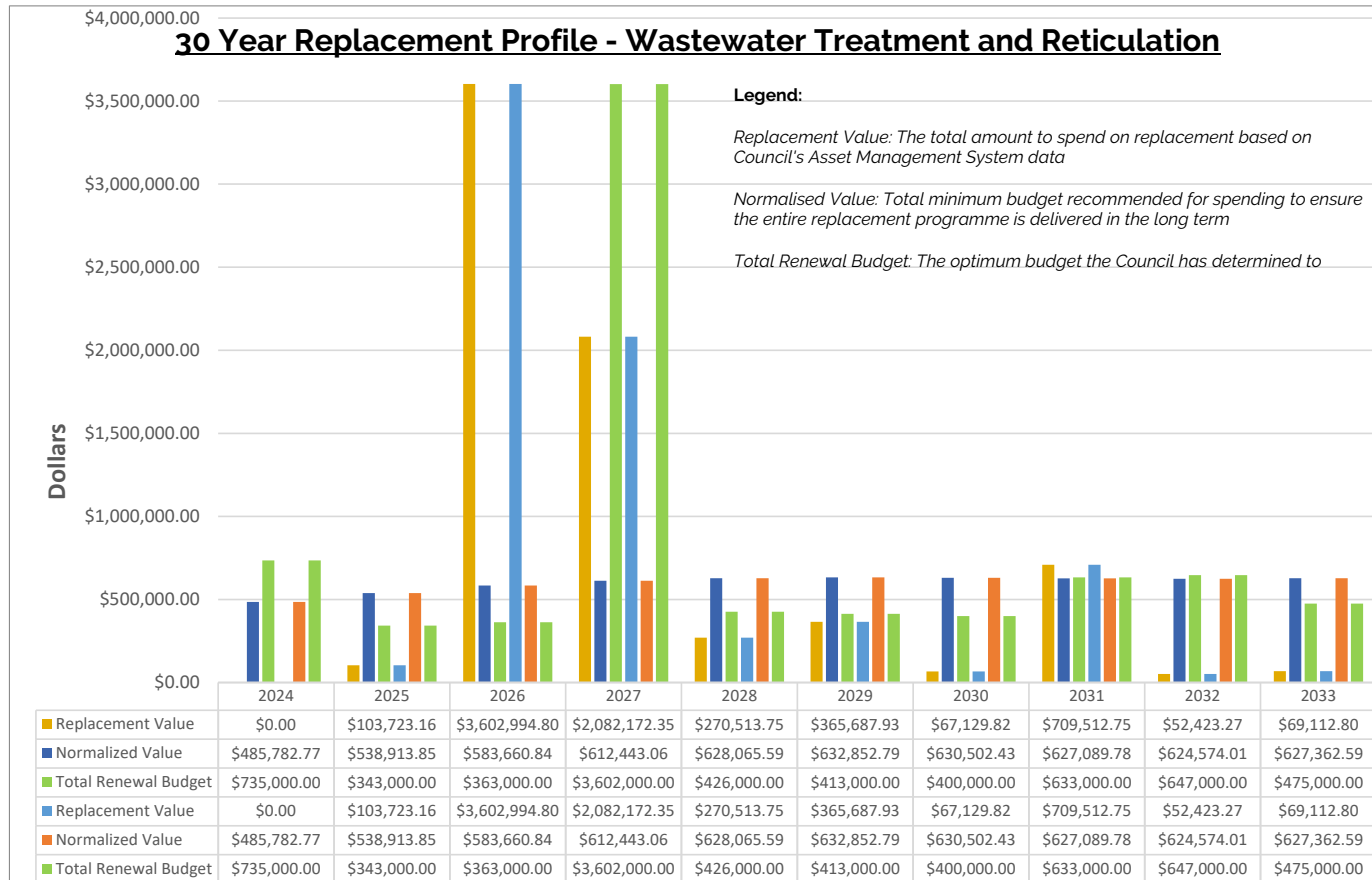


Figure 18 - 10-year Replacement Profile

## Lifecycle Management

### 7.5.3. LEVEL OF SERVICE IMPROVEMENTS

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

The previous expenditure figures for assets renewal / replacement, as detailed in the Annual Plan, are presented in Figure 19. The planned works are presented in Table 21 below.

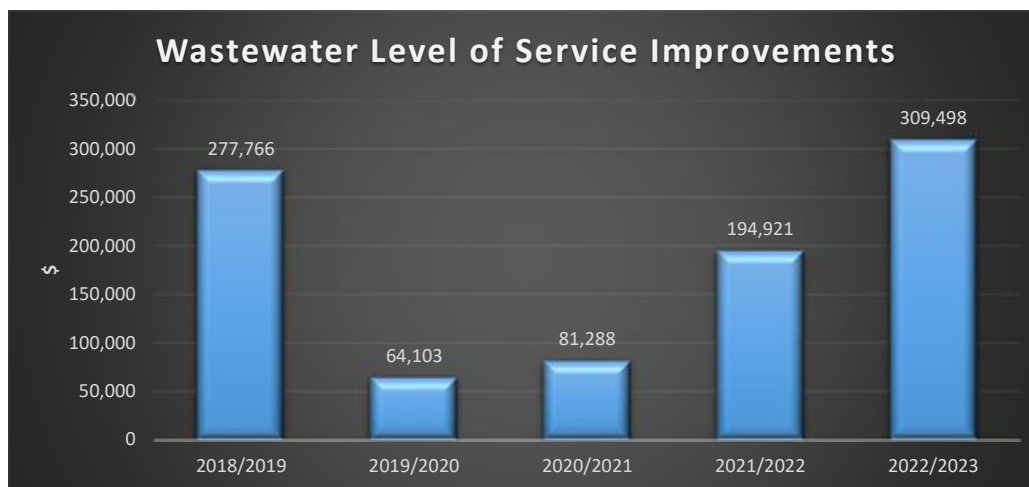


Figure 19 - Wastewater Levels of Service Improvements

Table 21 - Planned Level of Service Improvement Works

Project	2024/25	2025/26	2026/2027	2028-2034
<b>Reticulation capacity increase (Level of Service)</b>			<b>\$150,000</b>	<b>\$600,000</b>
Problem Statement	Undersized network causing sewer overflows during adverse weather events.			
Benefits of investment	Project will assist Council in achieving adequate LoS performance.			
Consequences of non-investment	Overflow causes health problem that could results in infringement notice/fines			
<b>Modelling (level of Service) including bulk discharge</b>	<b>\$50,000</b>			<b>\$100,000</b>
Problem Statement	To understand the network capacity , identification on inflow and infiltration points, identify bottlenecks, it is necessary to undertake the modelling of the wastewater network is necessary			
Benefits of investment	To facilitate network planning and accommodate anticipated growth			
Consequences of non-investment	Inability to support growth and extend services as and when required.			
<b>Inflow and infiltration programme</b>	<b>\$350,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,400,000</b>
Problem Statement	Reticulation overload due to inflow/infiltration of stormwater into the wastewater system			
Benefits of investment	To optimise reticulation capacity during rainfall events			
Consequences of non-investment	Overflow causes health problem that could results in infringement notice/fines			

## Lifecycle Management

<b>Wastewater treatment redesign</b>				<b>\$400,000</b>
<b>Wastewater new discharge point</b>				<b>\$5,200,000</b>
<b>Wastewater pond desludging</b>				<b>\$3,000,000</b>
<b>Alternative to Diatomix</b>	<b>\$50,000</b>	<b>\$500,000</b>		
Problem Statement	To improve on the quality of discharge into the Patea River, particularly, the nitrogen and phosphorus concentration			
Benefits of investment	Achievement of resource consent conditions and positive impacts on ecology of the Patea River			
Consequences of non-investment	TRC Resource Consent requirements not complied with.			
<b>Camper van facility drainage</b>			<b>\$10,000</b>	<b>\$10,000</b>
Problem Statement	The need to improve on the drainage system where the camper van facility is located			
Benefits of investment	Project will assist Council in achieving adequate LoS performance.			
Consequences of non-investment	Adverse impacts on the environment			
<b>Network western extension</b>				<b>\$500,000</b>
Problem Statement	Limited amount of properties able to connect on western portion of Stratford			
Benefits of investment	More housing available for our growing community			
Consequences of non-investment	Limiting the growth of residential properties in Stratford as they are forced to use septic tanks			

### 7.6. DISPOSAL STRATEGY

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

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

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

While there are assets that fit under one or more of the above criteria, the Local Government Act provides clear instances when assets can be disposed of. The Council has in the past sought legal opinion on the disposal of assets identified under these criteria, however, it appears that provisions of Section 345 of the Local Government Act 1974, which the Council is unable to meet at this time, override these criteria.

Therefore, at this time, the Stratford District Council has neither a Disposal Strategy nor plans to dispose of any Wastewater assets other than those that become obsolete as a result of renewal or upgrading works.

## Lifecycle Management

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### 7.7. IMPROVEMENT PLAN

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

**Table 22 - Improvement Plan**

Sub Section	Task	Due Date
7.3	Maximise AssetFinda capabilities for predictive modelling purposes	On-going
7.5.1	Continue to undertake CCTV Condition Assessment the wastewater reticulation assets, to ascertain the useful and remaining lives of these assets	On-going

## **8.0**

# **Risk Management**

## Risk Management

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### 8.0: Risk Management

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## Risk Management

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### 8.1. OVERVIEW

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

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

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

### 8.2. RISK MANAGEMENT STRATEGY

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

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

The potential risks identified for the Wastewater assets and activities under these six categories are described in detail in this report.

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

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

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

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

## Risk Management

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

### 8.3. RISK ASSESSMENT PROCESS

The Stratford District Council's Risk Management Process in Figure 17 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

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

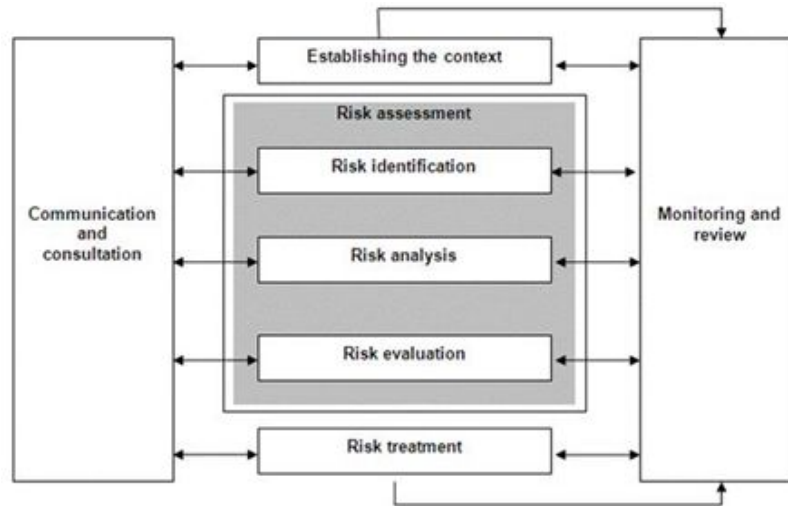


Figure 20 - Risk Management Process

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

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

Figure 21 - The Risk Matrix (Source: Council's Vault system)



## Risk Management

### 8.4. POTENTIAL RISKS

The Stratford District Council has made a number of risk assumptions<sup>2</sup> under the six broad risk areas of Compliance and Legislation, Data Information, Financial, Health and Safety Wellbeing, Operational, & Reputational and Conduct. These are presented in [Appendix 1](#).

### 8.5 TOP TEN RISKS FOR THE WASTEWATER ASSETS AND ACTIVITY

The Stratford District Council has identified the following top ten Wastewater risks from the 6 categories in the Risk Management Framework ([Appendix 1](#)) in Table 23.

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

**Table 23 – Top Ten Identified Wastewater Risks**

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score	
<b>1. Compliance and Legislation</b>					
<b>1.1</b>	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.	8 High	<ul style="list-style-type: none"> <li>• Staff will implement the changes</li> <li>• Regular review and update Legislative Compliance Register.</li> <li>• Staff training and attending relevant industry conferences.</li> <li>• Regular policy review to ensure policies and procedures are in line with legislation changes.</li> <li>• Ensure maintenance contractor and staff are up to date with legislative requirements through regular updates of legislative compliance register</li> <li>• Subscribe to regular email updates from local government and relevant industry bodies, Council list server to ensure staff are notified of legislative changes.</li> </ul>	1 Low
<b>1.4</b>	Bylaws and Policies	IF Council fails to keep Policies and Bylaws up to date, THEN the Policies and Bylaws may become unenforceable and irrelevant, and council could be acting illegally, or the policy is not fit for purpose.	8 High	<ul style="list-style-type: none"> <li>• Quality assurance.</li> <li>• Resourcing levels maintained</li> <li>• Regular Policy Schedule review by CEO.</li> <li>• Regular review of Bylaw timetable maintained in Content Manager.</li> </ul>	3 Moderate

<sup>2</sup> statements that are presumed to be true without concrete evidence to support them

## Risk Management

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score	
<b>2. Data and Information</b>					
<b>2.1</b>	Systems Down - Natural Disaster/Pandemic	IF there is a natural disaster THEN systems may be down temporarily, reduction in worker productivity, unable to respond to customers, data unavailable, potential permanent loss of data.	8 High	<ul style="list-style-type: none"> <li>Backups done daily and stored off-site.</li> <li>Most critical data is in the cloud, data centre is overseas so workers can access system remotely from anywhere.</li> <li>Civil Defence will make hardware available for emergency response.</li> </ul>	3 Moderate
<b>2.2</b>	Server Failure	IF the server failed THEN systems down, data unavailable, potential data loss	12 Very High	<ul style="list-style-type: none"> <li>Restore from backup, backups stored off-site.</li> <li>Fail-over for Melbourne data centre replicates to Sydney data centre.</li> </ul>	3 Moderate
<b>4. Health and Safety</b>					
<b>4.1</b>	Lone Worker	IF a staff member is seriously injured or killed during field inspections/site visits, THEN possible health and safety breaches, death or serious injury.	12 Very High	<ul style="list-style-type: none"> <li>Quality assurance.</li> <li>Ongoing training/awareness of HSE requirements and responsibilities.</li> <li>Better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site.</li> <li>Use of GPS tracking, mobile phone tracking.</li> <li>Compliance officers to wear body cameras when on duty.</li> </ul>	1 Low
<b>4.9</b>	Employee Substance Abuse	IF staff are affected by drugs or alcohol while at work, THEN there is an increased risk of an accident or injury, property damage, and reduced work performance.	8 High	<ul style="list-style-type: none"> <li>Ensure staff are aware of drug and alcohol policy.</li> <li>Initial drug testing done prior to employment to filter out regular users.</li> <li>Utilise EAP.</li> </ul>	2 Moderate
<b>5. Operational</b>					
<b>5.4</b>	Maintenance Contractor fails to deliver	IF maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, THEN assets may become under threat, unreliable, or unable to	8 High	<ul style="list-style-type: none"> <li>Careful assessment of tender to ensure contract price viable for contractor to deliver level of service.</li> <li>Regular liaison with contractor to monitor performance and ensure compliance.</li> <li>Contractor pre-approval process must not be bypassed.</li> </ul>	3 Moderate

## Risk Management

	Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
		meet community needs.			
5.6	Natural Disaster or Fire - Response preparedness	IF a Natural Disaster or Fire causes significant damage to infrastructure and buildings THEN community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	12 Very high	<ul style="list-style-type: none"> <li>Civil Defence Emergency Management plans are in place.</li> <li>Procedures following an emergency event are widely known by a number of staff due to Civil Defence</li> <li>Foundational training being rolled out to majority of council staff.</li> <li>Business Continuity Plans need to be in place and practiced regularly for all activities - Directors responsible for having a plan in place for each of their departments to ensure core functions can continue to be delivered.</li> </ul>	12 Very High
5.9	Critical Asset Failure	IF a critical asset (water treatment plants, stormwater, wastewater, reticulation, roading) failed, THEN unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	12 Very High	<ul style="list-style-type: none"> <li>Conduct 2 yearly Asset Criticality Review.</li> <li>Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event.</li> <li>Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance.</li> </ul>	4 High
5.11	Government Policy Impacting on Local Government	IF Government Policy significantly changes the services Council delivers or the way they are delivered, THEN this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	<ul style="list-style-type: none"> <li>Where a policy change may have a significant impact on the Council then we must ensure that the Council makes a submission challenging the change and suggesting alternative options.</li> <li>Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically, rather than being in a reactive position or being overly proactive. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.</li> </ul>	12 Very High

## Risk Management

### 8.6 RISK RESPONSE

The Stratford District Council has a suite of response strategies for the potential risks identified above and in [Appendix 1](#). They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 24.

**Table 24 - Risk Response Strategies and Definitions**

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

### 8.7 SIGNIFICANT ADVERSE EFFECTS

The Wastewater system has the potential to have a negative effect on public health, the environment, and cultural wellbeing if it fails to operate according to the required performance standards. As standards are improved, the system is upgraded to suit.

#### 8.7.1 ENVIRONMENT

Wastewater discharge can have a significant negative effect on the environment, particularly on water quality and aquatic life if disposal standards are not met. Overflows from the wastewater system may occur during heavy rainfall which could adversely affect eco systems in the receiving environments.

The Council currently discharges treated wastewater into the Patea River from the Stratford Treatment Plant under Resource Consent 0196-5. The Taranaki Regional Council monitors the discharge of the treated wastewater. The Council will ensure compliance with the terms and standards of the Resource Consent to minimise the potential for such overflows.

#### 8.7.2 PUBLIC HEALTH

Periodic failures in the system, such as discharge overflows in domestic reticulation systems and through street manholes, are of concern and are being addressed as a priority by Council.

#### 8.7.3 CULTURE

There are cultural impacts associated with the continued disposal of treated wastewater into the Patea River. The Council is currently addressing these negative impacts as part of the resource consent renewal process.

#### 8.7.4 SOCIAL

## Risk Management

Odours from the wastewater system could be objectionable to neighbouring properties. In addition effects on the adjacent public walkway in close proximity to the treatment and discharge site.

### 8.8 CRITICALITY

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

Wastewater assets are considered critical by Stratford District Council.

#### 8.8.1 CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level.

**Activity level criticality** is based on the criticality criteria shown in Table 25; Table 26 provides the Activity Level Criticality Rating with examples. **Corporate level criticality** ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated in Table 25 below.

**Table 25 - Activity Level Criticality Criteria**

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

**Table 26 - Activity Level Criticality Rating and Examples**

Rating ID	Rating	Description	Example
1	<b>Very High</b>	<b>Critical, no redundancy</b> - Failure of equipment compromises H&S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).	Oxidation Pond
2	<b>High</b>	<b>Critical, no redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	Wastewater reticulation on Broadway in the CBD
3	<b>Medium</b>	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	Trunk main on Swansea Rd at the Patea River
4	<b>Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k	Trunk mains elsewhere
5	<b>Very Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k	Oxidation Pond embankment

## Risk Management

**Corporate level criticality** ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated below in Table 27.

**Table 27 - Corporate Level Criticality**

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

### 8.8.2 CRITICAL ASSETS

The AssetFinda database holds a record of the critical Wastewater assets. The identified critical assets are ranked according to their functional criticality.

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

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

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

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

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

Following the review we have undertaken the following:

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

Critical assets have been prioritised at the Activity level and added to the asset register. These critical assets are listed in Table 26.

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

## Risk Management

**Table 28 - List of Critical Wastewater Assets**

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functional Criticality	Activity Level	Corporate Level		
1	4	2	2	Oxidation Pond	Failure would allow a significant volume of raw sewage to escape into the Patea River placing public health at risk and cause significant impact on the environment for an extended length of the river. The event is likely to result in a prosecution by the Regional Council. The event would incur very high recovery costs and cause significant negative publicity and a loss of faith/good will by community.
2	4	2	2	Wastewater reticulation on Broadway in the CBD	Failure would allow raw sewage to flood shop basements in the CBD placing public health at risk and cause significant damage to commercial premises/stock, prolonged shop closures to clean up and reinstate. The failure would also cause severe disruption to SH 3 traffic while repair/replacement is undertaken. The event is likely to result in prosecution by the Regional Council. The event would incur very high recovery costs and cause significant negative publicity and a loss of faith/good will by community.
3	6	3	2	Trunk main on Swansea Rd over the Patea River	Failure would allow a large volume of raw sewage to escape into the Patea River causing severe public health issues and significant impact on the environment for an extended length of the river. The event is likely to result in prosecution by Regional Council. The event would incur very high recovery costs and cause significant negative publicity and a loss of faith/good will by community.
4	6	3	2	Trunk mains elsewhere	Failure would allow raw sewer overflows to several neighbouring properties placing public health at risk and potentially leading to prosecution by the Regional Council. The event would incur low to moderate costs and cause negative publicity and a loss of faith/good will by community.

## Risk Management

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### 8.9 EMERGENCY RESPONSE

#### 8.9.1 CIVIL DEFENCE

The Taranaki Region operates a CDEM (Civil Defence Emergency Management) Group Office, called the Taranaki Emergency Management Office (TEMO). TEMO is a shared service between all four councils in Taranaki.

In 2017 The Taranaki CDEM group agreed to a constituting agreement that outlined the separate roles of the Group Office (TEMO), Taranaki Regional Council, and the three district councils. Funding for this arrangement comes from the *'Uniform Annual General Charge; (UAGC) Rates*.

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

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

#### 8.9.2 FIRE

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

#### 8.9.3 LIFELINES

Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services. The wastewater activity is a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act (CDEMA) 2002.

#### 8.9.4 INCIDENT RESPONSE PLANS

Stratford District Council has an Incident Response Plan<sup>3</sup> for the Wastewater activity. The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level. See Figure 24.

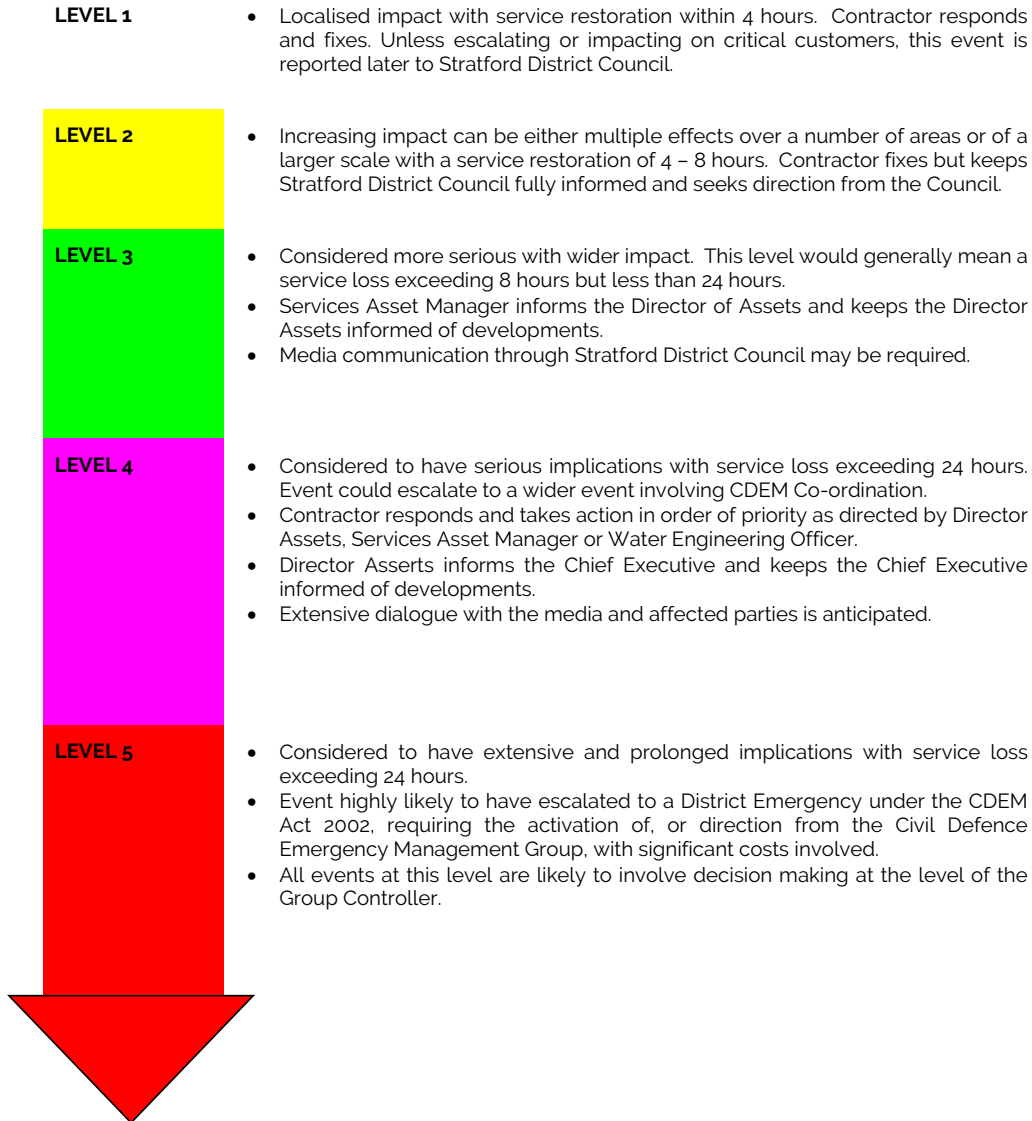
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<sup>3</sup> D17/26535



## Risk Management

**Figure 22 - Incident Response Plan**



## Risk Management

### 8.10 RISK INSURANCE

The Local Government Act 2002 requires that from 2014 details of insurance of assets be included. This information is included in the following table. Insurance Arrangements as at 30 June 2023 are as follows:

**Figure 23 - Asset Insurance Valuations**

	<b>CARRYING VALUE</b> (as at 30 June 2023) <b>\$000</b>
<b>ASSETS FROM STATEMENT OF FINANCIAL POSITION</b>	
Property, plant and equipment	462,427
Investment property	303
<b>Total</b>	<b>462,780</b>
<b>LESS</b>	
Land component of operational assets	-9,374
Land under roads	-54,384
Land – restricted assets	-12,928
<b>Total</b>	<b>-76,686</b>
<b>NET NON-FINANCIAL ASSETS (EXCLUDING LAND)</b>	<b>386,094</b>

	<b>INSURED VALUE</b> (as at 30 June 2023) <b>\$000</b>	
<b>INSURANCE ARRANGEMENTS</b>		
Material damage cover for buildings, plant, contents	-66,313	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-216	Insured for market value – carrying value assumed for this purpose.
<b>RISK SHARING ARRANGEMENTS</b>		
Cover for infrastructure assets as a member of LAPP Central Government assistance	-44,441	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
<b>Council arrangements for covering deductibles and/or uninsured assets</b>	<b>110,970</b>	
<b>SUM NOT SPECIALLY INSURED</b>	<b>275,124</b>	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$6.6m.

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

## Risk Management

### 8.11 PUBLIC HEALTH

#### 8.11.1 ASSESSMENT OF WATER AND SANITARY SERVICES

In 2022, Stratford District Council undertook its second assessment of water and sanitary services. The purpose of the assessment was to determine, from a public health perspective, the adequacy of water and sanitary services available to communities. For the Wastewater activity the assessment focused on:

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

The assessment concluded that:

- The current system can be extended to meet increased demand provided hydraulic issues associated with inflow volumes and outflow ground water infiltration into the reticulation can be resolved;
- Planned works over the next 10 years to decrease stormwater infiltration is expected to reduce pressure on the network linked to hydraulic issues.

While no new actions were identified, the 2016 Actions still apply, and they are for Council to:

- *Continue to address ground water infiltration into the wastewater reticulation within the Stratford community; and*
- *Continue to extend the wastewater reticulation to areas of medium to high density housing within the Stratford community.*

In relation to areas of the District where Council does not provide wastewater services, the assessment concluded that:

- There are no public health issues at this time;
- Where there is further development intensive use of septic tank disposal systems has the potential to cause health issues;
- There is the potential for increased demand for service in Stratford;
- The use of individual septic tanks is expected to remain appropriate wastewater treatment system un-serviced areas;
- There is no increase in demand for service; and
- No public health issues have been identified at this time.

The only action required by Council is to ensure *the proposed District Plan provisions have required section sizes suitable for septic tank installation, disposal and reserve areas.*

### 8.12 HEALTH AND SAFETY

#### 8.12.1 HEALTH AND SAFETY ADVISOR

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

#### 8.12.2 HEALTH AND SAFETY POLICY

In 2019 Stratford District Council reviewed and updated its Health and Safety Policy to better reflect legislative requirements reinforce its commitment to the philosophy that the health and safety of its employees, volunteers, contractors and subcontractors is of prime importance. SDC is committed to ensuring its operations are conducted in a safe and efficient manner that will not incur injury to personnel or damage to the environment.

## Risk Management

### 8.12.3 INCIDENT/ACCIDENT REPORTING

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

### 8.13 IMPROVEMENT PLAN

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

**Table 29 - Risk Management Improvement Plan**

Sub Section	Task	Due Date
8.7.1	<b>Infiltration of Groundwater</b> Continue addressing ground water infiltration into the wastewater reticulation to ensure continued an efficient performance of critical asset	On-going
8.7.1	<b>Trade Waste Implementation</b> Continue to Implement the Trade Waste Bylaw to ensure all non-domestic wastes are identified and captured under the necessary conditions to avoid critical asset failure	On-going

## **9.0**

# **Investment Funding Strategy**

## Investment Funding Strategy

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### **9.0: Investment Funding Strategy**

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## Investment Funding Strategy

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### 9.1. OVERVIEW

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

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

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

### 9.2 FINANCIAL STANDARDS

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

### 9.3 FUNDING AND FINANCIAL POLICIES

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

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

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

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

#### 9.3.1 REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017 and is due for renewal in 2021. The funding sources are detailed in the LTP 2024-2034 and include general and targeted rates, borrowing, grants and subsidies, etc.

#### 9.3.2 TREASURY MANAGEMENT POLICY

The Council's Treasury Management Policy incorporates the *Liability Management Policy* and the *Investment Policy* requirements of the LGA. It guides the Council to prudently manage its revenue, expenditure, assets, liabilities, reserves and investments, in the interest of the Council and district ratepayers. The current policy was reviewed in 2019.

## Investment Funding Strategy

### 9.3.3 DEVELOPMENT AND FINANCIAL POLICY

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

### 9.4 FUNDING OUR INVESTMENT STRATEGY

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

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

The Council expects that:

- All Level of Service Improvement projects for all the Three–Waters Activities will be funded 100% from Loans;
- Renewal or Replacement projects will be equally funded from Loans and Reserves; and
- While the cost of capital projects driven by growth and led by a private Developer will be borne by the Developer, any Council-led projects in support of growth will be accounted for within the particular project budget rather than by activity budgets.

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

A summary of Council's Capital Investment Funding Strategy is shown in Figures 24 - 28. Tables 30 and 31 provides the financial projections for the wastewater activity.

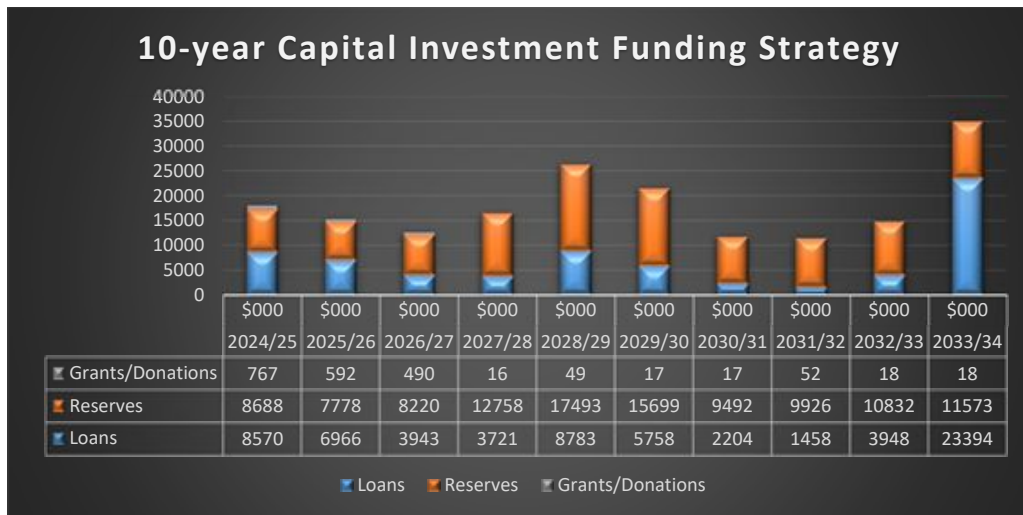


Figure 24 - All Assets Capital Investment Funding Strategy



## Investment Funding Strategy

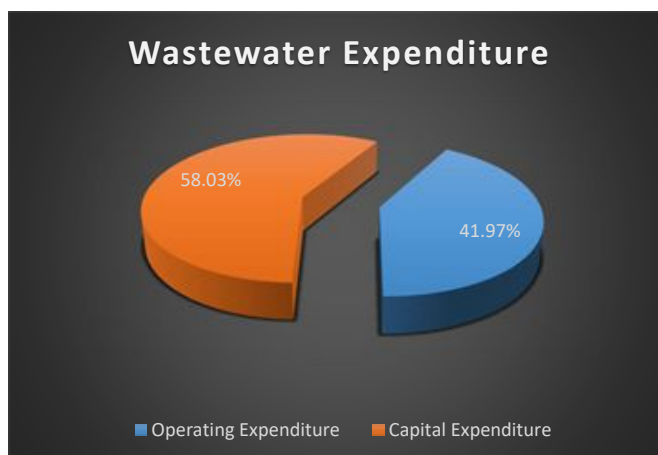


Figure 25 - Wastewater Expenditure - Capital vs Operating Expenditure



Figure 26 – Wastewater Capital Investment Split – Level of Service vs Replacement

### 9.5 RELIABILITY OF OUR INVESTMENT STRATEGY

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

- The Council's funding source is largely from rates. Rates will be confirmed for the 2024-2027 period via the appropriate processes for inclusion in the LTP 2024-2034. Once adopted, the rates in the LTP 2024-2034 will constitute a reliable funding source for the delivery of Wastewater Activities;
- The Council is confident in its ability to raise funds within our financial strategy limits and is reasonably certain that it would secure loans at an affordable interest rates throughout this period.
- The Council relies on *Fees and Charges* or *Development Contributions* to deliver wastewater services. Any new demand for new assets to be vested in Council or services will generally be funded by the direct beneficiary of the assets/service.

## 9.6 FINANCIAL STATEMENTS AND PROJECTIONS

**Table 30 – All Asset Capital Expenditure Projection**

	Forecast					Projection				
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Roading</b>										
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909
<b>Stormwater</b>										
Level of Service Improvement	450	0	158	0	0	198	116	0	181	0
Replacements	100	103	126	108	111	113	139	118	121	247
<b>Water Supply</b>										
Level of Service Improvement	1,367	246	0	1,026	166	119	0	0	1,330	12,466
Replacements	2,770	2,229	211	427	244	289	487	231	266	833
<b>Solid Waste</b>										
Level of Service Improvement	20	20	162	330	1,098	11	0	0	0	596
Replacements	40	10	10	11	11	11	0	0	0	0
<b>Wastewater (Sewerage)</b>										
Level of Service Improvement	50	513	158	216	0	0	232	118	725	6,418
Replacements	735	343	363	3,602	426	413	400	633	647	475
<b>Parks and Reserves</b>										
Level of Service Improvement	220	490	52	53	0	55	226	57	0	60
Replacements	45	102	104	341	239	22	45	46	23	24
<b>Property</b>										
Level of Service Improvement	629	587	1,790	197	1,614	94	39	75	99	1,472
Replacements	315	240	110	138	619	72	79	75	123	95
<b>Community Development</b>										
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0
Level of Service Improvement	70	77	26	27	27	28	28	29	29	30
Replacements	0	0	0	0	0	0	0	0	0	0
<b>Administration</b>										
Replacements	408	267	148	202	330	105	156	192	122	205
<b>TOTAL PROJECTS (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>
<b>FUNDING</b>										
Loans	8,570	6,966	3,943	3,721	8,783	5,758	2,204	1,458	3,948	23,394
Section sales (subdivision loan-funded)	0	0	0	0	0	0	0	0	0	0
Cash from Investments	0	0	0	0	0	0	0	0	0	0
Reserves	8,688	7,778	8,220	12,758	17,493	15,699	9,492	9,926	10,832	11,573
Grants/Donations	767	592	490	16	49	17	17	52	18	18
Rates	0	0	0	0	0	0	0	0	0	0
NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<b>TOTAL (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>

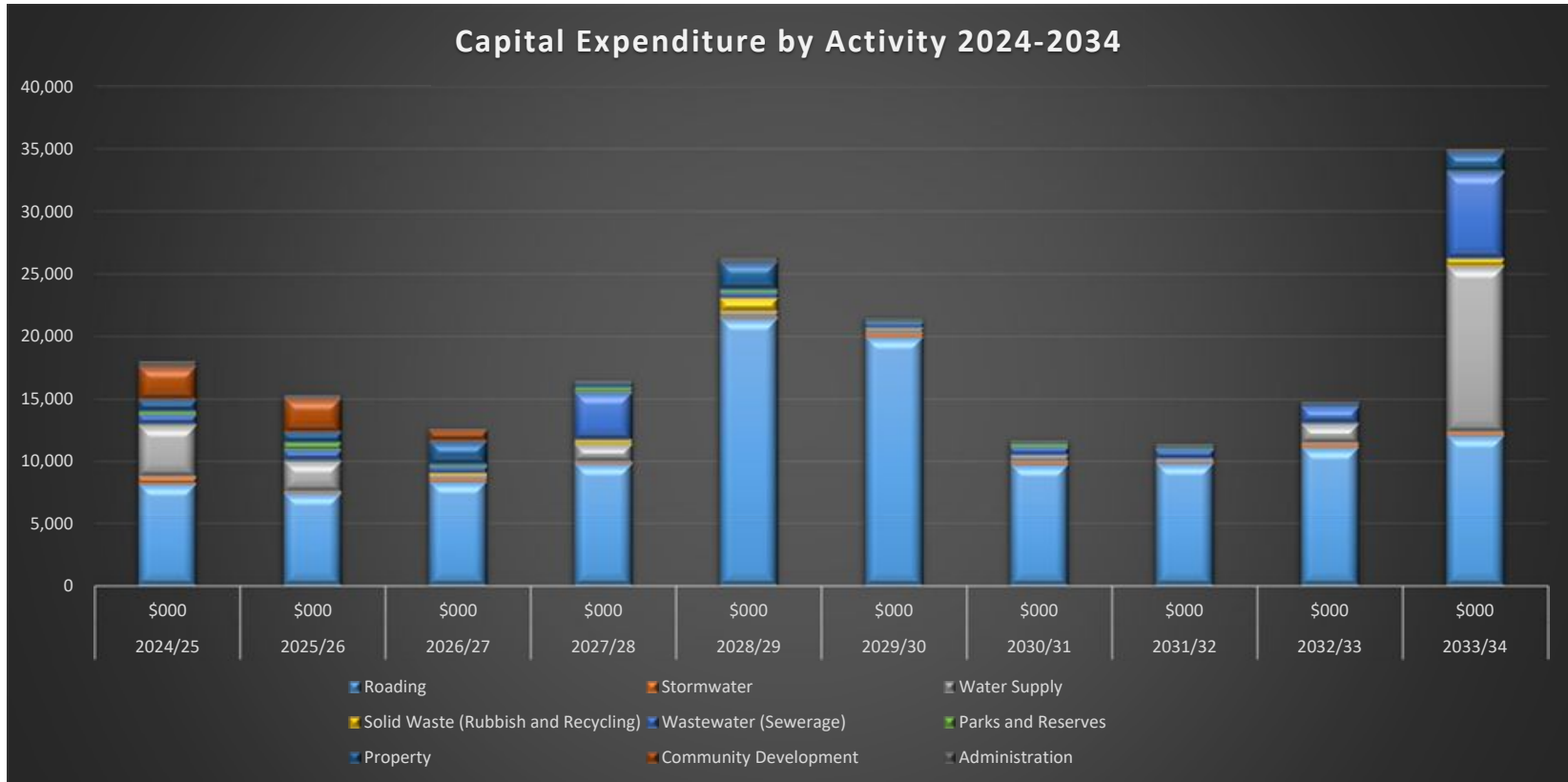
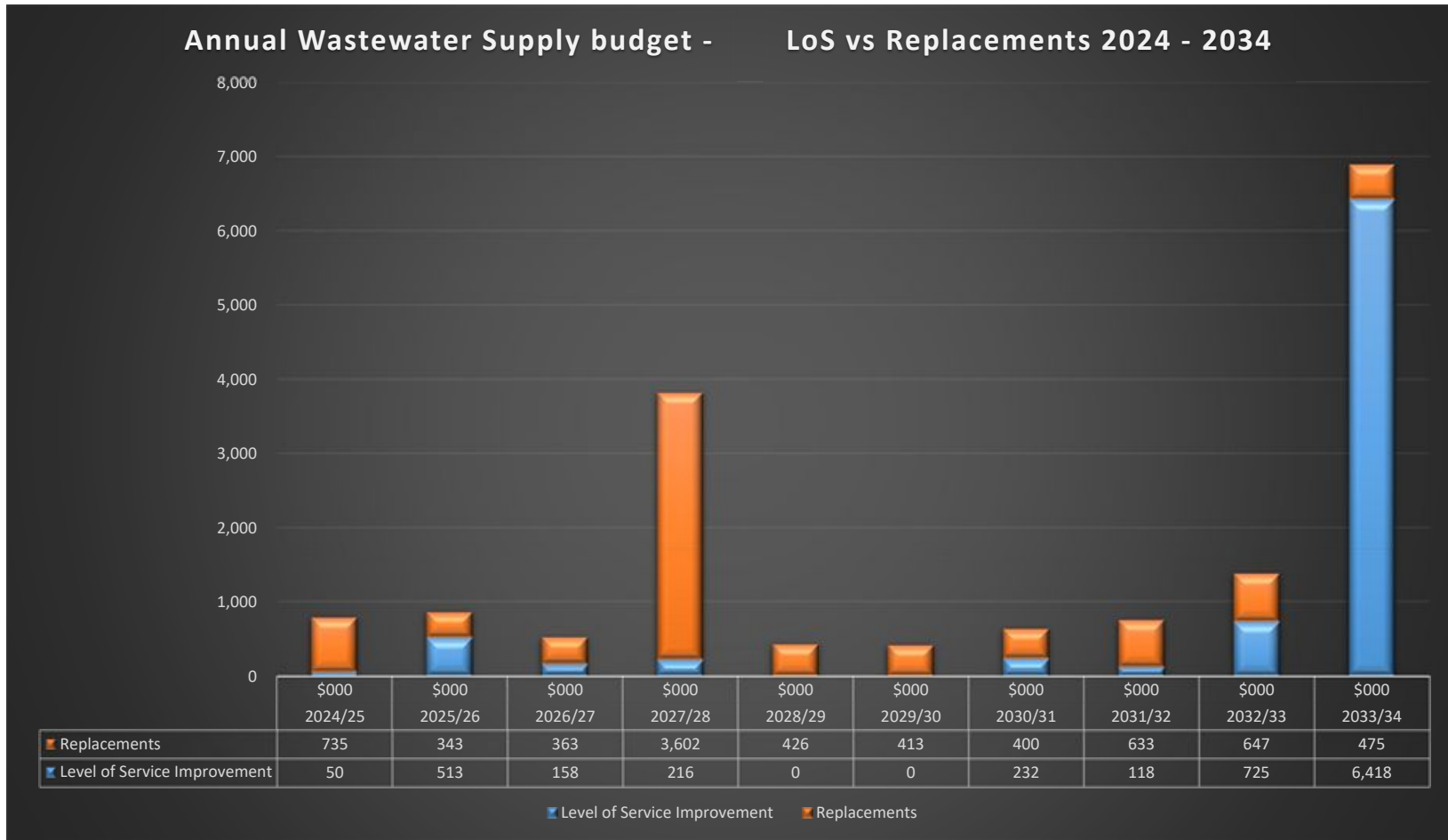


Figure 27 - Capital Expenditure by Activity - All Assets

**Table 31 - Wastewater Activity Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast 2024/25 \$000	Projection								
			2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>1,063</b>	<b>Operating Expenditure</b>	<b>1,023</b>	<b>1,058</b>	<b>1,101</b>	<b>1,145</b>	<b>1,161</b>	<b>1,201</b>	<b>1,211</b>	<b>1,256</b>	<b>1,288</b>	<b>1,468</b>
<b>35</b>	<b>Revenue</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>46</b>	<b>47</b>	<b>48</b>
<b>1,028</b>	<b>Net Cost of Service</b>	<b>983</b>	<b>1,017</b>	<b>1,060</b>	<b>1,103</b>	<b>1,118</b>	<b>1,157</b>	<b>1,166</b>	<b>1,210</b>	<b>1,241</b>	<b>1,421</b>
<b><u>EXPENDITURE</u></b>											
307	Operating Costs	435	447	458	468	478	488	498	507	517	527
59	Interest	54	59	68	70	71	68	69	72	84	210
432	Depreciation	432	455	468	495	501	526	526	558	561	607
265	Allocated Overheads	102	97	108	112	112	120	118	118	126	125
<b>1,063</b>	<b>Total Operating Expenditure</b>	<b>1,023</b>	<b>1,058</b>	<b>1,101</b>	<b>1,145</b>	<b>1,161</b>	<b>1,201</b>	<b>1,211</b>	<b>1,256</b>	<b>1,288</b>	<b>1,468</b>
69	Principal Loan Repayments	52	62	72	77	78	75	77	81	94	233
590	Capital Expenditure	785	856	521	3,818	426	413	631	752	1,372	6,894
<b>1,722</b>	<b>Total Expenditure</b>	<b>1,860</b>	<b>1,975</b>	<b>1,695</b>	<b>5,040</b>	<b>1,666</b>	<b>1,689</b>	<b>1,919</b>	<b>2,088</b>	<b>2,754</b>	<b>8,595</b>
<b><u>FUNDED BY:</u></b>											
35	Charges for Services	40	41	42	43	43	44	45	46	47	48
<b>35</b>	<b>Revenue</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>	<b>43</b>	<b>44</b>	<b>45</b>	<b>46</b>	<b>47</b>	<b>48</b>
810	Targeted Rates	977	1,011	1,055	1,098	1,113	1,153	1,163	1,208	1,240	1,421
100	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
327	Transfer from Reserves	787	405	436	3,679	505	489	476	714	741	709
108	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
332	Loan Funding - Capital	50	513	158	216	0	0	232	118	725	6,418
11	Other Funding	6	6	5	4	5	4	3	2	1	0
<b>1,722</b>	<b>Total Funding</b>	<b>1,860</b>	<b>1,975</b>	<b>1,695</b>	<b>5,040</b>	<b>1,666</b>	<b>1,689</b>	<b>1,919</b>	<b>2,088</b>	<b>2,754</b>	<b>8,595</b>



**Figure 28 - 10 Year Capital Expenditure Budget - Wastewater**

# **10.0**

## **Asset Management Practices and Improvement Plan**

## Asset Management Practices and Improvement Plan

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### **10.0: Asset Management Practices and Improvement Plan**

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## Asset Management Practices and Improvement Plan

### 10.1. OVERVIEW

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

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



Figure 29 - Asset Management Improvement Process

### 10.2. ASSET MANAGEMENT PRACTICES

#### 10.2.1. ASSET MANAGEMENT POLICY

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

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

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

#### 10.2.2. ASSET MANAGEMENT GOALS AND OBJECTIVES

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

- Provide for a consistent approach to asset management planning to ensure plans reflect the strategic direction of Council.
- Demonstrate to the community that Council will manage the District's assets and related activities in a safe, cost-effective and sustainable manner to deliver agreed LoS to current and future generations.
- Confirm a coordinated process for each asset/activity area that links their contribution to the Community Outcomes with specific LoS performance requirements and desired improvement priorities and strategies.

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

- Asset management goals and objectives are aligned with corporate objectives and community outcomes.
- Affordable and financially sustainable AMPs are developed to industry standard appropriate for the scale of assets and associated risks being managed.
- AMPs reflect the priorities of the Council and are used to drive the day to day management of assets and the associated services;



## Asset Management Practices and Improvement Plan

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- Capital, operation and maintenance, and renewal/replacement works are aligned with asset management objectives.
- Sustainability and sustainable development are considered in the selection of options for asset development and service delivery.
- Asset management strategies are established through the use of optimised lifecycle management and costing principles.
- Funding is allocated for the appropriate level of maintenance for assets to deliver the required LoS.
- Accurate, up to date asset data is collected for analysis and use throughout asset management planning processes.
- A strategic management approach is taken to improvement planning, asset management plan development and implementing improvement practices.
- Growth and demand forecasting will be integrated as part of all asset management planning to meet current and future needs of the community.
- Risk management will be integrated as part of all asset management planning to recognise the risks associated with the delivery of agreed LoS and manage them appropriately;
- Design, construction and maintenance of assets, so far as reasonably practical, are without risk to the health or safety of any person.

### **10.2.3. ASSET MANAGEMENT PLAN DEVELOPMENT**

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

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

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

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the on-going development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 31 below shows a graphical display of the AMP development process.

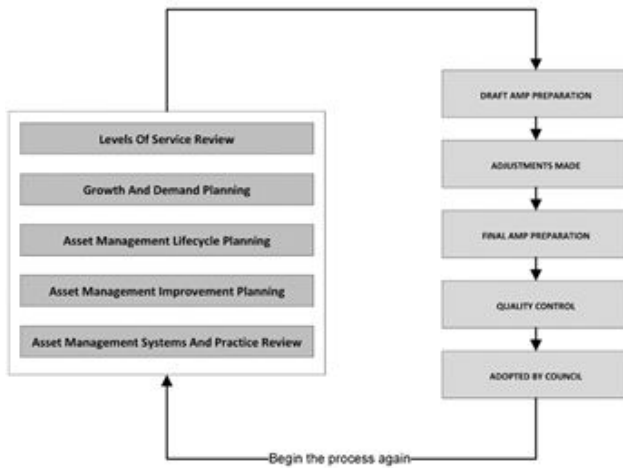
### **10.2.4. ASSET MANAGEMENT MATURITY**

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

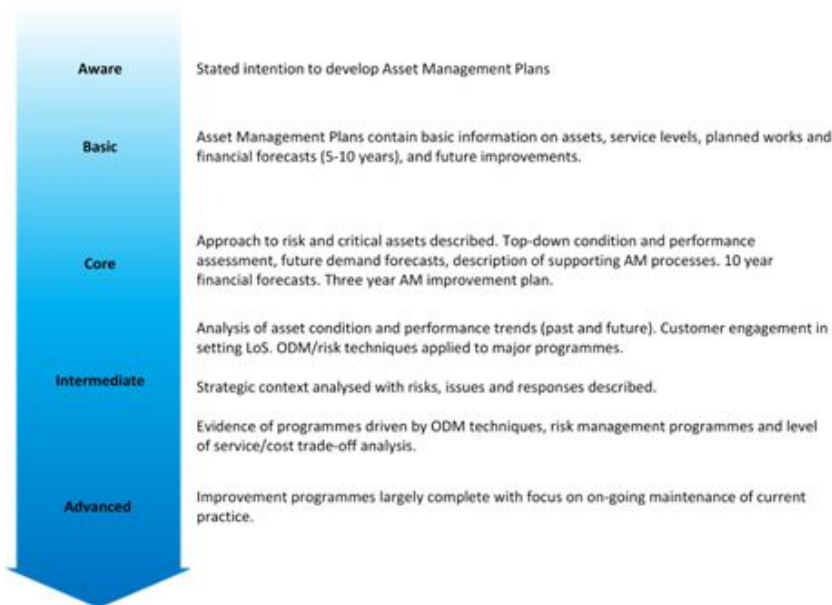
Through continual improvement and development of asset management practices and processes it is our intention that the asset management plans progressively improve.

Our target is to develop our asset management practices and processes to an Intermediate level of maturity where appropriate. The Council in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking a formal assessment of our asset management maturity. The five levels of asset management plan maturity are shown in Figure 32 and are Aware, Basic; Core; Intermediate and Advanced.

## Asset Management Practices and Improvement Plan



**Figure 30 - Asset Management Plan Development Process**



**Figure 31 - Asset Management System Maturity Index**

## Asset Management Improvement Plan and Monitoring

### 10.3. ASSET MANAGEMENT IMPROVEMENT PLAN

**Table 32 - Asset Management Improvement Plan**

	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
1	Asset Information	<p><b>Update asset condition data</b></p> <p>Continue to use information collected from maintenance tasks to update asset condition data</p>	3.7	Ongoing	Asset Services Manager Plant Engineer
2	Asset Information	<p><b>Improve condition data accuracy and reliability</b></p> <p>The issues related to condition data for <u>below ground</u> wastewater supply assets does not allow Council to accurately forecast remaining useful life. However, using the information collated from both 'scheduled' and 'reactive' maintenance (under the Services Maintenance Contract 2014), Council is able to update asset condition data regularly. Over time as maintenance and renewals are carried out, the condition information will improve.</p> <p>Therefore, the implementation of additional major projects to assist Council in improving condition data information is not required.</p>	3.7	Ongoing	Asset Services Manager Plant Engineer
3	Future Growth and Demand	Further analysis to determine how the impacts of growth and customer expectation will affect the structural integrity of an aging Wastewater Infrastructure network.	4.3	Ongoing	Director, Assets Asset Services Manager
4	Future Growth and Demand	Continue to use information collected from maintenance tasks to update asset condition data	4.3	Ongoing	Asset Services Manager Plant Engineer
5	Level of Service Performance	Pursue an environmentally - friendly, cost-effective and sustainable solution in renewing the Resource Consent for the discharge of treated wastewater into the Patea River	5.4	Ongoing	Director, Assets Asset Services Manager

## Asset Management Improvement Plan and Monitoring

Asset Management Practice Area		Improvements	Section Identified	Date	Responsibility
6	Level of Service Performance	Continue to produce high quality discharges to the Patea River through environmentally - friendly, cost-effective and sustainable treatment measures in the oxidation pond.	5.4	Ongoing	Director, Assets Asset Services Manager
7	Lifecycle Management	Maximise AssetFinda capabilities for predictive modelling purposes	7.3	Ongoing	Asset Services Manager Plant Engineer
8	Lifecycle Management	Continue to undertake CCTV Condition Assessment the wastewater reticulation assets, to ascertain the useful and remaining lives of these assets	7.5	Ongoing	Asset Services Manager Plant Engineer
9	Risk Management	<b>Infiltration of Groundwater</b> Continue addressing ground water infiltration into the wastewater reticulation to ensure continued an efficient performance of critical asset	8.7	Ongoing	Asset Services Manager Plant Engineer
10	Risk Management	<b>Trade Waste Implementation</b> Continue to Implement the Trade Waste Bylaw to ensure all non-domestic wastes are identified and captured under the necessary conditions to avoid critical asset failure	8.7	Ongoing	Asset Services Manager Plant Engineer

## Appendices

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# Appendices

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

**Appendix 1 - Wastewater Risk Assessment**

**COMPLIANCE AND LEGISLATION RISKS**

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Legislation Changes <b>TOP TEN RISK</b>	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	8 High Unlikely / Major	<ul style="list-style-type: none"> <li>Staff will implement the changes</li> <li>Regular review and update Legislative Compliance Register.</li> <li>Staff training and attending relevant industry conferences.</li> <li>Regular policy review to ensure policies and procedures are in line with legislation changes.</li> <li>Ensure maintenance contractor and staff are up to date with legislative requirements through regular updates of legislative compliance register</li> <li>Subscribe to regular email updates from local government and relevant industry bodies, Council list server to ensure staff are notified of legislative changes.</li> </ul>	1 Low Rare/ Serious
Incorrect Planning Advice	IF Council gives out wrong advice on LIM, or issues Resource Consent when it should not have, THEN it could be subject to a judicial review or similar form of dispute process involving legal costs, possible fines, and reputational damage.	3 Moderate Unlikely / Serious	<ul style="list-style-type: none"> <li>Quality assurance.</li> <li>Resourcing and ongoing training of competent staff.</li> <li>Low tolerance for poor quality documentation from consent applicants.</li> <li>Good quality legal counsel.</li> <li>Council has professional indemnity, public liability, and statutory liability insurance.</li> </ul>	1 Low Rare/ Serious
Statutory Reporting Commitment	IF Council does not meet statutory commitments (eg for reporting to the national monitoring system) THEN it may be acting illegally and receive attention from Ministry which could result in financial penalty and council functions being removed, or elected members being replaced.	3 Moderate Unlikely / Serious	<ul style="list-style-type: none"> <li>Quality assurance.</li> <li>Resourcing levels maintained.</li> <li>Schedule of dates and commitments is regularly maintained and updated by Quality Assurance officer.</li> <li>Regular review and update of Legislative Compliance Register.</li> </ul>	1 Low Rare/ Serious
Bylaws and Policies <b>TOP TEN RISK</b>	IF Council fails to keep Policies and Bylaws up to date, THEN the Policies and Bylaws may become unenforceable and irrelevant, and council could be acting illegally, or the policy is not fit for purpose.	8 High Unlikely / Major	<ul style="list-style-type: none"> <li>Quality assurance.</li> <li>Resourcing levels maintained.</li> <li>Regular Policy Schedule review by CEO.</li> <li>Regular review of Bylaw timetable maintained in Content Manager.</li> </ul>	3 Moderate Unlikely/ Serious

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## DATA AND INFORMATION RISKS

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Systems Down - Natural Disaster/Pandemic <b>TOP TEN RISK</b>	IF there is a natural disaster THEN systems may be down temporarily, reduction in worker productivity, unable to respond to customers, data unavailable, potential permanent loss of data.	8 High Unlikely/ Major	<ul style="list-style-type: none"> <li>Backups done daily and stored off-site.</li> <li>Most critical data is in the cloud, data centre is overseas so workers can access system remotely from anywhere.</li> <li>Civil Defence will make hardware available for emergency response.</li> </ul>	3 Moderate Unlikely/ Serious
Server Failure <b>TOP TEN RISK</b>	IF the server failed THEN systems down, data unavailable, potential data loss	12 Very High Possible/ Major	<ul style="list-style-type: none"> <li>Restore from backup, backups stored off-site.</li> <li>Fail-over for Melbourne data centre replicates to Sydney data centre.</li> </ul>	3 Moderate Unlikely/ Serious
Records Handling	IF hard copy protected records are handled in a way that could cause damage, degradation or disorganisation, THEN this could lead to loss of protected records, non-compliance with legislation and potential financial penalties.	1 Low Rare/ Important	<ul style="list-style-type: none"> <li>Access to archives is limited to trained staff.</li> <li>Ensure the Information Management Specialist is fully trained in all areas of protected records management.</li> <li>Maintain a register of archived records, and a process by which records will be archived.</li> <li>Storage area must be restricted and temperature controlled.</li> </ul>	1 Low Rare/ Important
Unapproved online platforms used	IF unapproved online platforms are used for Council business, THEN Council sensitive information and individual private details could be hacked and made available publically.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>All Council information should only be stored on platforms that are approved by IT and gone through proper procedures and checks by IT.</li> </ul>	1 Low Rare/ Serious

**FINANCIAL RISKS**

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Accessing Funding	IF incorrect assessment is made to determine required maintenance funding, all funding options are not sought, or insufficient funding is made available THEN Council may miss out on funding and Council has to fully fund projects.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Ensure funding assessments are carried out by sufficiently experienced personnel and strong cases are made for funding.</li> <li>A system should be established to regularly monitor all available funding for council projects.</li> </ul>	1 Low  Rare/ Important
Internal Financial Controls	IF internal financial controls are compromised and ineffective, THEN possible fraud, budget blowout, delayed service	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>Good quality controls.</li> <li>Implement annual external and internal audit recommendations.</li> <li>Adhere to Procurement and Delegations Policy.</li> <li>Communications of internal controls to all staff.</li> <li>Recommend internal audit programme every year by independent contractor.</li> </ul>	1 Low  Rare/ Serious
Procurement contracts	IF procurement contracts entered into are not cost-effective and do not comply with Council's Procurement Policies THEN council projects could go over budget and council procurement could be subject to industry, media, legal scrutiny.	6 High  Likely/ Serious	<ul style="list-style-type: none"> <li>Ensure procurement policy and procurement manual are appropriate, comply with legislation and good practice, and followed by all staff and significant contracts are reviewed by an independent professional.</li> </ul>	1 Low  Rare/ Serious
Significant Population Reduction	IF there is a significant population reduction, resulting in loss of ratepayer base and reduction in property values - THEN this could result in higher rates for others and significant cost reductions may be required.	3 Moderate  Unlikely/ Serious	<ul style="list-style-type: none"> <li>Ensure variable costs are clearly identifiable, and therefore able to be isolated and adjusted if ratepayer base reduced.</li> <li>Council actions to align with council mission and vision to make Stratford a great place to live.</li> </ul>	3 Moderate  Unlikely/ Serious
New Regulations require Significant Investment	IF new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, THEN ability to finance investment could be compromised and rates increases could breach limits.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Attempt to keep debt and expenditure low and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.</li> </ul>	1 Low  Rare/ Serious
Theft by Contractors	IF contractors have unrestricted access to council property and/or information, THEN there is an	2 Moderate	<ul style="list-style-type: none"> <li>All contractors must go through a pre-qualification process.</li> </ul>	1 Low



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3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
	opportunity for theft and consequently loss of Council assets.	Unlikely/ Important	<ul style="list-style-type: none"> <li>Visitors to Council buildings must sign in.</li> <li>Access to the building has now been restricted with the use of fobs.</li> <li>Protected records are stored in a safe or locked storage room.</li> </ul>	Rare/ Serious
Inadequate financial provision to fund asset replacement	IF there is inadequate financial provision in reserves to fund the replacement of assets, THEN the Council may have to borrow more than expected, or asset replacement may need to be delayed which may affect service level performance.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Ensure annual depreciation is based on accurate fixed asset values (replacement cost) and accurate useful lives.</li> <li>Assets should not, unless necessary, be replaced before the end of their useful life.</li> </ul>	1 Low  Rare/ Important
Bribery and Corruption	IF elected members or staff act in a way that is, or is perceived to be, influenced by Bribery or Corruption, THEN the Council's reputation could be damaged, there is potential for legal action against Council, increased scrutiny by the Office of the Auditor General. There is also the risk that Council could have lost financially, or in some other way, by entering into an unethical contract.	3 Moderate  Unlikely/ Serious	<ul style="list-style-type: none"> <li>Ensure HR Policy, Procurement Policy, Anti-Fraud and Corruption Policy and Elected Members' Code of Conduct cover these areas sufficiently and that guidance is given to all staff and elected members at least annually on conflicts of interest, and Policies are widely distributed within Council and made available to all staff, particularly new staff.</li> <li>The Fraud Policy includes a process for reporting any suspected instances of bribery and corruption - ensure this is widely available and all staff are aware of reporting process.</li> </ul>	1 Low  Rare/ Serious
Management Override of Internal Controls	IF a Manager uses their unique position to override internal controls, THEN the financial statements may be incorrect and potential fraud may result.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>Audit and Risk Committee oversight. Internal and External audits annually.</li> <li>Fraud Policy awareness training.</li> <li>Regular review of policies to ensure in line with best practice.</li> <li>SLT to undergo ethics training.</li> <li>Full reference checking of at least one recent, direct manager (particularly for financial and management roles).</li> <li>Zero tolerance for any bullying type behaviour.</li> </ul>	1 Low  Possible/ Minor

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**HEALTH AND SAFETY WELLBEING RISKS**

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Lone Worker <b>TOP TEN RISK</b>	If a staff member is seriously injured or killed during field inspections/site visits, then possible health and safety breaches, death or serious injury.	12 Very High Possible/ Major	<ul style="list-style-type: none"> <li>Complete quality assurance, Ongoing training/awareness of HSE requirements and responsibilities</li> <li>Better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site</li> <li>Use of GPS tracking, mobile phone tracking</li> </ul>	3 Moderate Unlikely/ Serious
Council Vehicle accident	If a staff member has an accident in a council vehicle, then this could result in possible death or serious injury and damage to motor vehicle asset.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>All staff must have a full drivers licence and all staff are aware of procedures if there is an accident.</li> <li>Staff driver training to be provided to regular drivers.</li> <li>GPS and mobile phone tracking.</li> </ul>	3 Moderate Unlikely/ Serious
Staff under Stress	If staff are affected by personal issues or by work pressures and experiencing high levels of stress, then work performance may decline and/or fatigue, illness, unsafe work practices may result.	5 High Almost Certain/ Important	<ul style="list-style-type: none"> <li>Managers are responsible for being aware of the wellbeing of their direct reports</li> <li>There are various options available for relieving the pressure of staff who are overworked including increasing staff or reallocating work</li> <li>Ensure access to EAP service is widely known and communicated to all staff</li> <li>Ensure all staff have a backup option available so they can take annual leave for at least a week at a time</li> </ul>	3 Moderate Possible/ Important
Exposure to Hazardous Substances	IF staff are affected by exposure to hazardous substances eg chemicals, liquids, fumes and other toxic substances THEN there are possible risks to staff health and wellbeing.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>Staff are up to date with relevant immunisations.</li> <li>Training is mandatory for all staff working with hazardous substances.</li> <li>Use appropriate PPE gear at all times in the vicinity of the hazardous substances.</li> <li>Regular health checks for staff.</li> <li>Regular testing of hazardous substances and chemicals LABELLING and STORAGE be carried out RANDOMLY.</li> <li>The Stratford Water Treatment Plant has site licences for the storage of chemicals, these must be kept up to date.</li> <li>Fire extinguishers are on site, all signage is current and covers off on all of the chemicals held on site.</li> </ul>	3 Moderate Unlikely /Serious
Workplace Bullying or Harassment	IF Bullying and harassment in the workplace occurs THEN it can have an impact on the health and wellbeing of	4 High	<ul style="list-style-type: none"> <li>Top down culture against bullying and harassment of any kind, policy is followed through by management, staff are aware of the reporting process.</li> </ul>	3 Moderate

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4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	staff subject to the bullying and other staff witnessing the behaviour. This may impact on staff productivity and the ability of Council to attract good quality candidates.	Possible/ Serious	<ul style="list-style-type: none"> <li>The reporting process to deal with bullying and harassment is fair, transparent, and confidential and dealt with in a timely manner.</li> </ul>	Unlikely/ Serious
Asbestos Related Work	IF council buildings are contaminated with asbestos, THEN there is the possibility of asbestos exposure to staff and the public and increased risk of asbestosis and other lung and pleural disorders.	4 Moderate  Unlikely/ Important	<ul style="list-style-type: none"> <li>Asbestos protocols need to be developed in line with the asbestos regulations.</li> <li>Community needs to be made aware of Asbestos disposal guidelines.</li> <li>Staff involved in construction work should be appropriately trained in handling of asbestos materials.</li> </ul>	2 Moderate  Unlikely/ Important
Muscular discomfort - Ergonomics	IF muscular pain or discomfort or eye strain occurs as a result of the work environment and setting, THEN this will impact on staff health and wellbeing and long term comfort at work.	2 Moderate  Likely/ Minor	<ul style="list-style-type: none"> <li>Apply ACC Habit At Work guidelines.</li> <li>Workstation assessments should be carried out to reduce the likelihood of onset of long term discomfort and pain conditions.</li> </ul>	1 Low  Possible/ Minor
Armed Robbery	IF there is an armed robbery at any of council's services centres, THEN there is the potential for death or serious harm.	1 Low  Rare/ Serious	<ul style="list-style-type: none"> <li>Establish emergency procedures, including use of panic buttons.</li> <li>Security cameras in place.</li> <li>Ensure staff are trained to deal with potential threat.</li> <li>Design / limit access to building so that threats are minimised.</li> </ul>	1 Low  Rare/ Serious
Employee Substance Abuse <b>TOP TEN RISK</b>	IF staff are affected by drugs or alcohol while at work, THEN there is an increased risk of an accident or injury, property damage, and reduced work performance.	8 High  Unlikely/ Major	<ul style="list-style-type: none"> <li>Ensure staff are aware of drug and alcohol policy.</li> <li>Initial drug testing done prior to employment to filter out regular users.</li> <li>Utilise EAP.</li> </ul>	2 Moderate  Unlikely/ Important
Fatigue Management	IF Fatigue affects an employee, as a result of working extraordinary hours, THEN the employee may have limited functionality which could result in personal injury or injury to others. It could also lead to stress and long term mental illness if it is reoccurring and could mean Council is in breach of the Health and Safety Act.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Ensure employees take regular, quality rest breaks during the working day, in line with the Employment Relations Act (HR Policy requires this).</li> <li>Ensure all staff know their responsibilities in terms of managing fatigue.</li> <li>Ensure shift workers rostered times are manageable.</li> <li>The Vehicle Use Policy has limits on driving a Council vehicle after exceeding max number of work hours.</li> <li>Contractor fatigue management to be reported and monitored through regular contractor meetings.</li> </ul>	1 Low  Rare/ Minor

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## OPERATIONAL RISKS

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Contractor - Damage to Property	IF maintenance contractor damages council or private property while carrying out contracted work, THEN council could be liable for damages and additional expenditure.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>Stringent Operational procedures:</li> <li>Daily reporting of compliance.</li> <li>Regular liaison with contractor and regulators to monitor performance to ensure compliance.</li> <li>Contractor pre-approval process.</li> <li>Council has material damage insurance policy.</li> </ul>	3 Moderate  Possible/ Important
Other Contractors in Network Corridor	IF work by others in Network Corridor results in damage to components of the 3 waters infrastructure THEN services to the public may cease or become unreliable or compromised.	4 Moderate  Likely/ Important	<ul style="list-style-type: none"> <li>Co-ordination between services before major projects begin.</li> <li>Ensure all works have Corridor Access Requests.</li> </ul>	1 Low  Rare/ Important
Attracting Qualified Staff	IF Council is unable to attract suitably qualified personnel, THEN services may become under threat and may cease.	6 High  Likely/ Serious	<ul style="list-style-type: none"> <li>Internal training and succession planning programs.</li> <li>Ensure market wages are offered for all high demand positions.</li> <li>Recruit off shore option should be available for high-demand positions.</li> <li>Make greater use of consultants if necessary and/or shared services with neighbouring Councils.</li> <li>Make Stratford District Council a great place to work - measure staff engagement and respond to any issues expediently.</li> </ul>	2 Moderate  Unlikely/ Important
Maintenance Contractor fails to deliver <b>TOP TEN RISK</b>	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	8 High  Unlikely/ Major	<ul style="list-style-type: none"> <li>Careful assessment of tender to ensure contract price viable for contractor to deliver level of service</li> <li>Regular liaison with contractor to monitor performance and ensure compliance</li> <li>Contractor pre-approval process must not be bypassed</li> </ul>	3 Moderate  Unlikely/ Serious
Key Person risk	If a key person in the organisation could not work for a significant period of time then this could affect Council's ability to perform core functions and duties.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Ensure PROMAPP is up to date with all staff day to day processes</li> <li>If known absence ahead of time ensure an appropriate training plan in place</li> <li>Make use of local consultants where appropriate</li> </ul>	1 Low  Possible/ Minor

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5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			<ul style="list-style-type: none"> <li>Connect with colleagues from neighbouring three councils to share resource if needed.</li> </ul>	
Natural Disaster or Fire - Response preparedness <b>TOP TEN RISK</b>	IF a Natural Disaster or Fire causes significant damage to infrastructure and buildings THEN community welfare may be severely compromised, putting people's lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	12 Very High  Possible/ Major	<ul style="list-style-type: none"> <li>Civil Defence Emergency Management plans are in place.</li> <li>Procedures following an emergency event are widely known by a number of staff due to Civil Defence</li> <li>Foundational training being rolled out to majority of council staff.</li> <li>Business Continuity Plans need to be in place and practiced regularly for all activities - Directors responsible for having a plan in place for each of their departments to ensure core functions can continue to be delivered.</li> </ul>	12 Very High  Possible/ Major
Disease Outbreak/ Pandemic	If there is a human disease outbreak in the district, then this could impact staff and contractors staff available to deliver service	5 High  Rare/ Catastrophic	<ul style="list-style-type: none"> <li>Health and Safety Advisor to keep aware of any public health notifications of disease outbreaks</li> <li>Ensure there is a plan to respond to any notifications</li> <li>Civil Defence covers infectious human disease pandemics and will take responsibility for local management.</li> <li>Follow Ministry of Health's NZ Influenza Pandemic Action Plan.</li> </ul>	1 Low  Rare/ Serious
Biosecurity threat risk	IF there is a biosecurity threat to animals, or plant life THEN this could affect the economic wellbeing of the district and the ability of council to financially meet community needs.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>Ensure council takes a proactive approach to working with Biosecurity NZ, MPI, TRC and the community where a threat is identified.</li> </ul>	2 Moderate  Unlikely/ Important
Critical Asset Failure <b>TOP TEN RISK</b>	IF a critical asset (water treatment plants, stormwater, wastewater, reticulation, roading) failed, THEN unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	12 Very High  Possible/ Major	<ul style="list-style-type: none"> <li>Conduct 2 yearly Asset Criticality Review.</li> <li>Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event.</li> <li>Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance.</li> </ul>	4 High  Possible/ Serious

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5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Heavy/Extreme Rainfall incidents	IF the Stratford District experiences heavy rainfall continually over a period THEN roads may flood, restricting accessibility, landslips and mudslides may restrict road access and cause property damage, productive land areas may flood reducing functions, Stormwater, Wastewater and Water Supply assets may fail from overburdening, and overflows from Wastewater system may result in untreated water entering the Patea River.	4 Moderate  Likely/ Important	<ul style="list-style-type: none"> <li>Asset Management Plans and Incident Control Response Plans to document critical asset areas and response plan in the event of heavy rainfall incidents.</li> </ul>	2 Moderate  Likely/ Minor
Government Policy Impacting on Local Government <b>TOP TEN RISK</b>	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High  Possible/ Major	<ul style="list-style-type: none"> <li>Where a policy change may have a significant impact on the Council then we must ensure that the Council makes a submission challenging the change and suggesting alternative options.</li> <li>Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice</li> </ul>	12 Very High  Possible/ Major
Consents	The Council does not undertake the work in accordance with the resource consent conditions. Council can be fined by the Regional Council for breach of conditions.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Not negotiable - Consent conditions must be abided by otherwise the consent will be breached</li> <li>Council needs to submit to the Regional Council a methodology about how they are going to undertake the works.</li> </ul>	2 Moderate  Unlikely/ Important

**REPUTATIONAL AND CONDUCT RISKS**

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Online Passwords	IF online passwords are shared or used inappropriately, THEN there is the risk that staff can access or hack Council owned systems and release sensitive information.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Ensure that where a staff member leaves and they have access to logins accessible online that the passwords are changed and access ceases.</li> <li>Limit use of online accounts.</li> </ul>	2 Moderate  Unlikely/ Important
Contractor Damage or Breach	If Council and/or Council contractors are found to be liable for public/environmental damage, or any actions that are unsafe or non-compliant with legislation and applicable policies and standards, then fines, possible injury, long-term damage, reputational damage could result.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>Appropriate procedures and guidelines are in place to monitor contractor actions and our own including health and safety audits, contractor meetings/KPI's</li> <li>The Council requires all physical works contractors to go through a thorough health and safety pre-qualification process and become approved before commencing any physical work</li> <li>All relevant staff are kept up to date with pre-approved contractors register</li> <li>Mini audits and random checks should be built into contracts</li> <li>Contractor public liability insurance required for all major contracts.</li> </ul>	3 Moderate  Unlikely/ Serious
Council employees/ contractors abuse members of the public	If Council employees, during the course of their Council duties abuse members of the public,, then the Council may suffer significant reputational damage and potentially be taken to court.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>All staff in a public facing role, particularly where they must deal with children, must be police vetted before they commence work.</li> <li>Exception is where the role is urgent and requires immediate start - in these situations the employee should not be left alone at any time until a satisfactory police report has been received</li> </ul>	3 Moderate  Unlikely/ Serious

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### Appendix 2 - Wastewater Operational Documents

<b>Consents</b>	<b>Commencement Date</b>	<b>Expiry Date</b>	<b>CM Reference</b>
<b>0196-5.0</b> - Stratford Oxidation Pond Discharge to Patea River	1/05/2020	1/06/2034	D20/6149
<b>Policies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Procurement Policy	11/06/2019	2022/2023	D18/29563(v3)
Asset Management	26/05/2020	2023/2024	D20/4330
Trade Waste Policy	05/10/2022	2025/2026	D22/6856
<b>Bylaws</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Wastewater Bylaw	1/07/2020	1/07/2030	D20/11525
Trade Waste Bylaw	1/07/2020	1/07/2030	D20/33703
<b>Strategies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Infrastructure Strategy 2024-2054	1/02/2024	2053/2054	D23/46205
<b>Contracts</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
3 Waters Maintenance Contract (1434)	1/07/2022	30/06/2024	D22/21853





**Stormwater  
Asset Management Plan 2024-2034**



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

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**THE STORMWATER  
ASSET MANAGEMENT PLAN  
2024-2034  
(SAMP)**

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# **EXECUTIVE SUMMARY**



## Executive Summary

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### The Stratford District

The Stratford (Whakaahurangi) District is a land locked area encompassing 2170km<sup>2</sup> located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui Districts in the Horizons Regional Council. Within the district there are four distinct geographical areas:

- The alpine and bush environment of Te Papakura o Taranaki
- The ring plain around Taranaki Maunga
- Hill country located between the ring plain and the eastern hill country; and
- Eastern hill country to the boundary with Ruapehu District Council.

The rural landscape supports large farming, forestry and Department of Conservation reserves. Stratford, Whakaahurangi is a growing tourist destination owing to key attractions such as the Te Papakura o Taranaki, the Manganui Ski Field, Forgotten World Highway (SH43), Whangamōmona, Dawson and Mt Dampier Falls. Three main townships make up the Stratford District. They are: Stratford; Midhirst and Toko.

### The Stormwater Asset and Activity Management Plan

The Stormwater Asset and Activity Management Plan (SAMP) describes the planning, engineering, financial and technical strategies and practices employed in the delivery of Council's obligations for the delivery of stormwater services at the agreed levels to the community. Activities include the operation, maintenance and development of distribution system including underground pipework and tunnels. The SAMP identifies the local, regional and central government strategic and legislative drivers for the provision of stormwater service in the areas of benefit.

Based on forecasted growth and demand for the service, the SAMP sets out how the stormwater service will be managed over its lifecycle to ensure the optimal delivery of the service within the financial constraints set by the Council in its Long Term Plan (LTP) 2024-2034 and the Infrastructure Strategy (IS) 2024-2054. The levels of service to be delivered are as per the priorities and performance measures set by both the Council priorities; Regional Council resource consent conditions and Central Government initiatives and performance measures.

The SAMP is a living document reflecting Council's practice, central and local government requirements policies and guidance. This SAMP is used to inform the Council's Long Term Plan and the Infrastructure Strategy. The AMP details Council services and is used for communicating complex activity management information/strategies with stakeholders, elected members, service managers and other interested parties.

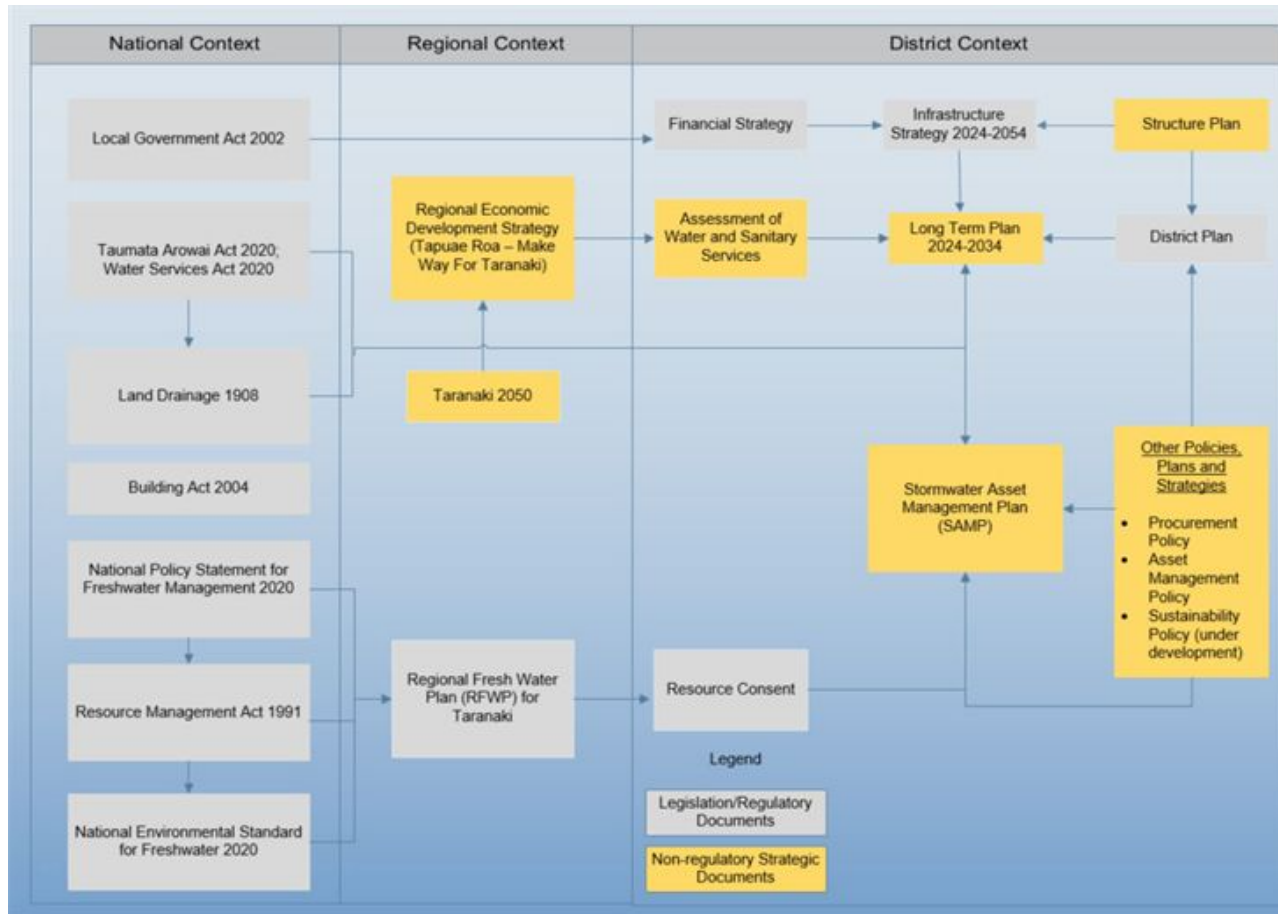
### The Strategic and Legislative Context

The Strategic and Legislative Context for the SAMP is as per the framework below. The key central, regional and local government drivers include the:

- The Local Government Act (LGA)2002 (and amendments);
- The National Policy statement for Freshwater Management (FWNPS)
- The Resource Management Act (RMA);
- The Infrastructure Strategy 2024 – 2054 (IS); and
- The Long Term Plan 2024- 2034 (LTP)

## Executive Summary

### The Legislative and Strategic Context (SAMP)



## Executive Summary

### Our Community Outcomes

The Council's vision for the 2024-2034 Long Term Plan (LTP) is A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki. Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki.''. The Council's identified *Community Outcomes* to achieve the vision are:

- Welcoming
- Resilient
- Connected
- Enabling

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

### Our Problem and Benefit Statements

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

#### Summary of Problem and Benefit Statements

Problem Statements	Preferred Option / Project	Benefit Statements
<b>Problem Statement 1:</b> Network Planning and Modelling	Commission a new Wastewater model	To accommodate growth and increased demand, Council has programmed to increase pipe capacity to cater for high flows..  While officers are aware of some pipes within the network requiring increased capacity, the council have commissioned a report for catchment 6 to show the investment needed to accommodate growth.  The modelling project is planned to be extended in 2024/025 to analyse the stormwater for the entire catchment
<b>Problem Statement 2:</b> Pipework Capacity Issues	Programme the implementation of pipework capacity increase to support growth.	This programme is to address under-capacity of pipe network to support growth, residential infill and other intense land-use activities.  There have been new residential subdivisions and developments, urban infill and other growth-related pressures created in both our wastewater and stormwater networks. The consequence of this is that some pipes are requiring upgrades in capacity to accommodate the increased flow.
<b>Problem Statement 3:</b> Stormwater Safety Improvements	Conduct an inlet structure study, and its implementation, to ascertain the extent of potential upgrades required to meet public safety requirements	Ensuring stormwater ingress structures such as manholes and entry grates are locked keep our community safe in the event of flooding

## Executive Summary

Problem Statements	Preferred Option / Project	Benefit Statements
<b>Problem Statement 4:</b> Climate change	Create a catchment management plan to support upgrade of existing assets to accommodate a 1 in 100 year storm event	Should improve stormwater management in the existing network
<b>Problem Statement 5:</b> Silt removal of Victoria Park	Desilt the Victoria Park pond	Ensuring no silt enters the tributary of the Patea aligns the Council with the freshwater plan for taranaki

### Our Levels of Service and Performance Measures

Stratford District Council undertakes performance monitoring of the activities and services it provides.

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

### Our Level of Service Performance Measures

Level of Service	Performance Measure	Outcome Category
1. <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> <li>For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.)</li> <li>For each flooding event, the number of buildings in the central business zone affected by flooding.</li> </ul>	DIA measure
2. <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 <ul style="list-style-type: none"> <li>Abatement notices</li> <li>Infringement notices</li> <li>Enforcement orders; and</li> <li>Convictions,</li> </ul> Received by the territorial authority in relation to those resource consents. This target is 0.	DIA measure
3. <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.	DIA measure
4. <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.	Council/Internal measure

## Executive Summary

### Our Programme Business Case

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

Work Category	Identified Projects	Performance Outcomes			
		System Adequacy	Discharge Compliance	Response Times	Customer Satisfaction
Renewal/ Replacement	Stormwater reticulation renewals	✓		✓	✓
	Desilt ponds	✓			✓
	Manhole lid safety screens	✓	✓		
Level of Service Improvements	Reticulation capacity increase	✓	✓	✓	✓
	Modelling	✓	✓	✓	✓
	Safety improvements	✓	✓		✓
	Capacity increase	✓	✓	✓	✓

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

### Funding Our Investment Strategy

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets. Capital projects and activities carried out to maintain the Stormwater service, including Renewal or Replacement projects and Level of Service Improvements, for the next 10 years will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

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

Generally, the Council expects that:

- All Level of Service Improvement projects for all the Three-Waters Activities will be funded 100% from Loans;
- Renewal or Replacement projects will be funded from Loans and Reserves.
- While the cost of capital projects driven by growth and led by a private Developer will be borne by the Developer, any Council-led projects in support of growth will be accounted for within the particular project budget rather than by activity budgets.

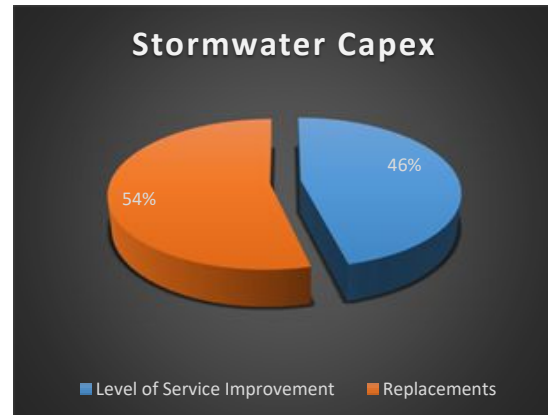
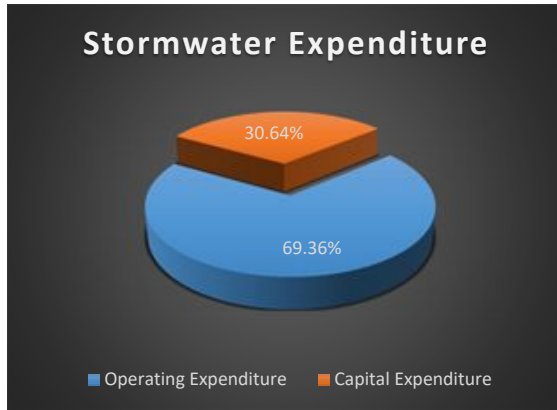
A summary of Council's Capital Investment Funding Strategy over a 10-year period is shown in the Figures and Table below.

## Executive Summary

### Our 10-year Operating and Capital Expenditure for Stormwater

Budget 2023/24 \$000		Forecast	Projection								
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>499</b>	<b>Operating Expenditure</b>	<b>473</b>	<b>499</b>	<b>506</b>	<b>528</b>	<b>527</b>	<b>550</b>	<b>559</b>	<b>580</b>	<b>583</b>	<b>604</b>
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>499</b>	<b>Net Cost of Service</b>	<b>473</b>	<b>499</b>	<b>506</b>	<b>528</b>	<b>527</b>	<b>550</b>	<b>559</b>	<b>580</b>	<b>583</b>	<b>604</b>
<b><u>EXPENDITURE</u></b>											
49	Operating Costs	79	81	84	85	87	89	91	92	94	96
45	Interest	56	59	58	58	55	56	60	59	56	54
255	Depreciation	277	300	300	318	318	334	338	357	357	378
149	Allocated Overheads	61	59	64	67	67	72	71	71	75	75
<b>499</b>	<b>Total Operating Expenditure</b>	<b>473</b>	<b>499</b>	<b>506</b>	<b>528</b>	<b>527</b>	<b>550</b>	<b>559</b>	<b>580</b>	<b>583</b>	<b>604</b>
52	Principal Loan Repayments	55	62	62	63	61	62	66	66	63	60
589	Capital Expenditure	550	103	284	108	111	311	255	118	302	247
<b>1,140</b>	<b>Total Expenditure</b>	<b>1,078</b>	<b>663</b>	<b>853</b>	<b>699</b>	<b>698</b>	<b>924</b>	<b>880</b>	<b>764</b>	<b>948</b>	<b>911</b>
<b><u>FUNDED BY:</u></b>											
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	General Rates	(0)	0	0	0	0	0	0	0	0	0
429	UAGC	470	495	503	525	524	548	557	578	582	604
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
108	Transfer from Reserves	155	164	189	171	171	175	205	184	184	307
64	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
533	Loan Funding - Capital	450	0	158	0	0	198	116	0	181	0
0	Grants/Other Funding - Capital	0	0	0	0	0	0	0	0	0	0
6	Other Funding	3	3	3	3	3	2	2	1	1	0
<b>1,140</b>	<b>Total Funding</b>	<b>1,078</b>	<b>663</b>	<b>853</b>	<b>699</b>	<b>698</b>	<b>924</b>	<b>880</b>	<b>764</b>	<b>948</b>	<b>911</b>

Executive Summary



# **1.0**

## **Introduction**



## Introduction

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### 1.0: INTRODUCTION

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## Introduction

### 1.1. PURPOSE OF THIS PLAN

The Stormwater Asset Management Plan 2024-2034 (SAMP) is a 10 year Strategic Plan for the Stratford District Council, Te Kaunihera ā Rohe o Whakaahurangi ('the Council'). It details how the Council will manage the stormwater activity and assets in an efficient, safe, reliable and sustainable manner to provide value for money to our customers and investors.

The SAMP informs the development of the Council 2024-2034 Long Term Plan ('the LTP'). It shows how the Council will prioritise and address key stormwater issues facing our District, in the face of competing projects and constrained resources. The prioritisation of competing projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS) and also meet legislative objectives and requirements. The SAMP proposes work programmes that deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times and for the right price.

The audience for this plan includes our Investment Partners, Customers and Stakeholders, the Council representatives, Council staff, contractors, consultants, developers and members of the public who will take an interest in the future of levels of service the Council will be offering.

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

The Stratford District Council's Asset Management Policy requires the Asset and Activity Management Plans to be peer reviewed by an external reviewer and members of the public who will take an interest in the future of levels of service the Council will be offering before the document is formally presented to Council for adoption.

### 1.2. THE STRATFORD DISTRICT

Initial settlements in the Stratford District were small Māori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities. While New Plymouth and other coastal regions of Taranaki were settled by Europeans in the 1840s, the densely forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars, the land of Stratford District was both compulsorily purchased and freely sold (see figure 2 for those that hold Mana Whenua in the District.)

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

#### 1.2.1. STRATFORD

Stratford (Whakaahurangi) is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District with an estimated population of 9880 (Statistics NZ, 2020). The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

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

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

## Introduction

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamōmona which was first settled in 1895, with no road or rail access. Today the village has approximately 150 full-time residents, a hotel, a handful of historic buildings (*Refer: SDC Website.*)

### 1.2.2. MIDHIRST

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km north of Midhirst and New Plymouth is 35 km to the northwest. Midhirst was a private settlement serving those who took up land in a 2,000-hectare block and named by a settlement promotor, Albert C Fookes. AC Fookes named Midhirst after his wife's family, the Hirst family. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

### 1.2.3. TOKO

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. Toko was established in 1891, to serve as an important centre for access to and east of Stratford.

### 1.2.4. WHANGAMŌMONA

Whangamōmona is a rural settlement 65 km North East of Stratford on State Highway 43. Once quite a thriving settlement and the headquarters of the Whangamōmona County Council with a hotel, a number of stores and a post office, it suffered decline from the mid-20<sup>th</sup> Century with only the hotel remaining as a business in town. Today an estimated 126 people live in and around Whangamōmona (Statistics NZ 2018).

### 1.2.5. MANA WHENUA/TANGATA WHENUA – WHAKAAHURANGI DISTRICT

Ngā Iwi/Hapū that hold mana over the whenua in the Stratford District (as defined by the Stratford District Council and central government) are seven of the eight Iwi in the region of Taranaki.

Mana whenua and tangata whenua for the purposes of this activity plan can be described as *those that hold the customary authority exercised by an Iwi or hapū in a rohe, or area. Tangata whenua, in relation to a particular area, is defined as meaning 'the Iwi or hapū that holds mana whenua over that area.*

We acknowledge the following seven Iwi as tangata whenua of the Whakaahurangi rohe: Ngāti Maru, Ngāti Mutunga, Ngāti Tama, Ngā Rauru, Ngāruahine, Ngāti Ruanui and Te Atiawa. Council also recognises the role of Whakaahurangi Marae within the district.

Given that the Stratford District Boundaries also borders the Ruapehu, Waitomo, and Whanganui regions, there are likely more Iwi/Hapū from these rohe with customary interest in the district, especially where assets may be close to these boundaries.

### 1.2.6. DISTRICT GEOGRAPHY

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

Taranaki Maunga, and Te Papakura o Taranaki, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an "apron" or a "ring plain" around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying. East of the ring plain lies the rolling topography of the frontal hill country and further east, the deeply dissected hill country. These hills are not volcanic but consist of sedimentary rocks (mudstone, sandstone and siltstone). Soil properties in the eastern hill country are closely linked to the differences in rock hardness and composition. Most are steepland soils, ie, are shallow soils which have developed on steep, relatively unstable slopes. (*Refer: Stratford District Plan 2014.*)

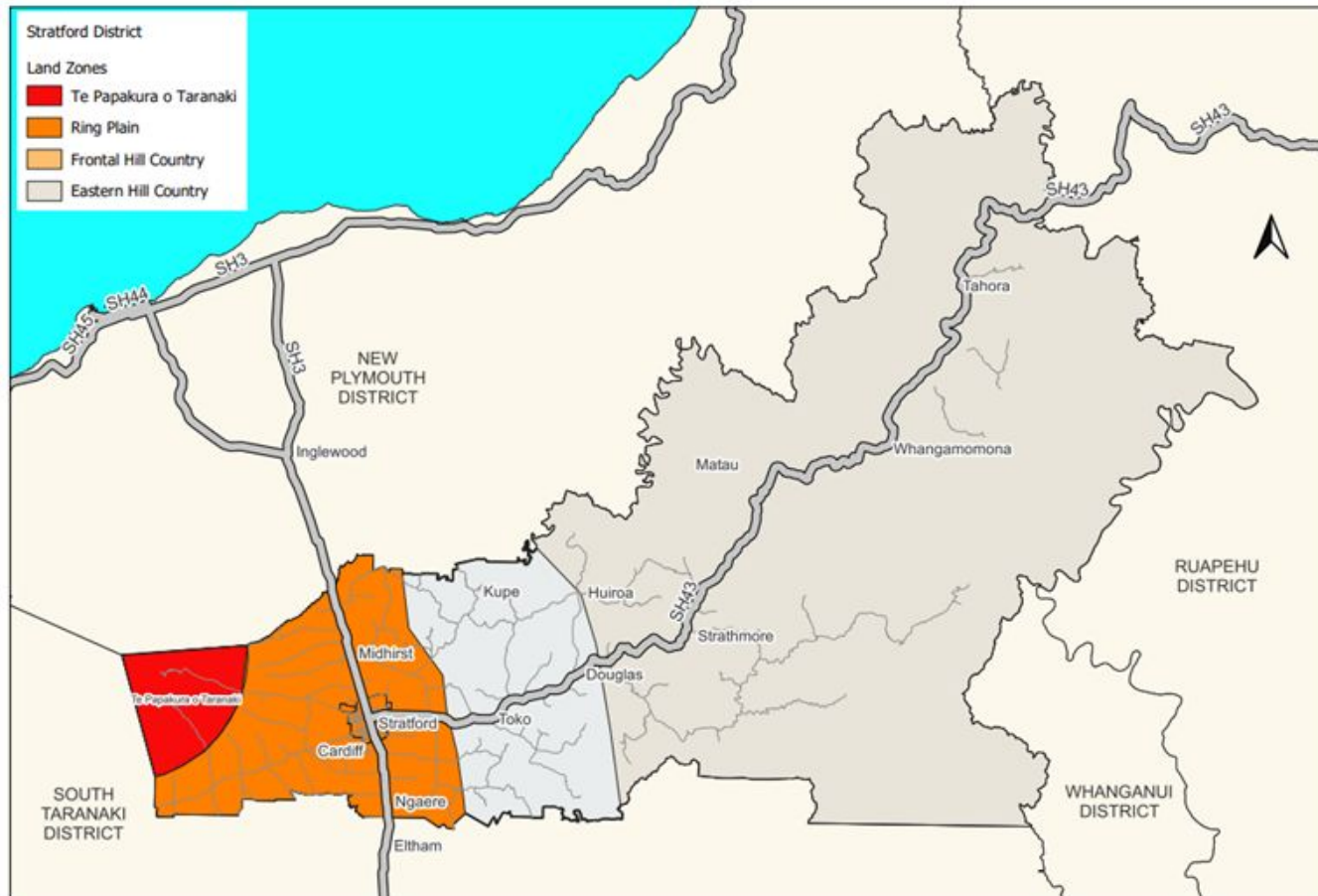


Figure 1 - Stratford District

## Introduction

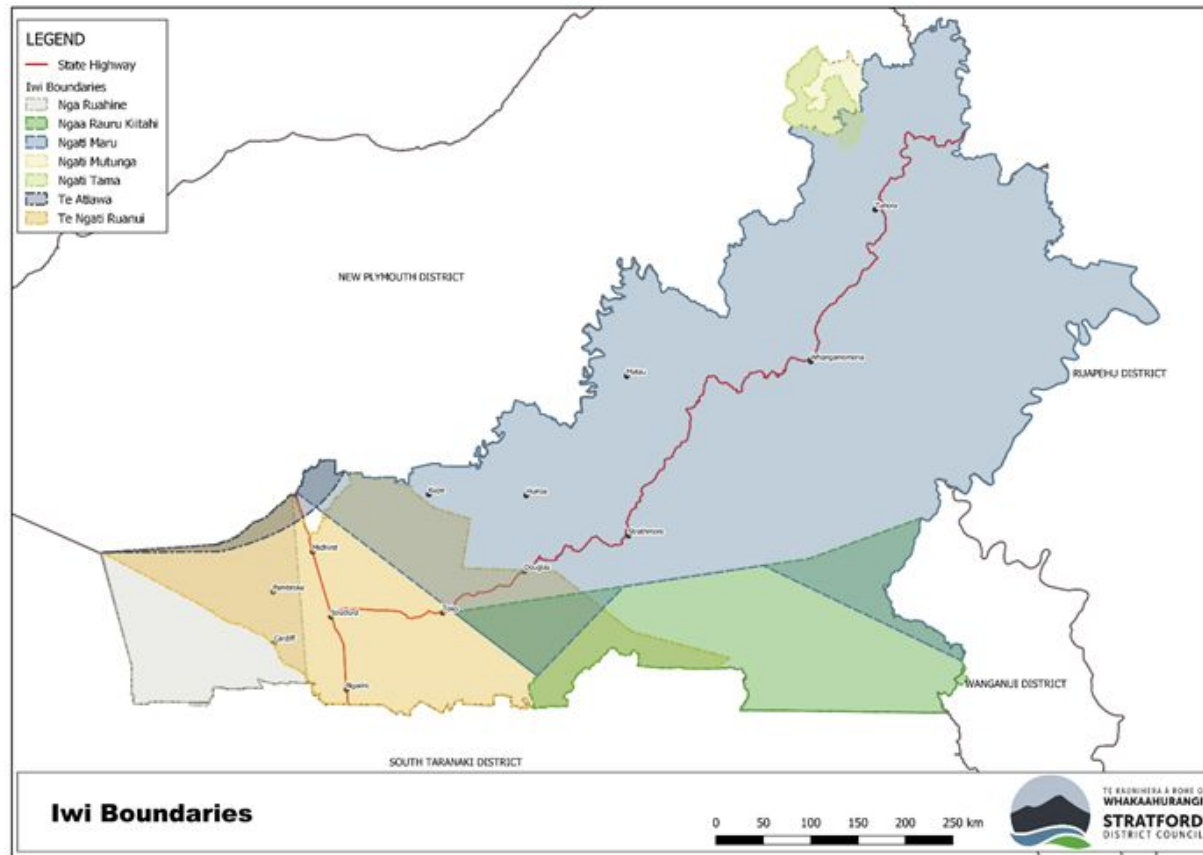
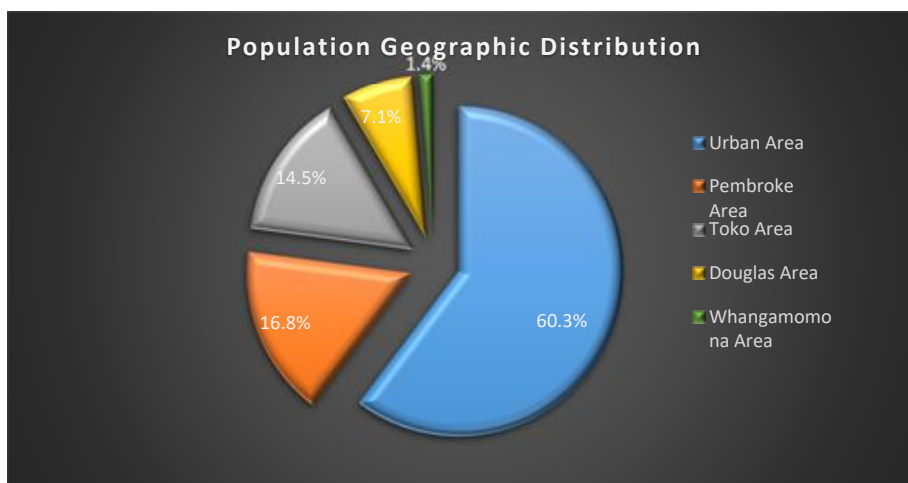


Figure 2: Iwi Boundaries within the Stratford District

## Introduction



**Figure 3: Current Population Geographic Distribution**

### 1.3. OUR MISSION, VISION AND VALUES

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

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

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

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

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

*"A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki"*

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'

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

- Integrity:** *Be loyal to the organisation and trustworthy, honest and courteous with everyone we deal with.*
- Teamwork:** *Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.*
- Excellence:** *Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost effective and ensure prudent management of public money and assets.*
- Pride:** *Take pride in our performance and our organisation.*
- Commitment:** *Have commitment and respect for each other, our business and our customers.*

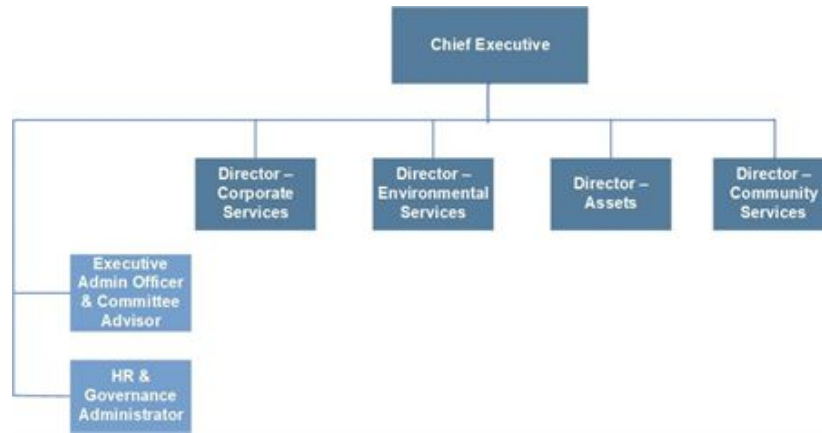
## Introduction

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

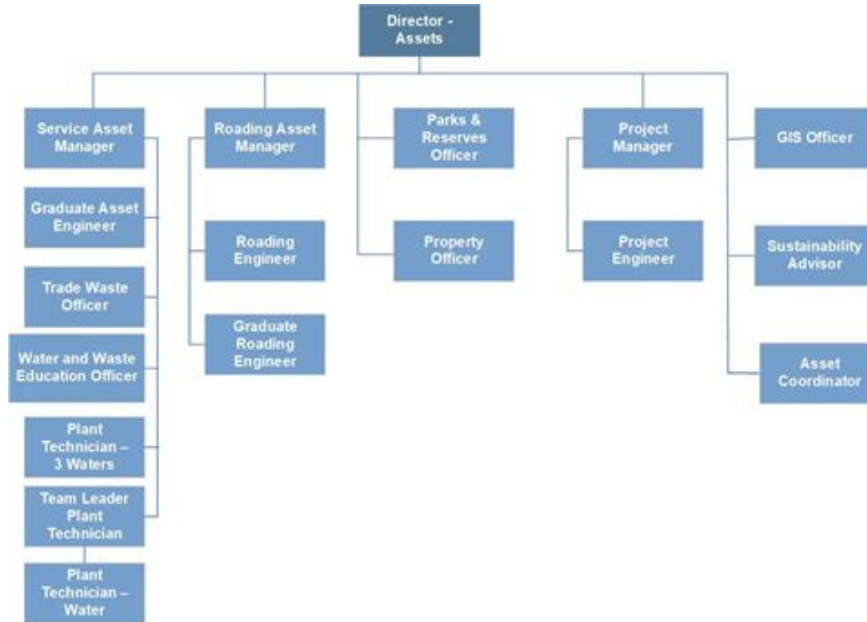
The Stratford District Council carries out its duties under the LGA (2002) through two key Management Teams:

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

The structure for each Management Team is provided in Figures 4 and 5.



**Figure 4 - The Senior Leadership Team**



**Figure 5 – The Assets Department**



## Introduction

### 1.4. THE STORMWATER ACTIVITY

The Stormwater activity encompasses the planning, provision, operation, maintenance and renewal of stormwater reticulation systems and all associated infrastructure contained in the SAMP.

### 1.5. THE IMPORTANCE OF THE STORMWATER ACTIVITY

Stormwater assets are critical for the protection of properties and infrastructure. As required under Part 2 of the Local Government Act 2002 and Part 2 of the Health Act 1956 Stratford District Council provides stormwater reticulation and collection services that:

- Collects and disperses any excess water from a major rainfall event.
- Provides a system for the normal drainage of stormwater and groundwater, thereby enhancing the life of other infrastructure e.g. roads and protecting private property, at the agreed level of service.

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

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

By meeting its goals and objectives the Stormwater Activity contributes to the achievement of national, regional and district goals and objectives.

The stormwater activity goals and objectives contribute to the Community Outcomes shown in Table 1.

**Table 1 - Community Outcomes**

	Community Outcomes	Stormwater Activity Contribution
Welcoming	<ul style="list-style-type: none"> <li>• We celebrate the unique stories of our district</li> <li>• We are inclusive, and value our diversity</li> <li>• Stratford is a friendly place where our visitors feel welcomed</li> <li>• Our diverse community feels safe and supported</li> <li>• We promote the district as the place to visit, live, play, learn and work</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining the stormwater infrastructure in a sustainable and efficient manner for the future.</li> <li>• Delivering on the agreed level of service.</li> <li>• Funding capital works which offer value for money for current and future generations of Stratford District ratepayers and ensures the financial security of Council is not compromised.</li> </ul>
Resilient	<ul style="list-style-type: none"> <li>• We will empower the community to eliminate waste</li> <li>• We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them</li> <li>• We support a low-emissions future for our community</li> <li>• We enable our rangatahi (youth) to be sustainable leaders</li> <li>• We have resilient infrastructure that meets the current and future needs of the district</li> <li>• We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work)</li> </ul>	
Connected	<ul style="list-style-type: none"> <li>• We provide opportunities for families and people of all ages to connect with others in the community</li> <li>• Our community is engaged and actively participates in democracy</li> <li>• We value local knowledge when making decisions</li> <li>• We advocate for the services that our community needs to live safe and healthy lives</li> <li>• We welcome opportunities to work in partnership with others to help achieve our community outcomes</li> <li>• We are committed to fostering meaningful and genuine partnerships with Mana Whenua</li> </ul>	



## Introduction

	Community Outcomes	Stormwater Activity Contribution
Enabling	<ul style="list-style-type: none"> <li>We are a business friendly district</li> <li>We encourage a diverse and sustainable business community</li> <li>We enable economic growth by supporting business investment and development in our district</li> <li>We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)</li> <li>We carefully balance the needs and wants of our district when funding services and infrastructure</li> <li>We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district</li> </ul>	

### 1.6. OUR CUSTOMERS, PARTNERS AND KEY STAKEHOLDERS

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

**Table 2 - Customers, Partners and Key Stakeholders**

Customers, Partners and Stakeholders	Involvement
Home Owners and Occupiers; Businesses and Organisations;	These customers realise the benefits provided by the Stormwater activity.
Taranaki Regional Council	Administers and enforces effective resource management in the Taranaki region. Applications from SDC are processed through TRC.
Audit New Zealand	Carries out annual audits of Council on the Auditor-General's behalf to give ratepayers assurance that Council is appropriately reporting on how they spend public money and on the services they have provided.
Other Government agencies; Ratepayers Associations; Iwi groups	These groups liaise with Council in relation to stormwater services.
Utility Owners	New Zealand Utilities Advisory Group (NZUAG) requirements for co-ordinating networks.
Local Iwi; Environmental groups	Affected parties to Council's resource consents
Taranaki Emergency Management Office (TEMO)/Civil Defence <ul style="list-style-type: none"> <li>Risk Reduction Advisory Group (RRAG)</li> <li>Readiness and Response Advisory Group (RARAG)</li> <li>Lifelines Advisory Group (LAG)</li> <li>Volcanic Futures; <a href="https://www.volcanicfutures.co.nz">https://www.volcanicfutures.co.nz</a></li> </ul>	In the event of a Civil Defence emergency they provide advice and work alongside emergency services, lifeline utilities and government departments.
Elected Members; Committees; CEO, Management and Staff	Key internal stakeholders responsible for the management and operation of the stormwater system.

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### **1.6.1 THE CUSTOMER CHARTER**

An organisation-wide *Customer Charter* was developed and introduced in 2015 and reviewed in 2023. The Customer Charter states that Stratford District Council is dedicated to having commitment and respect for each other, our business and our customers. We will be honest, courteous and efficient and use our knowledge and experience to be effective by doing the right thing at the right time. We support a culture of innovation by examining alternatives, challenging the obvious and having a flexible attitude.

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

### **1.6.2 SIGNIFICANCE AND ENGAGEMENT POLICY**

The Council's Significance and Engagement Policy is used to determine what level of community engagement is needed for each issue or proposal, to gain a clearer understanding of community views and preferences and the ways the community can influence and participate in the decision-making of the Council. The Significance and Engagement Policy is currently under review.

## **2.0**

# **Legislative and Strategic Context**

## Legislative and Strategic Context

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## Legislative and Strategic Context

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### 2.1. OVERVIEW

This section describes the legislative and strategic context of the Stormwater AMP at the national, regional and district levels.

### 2.2. NATIONAL DRIVERS

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

- The Local Government Act 2002 and amendments;
- The National Policy statement for Freshwater Management 2020;
- The Resource Management Act 1991;
- Land Drainage Act 1908;
- Civil Defence Emergency Management Act
- The Health Act 1956;
- Public Works Act 1981;
- The Building Act 2004;
- Utilities Access Act 2010;
- Electricity Act 1992;
- Gas Act 1992;
- Non-Financial Performance Measures Rules 2013.

#### 2.2.1. THE LOCAL GOVERNMENT ACT 2002 AND AMENDMENTS

The Local Government Act 2002 Amendment Act 2019 amended the purpose of the Act to be: *"to provide for democratic and effective local government that recognises the diversity of New Zealand communities"*.

The purpose of the Local Government Act is now amended thus:

- *to enable democratic local decision-making and action by, and on behalf of, communities; and*
- *to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.*

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

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

The LGA in Sections 125 and 128, requires the Council to at least every 3 years complete assessments of wastewater and other sanitary services for communities throughout their district. The purpose of the assessment is to determine, from a public health perspective, the adequacy of wastewater and other sanitary services available to communities. In making such an assessment the following matters need to be considered:

- the health risks to communities arising from any absence of, or deficiency in, the services; and
- the quality of the services currently available to communities within the district; and
- the current and estimated future demands for any of those services; and
- the actual or potential consequences of stormwater and sewage discharges within the district.

An assessment of water and sanitary services was undertaken by the Stratford District Council in 2022.

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### 2.2.2. THE NATIONAL POLICY STATEMENT FOR FRESHWATER MANAGEMENT

The National Policy Statement for Freshwater Management 2020 sets out the objectives and policies for freshwater management under the Resource Management Act 1991. It comes into effect on 3 September 2020 and replaces the National Policy Statement for Freshwater Management 2014 (amended 2017). The new policy directions which are of relevance to, and have a direct impact on, how the Council manages its water and wastewater activities. The key requirements of the Freshwater NPS include:

- Managing freshwater in a way that 'gives effect' to Te Mana o te Wai through:
  - involving tangata whenua;
  - working with tangata whenua and communities to set out long-term visions in the regional policy statement and
  - prioritising the health and wellbeing of water bodies, then the essential needs of people, followed by other uses.
- Improving degraded water bodies, and maintaining or improving all others using bottom lines defined in the Freshwater NPS;
- An expanded national objectives framework:
  - two additional values - threatened species and mahinga kai - join ecosystem health and human health for recreation, as compulsory values
  - councils must develop plan objectives that describe the environmental outcome sought for all values (including an objective for each of the five individual components of ecosystem health)
  - new attributes, aimed specifically at providing for ecosystem health, include fish index of biotic integrity (IBI), sediment, macroinvertebrates (MCI and QMCI), dissolved oxygen, ecosystem metabolism and submerged plants in lakes; councils will have to develop action plans and/or set limits on resource use to achieve these attributes.
  - tougher national bottom lines for the ammonia and nitrate toxicity attributes to protect 95% of species from toxic effects (up from 80%)
- Identifying and working towards target outcomes for fish abundance, diversity and passage and address in-stream barriers to fish passage over time.
- Setting an aquatic life objective for fish and addressing in-stream barriers to fish passage over time.; and
- Monitoring and reporting annually on freshwater (including the data used); publish a synthesis report every five years containing a single ecosystem health score and respond to any deterioration.

### 2.2.3. THE RESOURCE MANAGEMENT ACT 1991/THE RESOURCE MANAGEMENT ACT REFORM

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

The RMA regulates the volume, rate, timing of the taking of water from streams, rivers or bores, through the resource consent process. The Stratford District Council holds Resource Consent 0195-3 for the taking of water from the Patea and Konini Rivers for the Stratford Water Scheme, Resource Consent 1276-3 for the taking of water from the Te Popo stream for the Midhirst Water Scheme and Resource Consent 1337-3 for the taking of water from a bore for the Toko Water Scheme.

The Midhirst Resource Consent 1276-3 expired in June 2021 and the Toko Resource consent 1337-3 expired in June 2022. An application to renew these consents has been lodged with the Taranaki Regional Council. All Stakeholders, including Ngāti Ruanui, Ngāruahine, Te Atiawa, Ngati Māru and Fish & Game NZ, have been engaged in early conversations and initial discussions with Cultural Impact Assessments commissioned for both consents.

## Legislative and Strategic Context

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In February 2021, the Government announced it would repeal the [Resource Management Act 1991](#) (RMA) and enact new legislation in the form of three new acts. The new administration (Late 2023) has announced it will repeal the three Acts introduced by the previous administration and then repeal the RMA sometime over their tenure.

A summary of the three Acts to be repealed is as follows:

- The Natural and Built Environment Act (NBA), as the main replacement for the RMA, to protect and restore the environment while better enabling development. Introduced to Parliament on 15 November 2022. It provides an integrated framework for regulating both environmental management and land use planning and works in tandem with the Spatial Planning Act.;
- The Spatial Planning Act (SPA), provides for the development and implementation of long-term strategic spatial planning across New Zealand through the development of regional spatial strategies (RSS).RSS will set out a vision and objectives for a region's development and change over a 30-year plus time span and integrate planning across different legislative frameworks associated with the management of the natural and built environment. Introduced to Parliament on 15 November 2022.; and
- The Climate Adaptation Act (CAA), to address complex issues associated with managed retreat. This bill is expected to be introduced to Parliament in 2023.

As stated on the Ministry for the Environment website<sup>1</sup>: The Natural and Built Environment Act and the Spatial Planning Act will be phased in over the coming years. A small number of changes apply from August 2023. Many parts of the Resource Management Act 1991 (RMA) are still in force for now.

The RMA and Resource Management System Reform therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

### 2.2.4. LAND DRAINAGE ACT 1908

The Land Drainage Act 1908 prescribes the Council's responsibilities for land drainage in the protection of private property from flooding. The Act also states Council's liability in the event of consequential damages arising from a lack of maintenance (neglect) of drains under its management causing flooding of private property. Therefore to avoid potential liability claims, the Council adequately maintains the existing drainage systems and undertake any upgrades required to maintain the delivery of that service, particularly in the face of climate change.

### 2.2.5 TAUMATA AROWAI - THE WATER SERVICES REGULATOR ACT 2020

The Water Services Regulator Act was passed in July 2020. It establishes Taumata Arowai as a Crown Agent and provides for its objectives, functions, operating principles, and governance arrangements, including the appointment of an independent Board and a Māori Advisory Group. It provides the new drinking water regulator - Taumata Arowai - with significant new powers to give effect to the Government's expectation that New Zealanders are "able to drink the water that comes out of the tap knowing that it is safe"

The establishment of Taumata Arowai is one of three pou (pillars) of the previous Government's Three Waters Reform programme, alongside the regulatory reforms outlined in the Water Services Act, and the reforms to water delivery services. These reforms are intended to address issues and opportunities that were highlighted by the Government Inquiry into the Havelock North Drinking Water, and in the Government's Three Waters Review. The reforms are designed to:

- Provide clear leadership for drinking water regulation through a new, dedicated regulator;
- Significantly strengthen compliance, monitoring, and enforcement relating to drinking water regulation, and equip the new regulator with the powers and resources needed to

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<sup>1</sup>Ref: <https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/>

## Legislative and Strategic Context

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build capability, support suppliers of all kinds to meet their regulatory obligations, and take a tougher, more consistent approach to enforcement where needed;

- Manage risks to drinking water safety and ensure source waters are protected;
- Ensure more people can access water that is safe to drink, by requiring all suppliers (except individual domestic self-suppliers) to be part of the regulatory system, and to provide safe drinking water on a consistent basis;
- Lift the environmental performance and transparency of wastewater and stormwater networks; and
- Improve national-level leadership, oversight, and support relating to wastewater and stormwater.

The role of Taumata Arowai is to:

- Oversee and administer an expanded and strengthened drinking-water regulatory system, to ensure all New Zealand communities have access to safe drinking water. That includes holding suppliers to account, if need be; and
- Oversee from a national perspective the environmental performance of wastewater and storm water networks. (Regional councils will remain the primary regulators of wastewater and storm water).

### 2.2.6 THE THREE WATERS REFORM

The Council previously signed a Memorandum of Understanding (MoU) with central government to work together with the intent to form Entity D with South Taranaki District Council (STDC) and New Plymouth District Council (NPDC) to share water assets to guarantee funding. With the repeal of the Water Services Entities Act 2022 and amendments, the plan to form this entity is currently on hold as of the writing of this AMP.

The new government has indicated its' plan to institute a new reform called "Local Water Done Well," a letter by Hon. Simeon Brown was sent to Mayor Neil Volzke laying out the key principles of their plan including:

- Introducing greater central government oversight, economic and quality regulation.
- Fit-for-purpose service delivery models and financing tools, such as improving the current council-controlled organisation model and developing a new class of financially separate council-owned organisation.
- Setting rules for water services and infrastructure investment.
- Ensuring water services are financially sustainable. Financial sustainability means revenue sufficiency, balance sheet separation, ring-fencing and funding for growth.

### 2.2.7 CIVIL DEFENCE EMERGENCY MANAGEMENT ACT 2002

The Civil Defence Emergency Management Act 2002 establishes a framework for building resilient New Zealand communities.

The National CDEM Strategy is the crowns vision for emergency management in New Zealand and is supported by:

- The National CDEM Plan, which sets out strategies and goals, outlining arrangements for managing emergency events of national significance, and,
- CDEM Group Plans, outlining similar arrangements at the regional level.

The Civil Defence Emergency Management Act 2002 establishes to:

- Promote sustainable management of hazards
- Enabling communities to achieve acceptable levels of risk
- Requires co-ordination of CDEM activities
- Encourages co-ordination and integration across sectors to address interdependencies



## Legislative and Strategic Context

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### 2.3. REGIONAL CONTEXT

#### 2.3.1. THE REGIONAL FRESH WATER PLAN FOR TARANAKI (RFP)

The Regional Fresh Water Plan promotes sustainable management of the region's freshwater resources by applying rules and conditions to various activities. The Taranaki Regional Council was preparing a Natural Resources Plan to encompass their Regional Freshwater, Air, and Soil Plans, however this has been deferred with the Taranaki Regional Council instead preparing a Freshwater and Land Plan.

The Plan identifies how the fresh water resources of the region (both surface water and groundwater) are to be managed. It does this by identifying important issues from state of the environment monitoring relating to the use, development and protection of the fresh water resources of Taranaki. Objectives, policies and methods are set out for addressing these issues. Ongoing state of the environment monitoring will enable the Taranaki Regional Council to assess the effectiveness of the Plan and review policy direction where necessary. In particular the Plan contains regional rules which categorise activities into different classes (permitted, controlled, discretionary or prohibited), with different standards, terms or conditions which apply to them, depending on the effects on the environment of that activity. Activities have been classified in this way to facilitate the processing of resource consents and to provide certainty for the community.

In relationship to this document the RFP supplies the framework for setting the conditions under which the Stratford, Midhirst, and Toko Water Supply Treatment plants must operate to achieve the goals of the plan.

#### 2.3.2. THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY – TAPUAE ROA

The Regional Economic Development Strategy - Make Way for Taranaki was developed in 2017 by the four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE). The strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

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

#### 2.3.3. THE REGIONAL LONG TERM VISION/ROADMAP – TARANAKI 2050

The Taranaki 2050 Roadmap was first launched in 2019 with the goal of guiding how Taranaki will transition to a low emissions economy. To this end various Transition Pathway Action Plans (TPAPs) were prepared with the community, highlighting short- and medium-term actions to reach the long term vision.

The TPAPs related to water supply are the Regulatory, Environmental, and Infrastructure & Transport.

### 2.4. DISTRICT CONTEXT

The WAMP feeds, and in turn is fed into, a number of district strategies. The WAMP forms a critical part of the planning framework, as shown in Figure 6. Table 9 provides a description of the District Strategic Drivers for the WAMP, and how they influence or relate to the WAMP. The key district drivers are provided in more detail below.

#### 2.4.1. THE LONG TERM PLAN (LTP) 2024-2034

The Long Term Plan (LTP) 2024-2034 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2019 that:

## Legislative and Strategic Context

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

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

### 2.4.2. THE INFRASTRUCTURE STRATEGY 2024 – 2054

The Infrastructure Strategy (IS) is a regulatory document pursuant to Section 101B of the Local Government Act 2002 Amendment Act 2019 for the purpose of:

- Identifying significant issues over the period covered by the strategy; and
- Identifying the principal options for managing those issues and the implications of these options.

The identified issues and opportunities from the 30 year strategy inform the relevant AMP and is reviewed every 3 years. Like the LTP, the IS provides the direction and strategies that drive the WAMP but in this case, the planning period primarily focussed on is for 10-30 years.

This strategic document allows Council to make informed decisions and place Council in a better position to understand and plan for major infrastructure investments.

### 2.4.3. THE DISTRICT PLAN

Developed in compliance with the requirements of the Resource Management Act 1991(RMA), the District Plan specifies land use policies aiming to mitigate and control the detrimental environmental effects of new developments. These areas of growth and development need to be accounted for within the WAMP through the use of water modelling reports, levels of service increase works and forward works programming.

### 2.4.4. THE ANNUAL PLAN

The Annual Plan is a regulatory document pursuant to Section 95 of the Local Government Act 2002 Amendment Act 2014. The Annual Plan is developed in compliance with section 95 of the LGA 2002 and updates information reported on within the Long Term Plan including its objectives, intended activities, performance, income and expenditure. The Annual Plan shows how that year of the Long Term Plan will be funded.

The relationship between the Annual Plan and the SAMP is similar to that of the LTP, with the exception of it only applying to the year of the LTP being prepared for.

**Table 3 - District Strategic Drivers**

Strategies/ Plans/ Documents	Description	Review Frequenc y	Relationship to the Asset Management Plan
Communication and Engagement Strategy	Developed in compliance with Section 76AA of the Local Government Act 2002 to set out Council's approach to communicating and engaging with the community.	Ten yearly	Provides a framework for communication and engagement

## Legislative and Strategic Context

Strategies/ Plans/ Documents	Description	Review Frequenc y	Relationship to the Asset Management Plan
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.
Economic Development Strategy	Sets the direction for economic development and identifies priorities and measurable goals.	Three yearly	Support asset management planning and good practice.
Structure Plan	Provide a long term planning framework for the future development and redevelopment of the Stratford District. The plan will set out in broad terms, the layout of land uses, key infrastructure and transport links.	Unknown at this stage	Support asset management planning.
Significance and Engagement Policy	Developed in compliance with Section 76AA to set out Councils approach to: <ul style="list-style-type: none"> <li>• The assessment of significance during decision-making. It provides direction on the consideration of community views and the level of community engagement that might be desirable to enable Council to develop a clearer understanding of community views and preferences on an issue or proposal.</li> <li>• Regarding community engagement and the ways the community can influence and participate in the decision-making of the Council.</li> </ul>	Three yearly	Determines level of engagement required for asset management planning activities/projects
Procurement Policy	The purpose of this policy is to ensure Council, when procuring goods, works or services; <ul style="list-style-type: none"> <li>• achieves the right outcomes and value for money;</li> <li>• manages risk while allowing staff to exercise business judgement and be innovative;</li> <li>• demonstrates fairness;</li> <li>• reflects best management practice; and</li> </ul> has a local procurement policy applying to works with a monetary value up to a limit prescribed by Council.	Three yearly	Provides the framework for the purchasing of goods, works and services for Stratford District Council
Annual Plan (AP)	A regulatory document pursuant to Section 95 of the Local Government Act 2002.  The Annual Plan updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure and shows how that year of the LTP will be funded.	Annually	Determines annual KPI targets for performance monitoring
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Provides annual KPI targets that are reported in the Annual Report.
Assessment of Water and Sanitary Services	Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.	Ten yearly	Identified issues and required actions feed into the relevant AMP

## Legislative and Strategic Context

Strategies/ Plans/ Documents	Description	Review Frequenc y	Relationship to the Asset Management Plan
Other Council Policies, Bylaws	The tools that guide and direct Council activities (see <a href="#">Appendix 2</a> )	As applicable	Support asset management planning and good practice.

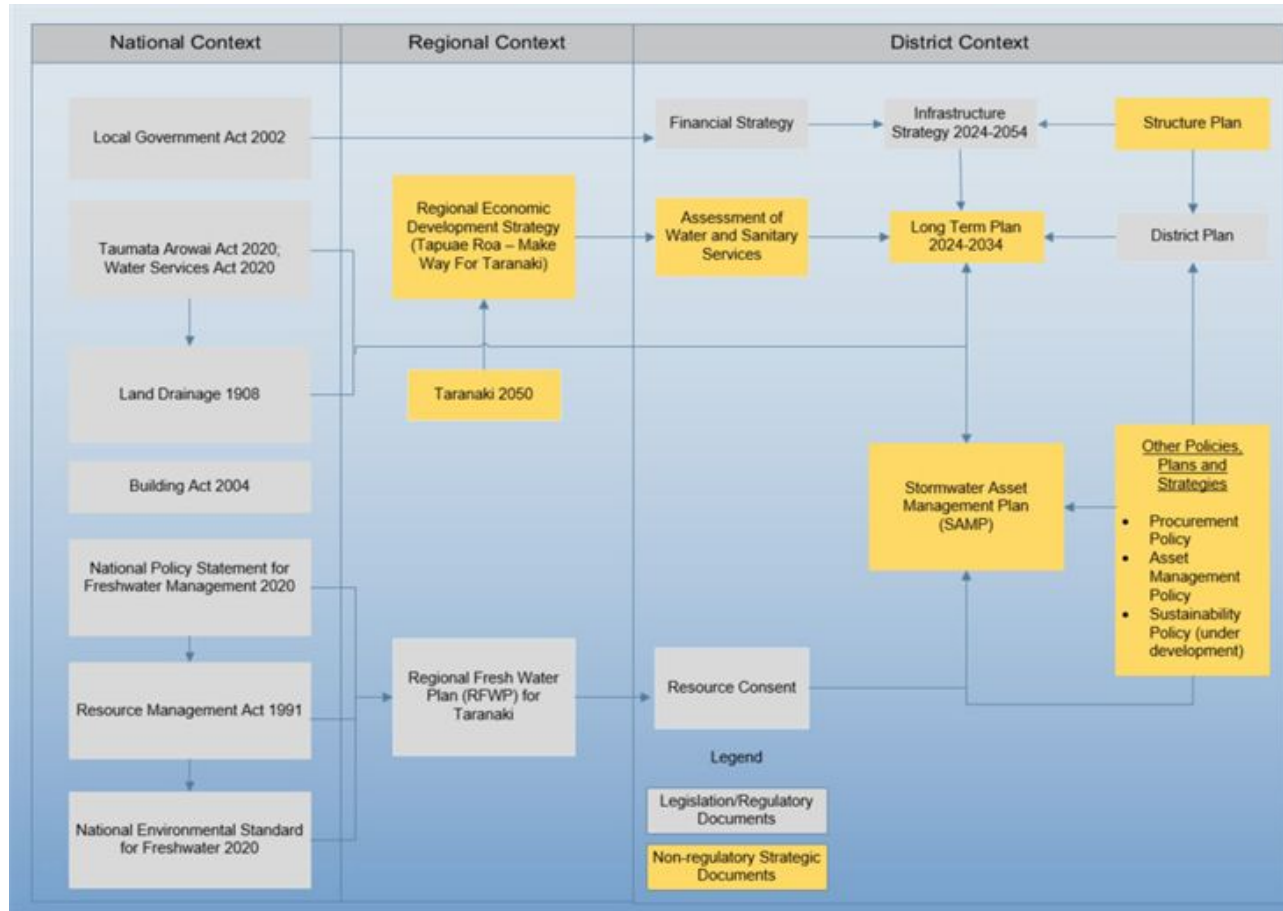


Figure 6 - Legislative and Strategic Framework (SAMP)

## **3.0**

# **Asset Information**

## Asset Information

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## Asset Information

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### 3.1. ASSET OVERVIEW

The Stratford District Council manages around 27.8 km of stormwater pipes, 2.0 km of tunnels, and 8.2 km of open channels/drains in the Stratford urban area. Council is also responsible for approximately 581 metres of pipes and culverts in Midhirst.

The Stormwater system is a network of pipes, open drains and tunnels that collect stormwater from developed urban areas (Figure 5). Stormwater is discharged and collected in three ways:

- Collection from roads and public areas is usually via sumps and directed to reticulation
- Commercial and industrial properties are permitted to discharge into a Council system or kerb line
- Residential area stormwater is discharged to ground mainly by soak holes, although if soil or other conditions are not suitable for soak holes, discharge is carried out via runoff through sumps and reticulation.

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

### 3.2. ASSET VALUATION

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

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

As required under the LGA, the Council has its assets re-valued every three years by independent qualified valuers. Valuations will be undertaken more regularly if necessary to ensure no individual item of property, plant or equipment within a class has a carrying value that is materially different from its fair value.

The asset valuations contained in Table 4 were carried out by Beca Projects NZ Ltd as of 01 July 2021.

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

Financial Reporting Standards (PBE IPSAS 17) and International Valuation Standards (IVS) apply to all SDC water infrastructure assets considered in the Beca Projects NZ Ltd re-valuation for the general purpose of financial reports.



## Asset Information

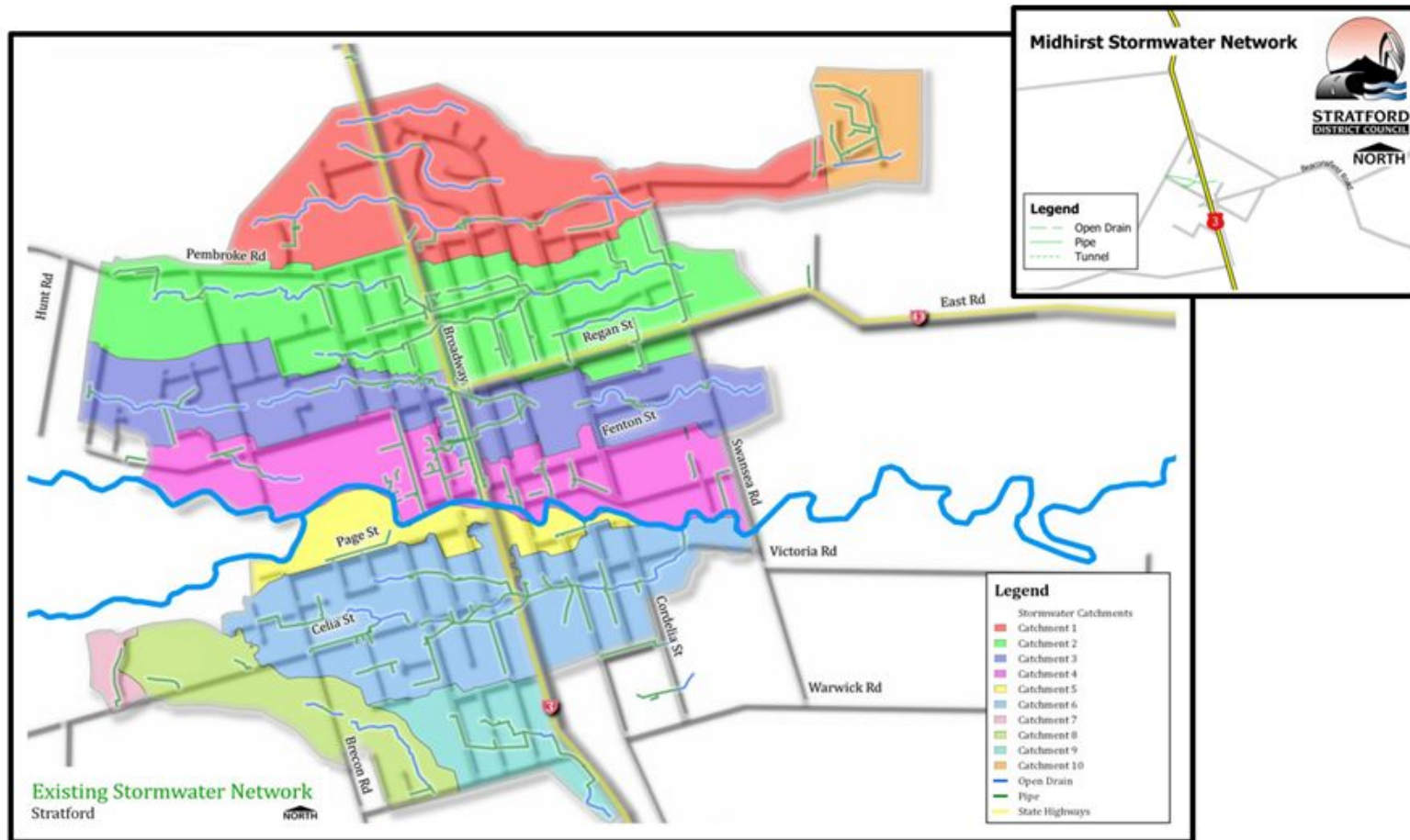


Figure 7 - Stratford Urban and Midhirst Stormwater Network

## Asset Information

**Table 4 – Stormwater Asset Valuation Summary**

Asset Group	Asset Component	Size (mm)	Quantity (km or units)	Useful Life (yrs.)	Remaining Useful Life (yrs.)	Values (\$)		
						RC	ODRC	AD
<b>Pipes</b>	Pipe	100mm	0.15891	70-100	45	41,957.87	6,076.69	192.50
	Pipe	150mm	0.75261	70-100	53	242,641.50	132,212.94	2,711.85
	Pipe	180mm	0.07577	100	54	24,428.25	13,191.26	244.29
	Pipe	200mm	0.59775	100	65	192,714.62	143,011.63	1,927.14
	Culvert	225mm	7.54092	70-100	47	2,431,192.57	1,067,764.71	24,809.09
	Culvert	250mm	0.46403	70-100	62	149,603.25	89,684.20	1,502.56
	Culvert	300mm	6.25418	70-100	69	2,952,973.53	2,062,213.94	29,605.78
	Culvert	375mm	1.77207	70-100	66	912,261.63	622,633.00	9,692.90
	Culvert	450mm	1.36063	70-100	52	891,484.76	492,082.35	9,048.20
	Culvert	525mm	0.74428	70-100	57	541,835.84	368,738.63	6,019.08
	Culvert	600mm	1.01675	70-120	54	1,002,037.17	536,769.72	9,982.40
	Culvert	625mm	0.02813	100	57	28,348.29	16,069.19	283.49
	Culvert	750mm	0.3738	80-100	73	466,502.40	349,279.73	4,768.41
	Culvert	800mm	1.90109	120	24	5,486,545.74	1,097,309.14	45,721.24
	Culvert	900mm	0.88181	100	74	1,513,185.96	1,098,393.98	15,131.87
	Culvert	1050mm	0.38467	100	81	927,331.67	770,692.82	9,273.31
	Culvert	1200mm	0.86884	100	71	2,507,472.24	1,734,186.07	25,206.12
	Culvert	1350mm	0.10559	100	95	356,155.07	337,160.14	3,561.55
	Culvert	1500mm	0.1517	100	76	591,630.00	427,566.17	5,916.30
	Culvert	Unknown		1.05158	100	27	283,158.30	89,569.19

## Asset Information

Asset Group	Asset Component	Size (mm)	Quantity (km or units)	Useful Life (yrs.)	Remaining Useful Life (yrs.)	Values (\$)		
						RC	ODRC	AD
<b>Total Pipes</b>			<b>26.48511</b>			<b>21,543,460.66</b>	<b>11,454,605.50</b>	<b>208,429.64</b>
<b>Point</b>	Manholes and Sumps	Varies	375	50-100	62	2,350,393.31	1,581,219.29	23,573.80
<b>Total Point</b>						<b>2,350,393.31</b>	<b>1,581,219.29</b>	<b>23,573.80</b>
<b>Total Stormwater</b>						<b>23,893,853.97</b>	<b>13,035,824.79</b>	<b>232,003.44</b>
<i><b>Note:</b> Stormwater Asset Valuation Summary as at 01 July 2023 – Beca projects Ltd Asset Valuation Report</i>								

## Asset Information

### 3.3. USEFUL LIFE

Useful life (Base life) refers to either;

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

The asset Useful lives are expressed as years. The asset **Age** is based on construction dates. The *Remaining useful life* is based on age and useful life of the assets.

### 3.4. ASSET INFORMATION SYSTEM

Stratford District Council uses *AssetFinda* to support management of the Stormwater Activity. Data on infrastructure assets is collected during inspections and monitoring using both paper based and electronic methods.

All data collected in relation to the Stormwater activity infrastructure is entered into AssetFinda by the Engineering Officer, GIS Officer, engaged Consultants or the Contractor.

### 3.5. THE STORMWATER INFRASTRUCTURE ASSETS

The Stormwater system is a reticulation only system. It is a network of pipes, open drains and tunnels that collect stormwater from developed urban areas. Stormwater is discharged and collected in three ways:

- Collection from roads and public areas, usually via sumps and directed to reticulation;
- Commercial and industrial discharging into Council's system or kerb line;
- Residential area stormwater discharging to ground mainly by soak holes. Where soil or other conditions are unfavourable for soak holes, discharge is via runoff sumps and reticulation.

### 3.6. ASSET MANAGEMENT MATURITY ASSESSMENT

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

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

The Asset Management Maturity Index assessment in Table 5 below provides a snapshot of where the Council is at in its asset management practices and in particular, emphasizes that seeking advanced practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.

**Table 5: 3-Waters Asset Management Maturity Index Assessment**

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

## Asset Information

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
2	Defining Level of service	Intermediate to Advanced	<ul style="list-style-type: none"> <li>Level of service and cost relationship understood.</li> <li>Customers are consulted on significant service levels and options.</li> <li>Customer communications plan in place.</li> <li>Levels of service are integral to decision making and business planning.</li> </ul>	<ul style="list-style-type: none"> <li>Again, existing levels of service is are generally maintained, however, can be re-defined as result of either legislative requirements; customer feedback or in response t new technology. Re-definition is done as an outcome of our discussions with Elected Members, either prior to the LTP year or as and when required during the year.</li> <li>The LOS are defined in the AMPs for each work activity.</li> <li>Redefined levels of service in previous years include: <ul style="list-style-type: none"> <li>Network Planning and modelling</li> <li>Pipe work – increase the size;</li> <li>New management of the trade waste discharges</li> <li>Reduction in the wastewater pipe inflow/infiltration</li> <li>Addition of new back flow devices;</li> <li>More staff to implement higher LoS defined;</li> <li>Universal metering;</li> <li>Higher wastewater discharge quality;</li> </ul> </li> </ul>
3	Forecasting future demands	Core to Intermediate	<ul style="list-style-type: none"> <li>Risk associated with demand change broadly understood and documented.</li> <li>Demand management considered as an alternative to major project development.</li> </ul>	<ul style="list-style-type: none"> <li>We have a broad understanding of the issues for each work activity and these are documented in the AMP as “Problem Statements”.</li> <li>Forecasting is based on population and economic growth statistics in addition to regulatory changes at the central government level..</li> <li>Demand Management has been used in the water and wastewater activities, enforced by the Water Supply and Wastewater and Trade Waste Bylaws. Our resource consents also support our demand management initiatives. DM initiatives employed include: <ul style="list-style-type: none"> <li>Universal metering to encourage water conservation; and</li> <li>New PRVs for flow and pressure managements;</li> </ul> </li> </ul>
4	Collecting Asset Information	Intermediate	<ul style="list-style-type: none"> <li>A reliable register of physical, financial and risk attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place.</li> </ul>	<ul style="list-style-type: none"> <li>AssetFinda is the database for our 3-waters assets for recording the physical, financial and risk attributes.</li> <li>Data is collected, updated and validated on an ongoing basis, particularly when new assets are being installed and maintenance occurs on existing assets.</li> </ul>
5	Monitoring Asset Performance and Condition	Core	<ul style="list-style-type: none"> <li>Condition and performance information is suitable to be used to plan</li> </ul>	<ul style="list-style-type: none"> <li>The condition - physical integrity - of an asset is deduced based on the age, material type and analysis of collected statistical data.</li> <li>The performance, being a measure of whether the asset is delivering level of service</li> </ul>

## Asset Information

Asset Management Disciplines	Maturity Index	Maturity Description	What we do
		maintenance and renewals to meet over the short term.	requirements – is monitored during routine inspections and asset upgrade.

### 3.7. ASSESSMENT OF ASSET CONDITION

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

Generally, the Council takes a risk-based approach to monitoring the condition of assets and conducts condition assessments of its critical assets. Where assets have low risk because they are in the first half of their life, condition monitoring is low. If the consequences of running an asset through to failure are high, the Council, through a more intensive monitoring regime and targeted inspections, hold more information on the asset condition. The Council has no backlog or deferred maintenance in its work programme.

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

Targeted inspections of stormwater infrastructure assets are carried out by Council staff, the Maintenance Contractor, or specialist Consultant to identify the condition of specific asset components at intervals specified by the Asset Manager or upon request. To identify the general condition of its stormwater assets Stratford District Council undertakes the underground reticulation inspections, carried out by the Contactor during works or as issues are identified.

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

- Underground reticulation;
- Manholes;
- Visual stream inspections for obstructions (twice per year).

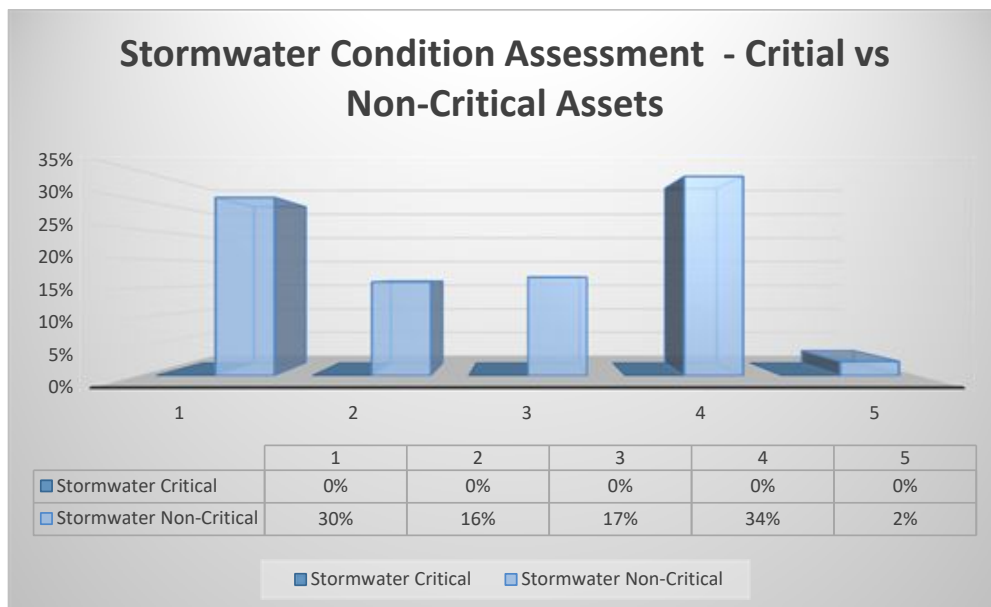
**Condition Grading** - Visual targeted inspections (including sampling), and maintenance monitoring provide both qualitative descriptions and quantitative grading of asset component condition. Condition grading supports the development, maintenance, and renewal/replacement of an asset by enabling more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

The International Infrastructure Management Manual (2011) provides guidance on assessing the condition of assets and approaches to grading the condition. In line with this Stratford District Council has developed a condition grading system to support identifying the condition of assets at the group level. Using the system, the assumed condition of assets are ranked from 1-5 as illustrated in Table 6 below. In the last 3 years new stormwater assets were installed. 33 sections have been added to the stormwater infrastructure with the creation of the new subdivision on Pembroke Road.

## Asset Information

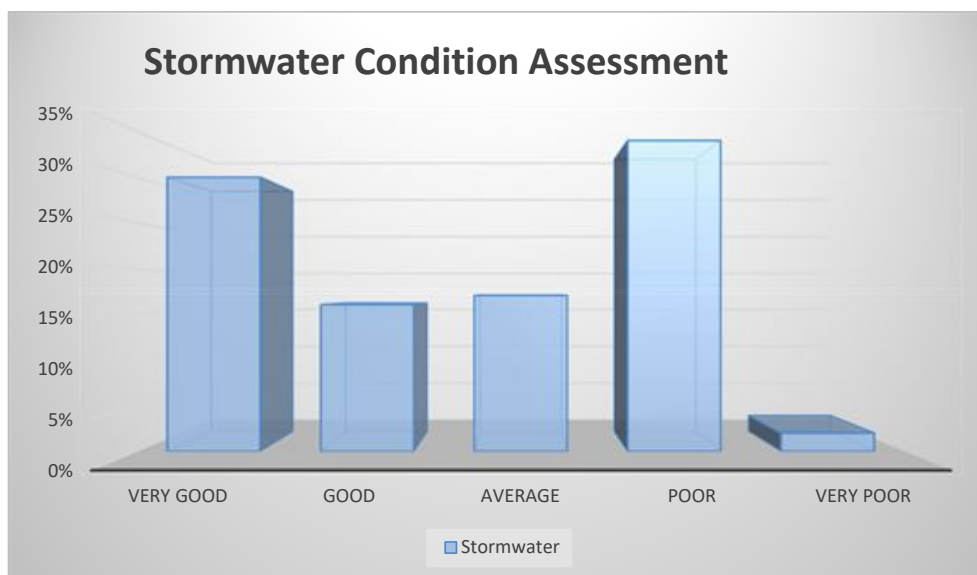
**Table 6 - Condition Grading System**

Grade	Condition	Description	Expected Proportion of network (%)
1	Very Good	Asset in structurally sound and excellent physical condition. No work required	30%
2	Good	Asset in structurally sound and acceptable physical condition. Minor work required (if any)	16%
3	Average	Asset is structurally sound but shows deterioration. Moderate work required to return asset to agreed level of service	17%
4	Poor	Asset failure likely in the short term. Significant work required now to return asset to agreed level of service	34%
5	Very Poor	Asset has failed/is about to fail. Renewal/Replacement required Urgently	2%



**Figure 8: Stormwater Condition Assessment - Critical vs Non-Critical Assets**

## Asset Information



**Figure 9: Stormwater Condition Assessment - Overall**

### 3.8. DATA ACCURACY AND CONFIDENCE

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

To ensure accurate asset data is entered into the asset management system Stratford District Council has put in place the *Inspection Data Management Process* for managing targeted visual inspection data. Also, to determine the Council's level of confidence in targeted inspection data, the Stratford District Council has implemented the *Data Confidence Grading System* in Table 8. Asset Grading by asset group is provided in Table 9.

**Table 7 - Inspection Data Management Process**

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

**Table 8 - Data Confidence Grading System**



## Asset Information

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

**Table 9: Asset Grading by Asset Group**

Asset Group	Key Confidence Attributes Percentage (%)				Average	Assessed Confidence Level	Confidence Grading
	Location	Diameter /size	Material	Age			
Pipes	70	60	70	80	<b>70</b>	Very Uncertain	4
Points	85	60	70	85	<b>75</b>	Uncertain	3
<b>OVERALL ASSESSMENT</b>	<b>Reliable to Uncertain</b>						

### 3.9. ASSET MANAGEMENT IMPROVEMENT PLAN ITEMS

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

**Table 10 - Asset Management Improvement Plan Items**

Sub Section	Task	Due Date
3.7	<p><b>Improve condition data accuracy and reliability</b></p> <p>Council's knowledge of the extent, location and condition of the stormwater reticulation system is currently not fully understood. This lack of knowledge hasn't allowed Council to accurately prepare a renewal/replacement program or in some cases, understand how Council performance against Levels of service is/is not attained. Therefore, improving condition data information is required.</p>	Ongoing

## **4.0**

# **Future Growth and Demand**

## Future Growth and Demand

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## Future Growth and Demand

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### 4.1 OVERVIEW

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

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

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

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

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

### 4.2 DEMAND FORECASTING

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

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

Key Information gathered during the forecasting process includes:

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

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

### 4.3 DEMAND DRIVERS AND IMPACTS

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

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

## Future Growth and Demand

### 4.3.1 POPULATION GROWTH

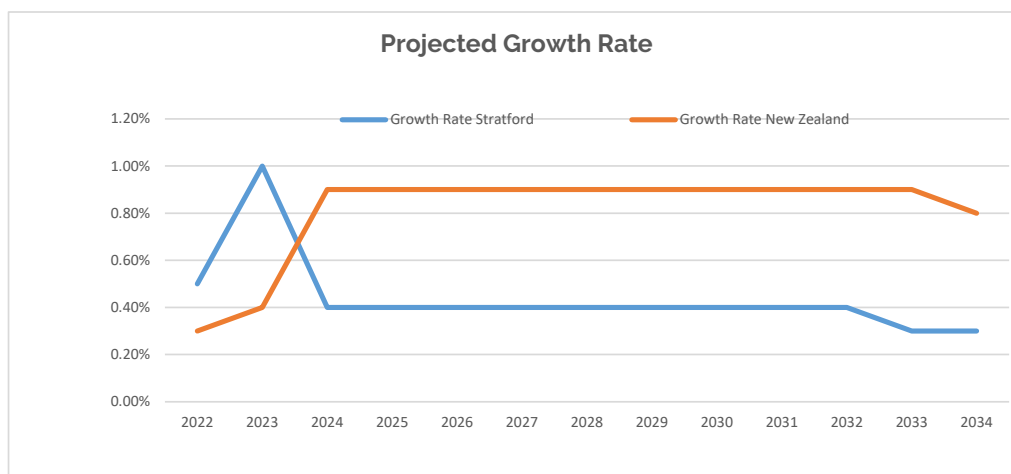
The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,679 by 2034, at an average of 0.4% per year. This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

The growth in the Māori population of the district has been consistently higher than the growth of all other ethnicities for each of the last ten years. Stratford district's Māori population was 1,550 in 2022, up 2.6% from the previous year.

Table 11 and Figure 10 shows total population projections over ten years, against the growth projections of the total New Zealand population.

**Table 11 - Actions Identified for Improving Management of the Asset**

Year	Stratford District		New Zealand	
	Value	Growth	Value	Growth
2022	10,150	0.5%	5,123,100	0.3%
2023	10,256	1.0%	5,141,837	0.4%
2024	10,295	0.4%	5,185,924	0.9%
2025	10,334	0.4%	5,230,348	0.9%
2026	10,373	0.4%	5,275,448	0.9%
2027	10,414	0.4%	5,321,561	0.9%
2028	10,455	0.4%	5,369,026	0.9%
2029	10,497	0.4%	5,418,006	0.9%
2030	10,539	0.4%	5,467,976	0.9%
2031	10,579	0.4%	5,518,235	0.9%
2032	10,617	0.4%	5,568,085	0.9%
2033	10,650	0.3%	5,616,826	0.9%
2034	10,679	0.3%	5,663,921	0.8%



**Figure 10: Water Supply Condition Assessment**

## Future Growth and Demand

### 4.3.2 DEMOGRAPHIC CHANGES

The below graph shows the current population by age group. The Stratford district is generally trending higher than the New Zealand average in the 60+ year age brackets, and much lower in the 20-29 year age bracket. However, the district is much higher than the national average in the 0-9 year age bracket showing positive signs of households choosing to raise their families in this district, and supporting the claim that the increase in population is largely driven by natural increase.

The gap in the 20-50 year old age brackets is not new, and is likely to be a result of the lack of tertiary level training opportunities and graduate employment opportunities in the district. With the change in working and studying environments due to enhanced technology and online access, and the increased acceptance that employees can work from anywhere in the country, and even the world, it is likely that we will see changes in the age demographics in the future. Due to the uncertainty of the impact, it has not been factored into the projections.

Figure 38. Population by broad age group, 2022  
% of total, as at 30 June



Figure 39. Population by 10-year age group, 2022  
% of total, as at 30 June



### Figure 11 - Stratford District's Population Age Structure

The Dependency Ratio calculates the average number of economically dependent population (0-14 year olds, and 65+) per 100 economically productive population at a specific point in time. A high ratio may indicate that the economically active population and the overall economy face a greater burden to contribute towards the rates requirement for the district.

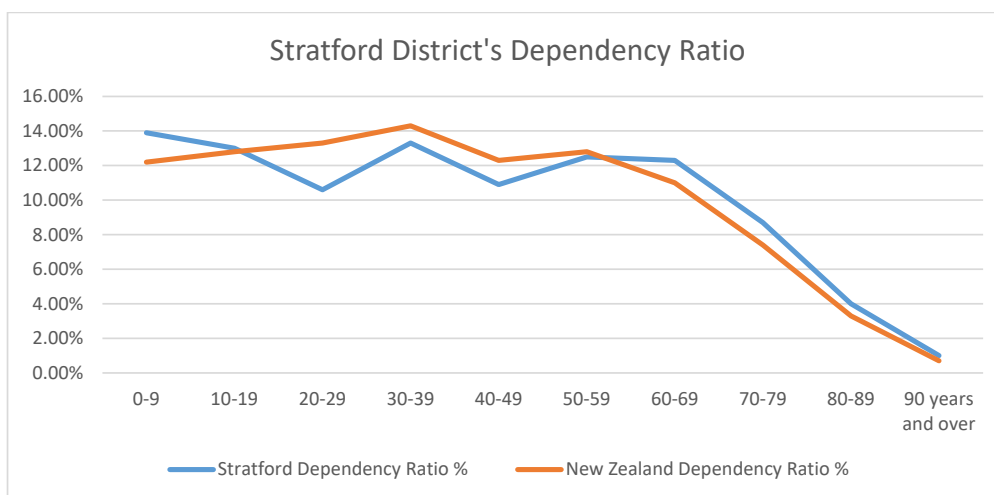
Table 12 and Figure 12 below shows the Stratford District's Dependency Ratio is 67%, compared to the national average of 54%. This is something Council must be mindful of when determining funding sources (increased reliance required for user pays and exacerbator pays funding sources), and areas (prioritisation) and levels of expenditure (affordability).

Table 12 - Stratford District's Dependency Ratio

Age Decade (years)	Stratford District		New Zealand	
	Level	% of total	Level	% of total
0-9	1,410	13.9%	625,490	12.2%
10-19	1,320	13.0%	655,720	12.8%
20-29	1,080	10.6%	679,450	13.3%
30-39	1,350	13.3%	733,760	14.3%
40-49	1,110	10.9%	631,220	12.3%
50-59	1,270	12.5%	654,040	12.8%
60-69	1,250	12.3%	561,800	11.0%

## Future Growth and Demand

Age Decade (years)	Stratford District		New Zealand	
	Level	% of total	Level	% of total
70-79	880	8.7%	380,170	7.4%
80-89	410	4.0%	167,640	3.3%
90 years and over	100	1.0%	34,790	0.7%
Dependency ratio	67.2%		54.4%	
<b>Total</b>	<b>10,150</b>	<b>100.0%</b>	<b>5,124,100</b>	<b>100.0%</b>



**Figure 12: Dependency Ratio Stratford District and New Zealand**

### 4.3.3 ECONOMIC DEVELOPMENT

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

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

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

Anticipated impacts of the Regional Economic Development Strategy and any resulting growth on the parks and reserves activity and infrastructure are expected to include:

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

## Future Growth and Demand

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### 4.3.4 ECONOMIC HISTORY AND FORECAST

Economic growth in the Stratford district is generally lower than the national average – averaging 1.7% per year over the 10 years to 2022, compared with an average of 3% in New Zealand. The estimated GDP for the district in 2022 of \$575m, makes up less than 1% of New Zealand's GDP.

There is some concern that the district is less diverse than average, with the largest industry being agriculture and forestry at 27%, the second largest industry being utilities (electricity, gas, water and waste) at 13%. The more concentrated a district's economic activity is within two or three industries, the more vulnerable it is to adverse effects such as those arising from climate conditions, or commodity price fluctuations.

Council intends to make significant investment in Economic Development over the life of the LTP to encourage diversification and provide opportunities to promote the Stratford District as a great place to do business. Under the Enabling Community Outcome, Council has committed to the following strategic goals:

- *We are a business friendly district*
- *We encourage a diverse and sustainable business community*
- *We enable economic growth by supporting business investment and development in our district*
- *We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)*
- *We carefully balance the needs and wants of our district when funding services and infrastructure*
- *We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district*

### 4.3.5 CLIMATE CHANGE

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

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

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events
- Decreased frost risk
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

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

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

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



## Future Growth and Demand

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

### 4.3.6 TOURISM

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

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

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

### 4.3.7 THE (DRAFT) STRUCTURE PLAN FOR STRATFORD

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

The Plan will identify key growth areas in Stratford, in addition to areas that lend themselves to in-filling. Roading, Solid Waste Services, Water and Wastewater infrastructure will be planned to service these areas accordingly. Given its proximity and centrality to key employment generators and tourist areas in the New Plymouth and South Taranaki District, the creation of new and affordable residential lots is expected to support the growth forecast for the town. To facilitate this strategy, the Stratford District Council has led the creation of a quality and affordable subdivision to jumpstart the growth process and facilitate the development of quality affordable homes to the community. The uptake of the newly created lots was quick and has attracted homeowners from all parts of the Taranaki region as well as nationally.

### 4.3.8 REGULATORY CHANGES

The SDC regularly reviews regulatory changes that may or will affect the SDC water supplies. This primarily includes updates to resource consents and changes to drinking water legislation and standards. There are no immediate concerns of regulatory changes at the time of writing this AMP, however there is an expectation that the legislation, standards and guidelines related to drinking water will be reviewed and updated in the near future. This is a direct result of the Havelock North inquiry, and it is anticipated that SDC water supplies will be affected. It is too early to know what aspects of the inquiry will carry over into legislation/guidelines/standards.

### 4.3.9 CUSTOMER NEEDS AND EXPECTATIONS

Council has indicated a desire to promote growth in Stratford by developing new residential subdivisions with sections serviced by municipal water supply and wastewater schemes. Inherently, this will have an effect on the Stratford water supply whereby water demand in these areas will increase. To alleviate these effects on the network, the secondary trunk main could be utilised to supply directly to the growth areas where possible.

## Future Growth and Demand

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### 4.4 IMPROVEMENT PLAN

**Table 13 - Future Growth Improvement Plan**

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

## **5.0**

# **Levels of Service Performance**

## Levels of Service Performance

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### **5.0: LEVELS OF SERVICE PERFORMANCE**

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## Levels of Service Performance

### 5.1 OVERVIEW

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

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

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

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

This section:

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

### 5.2 LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

LoS review is an on-going process which can be triggered by a variety of drivers. The development and review of the LoS will be undertaken following the process diagram in Figure 13 (Source: IIMM (2015)).

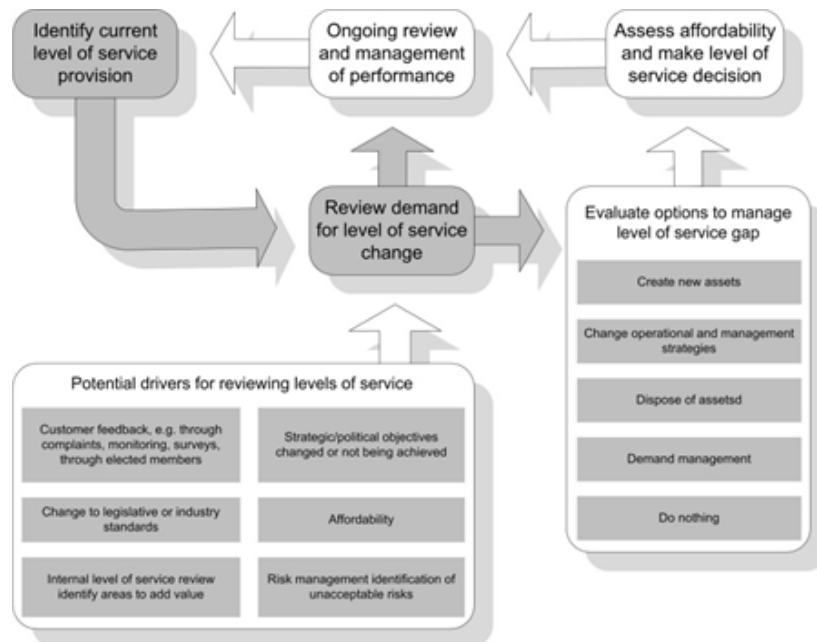


Figure 13 - LoS Development/Review Process

## Levels of Service Performance

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### 5.3 PERFORMANCE MONITORING AND REPORTING

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

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

The monitoring of the LoS is done through the Customer Satisfaction Survey and the Discharge Compliance with the territory authority's resource consents from its stormwater system.

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

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

### 5.4 CURRENT PERFORMANCE

Stratford District Council is required to provide stormwater reticulation and collection services that:

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

To ensure these expectations and requirements are met, Stratford District Council undertakes performance monitoring of the Stormwater Activity and service it provides.

Performance monitoring is undertaken through the use of performance measures and key performance indicators (KPIs). There are two different types of performance measures and KPIs used:

- DIA performance measures
- Internal performance measures

**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. While these measures, provided in Table 14, are set by the DIA, the targets and response times are set by SDC.

**The Internal/Other 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.

## Levels of Service Performance

**Table 14 - Performance Measures**

Level of Service	Performance Measure	Outcome Category
1. Stormwater system protects property from impacts of flooding.	<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> <li>For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system.)</li> <li>For each flooding event, the number of buildings in the central business zone affected by flooding.</li> </ul>	DIA measure
2. Discharge Compliance	<b>Resource Consent Compliance</b> – Compliance with the territorial authority's resource consents for discharge from its stormwater system measured by the number of <ul style="list-style-type: none"> <li>Abatement notices</li> <li>Infringement notices</li> <li>Enforcement orders; and</li> <li>Convictions,</li> </ul> Received by the territorial authority in relation to those resource consents. This target is 0.	DIA measure
3. Response and Resolution Times	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site.	DIA measure
4. Customer satisfaction	<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.	Council/Internal measure

### 5.4.1. SYSTEM ADEQUACY

These are new measures introduced with the 2015-2025 Long Term Plan and continue in the 2024-2034 Long Term Plan. The performance measure targets for system adequacy for 2022/2024 are:

- The number of flooding events that occur in the district is 0.
- For each flooding event, the number of habitable floors affected is 0.
- For each flooding event, the number of buildings in the central business zone affected by flooding is 0.

In 2012/2023 there were no flooding events that met the measurement criteria recorded by Council in the district that affected buildings in the central business zone or any habitable buildings. The stormwater system achieved Level of Service requirements for system adequacy.

**Table 15 - System Adequacy - Annual Report**

Category	Year	
	2021/2022	2022/2023
Flooding Events	0	0
Floors Affected	0	0
Buildings in CBD Affected	0	0

## Levels of Service Performance

### 5.4.2. DISCHARGE COMPLIANCE

This was a new measure introduced with the 2015-2025 Long Term Plan and continues in the 2024-2034 Long Term Plan. However, Stratford District Council does not hold discharge consents for discharge from its stormwater system therefore performance measurement is not applicable in this area.

### 5.4.3. RESPONSE TIMES

This was a new measure introduced with the 2015-2025 Long Term Plan and continues in the 2024-2034 Long Term Plan. The performance measure target for the median response time to attend a flooding event - from the time Council receives notification to the time that service personnel reach the site (as stated in the 2015-2025 Long Term Plan) is 1 hour.

In 2022/2023 there were no flooding events that met the measurement criteria recorded by Council in the district.

### 5.4.4. CUSTOMER SATISFACTION

This was a new measure introduced with the 2015-2025 Long Term Plan and continues in the 2024-2034 Long Term Plan. The performance measure target for number of complaints received by Council about the performance of its stormwater system is <8 per 1,000 properties.

In 2022/2023 there were no complaints received.

*Note: Council is not required to break down performance statistics to "per 1000 connections" as the number of actual connections is much lower than the 1000 connection threshold.*

## 5.5 DESIRED PERFORMANCE

A summary of the Council's targets/ desired performance levels are presented in Table 16. This desire stems from the Council's resolve to maintain its delivery of the agreed levels of service and strengthen the community's confidence in the Council's ability to deliver excellent Water Service to the users

The Council will take into account its Customer Charter in its provision quality service to all our customers. Council will rate its performance against the key performance indicators (KPI's) or targets as per Table 17 below.

**Table 16 - Performance Rating Index**

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



## Levels of Service Performance

**Table 17 - Performance Measures**

Level of Service	Performance Measure	Outcome Category	Trend		Current		Target				How Measured
			2020/2021	2021/2022	2022/2023	2023/24	Year 1 2024/2025	Year 2 2025/2026	Year 3 2026/2027	Years 4 -10 2027 -2034	
<b>System Adequacy</b>	Number of flooding events	DIA Measure	Ach - 0	Ach - 0	Ach - 0	0	0	0	0	0	Reporting against corporate CRM system.  Note: specific category to be set up for flooding – to separate between residential & commercial buildings and include count of habitable floors flooded (residential only).
	Number of habitable floors affected.  Expressed per 1000 properties connected to the territorial authority's stormwater system.		Ach - 0	Ach - 0	Ach - 0	0	0	0	0	0	
	Number of buildings in the central business zone affected by flooding.		Ach - 0	Ach - 0	Ach - 0	0	0	0	0	0	
<b>Discharge Compliance</b>	Compliance with Discharge Consents	DIA Measure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Consent & compliance documentation
<b>Response Times</b>	Response Time	DIA Measure	0	0	Ach - 0	1 hour	1 hour	1 hour	1 hour	1 hour	Work order tracking/reporting through Council's Infrastructure asset management system.
<b>Customer Satisfaction</b>	Number of Complaints received expressed per 1000 properties connected to the stormwater system		Not Recorded	Not Recorded	Ach - 0	<8	<8	<8	<8	<8	Reporting against corporate CRM system.

## **6.0**

# **Strategic Assessment**

## Strategic Assessment

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## Strategic Assessment

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### 6.1 OVERVIEW

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

### 6.2 OUR BUSINESS CASE

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

### 6.3 PROBLEM STATEMENTS

Between November 2023 and January 2024, Council staff prepared business cases to support the projects presented for consideration in the Long Term Plan (LTP) process. The purpose was to seek elected members direction regarding some capital projects being proposed in the 2024-2034 LTP.

The business cases included an assessment of each project identified in addition to the project's:

- Strategic alignment;
- Alternative options;
- Funding sources;
- Efficiency improvements (where applicable);
- Community outcomes alignment;
- Costings verification; and
- Risk identification.

After a series of meetings, Elected Members considered the information and provided the necessary direction - in some cases modifying or removing the proposed projects from the programme. The key problem statements are:

- Network Planning and Modelling
- Pipework Capacity Issues
- Stormwater Safety Improvements
- Climate change
- Silt removal of Victoria Park

#### 6.3.1 NETWORK PLANNING AND MODELLING

With the new subdivision, urban infill and other growth areas springing up in Stratford, Council Officers are proposing to commission a network modelling project on our stormwater network. Network modelling will involve hydraulic analysis to reveal how our stormwater system is behaving and will comprise:

- I. the evaluation of network capacity;
- II. the identification of bottlenecks in the existing or proposed network; and
- III. the design of improvements needed to accommodate growth

Stormwater modelling will reveal the areas for improvement in the network from which priority areas can be programmed for improvement. Network modelling began in 2023 focusing on one catchment with further funding in 2024/2025 to increase the scope of the model to the entirety of Stratford township.

#### 6.3.2 NETWORK CAPACITY INCREASE

As described above, there have been new residential subdivisions and developments, urban infill and other growth-related pressures created in our stormwater network. The consequence of this is that some pipes are requiring upgrades in capacity to accommodate the increased stormwater flow.

## Strategic Assessment

Council Officers are already aware of some pipes within the network requiring increased capacity, the Stormwater network modelling above will also help to identify priority areas for upgrades in the stormwater network. A budget of \$450,000 has been approved over the 2024-2034 LTP to increase the capacity.

### 6.3.3 STORMWATER SAFETY IMPROVEMENT

The Council's programme for stormwater safety improvements will continue through the LTP planning period. Safety improvements consist of inlet and outlet safety screening for stormwater manholes. This has been continuing with most manholes and screens being upgraded at this point, a further \$75,000 has been budgeted across the 2024-2034 LTP to finish these upgrades.

### 6.3.4 CLIMATE CHANGE SEE ANNUAL REPORT

The Taranaki region is susceptible to significant adverse effects from natural hazards. Natural disasters can result in heavy loss of property and threaten lives and livelihoods, forcing communities to learn to live with these hazards. While it is not possible to reduce the incidence of natural hazards, steps can be taken to reduce the vulnerability of the community to their impacts.

Natural hazards that are of concern to this activity is flooding, mainly surface flooding or flooding related to in-flow infiltration issues; Windstorm; and Land instability and erosion.

The Council proposes to create a catchment management plan to support upgrade of existing assets to accommodate a 1 in 100 year storm event.

### 6.3.5 SILT REMOVAL AT VICTORIA PARK RETENTION LAKE

As part of our on-going renewal programme, the removal of silt at the bottom of the Victoria Park Lake to keep sufficient silt removal from water entering the Patea River. This is being conducted in 2023/2024 and is budgeted to be repeated in 2023/2024

## 6.4 OUR BENEFIT STATEMENTS

The Council has identified projects, to address the problems to delivering stormwater services in a safe and environmentally friendly manner and at the agreed level of service to the community. The benefits of implementing these projects are presented in Table 18 below and include:

- Minimising adverse environmental effects on downstream ecology and properties
- Returning the actual capacity of the Victoria Park Lake close to its original capacity.
- Minimise the safety risks related to stormwater infrastructure

**Table 18- Problems, Projects and Benefit Statements**

Problem Statements	Preferred Option / Project	Benefit Statements
<b>Problem Statement 1:</b> Network Planning and Modelling	Commission a new Wastewater model	To accommodate growth and increased demand, Council has programmed to increase pipe capacity to cater for high flows.  While officers are aware of some pipes within the network requiring increased capacity, the council have commissioned a report for catchment 6 to show the investment needed to accommodate growth.  The modelling project is planned to be extended in 2024/025 to analyse the stormwater for the entire catchment

## Strategic Assessment

Problem Statements	Preferred Option / Project	Benefit Statements
<b>Problem Statement 2:</b> Pipework Capacity Issues	Programme the implementation of pipework capacity increase to support growth.	This programme is to address under-capacity of pipe network to support growth, residential infill and other intense land-use activities.  There have been new residential subdivisions and developments, urban infill and other growth-related pressures created in both our wastewater and stormwater networks. The consequence of this is that some pipes are requiring upgrades in capacity to accommodate the increased flow.
<b>Problem Statement 3:</b> Stormwater Safety Improvements	Conduct an inlet structure study, and its implementation, to ascertain the extent of potential upgrades required to meet public safety requirements	Ensuring stormwater ingress structures such as manholes and entry grates are locked keep our community safe in the event of flooding
<b>Problem Statement 4:</b> Climate change	Create a catchment management plan to support upgrade of existing assets to accommodate a 1 in 100 year storm event	Should improve stormwater management in the existing network
<b>Problem Statement 5:</b> Silt removal of Victoria Park	Desilt the Victoria Park pond	Ensuring no silt enters the tributary of the Patea aligns the Council with the freshwater plan for taranaki

# 7.0 Lifecycle Management

## Lifecycle Management

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## Lifecycle Management

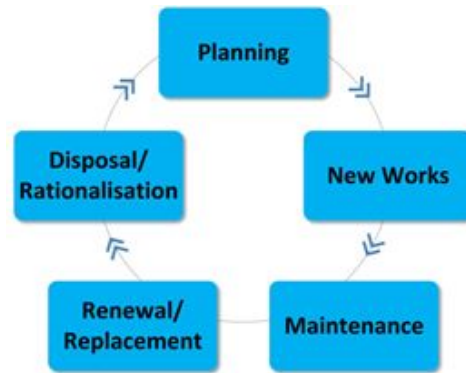
### 7.1 OVERVIEW

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

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

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

- Physical characteristics
- Operating environment
- Customer requirements



**Figure 14 - Lifecycle Asset Management**

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

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

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

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

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

### 7.2 PROCUREMENT POLICY

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

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

## Lifecycle Management

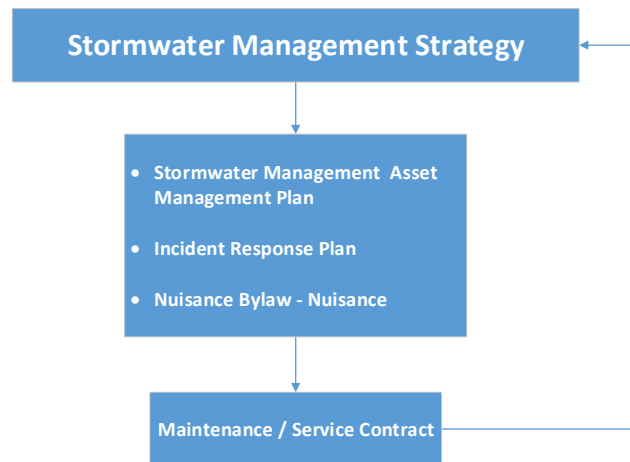
All personnel involved in procurement procedures are required to maintain the confidentiality of the process. The Council, as a public entity, must act fairly and consistently, in accordance with relevant legislation.

### 7.3 MANAGEMENT STRATEGIES

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

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

These strategies as presented in Figure 15, are either under review or currently being prepared.



**Figure 15 – Stormwater Asset Management Strategies**

### 7.4 CONTRACTUAL ARRANGEMENTS

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

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

The Council has a 3 Waters Maintenance Contract with Citycare for the provision of ongoing maintenance services of the Council's stormwater services. This Contract requires the Contractor to provide not only physical works but also a degree of professional services for significant aspects of the work.

The contract covers an initial period of 3 years from 1 July 2019 and originally expired on 30 June 2022, but was extended an additional 2 years till 30 June 2023. It is a three year service delivery Contract with two rights of renewal of two years each for the continued operation and maintenance of the Stratford District Council's Water Supply, Wastewater and Stormwater Services.

Physical Works are mainly covered by the Maintenance Contract. However, where not covered, this service is procured in accordance with Stratford District Council's Procurement Procedures.

The Council is responsible for the operation of both the treatment plant (oxidation ponds) and the pump stations.

## Lifecycle Management

### 7.5 PROGRAMME BUSINESS CASE

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in Table 19 below and shows the identified projects that are proposed to address the identified problems presented in Section 6 of this report and achieve the DIA and Internal/Other performance measures as per Section 5.

The identified projects are grouped under three main categories of:

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

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

- Level of Service requirements;
- Criticality and risk assessment associated with investment levels that potentially change the level of service;
- Age and condition of the infrastructure; and
- Budgetary constraints.

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

**Table 19 - Identified Projects and Performance Measures**

Work Category	Identified Projects	Performance Outcomes			
		System Adequacy	Discharge Compliance	Response Times	Customer Satisfaction
Renewal/ Replacement	Stormwater reticulation renewals	✓		✓	✓
	Desilt ponds	✓			✓
	Manhole lid safety screens	✓	✓		
Level of Service Improvements	Reticulation capacity increase	✓	✓	✓	✓
	Modelling	✓	✓	✓	✓
	Safety improvements	✓	✓		✓
	Capacity increase	✓	✓	✓	✓

#### 7.5.1 OPERATIONS AND MAINTENANCE

Management strategies cover policies that determine how the asset will be operated and maintained on a day-to-day basis to consistently achieve optimum use. A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance.

Operating budgets are detailed in the Financial Forecasts Section of this document.

## Lifecycle Management

The operation and maintenance of assets is undertaken through:

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

The previous expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 16. The planned works are presented in Table 20 below.



Figure 16 - Stormwater Operating Expenditure – Annual Report

### 7.5.2 RENEWAL/REPLACEMENT

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

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

The previous expenditure figures for assets renewal / replacement, as detailed in the Annual Plan, are presented in Figure 17. The planned works are presented in Table 20 below.

## Lifecycle Management

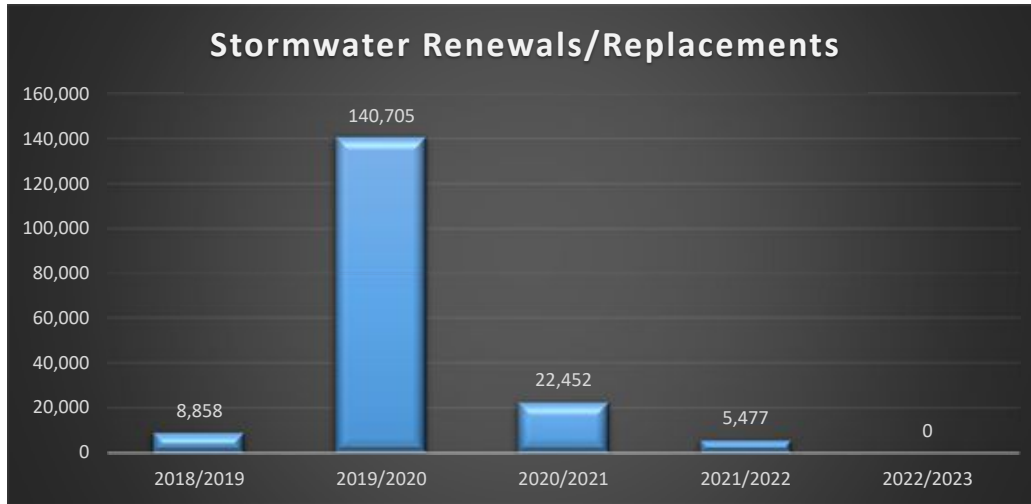


Figure 17 - Stormwater Replacement/Renewals - Annual Report

Table 20 - Planned Renewal /Replacement Works

Project	2024/25	2025/26	2026/27	2027-2034
<b>Stormwater reticulation renewals</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$700,00</b>

Problem Statement	Some stormwater reticulation assets are coming to the end of their service life.
Benefits of investment	Project will assist Council in maintaining adequate LoS performance in future.
Consequences of non-investment	Risk of failure of stormwater assets (reticulation) causing flooding.

Project	2024/25	2025/26	2026/27	2027-2034
<b>Safety Improvements</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>

Problem Statement	Some stormwater reticulation assets are coming to the end of their service life.
Benefits of investment	Project will assist Council in maintaining adequate LoS performance in future and will ensure limited public access to protect public safety.
Consequences of non-investment	Risk of failure of stormwater assets (inlet screens) causing blockages and potentially flooding.

## Lifecycle Management

Project	2024/25	2052/26	2026/27	2027-2034
<b>Silt Retention Victoria Park</b>				<b>\$100,000</b>
Problem Statement	Some stormwater pond silt levels are becoming too high for the pond to be effective in reducing suspended solids before discharge into down stream water bodies.			
Benefits of investment	Project will assist Council in maintaining adequate LoS performance in future.			
Consequences of non-investment	Continued settling of silt in the ponds causing the capacity of the ponds to be reduced.			

## Lifecycle Management

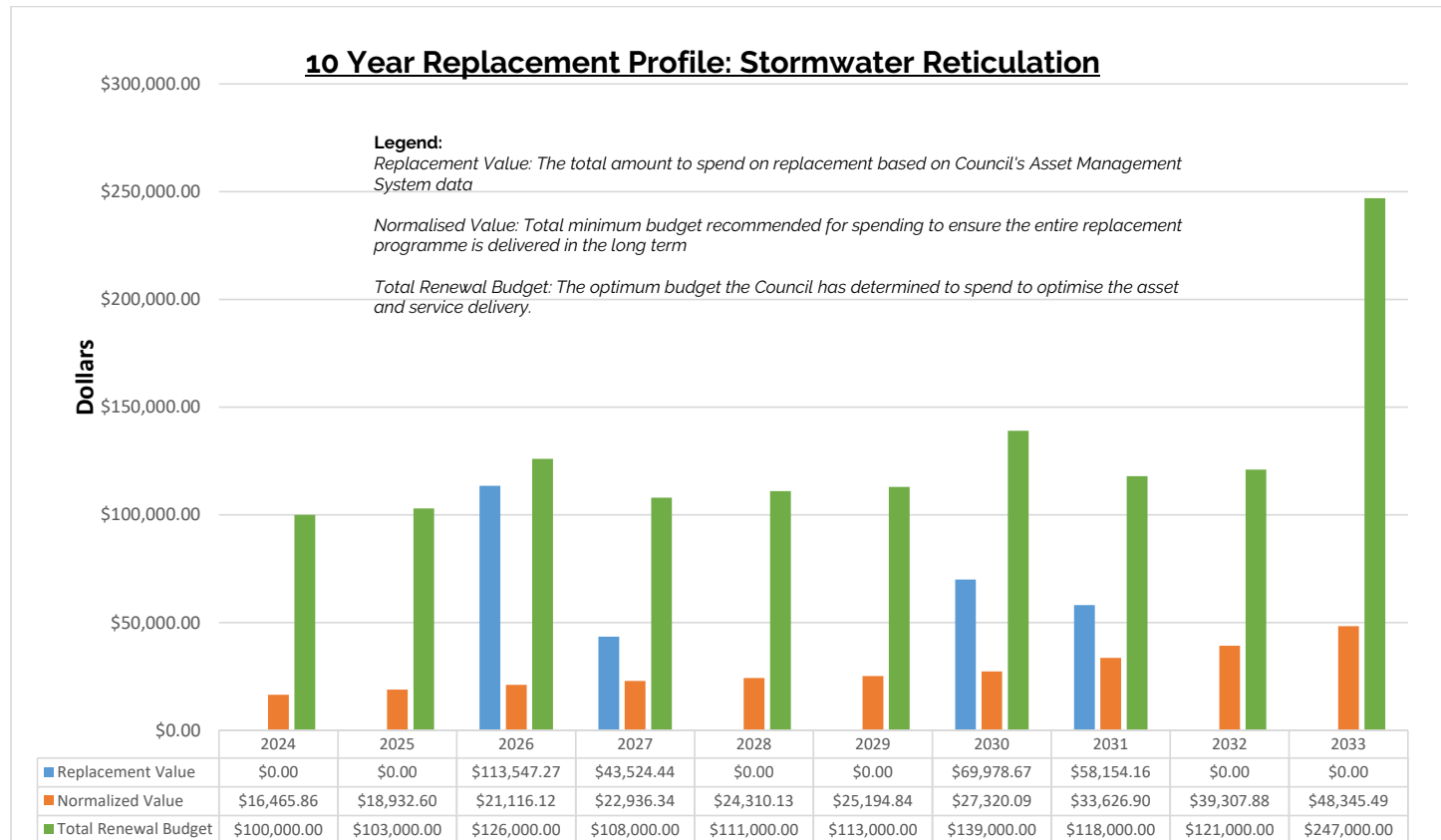


Figure 18 : 10-year Replacement Profile – Stormwater Reticulation

## Lifecycle Management

### 7.5.3 LEVEL OF SERVICE IMPROVEMENTS

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

The previous expenditure figures for level of service improvements, as detailed in the Annual Plan, are presented in Figure 19; the planned works are presented in Table 21 below.

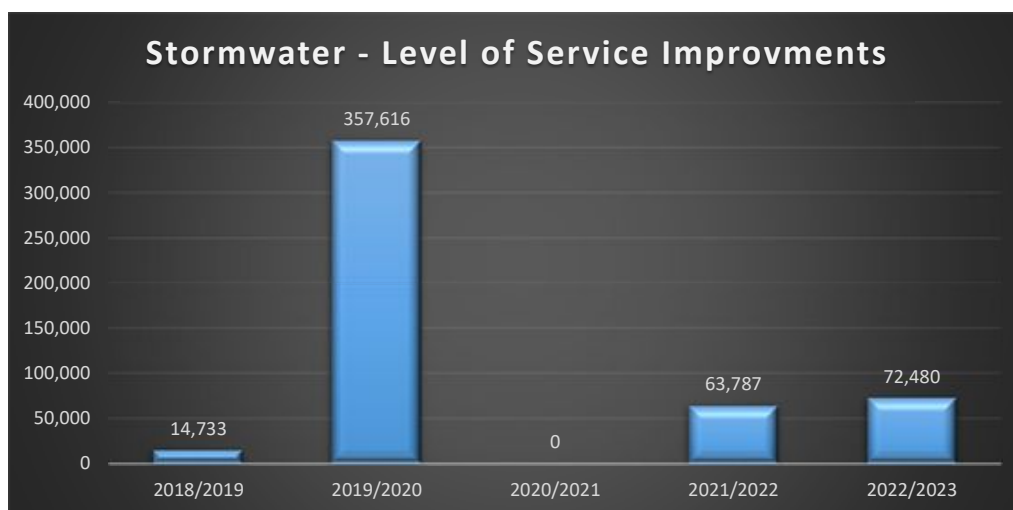


Figure 19 - Stormwater Levels of Service Improvements - Annual Report

Table 21 - Planned Level of Service Improvement Works

Project	2024/25	2025/26	2026/27	2027-2034
<b>Reticulation capacity increase</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$300,000</b>

**Problem Statement** Some existing infrastructure is known to be under capacity

**Benefits of investment** Project will assist Council in upgrading the infrastructure to increase the capacity for stormwater assets.

**Consequences of non-investment** Risk of flooding during more extreme events remains.

Project	2024/25	2025/26	2026/27	2027-2034
<b>Modelling</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

**Problem Statement** Some stormwater reticulation assets are accessible to the public and manholes are not locked down and their safety could be at risk (i.e. child falling into a manhole).

**Benefits of investment** Project will assist Council in protecting public safety.

**Consequences of non-investment** Risk potential for harm to a member of the public remains.



## Lifecycle Management

Project	2024/25	2052/26	2026/27	2027-2034
<b>Silt retention lake by-pass line</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>

**Problem Statement** This is linked to the lake desilting project so that problem statement applies too. Stormwater flows will still need to be accounted for during the de silting project.

**Benefits of investment** Project will assist Council in ensuring stormwater flows during the desilting project are still able to flow downstream.

**Consequences of non-investment** Risk of desilting project being unsuccessful due to stormwater flows being present during project.

Project	2024/25	2052/26	2026/27	2027-2034
<b>Safety improvements</b>	<b>\$0</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>

**Problem Statement** Some stormwater reticulation assets are coming to the end of their service life.

**Benefits of investment** Project will assist Council in maintaining adequate LoS performance in future and will ensure limited public access to protect public safety.

**Consequences of non-investment** Risk of failure of stormwater assets (inlet screens) causing blockages and potentially flooding.

### 7.6 DISPOSAL STRATEGY

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

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

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

While there are assets that fit under one or more of the above criteria, the Local Government Act provides clear instances when assets can be disposed of. At this time, the Stratford District Council has no plans to dispose of any stormwater assets other than those that become obsolete as a result of renewal or upgrading works.

## Lifecycle Management

### **7.7 IMPROVEMENT PLAN**

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

**Table 22 - Lifecycle Improvement Plan**

Sub Section	Task	Due Date
7.3	Maximise AssetFinda capabilities for predictive modelling purposes	Ongoing

## **8.0**

# **Risk Management**

## Risk Management

### 8.0: RISK MANAGEMENT

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## Risk Management

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### 8.1 OVERVIEW

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

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

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

### 8.2 RISK MANAGEMENT FRAMEWORK

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

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

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

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

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

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

- Improved achievement of the Council's strategic direction, objectives and priorities;
- Reduced risks – significant risks are identified and managed and early warning of problems and emerging risks are addressed, with appropriate design and operation of internal controls;
- Improved decisions – decisions are made after analysis of risk;

## Risk Management

- Improved planning and resource allocation – risks are prioritised and included in business planning so that resources are better managed; and
- Increased accountability and transparency – clarity of key risks and the responsibility and accountability for their management.

### 8.3 RISK ASSESSMENT PROCESS

The Stratford District Council's Risk Management Process in Figure 19 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

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

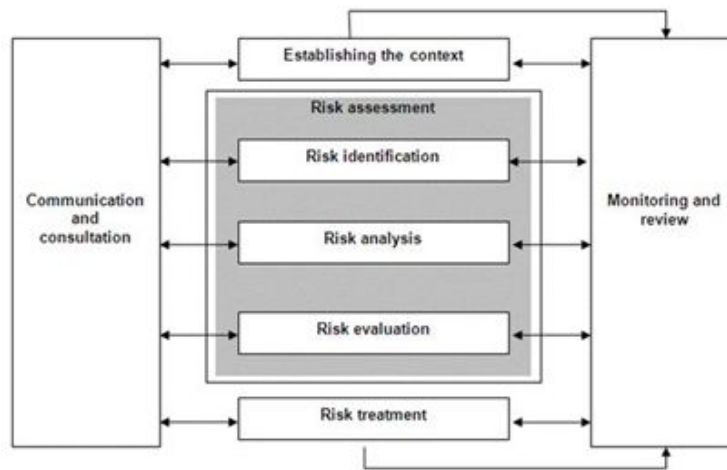


Figure 20 - Risk Management Process

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

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

Figure 21 - The Risk Matrix - sourced from Vault, the Council's risk software

## Risk Management

### 8.4 POTENTIAL RISKS

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

### 8.5 TOP TEN RISKS FOR THE WASTEWATER ASSETS AND ACTIVITY

The Stratford District Council has identified the following top ten Wastewater risks from the 6 categories in the Risk Management Framework ([#Appendix1](#)) in Table 23.

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

**Table 23 – Top Ten Identified Storm Water Risks**

	Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
<b>Compliance and Legislation</b>					
1	Bylaws and Policies	IF Council fails to keep Policies and Bylaws up to date, THEN the Policies and Bylaws may become unenforceable and irrelevant, and council could be acting illegally, or the policy is not fit for purpose.	8 High	<ul style="list-style-type: none"> <li>Quality assurance,</li> <li>Resourcing levels maintained</li> <li>Regular Policy Schedule review by CEO.</li> <li>Regular review of Bylaw timetable maintained in Content Manager.</li> </ul>	3 Moderate
<b>Data and Information</b>					
2	Systems Down - Natural Disaster/Pandemic	IF there is a natural disaster THEN systems may be down temporarily, reduction in worker productivity, unable to respond to customers, data unavailable, potential permanent loss of data.	8 High	<ul style="list-style-type: none"> <li>Backups done daily and stored off-site.</li> <li>Most critical data is in the cloud, data centre is overseas so workers can access system remotely from anywhere.</li> <li>Civil Defence will make hardware available for emergency response.</li> </ul>	3 Moderate
3	Server Failure	IF the server failed THEN systems down, data unavailable, potential data loss	12 Very High	<ul style="list-style-type: none"> <li>Restore from backup, backups stored off-site.</li> <li>Fail-over for Melbourne data centre replicates to Sydney data centre.</li> </ul>	3 Moderate
<b>Health and Safety</b>					
4	Lone Worker	IF a staff member is seriously injured or killed during field		<ul style="list-style-type: none"> <li>Quality assurance,</li> <li>Ongoing training/awareness of</li> </ul>	1 Low

## Risk Management

Risk Subject		Risk Description	Risk Score Raw	Control Description	Residual Risk Score
		inspections/site visits, THEN possible health and safety breaches, death or serious injury.	12 Very High	<p>HSE requirements and responsibilities,</p> <ul style="list-style-type: none"> <li>Better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site.</li> <li>Use of GPS tracking, mobile phone tracking.</li> <li>Compliance officers to wear body cameras when on duty.</li> </ul>	
5	Employee Substance Abuse	IF staff are affected by drugs or alcohol while at work, THEN there is an increased risk of an accident or injury, property damage, and reduced work performance.	8 High	<ul style="list-style-type: none"> <li>Ensure staff are aware of drug and alcohol policy.</li> <li>Initial drug testing done prior to employment to filter out regular users.</li> <li>Utilise EAP.</li> </ul>	2 Moderate
<b>Operational</b>					
6	Attracting Qualified Staff	IF Council is unable to attract suitably qualified personnel, THEN services may become under threat and may cease.	6 High	<ul style="list-style-type: none"> <li>Internal training and succession planning programs.</li> <li>Ensure market wages are offered for all high demand positions.</li> <li>Recruit off shore option should be available for high-demand positions.</li> <li>Make greater use of consultants if necessary and/or shared services with neighbouring Councils.</li> <li>Make Stratford District Council a great place to work - measure staff engagement and respond to any issues expediently.</li> </ul>	2 Moderate
7	Maintenance Contractor fails to deliver	IF maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, THEN assets may become under threat, unreliable, or unable to meet community needs.	8 High	<ul style="list-style-type: none"> <li>Careful assessment of tender to ensure contract price viable for contractor to deliver level of service.</li> <li>Regular liaison with contractor to monitor performance and ensure compliance.</li> </ul>	3 Moderate



## Risk Management

	Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
				<ul style="list-style-type: none"> <li>Contractor pre-approval process must not be bypassed.</li> </ul>	
8	Natural Disaster or Fire - Response preparedness	IF a Natural Disaster or Fire causes significant damage to infrastructure and buildings THEN community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	12 Very high	<ul style="list-style-type: none"> <li>Civil Defence Emergency Management plans are in place.</li> <li>Procedures following an emergency event are widely known by a number of staff due to Civil Defence</li> <li>Foundational training being rolled out to majority of council staff.</li> <li>Business Continuity Plans need to be in place and practiced regularly for all activities - Directors responsible for having a plan in place for each of their departments to ensure core functions can continue to be delivered.</li> </ul>	12 Very High
9	Critical Asset Failure	IF a critical asset (water treatment plants, stormwater, wastewater, reticulation, roading) failed, THEN unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	12 Very High	<ul style="list-style-type: none"> <li>Conduct 2 yearly Asset Criticality Review.</li> <li>Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event.</li> <li>Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance.</li> </ul>	4 High
10	Government Policy Impacting on Local Government	IF Government Policy significantly changes the services Council delivers or the way they are delivered, THEN this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	<ul style="list-style-type: none"> <li>Where a policy change may have a significant impact on the Council then we must ensure that the Council makes a submission challenging the change and suggesting alternative options.</li> <li>Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically.</li> </ul>	12 Very High

## Risk Management

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
			rather than being in a reactive position or being overly proactive. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	

### 8.6 RISK RESPONSE

The Stratford District Council has a suite of response strategies for the potential risks identified above. They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 25 below.

**Table 24 - Risk Response Strategies and Definitions**

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

### 8.7 SIGNIFICANT ADVERSE EFFECTS

#### 8.7.1 HEALTH

The stormwater system has the potential to affect community health if it is inadequate and results in flooded houses and properties and causes sewerage system overflows.

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

#### 8.7.2 ENVIRONMENT

While the Council does not hold resource consent to discharge stormwater into the receiving environment, the Council is committed to monitoring of discharge points to ensure that there are no negative effects on rivers or streams at these locations.

## Risk Management

### 8.8 CRITICALITY

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

Stormwater assets are considered critical by Stratford District Council because they protect lifeline utilities, roads and properties from flooding during heavy rain events.

#### 8.8.1 CRITICALITY EVALUATION

Stratford District Council establishes criticality by using two rating levels - activity level and corporate level. **Activity level criticality** is based on the criticality criteria shown in Table 25; Table 26 provides the Activity Level Criticality Rating with examples. **Corporate level criticality** ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated in Table 27 below.

**Table 25 - Activity Level Criticality Criteria**

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

**Table 26 - Activity Level Criticality and Examples**

Rating ID	Rating	Description	Example
1	<b>Very High</b>	<b>Critical, no redundancy</b> - Failure of equipment compromises H&S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).	Stormwater network serving Broadway Northern Roundabout
2	<b>High</b>	<b>Critical, no redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	Stormwater network on Broadway in CBD
3	<b>Medium</b>	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	Stormwater network on Broadway at St Mary's School
4	<b>Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k	Stormwater network on Celia Street
5	<b>Very Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k	Stormwater network serving Broadway Northern Roundabout

## Risk Management

**Table 27 - Corporate Level Criticality**

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

### 8.8.2 IDENTIFIED CRITICAL ASSETS

The AssetFinda database holds a record of the critical stormwater assets. The assets are shown in Table 29. The identified critical assets are ranked according to their functional criticality.

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

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

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

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

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

Following the review we have undertaken the following:

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

Critical assets have been prioritised at the Activity level and added to the asset register (AssetFinda).

**Table 28 - List of Critical Stormwater Assets**

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functional Criticality	Activity Level Criticality	Corporate Level Criticality		
1	6	2	3	Stormwater network serving Broadway Northern Roundabout	Disruption directly affecting major traffic thoroughfare and a number of commercial premises. The event resulting in some immediate health & safety issue a significant Council costs and some high cost to the commercial sector.

## Risk Management

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functional Criticality	Activity Level Criticality	Corporate Level Criticality		
2	6	2	3	Stormwater network on Broadway in CBD	Disruption directly affecting major traffic thoroughfare and a significant number of commercial premises. The event resulting in health & safety issue and significant costs to the commercial premises and Councils
3	9	3	3	Stormwater network on Broadway at St Mary's School	Disruption directly affecting major traffic thoroughfare causing severe disruptions due to the length of bypass. The event resulting in some health & safety issues and high financial costs.
4	9	3	3	Stormwater network on Celia Street	Disruption directly affecting major traffic thoroughfare. The event resulting in some health & safety issues and high financial costs.

### 8.9 EMERGENCY RESPONSE

#### 8.9.1 CIVIL DEFENCE

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

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

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

#### 8.9.2 FIRE

Between 1st July 2013 and 2017, the Taranaki Rural fire Authority provided a single approach to improved fire management of rural fire within the District. From 1 July 2017, Fire and Emergency New Zealand (FENZ), a single, unified fire services organisation, was formed for New Zealand's rural, urban, paid and volunteer firefighters. FENZ is an amalgamation of more than 40 rural fire authorities, including the former Taranaki Rural Fire Authority, along with the New Zealand Fire Service, the National Fire Authority and rural fire districts.

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

## Risk Management

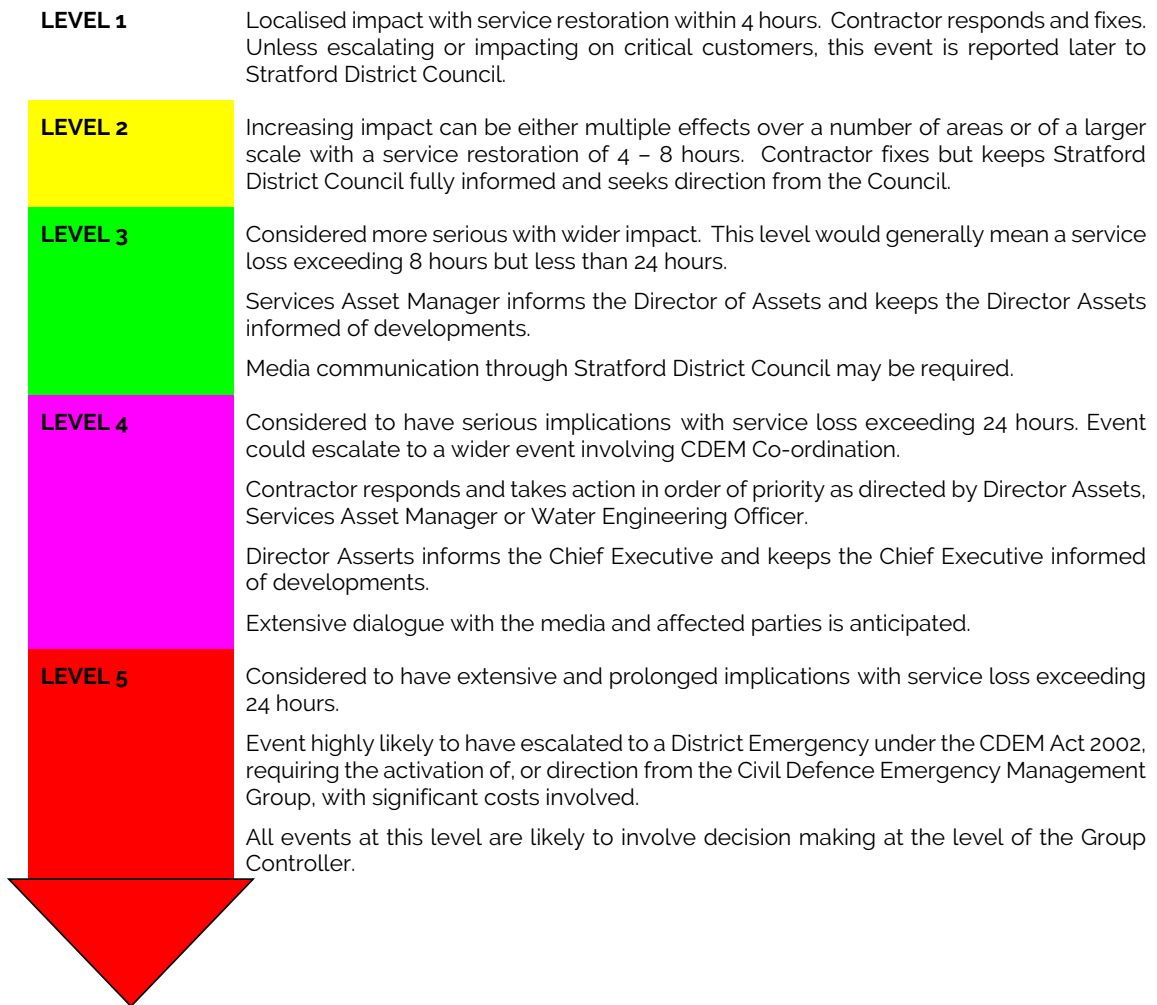
### 8.9.3 LIFELINES

Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services. The Stormwater activity is a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act (CDEMA) 2002.

### 8.9.4 INCIDENT RESPONSE PLANS

Stratford District Council has an Incident Response Plan<sup>2</sup> for the Stormwater Activity. The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level. See Figure 22.

**Figure 22 - Incident Response Plan Intervention Levels**



<sup>2</sup> D17/26535

## Risk Management

### 8.10 RISK INSURANCE

The Local Government Act 2002 requires that from 2014 details of insurance of assets be included. This information is included in the following table. Insurance Arrangements as at 30 June 2023 are as follows:

**Figure 23 - Asset Insurance Valuations**

	<b>CARRYING VALUE</b> (as at 30 June 2023) <b>\$000</b>
<b>ASSETS FROM STATEMENT OF FINANCIAL POSITION</b>	
Property, plant and equipment	462,427
Investment property	303
<b>Total</b>	<b>462,780</b>
<b>LESS</b>	
Land component of operational assets	-9,374
Land under roads	-54,384
Land – restricted assets	-12,928
<b>Total</b>	<b>-76,686</b>
<b>NET NON-FINANCIAL ASSETS (EXCLUDING LAND)</b>	<b>386,094</b>

	<b>INSURED VALUE</b> (as at 30 June 2023) <b>\$000</b>	
<b>INSURANCE ARRANGEMENTS</b>		
Material damage cover for buildings, plant, contents	-66,313	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-216	Insured for market value – carrying value assumed for this purpose.
<b>RISK SHARING ARRANGEMENTS</b>		
Cover for infrastructure assets as a member of LAPP	-44,441	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
Central Government assistance		
<b>Council arrangements for covering deductibles and/or uninsured assets</b>	<b>110,970</b>	
<b>SUM NOT SPECIALLY INSURED</b>	<b>275,124</b>	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$6.6m.

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

## Risk Management

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### 8.12 PUBLIC HEALTH

#### 8.11.1 ASSESSMENT OF WATER AND SANITARY SERVICES

In 2022 Stratford District Council undertook an *Assessment of Water and Sanitary Services*. The purpose of the assessment is to determine, from a public health perspective, the adequacy of water and sanitary services available to communities.

For the Stormwater activity the assessment focused on:

- (a) the health risks arising from any absence or deficiency;
- (b) the quality of services available to communities within the district;
- (c) the current and estimated future demands for such services;
- (d) the actual or potential consequences of stormwater or sewage discharges within the district.

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

- |           |  |
|-----------|--|
| Stratford | <ul style="list-style-type: none"> <li>• Stratford District Council is prepared to adequately meet increased demand for its service.</li> <li>• Council has planned works in place to meet future demand.</li> <li>• No public health issues have been identified at this time.</li> </ul> |
| Midhirst  | <ul style="list-style-type: none"> <li>• The system is adequate for current and projected future demand.</li> <li>• No public health issues have been identified at this time.</li> </ul>  |

No actions identified in the 2022 Sanitary Assessment.

### 8.13 HEALTH AND SAFETY

#### 8.12.1 HEALTH AND SAFETY ADVISOR

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

#### 8.12.2 HEALTH AND SAFETY POLICY

In 2023 Stratford District Council reviewed and updated its Health and Safety Policy and Human Resources Policy to better reflect legislative requirements, reinforcing its commitment to the philosophy that the health and safety of its employees, volunteers, contractors and subcontractors is of prime importance. SDC is committed to ensuring its operations are conducted in a safe and efficient manner that will not incur injury to personnel or damage to the environment.

#### 8.12.3 INCIDENT/ACCIDENT REPORTING

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



## Risk Management

### 8.13 IMPROVEMENT PLAN

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

**Table 29 - Risk Management Improvement Plan**

Sub Section	Task	Due Date
8.7	<p><b>Infiltration of Groundwater</b></p> <p>Continue addressing ground water infiltration into the wastewater reticulation to ensure continued an efficient performance of critical asset</p>	On-going
8.7	<p><b>Trade Waste Implementation</b></p> <p>Continue to Implement the Trade Waste Bylaw to ensure all non-domestic wastes are identified and captured under the necessary conditions to avoid critical asset failure</p>	On-going

# 9.0 Investment Funding Strategy

## Investment Funding Strategy

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### **9.0: INVESTMENT FUNDING STRATEGY**

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## Investment Funding Strategy

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### 9.1 OVERVIEW

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

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

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

### 9.2 FINANCIAL STANDARDS

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

### 9.3 FUNDING AND FINANCIAL POLICIES

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

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

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

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

#### 9.3.1 REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017. The funding sources are detailed in the LTP 2024-2034 and include general and targeted rates, borrowing, grants and subsidies, etc.

#### 9.3.2 TREASURY MANAGEMENT POLICY

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

## Investment Funding Strategy

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### 9.3.3 DEVELOPMENT AND FINANCIAL CONTRIBUTION POLICY

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

### 9.4 FUNDING OUR INVESTMENT STRATEGY

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

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

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

The Council expects that:

- All Level of Service Improvement projects for all the Three-Waters Activities will be funded 100% from Loans;
- Renewal or Replacement projects will be equally funded from Loans and Reserves.
- While the cost of capital projects driven by growth and led by a private Developer will be borne by the Developer, any Council-led projects in support of growth will be accounted for within the particular project budget rather than by activity budgets.

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

A summary of Council's Capital Investment Funding Strategy is shown in Figures 24 to 28. Tables 30 and 31 provide the financial projections for the stormwater activity.

## Investment Funding Strategy

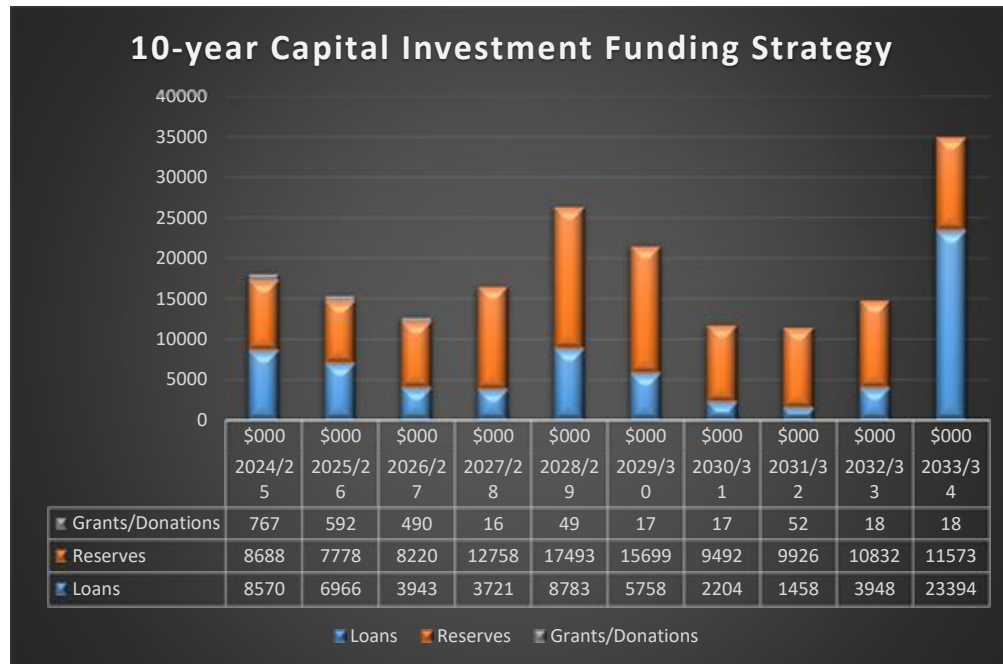


Figure 24 – All Assets Capital Investment Funding Strategy

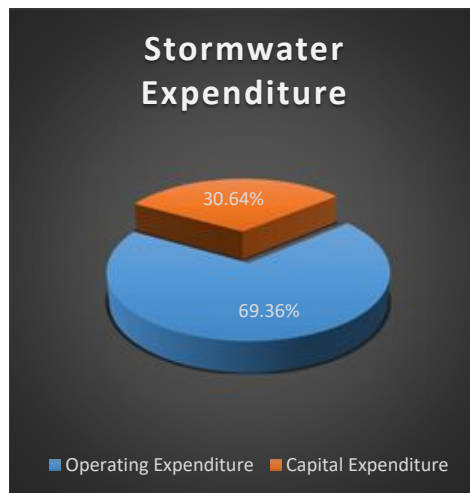
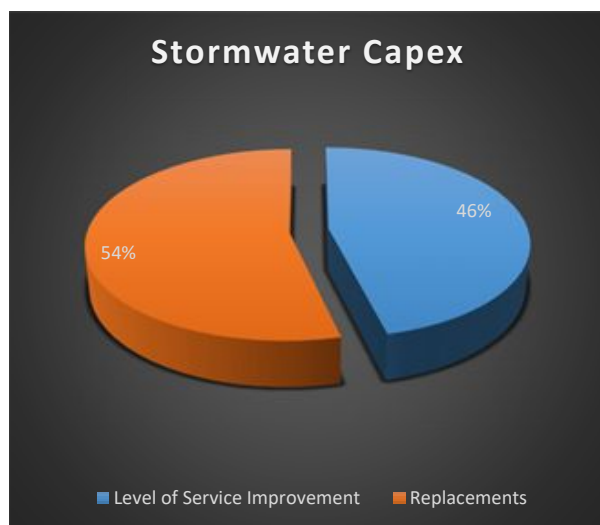


Figure 25- Stormwater Total Expenditure - Capital vs Operating Expenditure

## Investment Funding Strategy



**Figure 26 – Stormwater Capital Investment Split - Level of Service vs Replacement**

### 9.5 RELIABILITY OF OUR INVESTMENT STRATEGY

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

- The Council's funding source is largely from rates. Rates will be confirmed for the 2024-2027 period via the appropriate processes for inclusion in the LTP 2024-2034. Once adopted, the rates in the LTP 2024-2034 will constitute a reliable funding source for the delivery of the Stormwater services;
- The Council's is confident in its ability to raise funds within our financial strategy limits, and is reasonably certain that it would secure loans at an affordable interest rates throughout this period; and
- The Council does not rely on *Fees and Charges* or *Development Contributions* to deliver Stormwater services. Any new demand for new assets to be vested in Council or services will generally be funded by the direct beneficiary of the assets/service.

## Investment Funding Strategy

### 9.6 FINANCIAL STATEMENTS AND PROJECTIONS

**Table 30 – All Asset Capital Expenditure Projection**

	Forecast					Projection				
	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>Roading</b>										
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909
<b>Stormwater</b>										
Level of Service Improvement	450	0	158	0	0	198	116	0	181	0
Replacements	100	103	126	108	111	113	139	118	121	247
<b>Water Supply</b>										
Level of Service Improvement	1,367	246	0	1,026	166	119	0	0	1,330	12,466
Replacements	2,770	2,229	211	427	244	289	487	231	266	833
<b>Solid Waste</b>										
Level of Service Improvement	20	20	162	330	1,098	11	0	0	0	596
Replacements	40	10	10	11	11	11	0	0	0	0
<b>Wastewater (Sewerage)</b>										
Level of Service Improvement	50	513	158	216	0	0	232	118	725	6,418
Replacements	735	343	363	3,602	426	413	400	633	647	475
<b>Parks and Reserves</b>										
Level of Service Improvement	220	490	52	53	0	55	226	57	0	60
Replacements	45	102	104	341	239	22	45	46	23	24
<b>Property</b>										
Level of Service Improvement	629	587	1,790	197	1,614	94	39	75	99	1,472
Replacements	315	240	110	138	619	72	79	75	123	95
<b>Community Development</b>										
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0
Level of Service Improvement	70	77	26	27	27	28	28	29	29	30
Replacements	0	0	0	0	0	0	0	0	0	0
<b>Administration</b>										
Replacements	408	267	148	202	330	105	156	192	122	205
<b>TOTAL PROJECTS (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>
<b>FUNDING</b>										
Loans	8,570	6,966	3,943	3,721	8,783	5,758	2,204	1,458	3,948	23,394
Section sales (subdivision loan-funded)	0	0	0	0	0	0	0	0	0	0
Cash from Investments	0	0	0	0	0	0	0	0	0	0
Reserves	8,688	7,778	8,220	12,758	17,493	15,699	9,492	9,926	10,832	11,573
Grants/Donations	767	592	490	16	49	17	17	52	18	18
Rates	0	0	0	0	0	0	0	0	0	0
NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<b>TOTAL (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>



## Investment Funding Strategy

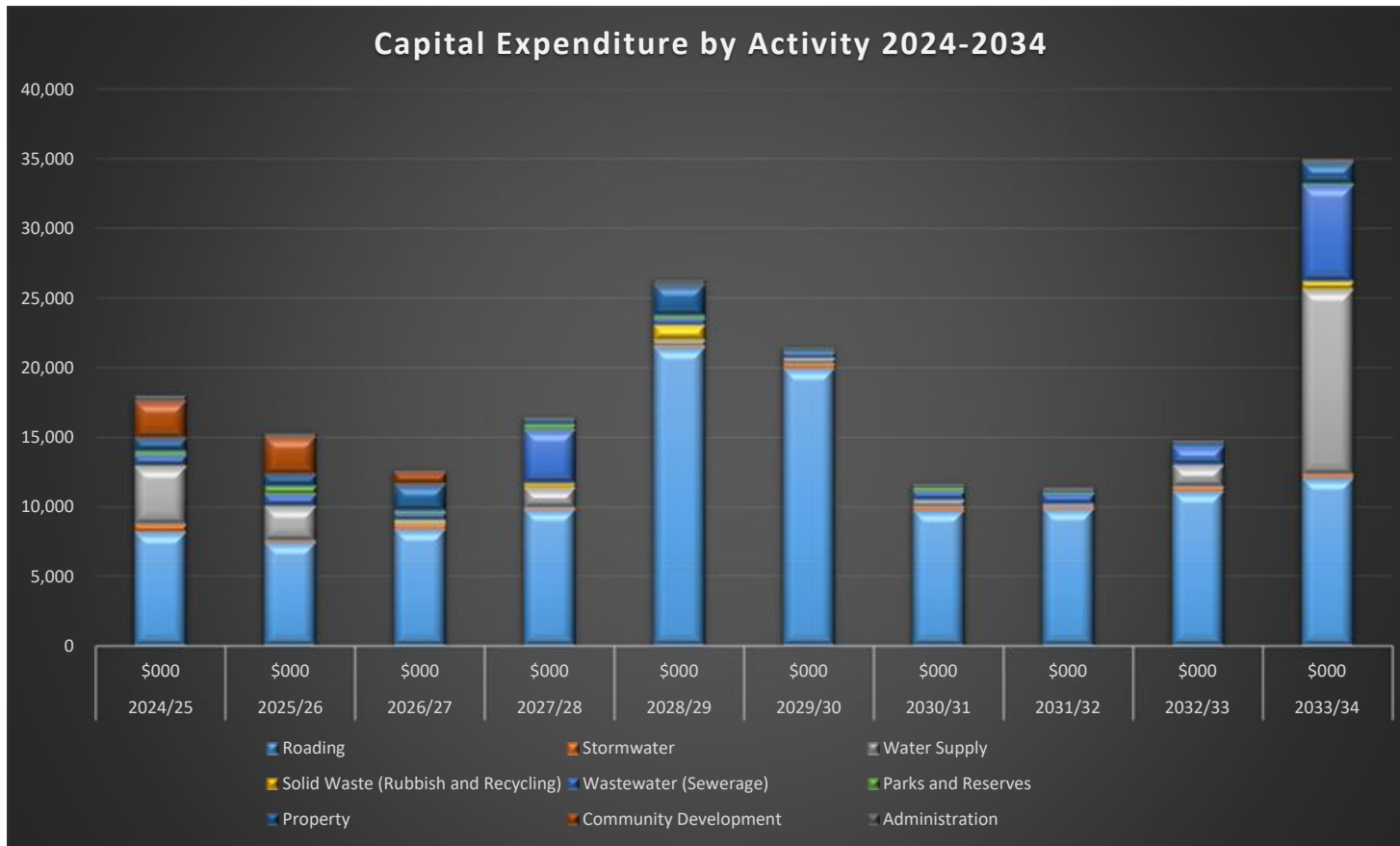


Figure 27 - Capital Expenditure by Activity - All Assets

## Investment Funding Strategy

**Table 31 – Stormwater Activity Expenditure and Funding Projection**

Budget 2023/24		Forecast	Projection								
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>499</b>	<b>Operating Expenditure</b>	<b>473</b>	<b>499</b>	<b>506</b>	<b>528</b>	<b>527</b>	<b>550</b>	<b>559</b>	<b>580</b>	<b>583</b>	<b>604</b>
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>499</b>	<b>Net Cost of Service</b>	<b>473</b>	<b>499</b>	<b>506</b>	<b>528</b>	<b>527</b>	<b>550</b>	<b>559</b>	<b>580</b>	<b>583</b>	<b>604</b>
<b><u>EXPENDITURE</u></b>											
49	Operating Costs	79	81	84	85	87	89	91	92	94	96
45	Interest	56	59	58	58	55	56	60	59	56	54
255	Depreciation	277	300	300	318	318	334	338	357	357	378
149	Allocated Overheads	61	59	64	67	67	72	71	71	75	75
<b>499</b>	<b>Total Operating Expenditure</b>	<b>473</b>	<b>499</b>	<b>506</b>	<b>528</b>	<b>527</b>	<b>550</b>	<b>559</b>	<b>580</b>	<b>583</b>	<b>604</b>
52	Principal Loan Repayments	55	62	62	63	61	62	66	66	63	60
589	Capital Expenditure	550	103	284	108	111	311	255	118	302	247
<b>1,140</b>	<b>Total Expenditure</b>	<b>1,078</b>	<b>663</b>	<b>853</b>	<b>699</b>	<b>698</b>	<b>924</b>	<b>880</b>	<b>764</b>	<b>948</b>	<b>911</b>
<b><u>FUNDED BY:</u></b>											
<b>0</b>	<b>Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
0	General Rates	(0)	0	0	0	0	0	0	0	0	0
429	UAGC	470	495	503	525	524	548	557	578	582	604
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
108	Transfer from Reserves	155	164	189	171	171	175	205	184	184	307
64	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
533	Loan Funding - Capital	450	0	158	0	0	198	116	0	181	0
0	Grants/Other Funding - Capital	0	0	0	0	0	0	0	0	0	0
6	Other Funding	3	3	3	3	3	2	2	1	1	0
<b>1,140</b>	<b>Total Funding</b>	<b>1,078</b>	<b>663</b>	<b>853</b>	<b>699</b>	<b>698</b>	<b>924</b>	<b>880</b>	<b>764</b>	<b>948</b>	<b>911</b>

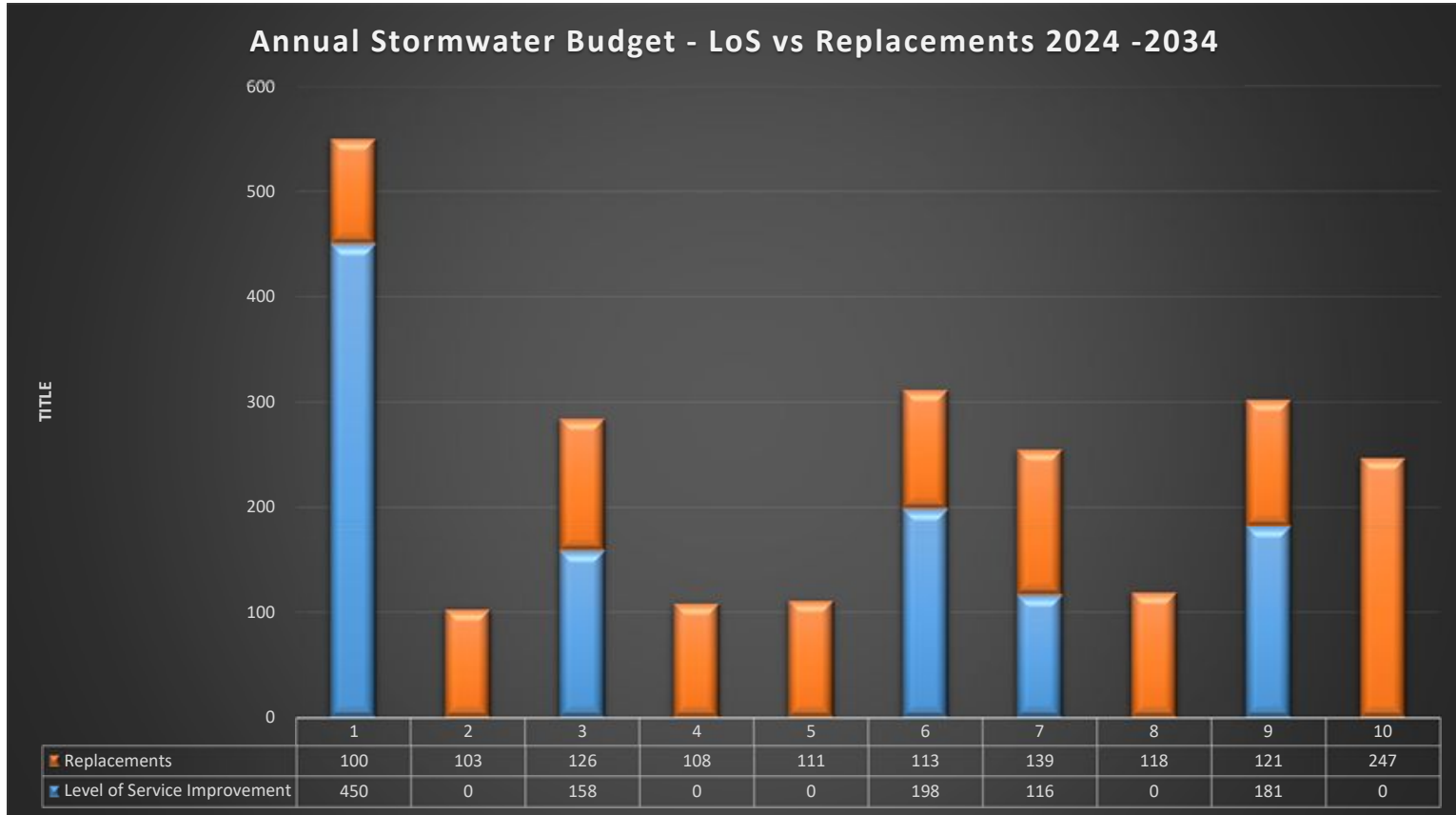


Figure 28 - Annual Stormwater Budget - LoS vs Replacements 2024-2034

# **10.0**

## **Asset Management Practices and Improvement Plan**

## Asset Management Practices and Improvement Plan

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### **10.0: ASSET MANAGEMENT PRACTICES AND IMPROVEMENT PLAN**

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## Asset Management Practices and Improvement Plan

### 10.1 OVERVIEW

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

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



**Figure 29 - Asset Management Improvement Process**

### 10.2 ASSET MANAGEMENT

#### 10.2.1. ASSET MANAGEMENT POLICY

The Stratford District Council developed and adopted its inaugural Asset Management Policy, 2016 and completed a review in 2020<sup>3</sup>. The Policy establishes the first level of Council's asset management framework for managing infrastructure assets in a structured, coordinated, and financially sustainable manner.

The objective of this Policy is to:

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

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

#### 10.2.2. ASSET MANAGEMENT GOALS AND OBJECTIVES

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

- Provide for good quality infrastructure and local public services that are efficient, effective and appropriate for current and future generations.
- Meet the foreseeable needs of the community.
- Ensure that assets are planned for, created, replaced and disposed of in accordance with Council priorities as determined in the Long Term Plan.
- Ensure all legal delegations are met.

<sup>3</sup> D20/4330

## Asset Management Practices and Improvement Plan

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- Ensure customer expectations are properly managed.
- Provide technical and professional advice that enables elected members to make sound well informed decisions concerning the management of assets.
- Assets are managed to meet agreed customer levels of service.
- Assets are managed and delivered in accordance with the strategies stated in the Asset Management Plans.
- Ensure data collection systems are in place to collect, store, maintain and use for prudent management of Council owned assets.

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

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

### **10.2.3. ASSET MANAGEMENT PLAN DEVELOPMENT**

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

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

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

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the on-going development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 27 below shows a graphical display of the AMP development process.

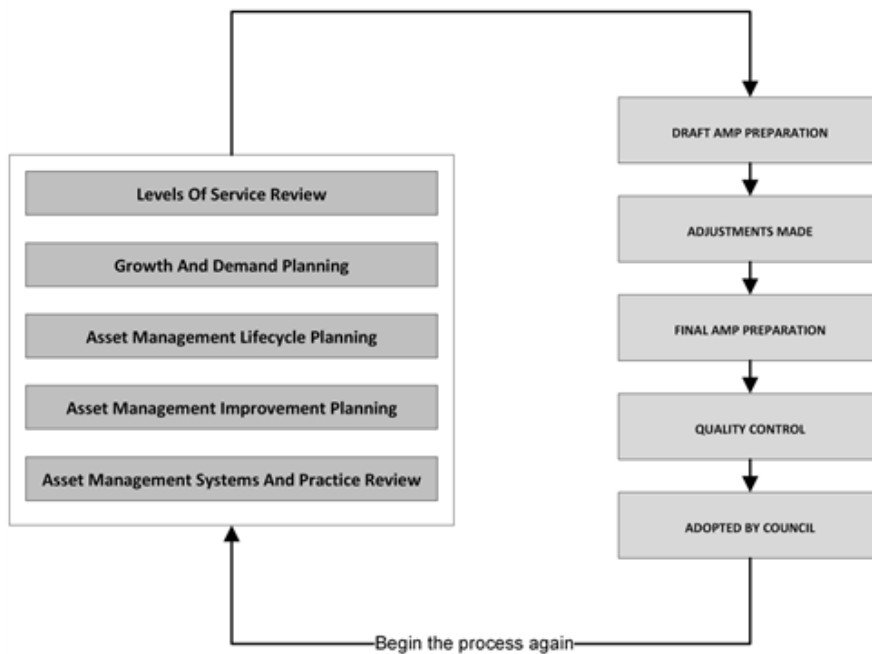
### **10.2.4. ASSET MANAGEMENT MATURITY**

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

## Asset Management Practices and Improvement Plan

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

Our target is to develop our asset management practices and processes to an Intermediate level of maturity where appropriate. The Council in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking a formal assessment of our asset management maturity. The five levels of asset management plan maturity are shown in Figure 28 and are Aware, Basic; Core; Intermediate and Advanced.



**Figure 30 - Asset Management Plan Development Process**



## Asset Management Practices and Improvement Plan

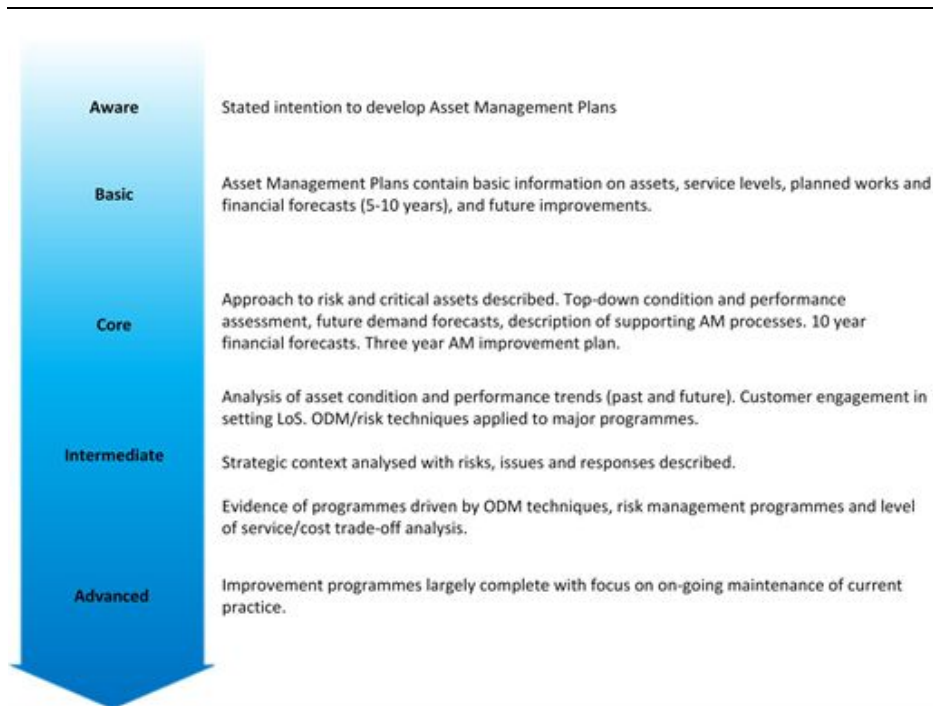


Figure 31 - Asset Management System Maturity Index

**10.3 IMPROVEMENTS MADE AND FUTURE IMPROVEMENTS****Table 32 Improvements Made and Future Improvements**

	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
1	Asset Information	<p><b>Improve condition data accuracy and reliability</b></p> <p>The issues related to condition data for <u>below ground</u> wastewater supply assets does not allow Council to accurately forecast remaining useful life. However, using the information collated from both 'scheduled' and 'reactive' maintenance (under the Services Maintenance Contract 2014), Council is able to update asset condition data regularly. Over time as maintenance and renewals are carried out, the condition information will improve.</p> <p>Therefore, the implementation of additional major projects to assist Council in improving condition data information is not required.</p>	3.7	Ongoing	Asset Services Manager
2	Future Growth and Demand	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing stormwater reticulation systems.	4.3	Ongoing	Director, Assets Asset Services Manager
3	Lifecycle Management	Maximise AssetFinda capabilities for predictive modelling purposes	7.3	Ongoing	Director, Assets Asset Services Manager
4	Risk Assessment	<p><b>Infiltration of Groundwater</b></p> <p>Continue addressing ground water infiltration into the wastewater reticulation to ensure continued an efficient performance of critical asset</p>	8.7	Ongoing	Director, Assets Asset Services Manager
5	Risk Assessment	<p><b>Trade Waste Implementation</b></p> <p>Continue to Implement the Trade Waste Bylaw to ensure all non-domestic wastes are identified and captured under the necessary conditions to avoid critical asset failure</p>	8.7	Ongoing	Director, Assets Asset Services Manager

# APPENDICES

**Appendix 1 Stormwater Risk Assessment**

**Appendix 2 Stormwater Operational Documents**

## Appendix 1 - Stormwater Risk Assessment

### COMPLIANCE AND LEGISLATION RISKS

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Legislation Changes	IF changes to legislation or case law occur and are not implemented by staff, THEN council may be acting illegally and in breach of legislation	1 Low Rare/ Important	<ul style="list-style-type: none"> <li>Staff will implement the changes</li> <li>Regular review and update Legislative Compliance Register.</li> <li>Staff training and attending relevant industry conferences.</li> <li>Regular policy review to ensure policies and procedures are in line with legislation changes.</li> <li>Ensure maintenance contractor and staff are up to date with legislative requirements through regular updates of legislative compliance register</li> <li>Subscribe to regular email updates from local government and relevant industry bodies, Council list server to ensure staff are notified of legislative changes.</li> </ul>	1 Low Rare/ Important
Statutory Reporting Commitment	IF Council does not meet statutory commitments (eg for reporting to the national monitoring system) THEN it may be acting illegally and receive attention from Ministry which could result in financial penalty and council functions being removed, or elected members being replaced.	3 Moderate Unlikely/ Serious	<ul style="list-style-type: none"> <li>Quality assurance.</li> <li>Resourcing levels maintained.</li> <li>Schedule of dates and commitments is regularly maintained and updated by Quality Assurance officer.</li> <li>Regular review and update of Legislative Compliance Register.</li> </ul>	1 Low Rare/ Serious
Bylaws and Policies <b>TOP TEN RISK</b>	IF Council fails to keep Policies and Bylaws up to date, THEN the Policies and Bylaws may become unenforceable and irrelevant, and council could be acting illegally, or the policy is not fit for purpose.	8 High Unlikely/ Major	<ul style="list-style-type: none"> <li>Quality assurance.</li> <li>Resourcing levels maintained, Regular Policy Schedule review by CEO.</li> <li>Regular review of Bylaw timetable maintained in Content Manager.</li> </ul>	3 Moderate Unlikely/ Serious

**DATA AND INFORMATION RISKS**

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Systems Down - Natural Disaster/Pandemic <b>TOP TEN RISK</b>	IF there is a natural disaster THEN systems may be down temporarily, reduction in worker productivity, unable to respond to customers, data unavailable, potential permanent loss of data.	8 High Unlikely/ Major	<ul style="list-style-type: none"> <li>Backups done daily and stored off-site.</li> <li>Most critical data is in the cloud, data centre is overseas so workers can access system remotely from anywhere.</li> <li>Civil Defence will make hardware available for emergency response.</li> </ul>	3 Moderate Unlikely/ Serious
Server Failure <b>TOP TEN RISK</b>	IF the server failed THEN systems down, data unavailable, potential data loss	12 Very High Possible/ Major	<ul style="list-style-type: none"> <li>Restore from backup, backups stored off-site.</li> <li>Fail-over for Melbourne data centre replicates to Sydney data centre.</li> </ul>	3 Moderate Unlikely/ Serious
Records Handling	IF hard copy protected records are handled in a way that could cause damage, degradation or disorganisation, THEN this could lead to loss of protected records, non-compliance with legislation and potential financial penalties.	1 Low Rare/ Important	<ul style="list-style-type: none"> <li>Access to archives is limited to trained staff.</li> <li>Ensure the Information Management Specialist is fully trained in all areas of protected records management.</li> <li>Maintain a register of archived records, and a process by which records will be archived.</li> <li>Storage area must be restricted and temperature controlled.</li> </ul>	1 Low Rare/ Important
Unapproved online platforms used	IF unapproved online platforms are used for Council business, THEN Council sensitive information and individual private details could be hacked and made available publically.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>All Council information should only be stored on platforms that are approved by IT and gone through proper procedures and checks by IT.</li> </ul>	1 Low Rare/ Serious

**FINANCIAL RISKS**

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Accessing Funding	IF incorrect assessment is made to determine required maintenance funding, all funding options are not sought, or insufficient funding is made available THEN Council may miss out on funding and Council has to fully fund projects.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Ensure funding assessments are carried out by sufficiently experienced personnel and strong cases are made for funding.</li> <li>A system should be established to regularly monitor all available funding for council projects.</li> </ul>	1 Low  Rare/ Important
Internal Financial Controls	IF internal financial controls are compromised and ineffective, THEN possible fraud, budget blowout, delayed service	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>Good quality controls.</li> <li>Implement annual external and internal audit recommendations.</li> <li>Adhere to Procurement and Delegations Policy.</li> <li>Communications of internal controls to all staff.</li> <li>Recommend internal audit programme every year by independent contractor.</li> </ul>	1 Low  Rare/ Serious
Procurement contracts <b>TOP TEN RISK</b>	IF procurement contracts entered into are not cost-effective and do not comply with Council's Procurement Policies THEN council projects could go over budget and council procurement could be subject to industry, media, legal scrutiny.	6 High  Likely/ Serious	<ul style="list-style-type: none"> <li>Ensure procurement policy and procurement manual are appropriate, comply with legislation and good practice, and followed by all staff and significant contracts are reviewed by an independent professional.</li> </ul>	1 Low  Rare/ Serious
Significant Population Reduction	IF there is a significant population reduction, resulting in loss of ratepayer base and reduction in property values - THEN this could result in higher rates for others and significant cost reductions may be required.	3 Moderate  Unlikely/ Serious	<ul style="list-style-type: none"> <li>Ensure variable costs are clearly identifiable, and therefore able to be isolated and adjusted if ratepayer base reduced.</li> <li>Council actions to align with council mission and vision to make Stratford a great place to live.</li> </ul>	3 Moderate  Unlikely/ Serious
New Regulations require Significant Investment	IF new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, THEN ability to finance investment could be compromised and rates increases could breach limits.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Attempt to keep debt and expenditure low and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.</li> </ul>	1 Low  Rare/ Serious

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Theft by Contractors	IF contractors have unrestricted access to council property and/or information, THEN there is an opportunity for theft and consequently loss of Council assets.	1 Low Rare/ Serious	<ul style="list-style-type: none"> <li>All contractors must go through a pre-qualification process.</li> <li>Visitors to Council buildings must sign in.</li> <li>Access to the building has now been restricted with the use of fobs.</li> <li>Protected records are stored in a safe or locked storage room.</li> </ul>	1 Low Rare/ Serious
Inadequate financial provision to fund asset replacement	IF there is inadequate financial provision in reserves to fund the replacement of assets, THEN the Council may have to borrow more than expected, or asset replacement may need to be delayed which may affect service level performance.	3 Moderate Possible/ Important	<ul style="list-style-type: none"> <li>Ensure annual depreciation is based on accurate fixed asset values (replacement cost) and accurate useful lives.</li> <li>Assets should not, unless necessary, be replaced before the end of their useful life.</li> </ul>	1 Low Rare/ Important
Bribery and Corruption	IF elected members or staff act in a way that is, or is perceived to be, influenced by Bribery or Corruption, THEN the Council's reputation could be damaged, there is potential for legal action against Council, increased scrutiny by the Office of the Auditor General. There is also the risk that Council could have lost financially, or in some other way, by entering into an unethical contract.	3 Moderate Unlikely/ Serious	<ul style="list-style-type: none"> <li>Ensure HR Policy, Procurement Policy, Anti-Fraud and Corruption Policy and Elected Members' Code of Conduct cover these areas sufficiently and that guidance is given to all staff and elected members at least annually on conflicts of interest, and Policies are widely distributed within Council and made available to all staff, particularly new staff.</li> <li>The Fraud Policy includes a process for reporting any suspected instances of bribery and corruption - ensure this is widely available and all staff are aware of reporting process.</li> </ul>	1 Low Rare/ Serious
Management Override of Internal Controls	IF a Manager uses their unique position to override internal controls, THEN the financial statements may be incorrect and potential fraud may result.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>Audit and Risk Committee oversight. Internal and External audits annually.</li> <li>Fraud Policy awareness training.</li> <li>Regular review of policies to ensure in line with best practice.</li> <li>SLT to undergo ethics training.</li> </ul>	3 Moderate Unlikely/ Serious

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
			<ul style="list-style-type: none"> <li>Full reference checking of at least one recent, direct manager (particularly for financial and management roles).</li> <li>Zero tolerance for any bullying type behaviour.</li> </ul>	

**HEALTH AND SAFETY WELLBEING RISKS**

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Public Events	If health and safety accidents or incidents occur during events then increased costs can occur to the events, reputation is damaged	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>Health and Safety plans are established well in advance to an event being planned</li> <li>Physical hazards and risks are eliminated Hazard Identification records are kept</li> <li>Events do not proceed without correct Health and Safety sign off</li> <li>Good communication to all staff</li> </ul>	2 Moderate  Unlikely/ Important
Lone Worker <b>TOP TEN RISK</b>	If a staff member is seriously injured or killed during field inspections/site visits, then possible health and safety breaches, death or serious injury.	12 Very High Possible/ Major	<ul style="list-style-type: none"> <li>Complete quality assurance.</li> <li>Ongoing training/awareness of HSE requirements and responsibilities</li> <li>Better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site</li> <li>Use of GPS tracking, mobile phone tracking.</li> <li>Compliance officers to wear body cameras when on duty.</li> </ul>	1 Low  Rare/ Important
Council Vehicle accident	If a staff member has an accident in a council vehicle, then this could result in possible death or serious injury and damage to motor vehicle asset.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>All staff must have a full drivers licence and all staff are aware of procedures if there is an accident.</li> <li>Staff driver training to be provided to regular drivers.</li> <li>GPS and mobile phone tracking.</li> </ul>	3 Moderate  Unlikely/ Serious
	If staff are affected by personal issues or by work pressures and experiencing high levels of stress,	5 High	<ul style="list-style-type: none"> <li>Managers are responsible for being aware of the wellbeing of their direct reports</li> </ul>	3 Moderate



4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Staff under Stress	then work performance may decline and/or fatigue, illness, unsafe work practices may result.	Almost Certain/ Important	<ul style="list-style-type: none"> <li>There are various options available for relieving the pressure of staff who are overworked including increasing staff or reallocating work</li> <li>Ensure access to EAP service is widely known and communicated to all staff</li> <li>Ensure all staff have a backup option available so they can take annual leave for at least a week at a time</li> </ul>	Possible/ Important
Exposure to Hazardous Substances	IF staff are affected by exposure to hazardous substances eg chemicals, liquids, fumes and other toxic substances THEN there are possible risks to staff health and wellbeing.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>Staff are up to date with relevant immunisations.</li> <li>Training is mandatory for all staff working with hazardous substances.</li> <li>Use appropriate PPE gear at all times in the vicinity of the hazardous substances.</li> <li>Regular health checks for staff.</li> <li>Regular testing of hazardous substances and chemicals LABELLING and STORAGE be carried out RANDOMLY.</li> <li>The Stratford Water Treatment Plant has site licences for the storage of chemicals, these must be kept up to date.</li> <li>Fire extinguishers are on site, all signage is current and covers off on all of the chemicals held on site, labels are all correct and current. We currently have 5 authorised handlers. Ixom also do site audits when their representative is in the immediate area.</li> </ul>	3 Moderate  Unlikely/ Serious
Workplace Bullying or Harassment	IF Bullying and harassment in the workplace occurs THEN it can have an impact on the health and wellbeing of staff subject to the bullying and other staff witnessing the behaviour. This may impact on staff productivity and the ability of Council to attract good quality candidates.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>Top down culture against bullying and harassment of any kind, policy is followed through by management, staff are aware of the reporting process.</li> <li>The reporting process to deal with bullying and harassment is fair, transparent, confidential and dealt with in a timely manner.</li> </ul>	3 Moderate  Unlikely/ Serious

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Asbestos Related Work	IF council buildings are contaminated with asbestos, THEN there is the possibility of asbestos exposure to staff and the public and increased risk of asbestosis and other lung and pleural disorders.	2 Moderate  Unlikely/ Important	<ul style="list-style-type: none"> <li>Asbestos protocols need to be developed in line with the asbestos regulations.</li> <li>Contractor needs to be made aware of Asbestos disposal guidelines.</li> </ul>	2 Moderate  Unlikely/ Important
Muscular discomfort - Ergonomics	IF muscular pain or discomfort or eye strain occurs as a result of the work environment and setting, THEN this will impact on staff health and wellbeing and long term comfort at work.	2 Moderate  Likely/ Minor	<ul style="list-style-type: none"> <li>Apply ACC Habit At Work guidelines.</li> <li>Workstation assessments should be carried out to reduce the likelihood of onset of long term discomfort and pain conditions.</li> </ul>	1 Low  Possible/ Minor
Armed Robbery	IF there is an armed robbery at any of council's services centres, THEN there is the potential for death or serious harm.	1 Low  Rare/ Serious	<ul style="list-style-type: none"> <li>Establish emergency procedures, including use of panic buttons.</li> <li>Security cameras in place.</li> <li>Ensure staff are trained to deal with potential threat.</li> <li>Design / limit access to building so that threats are minimised.</li> </ul>	1 Low  Rare/ Serious
Employee Substance Abuse <b>TOP TEN RISK</b>	IF staff are affected by drugs or alcohol while at work, THEN there is an increased risk of an accident or injury, property damage, and reduced work performance.	8 High  Unlikely/ Major	<ul style="list-style-type: none"> <li>Ensure staff are aware of drug and alcohol policy.</li> <li>Initial drug testing done prior to employment to filter out regular users.</li> <li>Utilise EAP.</li> </ul>	2 Moderate  Unlikely/ Important
Fatigue Management	IF Fatigue affects an employee, as a result of working extraordinary hours, THEN the employee may have limited functionality which could result in personal injury or injury to others. It could also lead to stress and long term mental illness if it is reoccurring and could mean Council is in breach of the Health and Safety Act.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Ensure employees take regular, quality rest breaks during the working day, in line with the Employment Relations Act (HR Policy requires this).</li> <li>Ensure all staff know their responsibilities in terms of managing fatigue.</li> <li>Ensure shift workers rostered times are manageable.</li> <li>The Vehicle Use Policy has limits on driving a Council vehicle after exceeding max number of work hours.</li> <li>Contractor fatigue management to be reported and monitored through regular contractor meetings.</li> </ul>	1 Low  Rare/ Minor

**OPERATIONAL RISKS**

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Contractor - Damage to Property	IF maintenance contractor damages council or private property while carrying out contracted work, THEN council could be liable for damages and additional expenditure.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>Stringent Operational procedures:</li> <li>Daily reporting of compliance.</li> <li>Regular liaison with contractor and regulators to monitor performance to ensure compliance.</li> <li>Contractor pre-approval process.</li> <li>Council has material damage insurance policy.</li> </ul>	3 Moderate Possible/ Important
Other Contractors in Network Corridor	IF work by others in Network Corridor results in damage to components of the 3 waters infrastructure THEN services to the public may cease or become unreliable or compromised.	3 Moderate Possible/ Important	<ul style="list-style-type: none"> <li>Co-ordination between services before major projects begin.</li> <li>Ensure all works have Corridor Access Requests.</li> </ul>	1 Low Rare/ Important
Attracting Qualified Staff <b>TOP TEN RISK</b>	IF Council is unable to attract suitably qualified personnel, THEN services may become under threat and may cease.	6 High Likely/ Serious	<ul style="list-style-type: none"> <li>Internal training and succession planning programs.</li> <li>Ensure market wages are offered for all high demand positions.</li> <li>Recruit off shore option should be available for high-demand positions.</li> <li>Make greater use of consultants if necessary and/or shared services with neighbouring Councils.</li> <li>Make Stratford District Council a great place to work - measure staff engagement and respond to any issues expediently.</li> </ul>	2 Moderate Unlikely/ Important
Maintenance Contractor fails to deliver <b>TOP TEN RISK</b>	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	8 High Unlikely/ Major	<ul style="list-style-type: none"> <li>Careful assessment of tender to ensure contract price viable for contractor to deliver level of service</li> <li>Regular liaison with contractor to monitor performance and ensure compliance</li> <li>Contractor pre-approval process must not be bypassed</li> </ul>	3 Moderate Unlikely/ Serious
Key Person risk	If a key person in the organisation could not work for a significant period of time then this could affect Council's ability to perform core functions and duties.	3 Moderate Possible/ Important	<ul style="list-style-type: none"> <li>Ensure PROMAPP is up to date with all staff day to day processes</li> <li>If known absence ahead of time ensure an appropriate training plan in place</li> </ul>	1 Low Possible/ Minor

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			<ul style="list-style-type: none"> <li>• Make use of local consultants where appropriate</li> <li>• Connect with colleagues from neighbouring three councils to share resource if needed</li> <li>•</li> </ul>	
Natural Disaster or Fire - Response preparedness <b>TOP TEN RISK</b>	IF a Natural Disaster or Fire causes significant damage to infrastructure and buildings THEN community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	12 Very High  Possible/ Major	<ul style="list-style-type: none"> <li>• Civil Defence Emergency Management plans are in place.</li> <li>• Procedures following an emergency event are widely known by a number of staff due to Civil Defence</li> <li>• Foundational training being rolled out to majority of council staff.</li> <li>• Business Continuity Plans need to be in place and practiced regularly for all activities - Directors responsible for having a plan in place for each of their departments to ensure core functions can continue to be delivered.</li> </ul>	12 Very High  Possible/ Major
Disease Outbreak/ Pandemic	If there is a human disease outbreak in the district, then this could impact staff and contractors staff available to deliver service	5 High  Rare/ Catastrophic	<ul style="list-style-type: none"> <li>• Health and Safety Advisor to keep aware of any public health notifications of disease outbreaks</li> <li>• Ensure there is a plan to respond to any notifications</li> <li>• Civil Defence covers infectious human disease pandemics and will take responsibility for local management</li> </ul>	1 Low  Rare/ Serious
Biosecurity threat risk	IF there is a biosecurity threat to animals, or plant life THEN this could affect the economic wellbeing of the district and the ability of council to financially meet community needs.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>• Ensure council takes a proactive approach to working with Biosecurity NZ, MPI, TRC and the community where a threat is identified.</li> </ul>	2 Moderate  Unlikely/ Important
Critical Asset Failure <b>TOP TEN RISK</b>	IF a critical asset (water treatment plants, stormwater, wastewater, reticulation, roading) failed, THEN unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	12 Very High  Possible/ Major	<ul style="list-style-type: none"> <li>• Conduct 2 yearly Asset Criticality Review.</li> <li>• Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event.</li> </ul>	4 High  Possible/ Serious

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			<ul style="list-style-type: none"> <li>Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance.</li> </ul>	
Heavy/Extreme Rainfall incidents	IF the Stratford District experiences heavy rainfall continually over a period THEN roads may flood, restricting accessibility, landslips and mudslides may restrict road access and cause property damage, productive land areas may flood reducing functions, Stormwater, Wastewater and Water Supply assets may fail from overburdening, and overflows from Wastewater system may result in untreated water entering the Patea River.	4 Moderate Likely/ Important	<ul style="list-style-type: none"> <li>Asset Management Plans and Incident Control Response Plans to document critical asset areas and response plan in the event of heavy rainfall incidents.</li> </ul>	2 Moderate Likely/ Minor
Government Policy Impacting on Local Government <b>TOP TEN RISK</b>	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High Possible/ Major	<ul style="list-style-type: none"> <li>Where a policy change may have a significant impact on the Council then we must ensure that the Council makes a submission challenging the change and suggesting alternative options.</li> <li>Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice</li> </ul>	12 Very High Possible/ Major
Consents	The Council does not undertake the work in accordance with the resource consent conditions. Council can be fined by the Regional Council for breach of conditions.	3 Moderate Possible/ Important	<ul style="list-style-type: none"> <li>Not negotiable - Consent conditions must be abided by otherwise the consent will be breached</li> <li>Council needs to submit to the Regional Council a methodology about how they are going to undertake the works.</li> </ul>	2 Moderate Unlikely/ Important

**REPUTATIONAL AND CONDUCT RISKS**

**6. Reputational and Conduct Risk Assessment**

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Online Passwords	IF online passwords are shared or used inappropriately, THEN there is the risk that staff can access or hack Council owned systems and release sensitive information.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Ensure that where a staff member leaves and they have access to logins accessible online that the passwords are changed and access ceases.</li> <li>Limit use of online accounts.</li> </ul>	2 Moderate  Unlikely/ Important
Contractor Damage or Breach	If Council and/or Council contractors are found to be liable for public/environmental damage, or any actions that are unsafe or non-compliant with legislation and applicable policies and standards, then fines, possible injury, long-term damage, reputational damage could result.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>Appropriate procedures and guidelines are in place to monitor contractor actions and our own including health and safety audits, contractor meetings/KPI's</li> <li>The Council requires all physical works contractors to go through a thorough health and safety pre-qualification process and become approved before commencing any physical work</li> <li>All relevant staff are kept up to date with pre-approved contractors register</li> <li>Mini audits and random checks should be built into contracts</li> <li>Contractor public liability insurance required for all major contracts.</li> </ul>	3 Moderate  Unlikely/ Serious
Council employees/ contractors abuse members of the public	If Council employees, during the course of their Council duties abuse members of the public,, then the Council may suffer significant reputational damage and potentially be taken to court.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>All staff in a public facing role, particularly where they must deal with children, must be police vetted before they commence work.</li> <li>Exception is where the role is urgent and requires immediate start - in these situations the employee should not be left alone at any time until a satisfactory police report has been received</li> </ul>	3 Moderate  Unlikely/ Serious

## Appendix 2 - Stormwater Operational Documents

Consents	Commencement Date	Expiry Date	CM Reference
<ul style="list-style-type: none"> <li>6468-2.0- Culvert – Kahouri Stream</li> <li>10057-1 Culvert – Unnamed Tributary Kahouri Stream</li> <li>10678-1 Culvert – Unnamed Tributary Kahouri Stream</li> <li>10677-1 Culvert – Unnamed Tributary Kahouri Stream</li> <li>9683-1 Pipe unnamed tributary Patea River</li> <li>7944-1 Culvert – Unnamed Tributary Kahouri Stream</li> <li>9338-1 Culvert – Unnamed Tributary Patea</li> <li>10275-1 Culvert – Unnamed Tributary Kahouri Stream</li> <li>10680-1 Culvert – Unnamed Tributary Kahouri Stream</li> <li>10679-1 Culvert – Unnamed Tributary Kahouri Stream</li> </ul>	<ul style="list-style-type: none"> <li>Draft Conditions</li> <li>12.04.2015</li> <li>16.11.2018</li> <li>16.11.2018</li> <li>7.02.2014</li> <li>3.11.2011</li> <li>29.08.2012</li> <li>XX</li> <li>16.11.2018</li> <li>16.11.2018</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> <li>1.06.2034</li> <li>1.6.2034</li> <li>1.06.2034</li> <li>1.06.2028</li> <li>1.06.2028</li> <li>1.06.2028</li> <li>1.06.2034</li> <li>1.06.2034</li> <li>1.06.2028</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> <li>D17/20484</li> <li>D21/5934</li> <li>D21/5937</li> <li>D17/20482</li> <li>D17/20478</li> <li>D17/20480</li> <li>XX</li> <li>D21/5932</li> <li>D21/5933</li> </ul>
<b>Policies</b>			
Asset Management	26/05/2020	2023/2024	D20/4330
Procurement Policy	11/06/2019	2022/2023	D18/29563(v3)
<b>Bylaws</b>			
Nil			
<b>Strategies</b>			
Infrastructure Strategy 2024-2054	1/02/2024	2054	D23/46205
<b>Contracts</b>			
Three Water Maintenance Contract (1434)	1/07/2022	30/06/2024	D22/21853





# Solid Waste

## Activity Management Plan 2024-2034



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



**Cover Page** -The front cover shows a montage of some of the stalls at the inaugural Stratford Waste Expo held in the Stratford War Memorial Hall on Saturday 28 October 2023. The Waste Management and Minimisation Plan (WMMP) also completed and approved by elected members in 2023 has a vision of *Empowering our community to eliminate waste*. The Waste Expo demonstrated that empowerment in action. The images include the recipients of Councils first Waste Levy Contestable Fund and are showing them with the results of their efforts.

#### DOCUMENT QUALITY ASSURANCE

	NAME/ROLE	DATE
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# THE SOLID WASTE ACTIVITY MANAGEMENT PLAN (SWAMP)

2024-2034

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# EXECUTIVE SUMMARY



## Executive Summary

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### The Stratford District

The Stratford (Whakaahurangi) District is a land locked area encompassing 2170km<sup>2</sup> located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui Districts in the Horizons Regional Council. Within the district there are four distinct geographical areas:

- The alpine and bush environment of Te Papakura o Taranaki
- The ring plain around Taranaki Maunga
- Hill country located between the ring plain and the eastern hill country; and
- Eastern hill country to the boundary with Ruapehu District Council.

The rural landscape supports large farming, forestry and Department of Conservation reserves. Stratford, Whakaahurangi is a growing tourist destination owing to key attractions such as the Te Papakura o Taranaki, the Manganui Ski Field, Forgotten World Highway (SH43), Whangamōmona, Dawson and Mt Dampier Falls. Three main townships make up the Stratford District. They are: Stratford; Midhirst and Toko.

### The Solid Waste Activity Management Plan

The purpose of the Solid Waste Asset Management Plan (SWAMP) is to describe the strategies and practices that Stratford District Council, Te Kaunihera ā Rohe o Whakaahurangi, uses to meet its strategic obligations to provide a level of service for solid waste service users in a way that is cost effective for households.

Based on forecasted growth and demand for the service, the SWAMP sets out how the provision of the services will be managed over its lifecycle to ensure the optimal delivery within the financial constraints set by the Council in its Long-Term Plan (LTP) 2024-2034 and the Infrastructure Strategy (IS) 2024-2054. The levels of service to be delivered are as per the priorities and performance measures set by both the Council priorities; Regional Council resource consent conditions and Central Government initiatives and performance measures.

The SWAMP is a living document reflecting Council's practice, central and local government requirements, policies and guidance. This SWAMP is used to inform the Council's Long-Term Plan and the Infrastructure Strategy. The AMP details Council services and is used for communicating complex activity management information/strategies with stakeholders, elected members, service managers and other interested parties.

### The Strategic and Legislative Context

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

The key central, regional and local government drivers include the:

- The Local Government Act 2002 (and amendments);
- Waste Minimisation Act 2008; (under review)
- The Litter Act 1979 (under review)
- Emissions Reduction Plan (Ministry for the Environment)
- The Resource Management Act; and any new Reforms to RMA
- Health and Safety at Work Act 2015;
- The Regional Economic Development Strategy, Tapuae Roa;
- SDC Waste Management and Minimisation Plan (WMMP) 2023;
- Te rautaki para – Waste Strategy 2023;
- Regional Waste Assessment 2023.

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### Our Community Outcomes

The Council's vision for the 2024-2034 Long Term Plan (LTP) is A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki.

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki.' The Council's identified *Community Outcomes* to achieve the vision are:

- Welcoming
- Resilient
- Connected
- Enabling

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

### Our Problem and Benefit Statements

The Council has identified key problems to be addressed in the coming years. Projects have also been highlighted alongside statements of their benefits, which outline how identified problems will be solved.

A summary of our *Problem and Benefit Statements* along with projects identified to deliver the benefits, are provided in the Table below.

**Table 1 - Problem and Benefit Statements**

Problem Statements	Identified Projects	Benefit Statements
<p><b>Problem Statement 1</b></p> <ul style="list-style-type: none"> <li>• Organic waste is going to landfill as currently there is no food waste or organic kerbside collection. Central government mandate dictates food waste collection prior to 2027.</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement of a <i>Resource Educator</i> for community education on the efficient management and minimisation of waste</li> <li>• Initial education programme on food and green waste.</li> <li>• Proposed reduction of general waste collection and increase in bin size</li> <li>• Proposed 'Opt In' Green waste collection</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>• Reduction of waste to the landfill by improved education for the district's communities.</li> <li>• Reduction of transportation to Bonny Glen from South Taranaki, reduce emissions, reduce costs.</li> </ul>
<p><b>Problem Statement 2</b></p> <ul style="list-style-type: none"> <li>• Stratford has the highest volume of kerbside collection waste of the 3 Councils in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement of a <i>Resource Educator</i> for community education and empowerment on the efficient management and minimisation of waste</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>• Reduction of waste to the landfill by improved education and resilience for the district's communities.</li> <li>• Reduction of transportation to Bonny Glen from South Taranaki, reduce emissions and reduce costs.</li> </ul>

## Executive Summary

Problem Statements	Identified Projects	Benefit Statements
<p><b>Problem Statement 3</b></p> <ul style="list-style-type: none"> <li>Kerbside recycling needs improvement and mandated National recycling standardisation in effect 1 February 2024</li> </ul>	<ul style="list-style-type: none"> <li>More education and communication to the residents regarding what can be recycled.</li> <li>Provide another kerbside collection service to enable another option for people to divert waste from the landfill</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>Reduction of waste to the landfill by improved education for the district's communities.</li> <li>Reduction of transportation to Bonny Glen from South Taranaki, less emissions.</li> </ul>
<p><b>Problem Statement 4</b></p> <ul style="list-style-type: none"> <li>Kerbside collection has unsustainable contamination rates delivered to the Materials Recovery Facility (MRF).</li> </ul>	<ul style="list-style-type: none"> <li>More education and communication to the residents regarding correct recycling</li> <li>Recycling bin audits and if three strikes of contamination, the service is suspended for 3 months</li> </ul>	<p>The main benefit is:</p> <ul style="list-style-type: none"> <li>More efficient handling of the recycling at the MRF and better end product for on selling.</li> </ul>

### Our Levels of Service Performance Measures

In 2013, the central government introduced a range of mandatory, non-financial performance measures (DIA measures) to provide for a national standardisation of key performance indicators. The Council monitors its performance through the use of these DIA measures, in addition to 'Internal' performance measures set by the Council. The targets for these measures have been developed by the Council and they measure how well the Council is delivering on Levels of Service (LoS) and the performance of each activity/asset. A summary of the LoS performance measures is provided below. A snapshot of Council's performance trends and targets is detailed in Section 6 of this SWAMP.

**Table 2 - Our Level of Service Performance Measures**

	Level of Service	Performance Measure	Outcome Category
1.	<b>The levels of waste generated are reducing</b>	Waste to landfill per household (municipal kerbside collection only) <600kg	Council Measure
2.		Percentage (by weight) of council-controlled waste stream that is recycled (municipal kerbside collection only) >20%	Council Measure
3.	<b>The waste collection service meets the needs of the community</b>	Percentage of customers satisfied with the service provided >80%	Council Measure

### Our Programme Business Case

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

## Executive Summary

**Table 3 - Identified Projects and Performance Measures**

Work Category	Identified Projects	Performance Measures	
		Quantity	Customer Satisfaction
<b>Operations</b>	Procurement of a Resource Educator, an 0.5 FTE in-house resource, to provide additional community education of the efficient management and minimisation of waste, particularly around diversion of organic waste from landfill and recycling waste for the overall benefit of reducing total waste to landfill.	√	√
<b>Level of Service Improvements</b>	Increase level of service with the introduction of food waste and Green waste collections or/and:	√	√
	Invest in a new regional organic processing facility in South Taranaki	√	√

### Funding Our Investment Strategy

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets. Capital projects and activities carried out to maintain the solid waste service for the next 10 years - including Renewal/ Replacement projects and Level of Service Improvements - will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

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

Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

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**Table 4 - 10-Year Capital and Operational Solid Waste Expenditure Projection**

Budget 2024/34 \$000	SOLID WASTE	Forecast					Projection				
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>1,062</b>	<b>Operating Expenditure</b>	<b>1,449</b>	<b>1,480</b>	<b>1,529</b>	<b>1,599</b>	<b>1,657</b>	<b>1,719</b>	<b>1,745</b>	<b>1,772</b>	<b>1,810</b>	<b>1,849</b>
<b>170</b>	<b>Revenue</b>	<b>225</b>	<b>223</b>	<b>225</b>	<b>228</b>	<b>230</b>	<b>233</b>	<b>235</b>	<b>238</b>	<b>240</b>	<b>243</b>
<b>892</b>	<b>Net Cost of Service</b>	<b>1,224</b>	<b>1,258</b>	<b>1,304</b>	<b>1,371</b>	<b>1,427</b>	<b>1,486</b>	<b>1,509</b>	<b>1,534</b>	<b>1,569</b>	<b>1,606</b>
<b>EXPENDITURE</b>											
831	Operating Costs	1,000	1,032	1,060	1,113	1,140	1,166	1,193	1,219	1,244	1,270
29	Interest	36	33	33	39	63	81	78	74	71	79
32	Depreciation	44	44	46	46	46	49	49	49	52	52
170	Allocated Overheads	369	371	390	401	408	423	426	430	442	448
<b>1,062</b>	<b>Total Operating Expenditure</b>	<b>1,449</b>	<b>1,480</b>	<b>1,529</b>	<b>1,599</b>	<b>1,657</b>	<b>1,719</b>	<b>1,745</b>	<b>1,772</b>	<b>1,810</b>	<b>1,849</b>
7	Landfill Aftercare Expenditure	1	6	0	0	0	0	0	0	0	0
34	Principal Loan Repayments	36	35	36	43	70	89	86	83	79	88
7	Capital Expenditure	60	31	172	341	1,108	22	0	0	0	596
<b>1,109</b>	<b>Total Expenditure</b>	<b>1,545</b>	<b>1,552</b>	<b>1,737</b>	<b>1,983</b>	<b>2,836</b>	<b>1,831</b>	<b>1,831</b>	<b>1,854</b>	<b>1,889</b>	<b>2,533</b>
<b>FUNDED BY:</b>											
170	Charges for Services	225	223	225	228	230	233	235	238	240	243
<b>170</b>	<b>Revenue</b>	<b>225</b>	<b>223</b>	<b>225</b>	<b>228</b>	<b>230</b>	<b>233</b>	<b>235</b>	<b>238</b>	<b>240</b>	<b>243</b>
853	Targeted Rates	1,161	1,213	1,255	1,324	1,377	1,439	1,465	1,492	1,529	1,569
24	UAGC	29	30	31	32	33	34	34	35	36	37
7	Loan Funding - Capital	10	10	115	330	1,098	11	0	0	0	596
0	Grants/Donations - Capital	10	10	47	0	0	0	0	0	0	0
49	Transfer from Reserves	91	45	46	54	81	100	86	83	79	88
7	Other Funding	20	21	18	16	17	14	10	7	4	1
<b>1,109</b>	<b>Total Funding</b>	<b>1,545</b>	<b>1,552</b>	<b>1,737</b>	<b>1,983</b>	<b>2,836</b>	<b>1,831</b>	<b>1,831</b>	<b>1,854</b>	<b>1,889</b>	<b>2,533</b>

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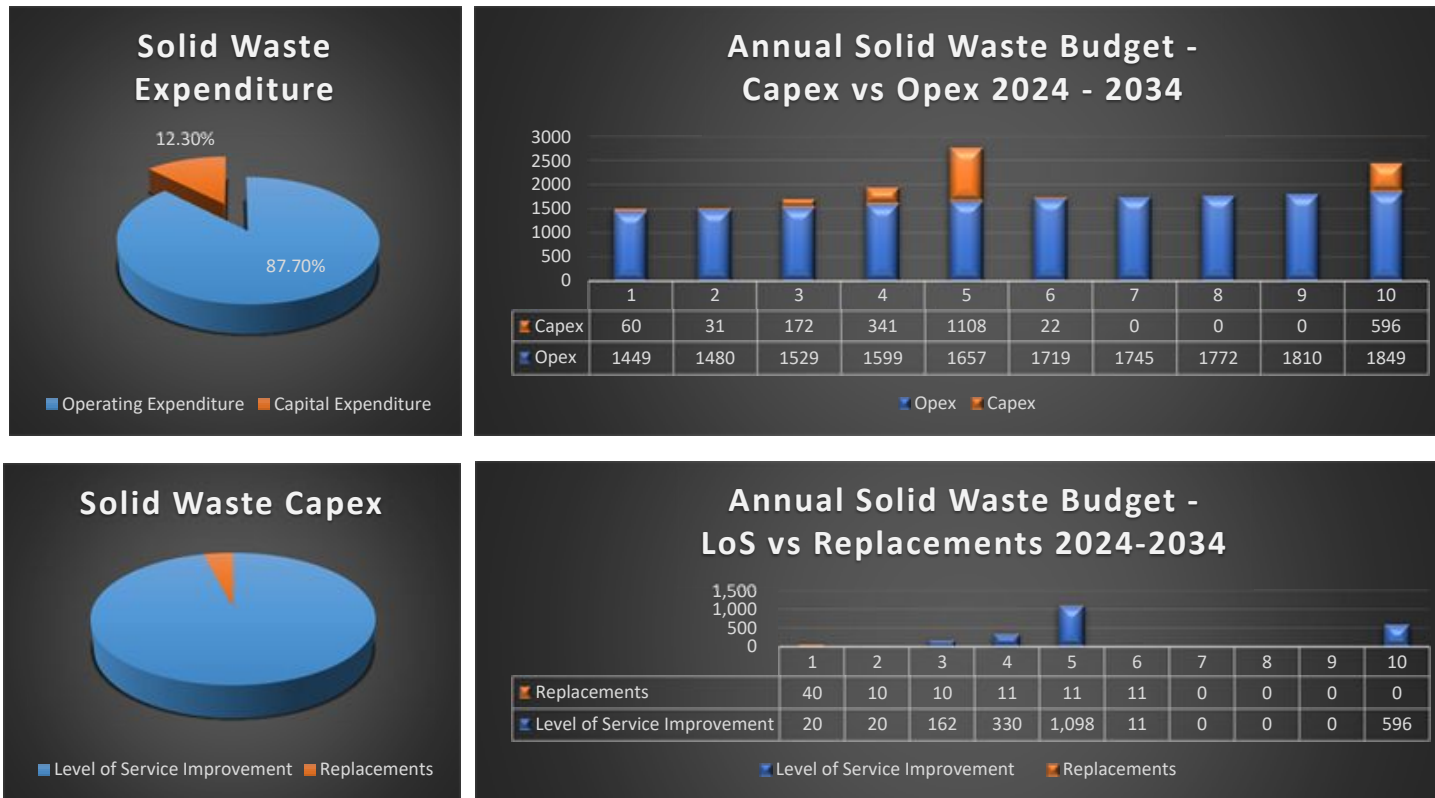


Figure 1 - Solid Waste Expenditure Capex vs Opex

# **1.0**

## **Introduction**

## Introduction

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## Introduction

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### 1.1. PURPOSE OF THIS PLAN

The Solid Waste Activity Management Plan 2024-2034 ('the SWAMP') is a 10 Year Strategic Plan for the Stratford District Council ('the Council') Te Kaunihera ā Rohe o Whakaahurangi. It details how the Council will manage the Solid Waste activity and services in an efficient, safe, reliable and sustainable manner to provide value for money to our customers and investors.

The plan informs the development of the Council 2024-2034 Long Term Plan ('the LTP'). It shows how the Council will prioritise and address key solid waste issues, in the face of competing projects and constrained resources. The prioritisation of competing projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS) and also meet legislative objectives and requirements. The SWAMP proposes work programmes that deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times, for the right price and in the right ways.

The audience for this plan includes our Investment Partners, Customers and Stakeholders, the Council representatives, Council staff, contractors, consultants, developers and members of the public who will take an interest in the future of levels of service the Council will be offering.

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

The Stratford District Council's Asset Management Policy requires the Asset and Activity Management Plans to be peer reviewed by an external reviewer and members of the public who will take an interest in the future of levels of service the Council will be offering before the document is formally presented to Council for adoption.

### 1.2. THE STRATFORD DISTRICT / WHAKAAHURANGI DISTRICT HISTORY

Initial settlements in the Stratford District were small Māori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities. While New Plymouth and other coastal regions of Taranaki were settled by Europeans in the 1840s, the densely forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars, the land of Stratford District was both compulsorily purchased and freely sold (see figure 3 for those that hold Mana Whenua in the District.)

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

#### 1.2.1. STRATFORD

Stratford (Whakaahurangi) is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District with an estimated population of 9880 (Statistics NZ, 2020). The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

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

From early on in the twentieth century there was rapid development of the dairy industry, with most communities having their own factory. Roads through the district were still relatively basic, which

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meant travelling any distance was difficult. As roads improved throughout the 20th century, communities in the district gradually began to lose their facilities. It was cheaper and easier to travel to larger towns for services than to maintain those services in smaller settlements.

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamōmona which was first settled in 1895, with no road or rail access. Today the village has approximately 150 full-time residents, a hotel, a handful of historic buildings (*Refer: SDC Website.*)

### **1.2.2. MIDHIRST**

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km north of Midhirst and New Plymouth is 35 km to the northwest. Midhirst was a private settlement serving those who took up land in a 2,000-hectare block and named by a settlement promotor, Albert C Fookes. AC Fookes named Midhirst after his wife's family, the Hirst family. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

### **1.2.3. TOKO**

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. Toko was established in 1891, to serve as an important centre for access to and east of Stratford.

### **1.2.4. WHANGAMŌMONA**

Whangamōmona is a rural settlement 65 km North East of Stratford on State Highway 43. Once quite a thriving settlement and the headquarters of the Whangamōmona County Council with a hotel, a number of stores and a post office, it suffered decline from the mid-20<sup>th</sup> Century with only the hotel remaining as a business in town. Today an estimated 126 people live in and around Whangamōmona (Statistics NZ 2018).

### **1.2.5. MANA WHENUA/TANGATA WHENUA – WHAKAAHURANGI DISTRICT**

Ngā Iwi/Hapū that hold mana over the whenua in the Stratford District (as defined by the Stratford District Council and central government) are seven of the eight Iwi in the region of Taranaki.

Mana whenua and tangata whenua for the purposes of this activity plan can be described as *those that hold the customary authority exercised by an Iwi or hapū in a rohe, or area. Tangata whenua, in relation to a particular area, is defined as meaning 'the Iwi or hapū that holds mana whenua over that area.*

We acknowledge the following seven Iwi as tangata whenua of the Whakaahurangi rohe: Ngāti Maru, Ngāti Mutunga, Ngāti Tama, Ngā Rauru, Ngāruahine, Ngāti Ruanui and Te Atiawa. Council also recognises the role of Whakaahurangi Marae within the district.

Given that the Stratford District Boundaries also borders the Ruapehu, Waitomo, and Whanganui regions, there are likely more Iwi/Hapū from these rohe with customary interest in the district, especially where assets may be close to these boundaries.

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### **1.2.6. DISTRICT GEOGRAPHY**

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

Taranaki Maunga, and Te Papakura o Taranaki, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an "apron" or a "ring plain" around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying.

East of the ring plain lies the rolling topography of the frontal hill country and further east, the deeply dissected hill country. These hills are not volcanic but consist of sedimentary rocks (mudstone, sandstone and siltstone). Soil properties in the eastern hill country are closely linked to the differences in rock hardness and composition. Most are steepland soils, ie, are shallow soils which have developed on steep, relatively unstable slopes. (*Refer: Stratford District Plan 2014.*)

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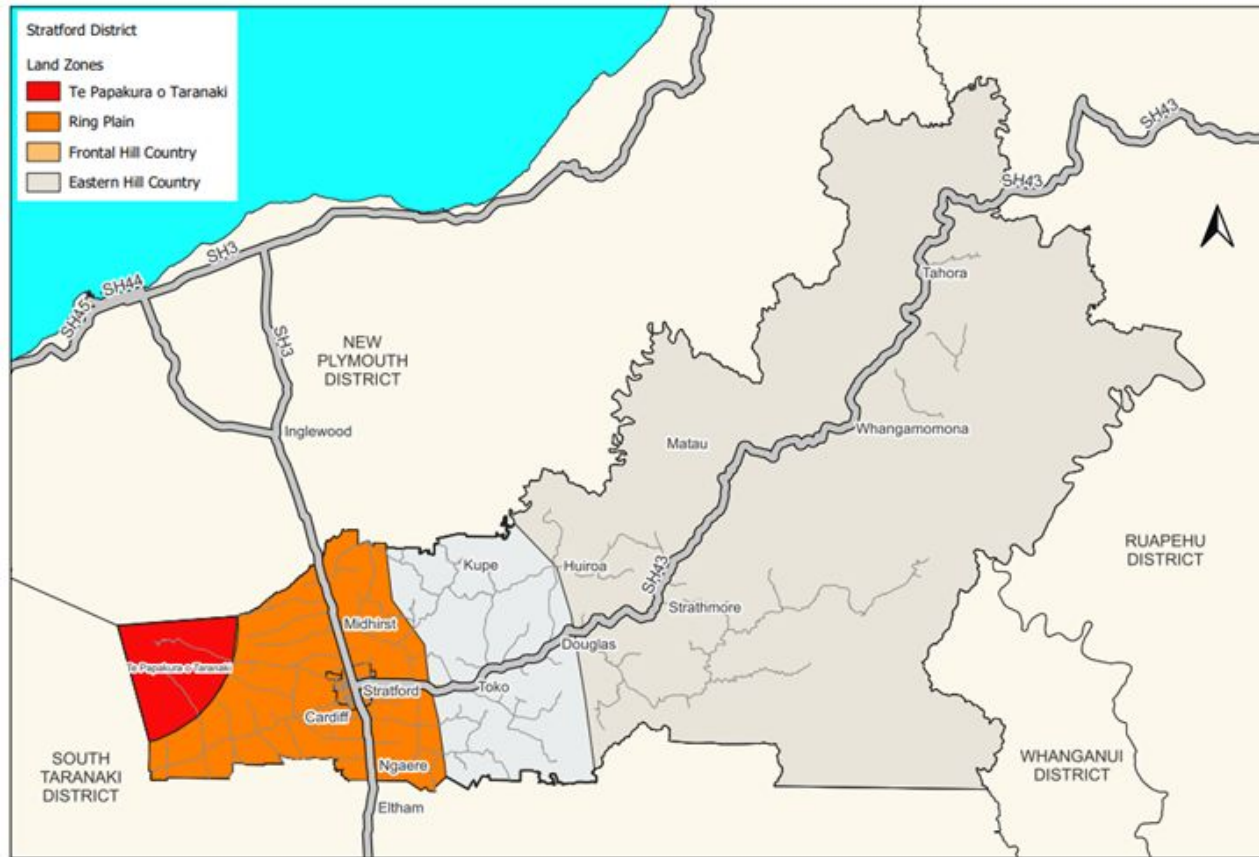


Figure 2 - The Stratford District

## Introduction

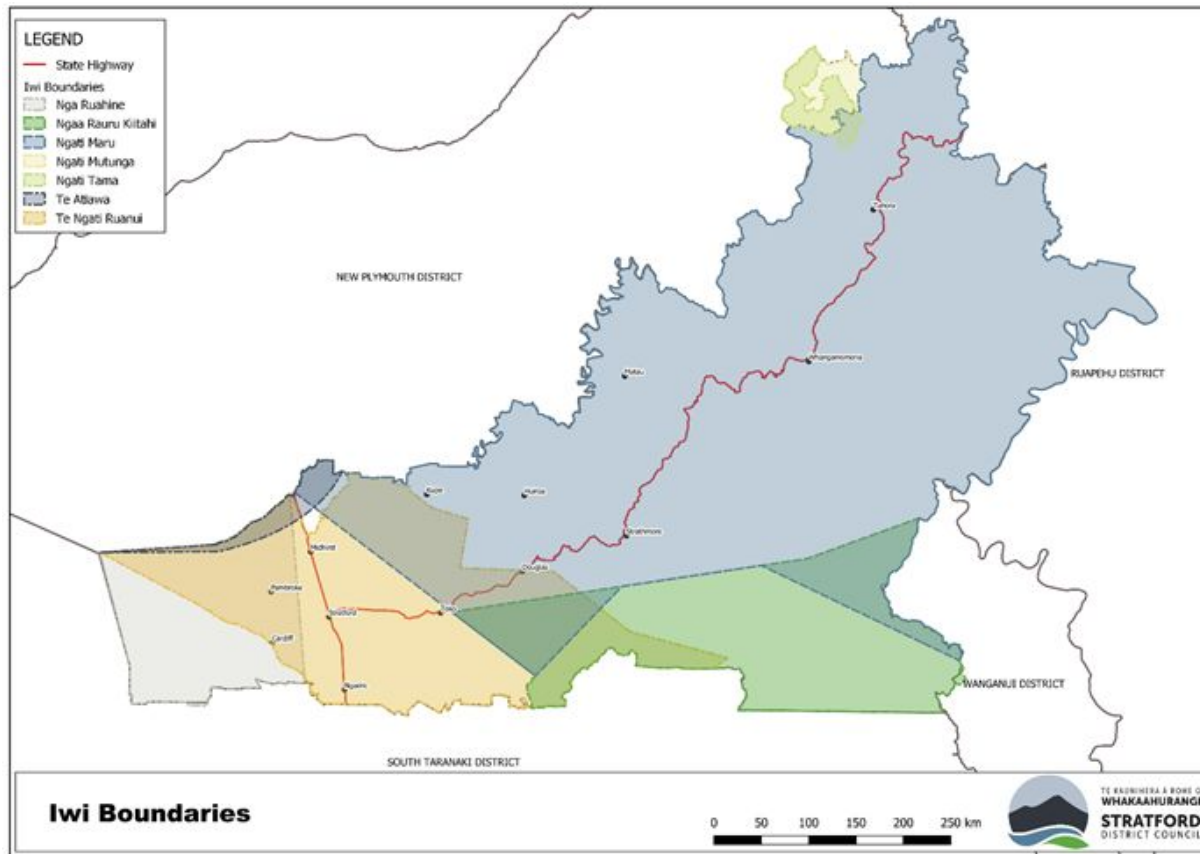


Figure 3 – Iwi Boundaries within the Stratford District

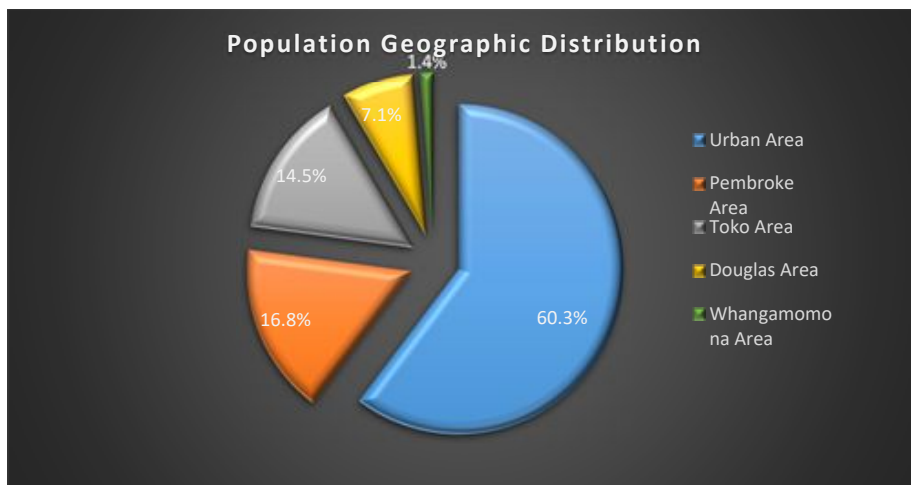


Figure 4 - Current Population Geographic Distribution

### 1.3. OUR MISSION, VISION AND VALUES

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

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

#### The Stratford District Council's Mission Statement is

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

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

*"A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki"*

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'

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

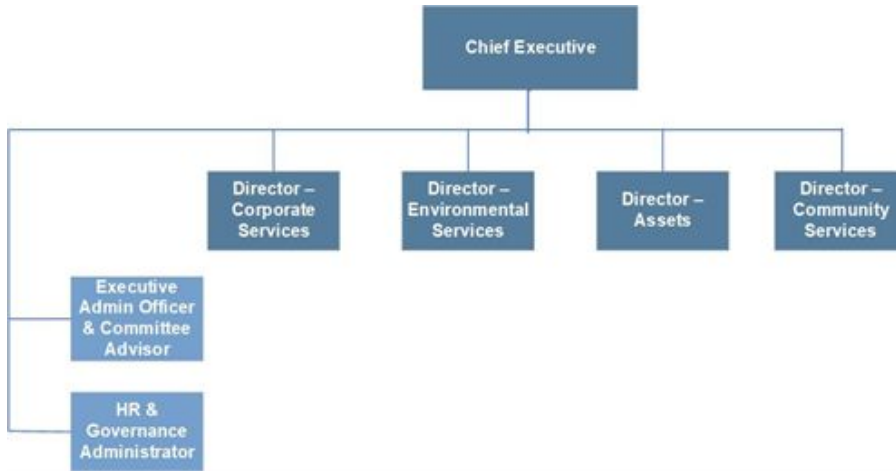
- Integrity:** *Be loyal to the organisation and trustworthy, honest and courteous with everyone we deal with.*
- Teamwork:** *Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.*
- Excellence:** *Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost effective and ensure prudent management of public money and assets.*
- Pride:** *Take pride in our performance and our organisation.*
- Commitment:** *Have commitment and respect for each other, our business and our customers.*
- Innovation:** *Examine alternatives, challenge the obvious and have a flexible attitude.*

## Introduction

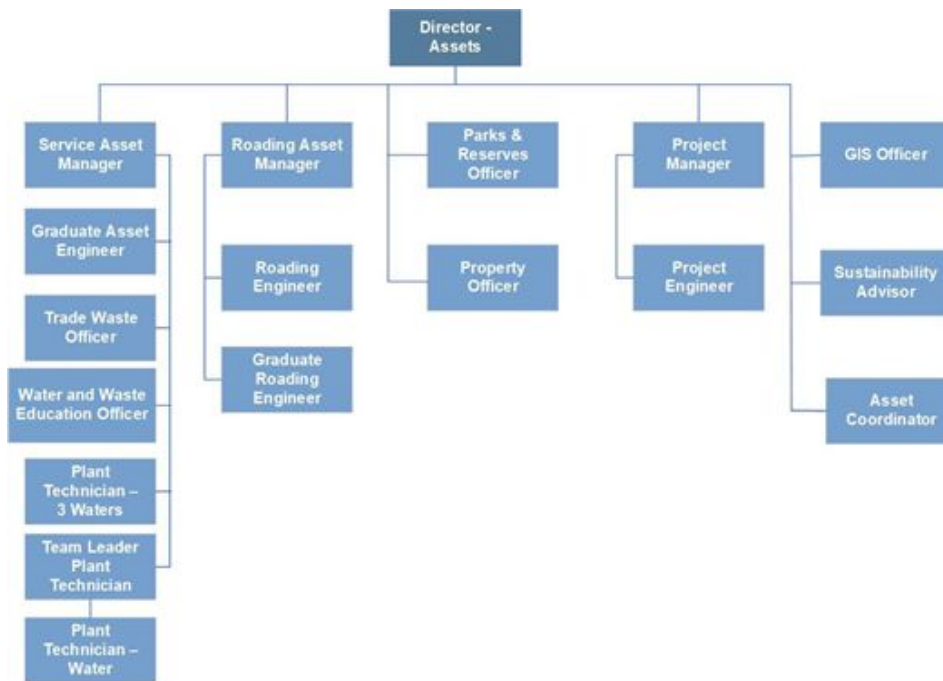
The Stratford District Council carries out its duties under the LGA (2002) through two key Management Teams:

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

The structure for each Management Team is provided in **Figures 5 and 6**.



**Figure 5 - The Executive Management Team**



**Figure 6 - Assets Department**

## Introduction

### 1.4. THE SOLID WASTE ACTIVITY

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

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

### 1.5. THE IMPORTANCE OF THE SOLID WASTE ACTIVITY

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

#### GOALS

- Maximise opportunities to reduce waste to landfill
- Minimise the negative impact of waste
- Improve efficiency of resource use

#### OBJECTIVES

- **Facilitate Behaviour Change** - We will extend our education programmes as a key method in achieving behaviour change. This will be achieved through the delivery of targeted education based on research and best practice.
- **Promote Leadership and Innovation** - We will model good practice in waste by being a leader in waste minimisation within our own facilities. We will implement a range of actions that will address commercial waste and illegal dumping including researching possible local options for waste diversion from landfill. We will address problems based on good data and research.
- **Encourage Collaboration and Partnership** - We will support and collaborate with the community and businesses who are contributing to the goals of this plan. We will work closely with the other councils in the region to achieve regional consistency and efficiency. We will also participate in national initiatives that are consistent with the goals of this plan.
- **Deliver Accessible Services and Facilities** - We will continue to provide a kerbside and transfer station waste and recycling service and seek ways to make this accessible to more people. We will implement a food waste collection service to address the high proportion of food waste and support organisations that provide waste services in the region.

By meeting its goals and objectives, the Solid Waste activity contributes to the achievement of national, regional and district goals and objectives. The Solid Waste activity goals and objectives contribute to the community outcomes presented in Table 5.



**Table 5 - Solid Waste Contribution to Community Outcomes**

	Community Outcomes	Solid Waste Activity Contribution
Welcoming	<ul style="list-style-type: none"> <li>We celebrate the unique stories of our district.</li> <li>We are inclusive, and value our diversity.</li> <li>Stratford is a friendly place where our visitors feel welcomed</li> <li>Our diverse community feels safe and supported</li> <li>We promote the district as the place to visit, live, play, learn and work.</li> </ul>	<ul style="list-style-type: none"> <li>Minimise residual waste disposed of to landfill by providing kerbside collection of refuse and recyclable products within urban areas.</li> <li>Promote and provide methods of separating recycling from general waste</li> <li>To ensure the management of the refuse transfer station and recycling centre at Stratford in an environmentally and economically sustainable manner.</li> <li>To ensure the environmental disposal of residual solid waste is in accordance with Ministry for the Environment guidelines.</li> <li>To manage the closure and re-instatement of closed landfill sites to a state suitable for appropriate alternative land use.</li> </ul>
	<ul style="list-style-type: none"> <li>We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them</li> <li>We support a low-emissions future for our community</li> <li>We enable our rangitahi (youth) to be sustainable leaders</li> <li>We have resilient infrastructure that meets the current and future needs of the district.</li> <li>We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work)</li> </ul>	
Resilient	<ul style="list-style-type: none"> <li>We provide opportunities for families and people of all ages to connect with others in the community</li> <li>Our community is engaged and actively participates in democracy</li> <li>We value local knowledge when making decisions</li> <li>We advocate for the services that our community needs to live safe and healthy lives</li> <li>We welcome opportunities to work in partnership with others to help achieve our community outcomes</li> <li>We are committed to fostering meaningful and genuine partnerships with Mana Whenua</li> </ul>	
	<ul style="list-style-type: none"> <li>We are a business friendly district</li> <li>We encourage diverse and sustainable business community</li> <li>We enable economic growth by supporting business investment and development in our district</li> <li>We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)</li> <li>We carefully balance the needs and wants of our district when funding services and infrastructure</li> <li>We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district</li> </ul>	
Connected		
Enabling		

**1.6. OUR CUSTOMERS, PARTNERS AND KEY STAKEHOLDERS**

## Introduction

The Solid Waste activity exists to meet the needs and requirements of our customers, partners and key stakeholders. These groups help us focus our strategic planning on the right things. They have information and knowledge that helps us make more informed decisions. Table 6 shows how our partners, customers and key stakeholders are involved in our planning activity.

**Table 6 - List of Partners, Customers and Stakeholders**

Customers	Involvement
<p>Home Owners and Occupiers; Education facilities and community groups; Tourists and Visitors; etc</p>	<p>These customers use services provided by the Solid Waste activity to manage and minimise their general waste and recycling.</p>
Partners and Stakeholders	Involvement
<p>South Taranaki District Council New Plymouth District Council</p>	<p>Neighbouring District Councils that we collaborate with to align regional education campaigns. Current contract with South Taranaki District Council for consolidation of general waste at Hawera Transfer Station. Regional Collaboration on the Solid Waste Contract.</p>
<p>Taranaki Regional Council</p>	<p>Administers and enforces effective resource management in the Taranaki region. Applications from SDC are processed through TRC.</p>
<p>Ministry for the Environment</p>	<p>Ministry for the Environment Waste Levy Audits</p>
<p>Audit New Zealand</p>	<p>Carries out annual audits of Council on the Auditor-General's behalf to give ratepayers assurance that Council is appropriately reporting on how they spend public money and on the services they have provided.</p>
<p>Other Government agencies ie; Ministry for the Environment; Ministry of Health; Ratepayers Associations;</p>	<p>These groups liaise with Council in relation to solid waste services.</p>
<p>Taranaki Emergency Management Office (TEMO) Civil Defence</p> <ul style="list-style-type: none"> <li>• Risk Reduction Advisory Group (RRAG)</li> <li>• Readiness and Response Advisory Group (RARAG)</li> <li>• Lifelines Advisory Group (LAG)</li> <li>• Volcanic Futures; <a href="https://www.volcanicfutures.co.nz">https://www.volcanicfutures.co.nz</a></li> </ul>	<p>In the event of a Civil Defence emergency they provide advice and work alongside emergency services, lifeline utilities and government departments. Officers at Council sit on all these advisory groups.</p>
<p>Local Iwi, Hapū, mana whenua and Environmental groups</p>	<p>Affected parties to Council's resource consent applications.</p>
<p>Emergency services</p>	<p>Provides information to Council on disposal of waste in an emergency.</p>
<p>Elected Members; Committees; CEO, Management and Staff</p>	<p>Key internal stakeholders responsible for decision making (Elected Members) management and operation of the solid waste activity.</p>

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### **1.6.1. THE CUSTOMER CHARTER**

An organisation-wide *Customer Charter* was developed and introduced in 2015 and reviewed in 2023. The Customer Charter states that Council is dedicated to having commitment and respect for each other, our business and our customers. We will be honest, courteous and efficient and use our knowledge and experience to be effective by doing the right thing at the right time. We support a culture of innovation by examining alternatives, challenging the obvious and having a flexible attitude.

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

### **1.6.2. SIGNIFICANCE AND ENGAGEMENT POLICY**

The Council's Significance and Engagement Policy is used to determine what level of community engagement is needed for each issue or proposal, to gain a clearer understanding of community views and preferences and the ways the community can influence and participate in the decision-making of the Council. The Significance and Engagement Policy is currently under review.

## **2.0**

# **Legislative and Strategic Context**

## Legislative and Strategic Context

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### **2.0: LEGISLATIVE AND STRATEGIC CONTEXT**

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## Legislative and Strategic Context

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### 2.1. OVERVIEW

This section describes the legislative and strategic context of the SWAMP at the national, regional and district levels. The legislative and strategic framework for the SWAMP is presented in Figure 7.

### 2.2. NATIONAL CONTEXT

There are a number of national legislative requirements that drive the Solid Waste level of service (LoS) and influence the operation and management of the Solid Waste Assets. The relevant legislation are listed below; the key drivers are described in detail in the following section.

- The Local Government Act 2002 and Local Government (Rating) Act 2002
- Waste Minimisation Act 2008; (under review)
- The Litter Act 1979 (under review)
- Te rautaki para Waste Strategy 2023;
- The Resource Management Act 1991 (under review)
- National Adaptation Plan and Emissions Reduction Plan
- Health and Safety at Work Act 2015;
- Climate Change Act 2002
- Climate Change Response (Zero Carbon) Amendment Act 2019

#### 2.2.1. THE LOCAL GOVERNMENT ACT 2002

The *'Future of Local Government'* report and the outcomes of the report may impact on this Asset Management Plan. Substantial consideration of the Review's final report will be undertaken as part of the work of the next Administration.

The Local Government Act 2002 defines the purpose of local government to be: *"to meet the current and future needs of communities for good quality local infrastructure, local public services, and the performance of regulatory functions in a way that is most cost-effective for households and businesses."* The LGA outlines the responsibilities of local authorities and the decision-making process for activities undertaken on behalf of their community, primarily through the requirement to adopt a Long Term Plan. The LGA includes the principles that require Council to:

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

The purpose of the LGA Rating Act 2002 is to promote the purpose of local government set out in the Local Government Act 2002 by:

- providing local authorities with flexible powers to set, assess, and collect rates to fund local government activities;
- ensuring that rates are set in accordance with decisions that are made in a transparent and consultative manner;
- providing for processes and information to enable ratepayers to identify and understand their liability for rates.

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

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

## Legislative and Strategic Context

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### 2.2.2. WASTE MINIMISATION ACT 2008 UNDER REVIEW

The *Waste Minimisation Act (WMA) 2008* came into force in two stages. Part 3 of the Act (except section 41) and section 62 came into force on 1 July 2009. The WMA requires that the Council encourages waste minimisation and decrease waste disposal in order to:

- Protect the environment from harm; and
- Provide environmental, social, economic, and cultural benefits

The *Climate Change (Waste) Regulations 2010* came into force on 1 January 2011. Under the regulations, emissions from the gross tonnage and diverted tonnage of each class of waste disposed of at each disposal facility must be calculated and recorded annually. The regulations detail the formula that must be used to calculate annual emissions for each class of waste disposed.

The Waste Minimisation Act 2008 and the Litter Act 1979 are both under review and are likely to be amalgamated into one comprehensive Act that combines the purposes of both. Both have been considered in the composition of the Stratford District Council Solid Waste Activity management Plan (SWAMP), Regional Waste Assessment (WA) and Waste Management and Minimisation Plan (WMMP).

The new legislation will support delivery of many significant initiatives including Te rautaki para-national waste strategy and waste actions of the National Emissions Reduction Plan.

Although the Council provides refuse and recycling transfer rather than disposal, the regulations require the Council to increase its recycling efforts and reduce emission generating waste such as, food and green waste going into wheelie bins and ending up in the regional landfill.

### 2.2.3. TE RAUTAKI PARA WASTE STRATEGY 2023

Te rautaki para Waste Strategy:

The strategy lays out:

- The vision for the 2050 and guiding principles, which set the direction and tone for the changes ahead
- The broad pace and phasing for the changes
- Goals for the strategy's three phases between now and 2050
- Targets for the first phase, to achieve by 2030
- The work priorities to focus on to achieve the 2030 goals and targets

### 2.2.4. THE RESOURCE MANAGEMENT ACT 1991 / THE RESOURCE MANAGEMENT ACT REFORM

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

In February 2021, the Government announced it would repeal the [Resource Management Act 1991](#) (RMA) and enact new legislation in the form of three new acts. The new administration (Late 2023) has announced it will repeal the three Acts introduced by the previous administration and then repeal the RMA sometime over their tenure.

A summary of the three Acts to be repealed is as follows:

- The Natural and Built Environment Act (NBA), as the main replacement for the RMA, to protect and restore the environment while better enabling development. Introduced to Parliament on 15 November 2022. It provides an integrated framework for regulating both environmental management and land use planning and works in tandem with the Spatial Planning Act;
- The Spatial Planning Act (SPA), provides for the development and implementation of long-term strategic spatial planning across New Zealand through the development of regional spatial strategies (RSS). RSS will set out a vision and objectives for a region's development

## Legislative and Strategic Context

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and change over a 30-year plus time span and integrate planning across different legislative frameworks associated with the management of the natural and built environment. Introduced to Parliament on 15 November 2022.; and

- The Climate Adaptation Act (CAA), to address complex issues associated with managed retreat. This bill is expected to be introduced to Parliament in 2023.

As stated on the Ministry for the Environment website<sup>1</sup>: The Natural and Built Environment Act and the Spatial Planning Act will be phased in over the coming years. A small number of changes apply from August 2023. Many parts of the Resource Management Act 1991 (RMA) are still in force for now.

The disposal of solid waste in the regional landfills, and associated effects, fall under the Natural and Built Environment Act (NBA) and The Spatial Planning Act (SPA). These effects, if not avoided, remedied or mitigated, have implications on Closed Landfills, Transfer Stations, Emergency Management and any future waste processing facilities.

The RMA and Resource Management System Reform therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

### 2.2.5. CLIMATE CHANGE RESPONSE ACT 2022

National adaptation plan (national adaptation plan) and Aotearoa New Zealand's first emissions reduction plan. From 30 November 2022 local government must 'have regard to' Aotearoa New Zealand's first emissions reduction plan when they prepare or change a regional policy statement, regional plan or district plan. This is a requirement under the Resource Management Act 1991 (RMA), made by the Resource Management Amendment Act 2020 (RMAA). This requirement was introduced to create a stronger link between the Climate Change Response Act 2022 (CCRA) and decision-making under the RMA. Further to this council is also required to report to the Climate Change Minister our adaptation preparedness. (Section 5ZW of the Climate Change Response Act.)

For the Waste sector, the national emissions reduction plan and Te rau taki para- Aotearoa Waste Strategy supports reducing emissions from waste by:

- reducing the volume of organic, construction and demolition waste produced
- increasing the amount of waste diverted from landfills
- increasing the capture of gas from municipal landfills.

### 2.2.6. HEALTH AND SAFETY AT WORK 2015

The main purpose of the Health and Safety at Work 2015 is to provide a balanced framework to secure the health and safety of workers and workplaces by:

- protecting workers and other persons against harm to their health, safety and welfare by eliminating or minimising risks arising from work or from prescribed high-risk plant; and
- providing for fair and effective workplace representation, consultation, co-operation and resolution of issues in relation to work health and safety; and
- encouraging unions and employer organisations to take a constructive role in promoting improvements in work health and safety practices, and assisting PCBUs and workers to achieve a healthier and safer working environment; and
- promoting the provision of advice, information, education and training in relation to work health and safety; and
- securing compliance with this Act through effective and appropriate compliance and enforcement measures; and
- ensuring appropriate scrutiny and review of actions taken by persons performing functions or exercising powers under this Act; and
- providing a framework for continuous improvement and progressively higher standards of work health and safety.

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<sup>1</sup>Ref: <https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/>



## Legislative and Strategic Context

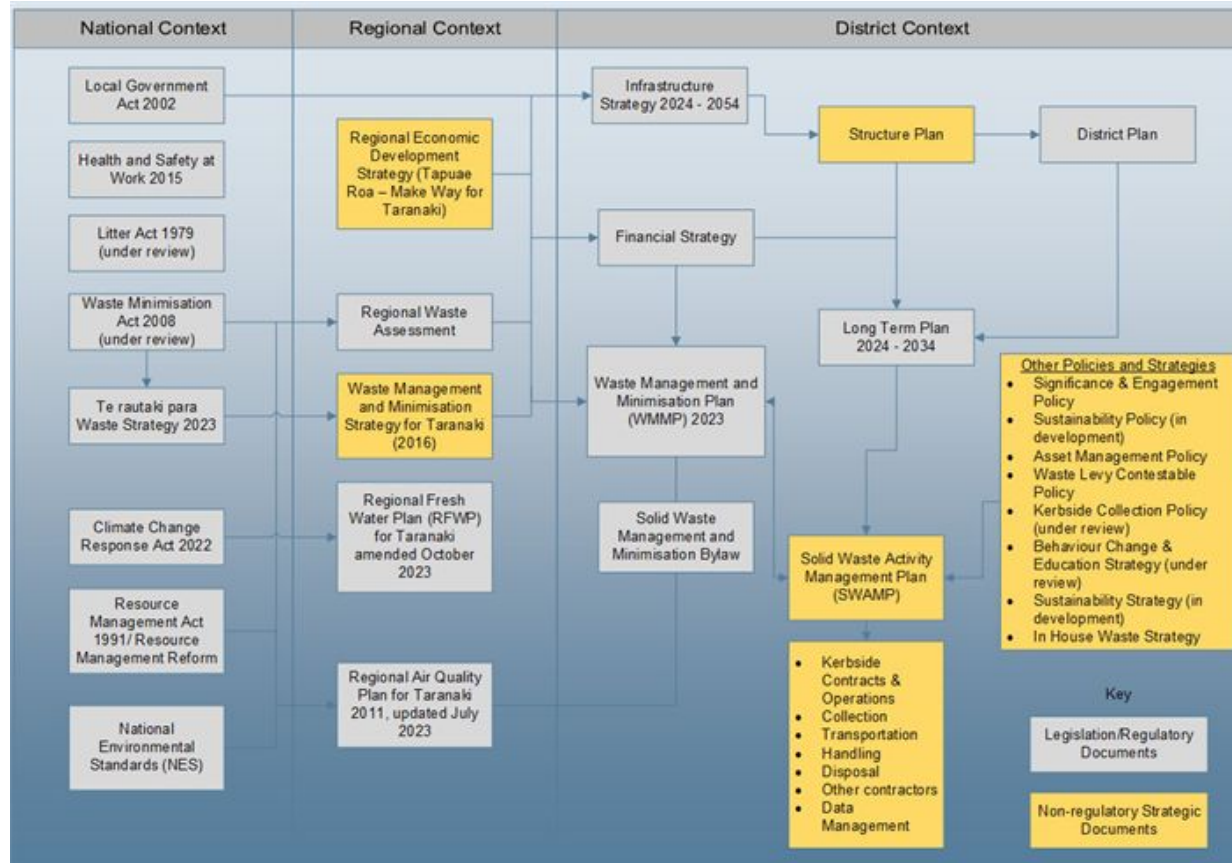


Figure 7 - Strategic and Legislative Framework (SWAMP)

## Legislative and Strategic Context

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### 2.3. REGIONAL CONTEXT

There are two regional strategies that drive the Solid Waste level of service and (LoS) and influence the operation and management of the Solid Waste Assets. The relevant strategies are listed below:

#### 2.3.1. REGIONAL SOLID WASTE EDUCATION STRATEGY

An annual Regional Solid Waste Education Strategy action plan is written by the Regional Waste Minimisation officer (RWMO) after consultation with the solid waste officers from the three territorial authorities. This strategy/action plan is broken down into quarterly actions which provide the data for the quarterly Taranaki Solid Waste Management Committee reports.

#### 2.3.2. REGIONAL ECONOMIC DEVELOPMENT STRATEGY - TAPUAE ROA

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

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

#### ECONOMIC (Venture Taranaki core metrics):

- Revenue – growth
- Investment – attracted into the region to support organisations or progress regional strategy
- Employment – creation or maintenance of employment across the region
- Geographic Equity
- Demographic Equity
- Supporting those in need and providing opportunity

#### CULTURAL:

- Arts, vibrancy, events

#### ENVIRONMENTAL:

- Climate change, Decarbonisation, Protection, Enhancement

Note – Outcomes for Māori are embedded within business plans across all projects and programmes.

### 2.4. DISTRICT CONTEXT

The Solid Waste Activity Management Plan (SWAMP) feeds, and in turn is fed into, a number of district strategies. The SWAMP forms a critical part of the planning framework, as shown in Figure 6. Table 7 provides a description of the District Strategic Drivers for the SWAMP, and how they influence or relate to the SWAMP. The key district drivers are provided in more detail below.

#### 2.4.1. THE LONG-TERM PLAN (LTP) 2024-2034

The Long-Term Plan (LTP) 2024-2034 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2014 that:

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

## Legislative and Strategic Context

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

### **2.4.2. THE ANNUAL PLAN**

The Annual Plan is a regulatory document that follows Section 95 of the Local Government Act 2002 Amendment Act 2014. The Annual Plan is developed in compliance with section 95 of the LGA 2002 and updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure. The Annual Plan shows how that year of the LTP will be funded.

The relationship between the Annual Plan and the SWAMP is similar to that of the LTP, with the exception of it only applying to the year of the LTP being prepared for.

### **2.4.3. THE WASTE MANAGEMENT AND MINIMISATION PLAN 2023 (WMMP)**

This plan addresses all waste and diverted material in the Stratford District, with the exception of some liquid and gas wastes that are more effectively managed through other polices. The WMMP presents a plan of action for 5 years for the management and minimisation of waste in the Stratford District and the Council's vision, objectives and targets and details how the Council will fund and deliver the action plan.

### **2.4.4. SUSTAINABILITY POLICY – (UNDER DEVELOPMENT)**

The Draft Sustainability Policy is expected to be completed by July 2025. The purpose of this Policy is to:

- Provide a framework and a set of principles to guide our actions to support and improve Council sustainability performance thereby reduce emissions - across all Council assets, activities and services.
- Developing this policy, the Council reinforces its commitment to build on its achievements in the efficient management of energy, water and key material resources, the minimisation of waste and emissions, and commits to continue to find new and innovative ways to demonstrate leadership in operations, partnerships, Te Tiriti obligations, capacity building and networking to advance sustainability in the District, by demonstrating leadership the policy is expected to
- Enable and build resilience and integrated council response to extreme weather events.

It is expected that there will be a council corporate Green House Gas (GHG) emissions baseline inventory undertaken soon after the Sustainability Policy approval and subsequently a **Sustainability Strategy** that is proposed to be developed with mana whenua and the Stratford Community.

### **2.4.5. SUSTAINABILITY STRATEGY (YET TO BE DEVELOPED)**

The Sustainability Strategy is yet to be developed, however when developed will identify high level goals, objectives and projects that enable the community and council to reduce the districts greenhouse gas (GHG) emissions and embed sustainability as a consideration across all we do. The strategy is also likely to trigger the need for an emissions reduction plan.

### **2.4.6. KERBSIDE COLLECTION POLICY**

This policy provides a framework that enables a fair and consistent approach to the collection of kerbside bins, which include general waste, recycling bins as well as glass crates and food and green waste when this comes on board. It specifies the roles and responsibilities of Council and residents and encourages correct recycling behaviour in the district towards reducing contamination in our waste stream.

## Legislative and Strategic Context

### 2.4.7. EDUCATION AND BEHAVIOURAL CHANGE ACTIONS (DRAFT)

This action plan sets the guidelines and directions for implementing the Regional Solid Waste education strategy and the Stratford District Council Education and Behaviour Change plan. This action plan will be reviewed as needed.

### 2.4.8. WASTE LEVY CONTESTABLE FUND POLICY

This policy applies to the portion of spending under section 5.3 of the Waste Management and Minimisation Plan that is funded by our waste levy allocation, received under Section 31 of the Waste Minimisation Act 2008. This is currently a 2-year policy 2023-2025. Elected Members will look to review this policy in 2024/2025. *The Waste Levy Contestable Fund supports waste minimisation and resource recovery initiatives and activities in the district.*

### 2.4.9. SOLID WASTE MANAGEMENT AND MINIMISATION BYLAW 2020

This bylaw came into force on 1 June 2020 and its purpose is to regulate the management and minimisation of solid waste in the Stratford District by contributing to:

- a) The promotion of effective and efficient waste management, reduction, and minimisation practices in the Stratford District
- b) The implementation of the Council's Waste Management and Minimisation Plan
- c) The implementation of the purpose of the Waste Minimisation Act
- d) The regulation of refuse collection and disposal, including recycling, ownership of the waste stream, refuse storage and waste management.
- e) The definition of rules governing waste collection and the responsibilities of customers who use the council's solid waste services.
- f) The protection of the health and safety of waste collectors, waste operators and the public.
- g) The regulation of litter and nuisance in public places.

This Solid Waste Management and Minimisation Bylaw will be reviewed by July 2025 to incorporate the Waste Management and Minimisation Plan (WMMP). The Kerbside Waste Collection Policy will also be reviewed to align with the WMMP 2023 and the new Regional Solid Waste Contract, which comes into effect 1 October 2024.

**Table 7 - District Strategic Drivers**

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Infrastructure Strategy	Presents an overview of how the Council will manage its core infrastructure assets over the 30 year planning horizon.	Three yearly	Support asset management planning and good practice.
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.
District Plan	Developed in compliance with the requirements of the Resource Management Act 1991(RMA).	Ten yearly	Specifies land use policies aiming to mitigate and control the detrimental environmental effects of new developments.
Regional Economic	Sets the direction for economic development and identifies priorities and measurable goals.	Three yearly	Support asset management planning and good practice.

## Legislative and Strategic Context

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Development Strategy			
Structure Plan	Provide a long-term planning framework for the future development and redevelopment of the Stratford District. The plan will set out in broad terms, the layout of land uses, key infrastructure, and transport links.	Unknown at this stage	Support asset management planning.
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Provides annual KPI targets that are reported in the Annual Report.
Assessment of Solid Waste and Sanitary Services	Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.	Ten yearly	Identified issues and required actions feed into the relevant AMP
WMMP 2023	Outlines councils' approach to Solid Waste management and minimisation in the District. Provides targets to achieve and actions to achieve targets.	Every six years	A key document to read alongside this plan
Solid Waste Management and Minimisation Bylaw 2020	To regulate the management and minimisation of solid waste in the Stratford District.	Every 10 years	A regulation tool to assist inform kerbside collection and other council policy.
Kerbside Policy 2019	This Policy applies to all kerbside bin collection within the Council's waste collection service area. This policy is to be read in conjunction with the Council's Solid Waste Management and Minimisation Bylaw and subsequent amendments.	Every 3 years	Enables officers and residents to know the rules pertaining to kerbside collection.
Sustainability Policy	A tool that guides and directs council officers on how to apply a Sustainability lens to all council functions, activities, and planning documentation.	Every 3 years	A document to guide council officers on sustainability initiatives- when and how to apply
Sustainability Strategy	The proposed Strategy will set goals and outcomes for the Stratford District. It will include an implementation plan, timeframe and measurement tools for reporting back to the community.	Every 10 years	Documenting community sustainability goals and outcomes for the district and likely to include waste minimisation, climate resilience, emissions reduction and environmental restoration, or similar, as goals.
Other Council Policies, By-laws.	The tools that guide and direct Council activities. (See <a href="#">Appendix 2</a> )	As applicable	Support asset management planning and good practice.

## **3.0**

# **Asset Information**

## Asset Information

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### 3.1. OUR SOLID WASTE SERVICE AND INFRASTRUCTURE

The Stratford District Council operates a general waste collection. Every week a red lid bin general refuse pick up. Then every alternate week mixed recycling, with glass bottles and jars in the blue crate the following week.

For the recycling collection, the town is separated into two areas, A and B, as in Figure 8. The Council also owns a refuse transfer station situated at Cordelia Street in Stratford.

The Council Solid Waste Infrastructure includes the transfer station and receptacles for kerbside collection, closed landfills. The transfer station and closed landfills are managed under the Property Portfolio.

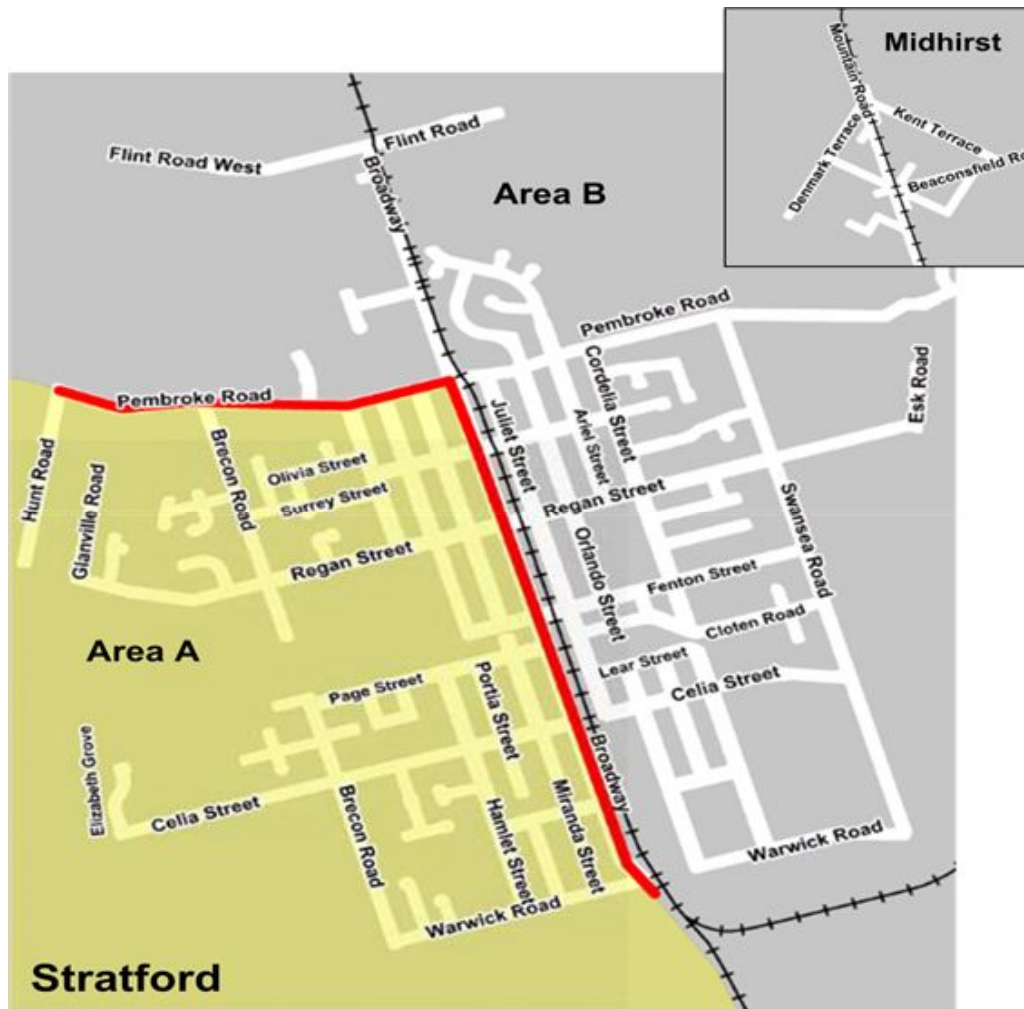


Figure 8 - Map of Stratford District Solid Waste Infrastructure and Services

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



## Asset Information

### 3.2. ASSET VALUATION

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

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

The Solid Waste infrastructure has been re-valued by Telfer Young (Taranaki) Limited, Independent Valuers as at 1 January 2020. The Council does not depreciate the collection receptacles (Wheelie bins and crates). These are replaced as and when required using the operations budget. Note that:

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

Asset information and asset registers used for the re-valuation undertaken by Telfer Young (Taranaki) included:

- Land
- Buildings

Financial Reporting Standards (PBE IPSAS 17) apply to all SDC solid waste infrastructure assets considered in the Telfer Young (Taranaki) Limited valuation for the general purpose of financial reports.

### 3.3. USEFUL LIFE

For the purpose of this report, the useful life (or Base Life) refers to the period over which an asset or component is expected to be available for use by an entity.

The asset **Useful lives** are expressed as years. The asset **Age** is based on construction dates. The *Remaining useful life* is based on age and useful life of the assets.

### 3.4. ASSET INFORMATION SYSTEM

The Stratford District Council uses spreadsheets held by the Asset Manager to support management of the Solid Waste Activity.

Data on infrastructure assets (only the Transfer Station) is collected during inspections and monitoring using both paper based and electronic methods. All data collected in relation to the Solid Waste activity infrastructure is stored in TRIM.

## Asset Information

### 3.5. THE SOLID WASTE ACTIVITY

The solid waste activity assets comprise:

- Wheelie Bins and crates;
- Transfer Station
- Landfills
- Emergency Temporary Disposal Sites

Asset details are provided below.

#### 3.5.1. WHEELIE BINS

The Council provides domestic refuse and recycling services to all designated urban collection areas in the Stratford District. The bins provided by the Council are:

- 120 litre red lid general waste bin
- 240 litre yellow or green lid recycling bin
- 60 litre blue, glass bottles and jars crate

All bins are collected on Mondays;

- General rubbish weekly;
- Recycling and glass fortnightly – one week glass, one week recycling.

When the wheelie bins have exceeded their useful life expectations the Council's annual replacement programme ensures to maintain the bins at an excellent level.

#### 3.5.2. TRANSFER STATION

The Transfer Station activity is managed by contractors; however, council encourages our rural community to utilise the free recycling activity to divert their waste from rural landfills, burying or burning. The bury or burn approach has been the predominant rural method of waste disposal to date. The Transfer Station accepts green waste, whiteware and electronic waste- which isn't an available service in the kerbside collection yet. (Figure 9)

Land and property used for the Transfer Station activity is managed as part of the property portfolio, and is addressed in the Property Asset management Plan (PAMP)



Figure 9 - Transfer Station

#### 3.5.3. LANDFILLS

The Council manages 3 closed landfills in the district:

- The Stratford Closed Landfill;
- The Huiroa Closed Landfill; and
- The Pukengahu Closed Landfill.

## Asset Information

The Stratford Closed Landfill, located on Victoria Road in Stratford, was closed to the public and commercial disposers in 2002. Contaminants from this closed landfill are treated in the adjacent wastewater oxidation ponds. In March 2004 Council cleared a site on top of the landfill and created a 'bunded' area for the purpose of oxidation pond sludge de-watering. This de-watering process continued through to early 2006 and the sludge was then covered and capped, and the site reinstated. There has been no discharge of refuse to the landfill since 2006. (Figure 10)



**Figure 10 - Location of the Stratford Closed Landfill**

The Huiroa Closed Landfill is sited within an elbow of the Douglas Road. The dump was an uncontrolled roadside landfill used by local residents to dispose of domestic waste. The site was closed in 1991 and reinstated by Council. (Figure 11)



**Figure 11 - Location of Huiroa Closed Landfill**

## Asset Information

The **Pukengahu Closed Landfill** site is situated in a small gully off Wingrove Road. At the base of the gully is a small wetland area which is fed by a spring which is culverted beneath the road and into a small unnamed stream. The dump site was unmanaged but was mostly used for the discharge of domestic waste by local residents. It was closed in 1991 and the site was reinstated by the Council.



**Figure 12 - Location of the Pukengahu Closed Landfill**

### 3.5.4. EMERGENCY TEMPORARY DISPOSAL SITE

In the event of an emergency and the solid waste is not able to be removed from the district, Stratford has sites available for the temporary disposal of general waste. These sites are able to be set up within 2 days. All rubbish will need to be removed once transportation is available and the site returned to its original state.

### 3.6. ASSET MATURITY INDEX ASSESSMENT

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

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

The Asset Management Maturity Index assessment in Table 8 below provides a snapshot of where the Council is at in its asset management practices and in particular, emphasizes that seeking advanced practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.



## Asset Information

**Table 8 - Asset Maturity Index Assessment**

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
1	Strategic Direction	Intermediate	<ul style="list-style-type: none"> <li>AM System scope is defined and documented.</li> </ul>	<ul style="list-style-type: none"> <li>The Council has adopted an <b>Asset Management Policy</b> to provide the overall direction for asset management in the district.</li> <li>Scope is also refined as a consequence of our Early Conversation discussions with Elected Members, which inform the LTP, and also during our regular workshops to define Strategic Direction for the Council.</li> </ul>
2	Defining Level of service	Intermediate to Advanced	<ul style="list-style-type: none"> <li>Level of service and cost relationship understood.</li> <li>Customers are consulted on significant service levels and options.</li> <li>Customer communications plan in place.</li> <li>Levels of service are integral to decision making and business planning.</li> </ul>	<ul style="list-style-type: none"> <li>As part of the LTP process if there are significant changes to the LOS provided or stated in the AMP, these will be captured as part of the LTP planning.</li> <li>Existing levels of service are generally maintained, however, can be re-defined as a result of either legislative requirements; customer feedback or in response to new technology. Re-definition is done as an outcome of our discussions with Elected Members, either prior to the LTP year or as and when required during the year.</li> <li>The LOS are defined in the AMPs for each work activity.</li> <li>There have been no changes to the LOS in the previous 3 years.</li> </ul>
3	Forecasting future demands	Core to Intermediate	<ul style="list-style-type: none"> <li>Risk associated with demand change broadly understood and documented.</li> <li>Demand management considered as an alternative to major project development.</li> </ul>	<ul style="list-style-type: none"> <li>We have a broad understanding of the issues for each work activity and these are documented in the AMP as "Problem Statements".</li> <li>Forecasting is based on population and economic growth statistics in addition to regulatory changes at the central government level.</li> <li>Demand Management has been used in the solid waste activities, enforced by the Solid Waste Management and Minimisation Bylaw and the SDC Waste Management and Minimisation Plan. Our resource consents also support our demand management initiatives. Demand Management initiatives employed include:                             <ul style="list-style-type: none"> <li>Kerbside collection for general waste, recycling and glass.</li> <li>Regular monitoring of the closed landfills.</li> <li>Education programmes on correct recycling and reducing waste to landfill.</li> <li>Event Waste Minimisation Plans.</li> </ul> </li> </ul>
4	Collecting Asset Information	Intermediate	<ul style="list-style-type: none"> <li>A reliable register of physical, financial and risk attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place.</li> </ul>	<ul style="list-style-type: none"> <li>The Stratford District Council uses spreadsheets held by the Asset Manager to support management of the Solid Waste Activity.</li> <li>Data on infrastructure assets (only the Transfer Station) is collected during inspections and monitored using both paper based and electronic methods. All data collected in relation to the Solid activity infrastructure is stored in TRIM.</li> <li>The closed landfills are monitored 6 monthly with onsite inspections as required by the resource consents.</li> </ul>
5	Monitoring Asset Performance and Condition	Core	<ul style="list-style-type: none"> <li>Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term.</li> </ul>	<ul style="list-style-type: none"> <li>The condition - physical integrity - of an asset is deduced based on the age, material type and analysis of collected statistical data.</li> <li>The performance, being a measure of whether the asset is delivering level of service requirements - is monitored during routine inspections and asset upgrade.</li> </ul>

## Asset Information

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### **3.7. ASSESSMENT OF ASSET CONDITION**

Asset condition is a measure of an asset's physical integrity. Knowing the condition of an asset enables more accurate prediction of asset development, maintenance, and renewal/replacement requirements. The Stratford District Council identifies the condition of solid waste infrastructure assets by age and through visual targeted inspections, analysis of collected data, and through maintenance monitoring.

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

Targeted inspections of solid waste infrastructure assets are carried out by Council staff, the Operations Contractor, or a specialist consultant to identify the condition of specific asset components at intervals specified by the Asset Manager or upon request.

To identify the general condition of its assets Stratford District Council undertakes targeted inspections on the closed landfills – 6 monthly by staff or contractors, annual environmental monitoring by TRC.

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

### **3.8. DATA ACCURACY AND CONFIDENCE**

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

Given the limited asset portfolio of the Solid Waste Activity, a simple system is sufficient to ensure that the state of the activity is in an acceptable condition, to deliver the required level of service. Therefore, the Council does not require any sophisticated grading system, as developed for other asset groups, to ensure data accuracy and confidence.

## **4.0**

# **Future Growth and Demand**

## Future Growth and Demand

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### **4.0: FUTURE GROWTH AND DEMAND**

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## Future Growth and Demand

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### 4.1. OVERVIEW

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

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

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

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

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

### 4.2. DEMAND FORECASTING

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

As part of the planning process Council considers:

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

Key Information gathered during the forecasting process includes:

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

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

### 4.3. DEMAND DRIVERS AND IMPACTS

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

- Population;
- Economic Development;
- Tourism;
- Regulatory Changes;
- Land Use Changes (via the Structure Plan);
- Changing customer needs and expectations

## Future Growth and Demand

### 4.3.1. POPULATION GROWTH

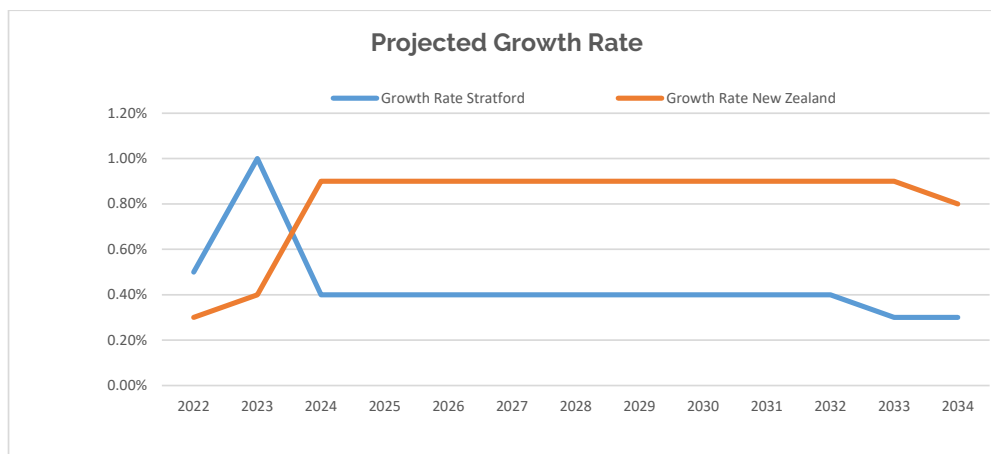
The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,679 by 2034, at an average of 0.4% per year. This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

The growth in the Māori population of the district has been consistently higher than the growth of all other ethnicities for each of the last ten years. Stratford district's Māori population was 1,550 in 2022, up 2.6% from the previous year.

Table 9 and Figure 13 shows total population projections over ten years, against the growth projections of the total New Zealand population.

**Table 9 - Actions Identified for Improving Management of the Asset**

Year	Stratford District		New Zealand	
	Value	Growth	Value	Growth
2022	10,150	0.5%	5,123,100	0.3%
2023	10,256	1.0%	5,141,837	0.4%
2024	10,295	0.4%	5,185,924	0.9%
2025	10,334	0.4%	5,230,348	0.9%
2026	10,373	0.4%	5,275,448	0.9%
2027	10,414	0.4%	5,321,561	0.9%
2028	10,455	0.4%	5,369,026	0.9%
2029	10,497	0.4%	5,418,006	0.9%
2030	10,539	0.4%	5,467,976	0.9%
2031	10,579	0.4%	5,518,235	0.9%
2032	10,617	0.4%	5,568,085	0.9%
2033	10,650	0.3%	5,616,826	0.9%
2034	10,679	0.3%	5,663,921	0.8%



**Figure 13 – Projected Growth Rate**

## Future Growth and Demand

### 4.3.2. DEMOGRAPHIC CHANGES

The below graph shows the current population by age group. The Stratford district is generally trending higher than the New Zealand average in the 60+ year age brackets, and much lower in the 20-29 year age bracket. However, the district is much higher than the national average in the 0-9 year age bracket showing positive signs of households choosing to raise their families in this district, and supporting the claim that the increase in population is largely driven by natural increase.

The gap in the 20-50 year old age brackets is not new, and is likely to be a result of the lack of tertiary level training opportunities and graduate employment opportunities in the district. With the change in working and studying environments due to enhanced technology and online access, and the increased acceptance that employees can work from anywhere in the country, and even the world, it is likely that we will see changes in the age demographics in the future. Due to the uncertainty of the impact, it has not been factored into the projections.

Figure 38. Population by broad age group, 2022  
% of total, as at 30 June



Figure 39. Population by 10-year age group, 2022  
% of total, as at 30 June



### Figure 14 - Stratford District's Population Age Structure

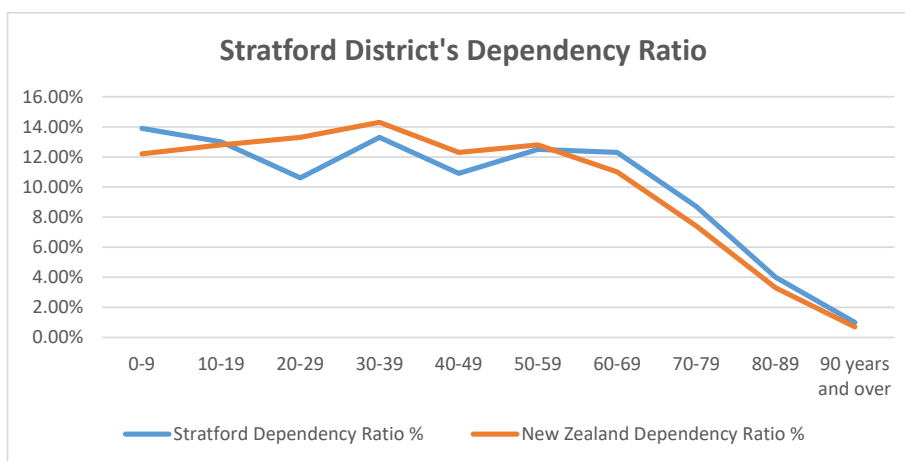
The Dependency Ratio calculates the average number of economically dependent population (0-14 year olds, and 65+) per 100 economically productive population at a specific point in time. A high ratio may indicate that the economically active population and the overall economy face a greater burden to contribute towards the rates requirement for the district.

Table 10 and Figure 15 below shows the Stratford District's Dependency Ratio is 67%, compared to the national average of 54%. This is something Council must be mindful of when determining funding sources (increased reliance required for user pays and exacerbator pays funding sources), and areas (prioritisation) and levels of expenditure (affordability).

## Future Growth and Demand

**Table 10 - Stratford District's Dependency Ratio**

Age (years)	Decade	Stratford District		New Zealand	
		Level	% of total	Level	% of total
0-9		1,410	13.9%	625,490	12.2%
10-19		1,320	13.0%	655,720	12.8%
20-29		1,080	10.6%	679,450	13.3%
30-39		1,350	13.3%	733,760	14.3%
40-49		1,110	10.9%	631,220	12.3%
50-59		1,270	12.5%	654,040	12.8%
60-69		1,250	12.3%	561,800	11.0%
70-79		880	8.7%	380,170	7.4%
80-89		410	4.0%	167,640	3.3%
90 years and over		100	1.0%	34,790	0.7%
Dependency ratio		67.2%		54.4%	
<b>Total</b>		<b>10,150</b>	<b>100.0%</b>	<b>5,124,100</b>	<b>100.0%</b>



**Figure 15 – Dependency Ratio Stratford District and New Zealand**

### 4.3.3. ECONOMIC DEVELOPMENT

The four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE) have developed a new regional Economic Development Strategy and Action Plan for Taranaki. The Taranaki Regional Economic Development Strategy became official in August 2017 and is known as "Tapuae Roa" - Make Way for Taranaki" updates to Tapuae Roa were made in 2023 Mission: Te Puna Umanga, he wai ora, he wai herenga. Together, we inspire and nurture growth, connect communities, empower individuals, and ignite innovation to sustain and stabilise through lasting development, investment, and opportunity for our region.

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

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

## Future Growth and Demand

Anticipated impacts of the Regional Economic Development Strategy and any resulting growth on the Solid Waste activity and infrastructure are expected to include:

- Increased demand for solid waste services
- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.
- Increased pressure to reduce emissions. (Reduce waste to landfill)

### 4.3.4. ECONOMIC HISTORY AND FORECAST

Economic growth in the Stratford district is generally lower than the national average – averaging 1.7% per year over the 10 years to 2022, compared with an average of 3% in New Zealand. The estimated GDP for the district in 2022 of \$575m, makes up less than 1% of New Zealand's GDP.

There is some concern that the district is less diverse than average, with the largest industry being agriculture and forestry at 27%, the second largest industry being utilities (electricity, gas, water and waste) at 13%. The more concentrated a district's economic activity is within two or three industries, the more vulnerable it is to adverse effects such as those arising from climate conditions, or commodity price fluctuations.

Council intends to make significant investment in Economic Development over the life of the LTP to encourage diversification and provide opportunities to promote the Stratford District as a great place to do business. Under the 'Enabling' Community Outcome, Council has committed to the following strategic goals:

- *We are a business friendly district*
- *We encourage a diverse and sustainable business community*
- *We enable economic growth by supporting business investment and development in our district*
- *We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)*
- *We carefully balance the needs and wants of our district when funding services and infrastructure*
- *We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district*

### 4.3.5. CLIMATE CHANGE

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

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

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events
- Decreased frost risk
- Increased frequency of high temperatures (heat waves and potential droughts)
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

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

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

## Future Growth and Demand

The Government's principal policy response to climate change is the New Zealand Emissions Trading Scheme (ETS). In various sectors (such as energy), the Government is also undertaking a range of other policies and measures that are contributing to reducing greenhouse gas emissions while achieving other policy goals. For example: Climate Change Adaptation Bill, Review of the Waste Minimisation Act, The Carbon Neutral Government Programme (CNGP), among other central directives that currently impact on central government however, expectations are that Local Government will eventually have to work towards the same compliance.

Council responds to and plans for impacts of climate change as part of asset management practices by monitoring NIWA data in order to plan for and make adjustments to infrastructure where and when needed. The Sustainability Policy and subsequent Sustainability Strategy will address council adaptation planning and carbon emissions reduction plans. Where adjustments are needed they are undertaken through New Works and/or Renewal/Replacement.

### 4.3.6. TOURISM

The Visitor Sector Action Plan is one of six action plans developed as part of the Tapuae Roa "Make Way for Taranaki" Regional Development Strategy.

The action plan describes the current regional sector dynamic, growth objectives, challenges, opportunities and the actions required to achieve sector growth. It is anticipated that the Visitor Sector Action Plan will enable and support growth in the Stratford District Visitor Sector.

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

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

### 4.3.7. THE (DRAFT) STRUCTURE PLAN FOR STRATFORD

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

The Plan will identify key growth areas in Stratford, in addition to areas that lend themselves to in-filling. Rooding, Solid Waste Services, Water and Wastewater infrastructure will be planned to service these areas accordingly. Given its proximity and centrality to key employment generators and tourist areas in the New Plymouth and South Taranaki District, the creation of new and affordable residential lots is expected to support the growth forecast for the town. To facilitate this strategy, the Stratford District Council has led the creation of a quality and affordable subdivision to jumpstart the growth process and facilitate the development of quality affordable homes to the community. The uptake of the newly created lots was quick and has attracted homeowners from all parts of the Taranaki region as well as nationally.

### 4.3.8. REGULATORY CHANGES

The SDC regularly reviews regulatory changes that may or will affect the SDC solid waste service. This primarily includes updates to resource consents and there are no immediate concerns of regulatory changes at the time of writing this AMP.

### 4.3.9. CUSTOMER NEEDS AND EXPECTATIONS

Council has indicated a desire to promote growth in Stratford by developing new residential subdivisions with sections serviced by municipal solid waste services, water supply and wastewater schemes. Inherently, this will have an effect on the Stratford solid waste services whereby the demand for disposal and recycling of waste in these areas will increase. The increase to the services is easily managed within the existing solid waste contract with a small increase in

## Future Growth and Demand

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the number of kerbside collections required. There will be minimal impact on the transfer station service.

### 4.4. IMPROVEMENT PLAN

**Table 11 - Future Growth Improvement Plan**

Sub Section	Task	Due Date
4.3.1	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing solid waste services.	On-going
4.3.2	Undertake an internal greenhouse gas (GHG) Inventory. For baseline assessment of emissions and informing emissions reduction plan.	Before 2025
4.3.3	Develop a Sustainability Policy and subsequent Sustainability Strategy	Before 2027
4.3.4	Assessment of Transfer Station ability to grow to allow for more items to be recycled/upcycled, repaired, repurposed	2026

## **5.0**

# **Strategic Assessment**



## Strategic Assessment

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### **5.0: STRATEGIC ASSESSMENT**

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## Strategic Assessment

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### 5.1. OVERVIEW

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

### 5.2. BUSINESS CASE

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

### 5.3. PROBLEM STATEMENTS

Between November 2023 and January 2024, Council staff prepared business cases to support the projects presented for consideration in the Long Term Plan (LTP) process. The purpose was to seek elected members direction regarding some capital projects being proposed in the 2024-2034 LTP.

The business cases included an assessment of each project identified in addition to the project's:

- Strategic alignment;
- Alternative options;
- Funding sources;
- Efficiency improvements (where applicable);
- Community outcomes alignment;
- Costings verification; and
- Risk identification.

After a series of meetings, Elected Members considered the information and provided the necessary direction - in some cases modifying or removing the proposed projects from the programme.

As the WMMP feeds into the Solid Waste activity, a number of problems statements and actions therein apply.

Overall, the main Problem Statements are:

- Reducing the volume of kerbside collection waste per household going to landfill;
- Increasing the amount of kerbside collection waste diverted to recycling in the district; and
- Reducing the contamination of kerbside recycling delivered to the MRF.
- Adherence to the National Standardisation of kerbside recycling collection (February 2024)
- Addressing rural waste recycling and waste diversion to landfill (Accessible Services)
- Addressing the actions from the WMMP; collaborating with the community, demonstrating leadership and innovation, improving the accessibility of services and improving waste behaviour through education, thereby enabling the community.
- Improving Waste diversion from landfill via the introduction of a food and organic waste collection. This project was to essentially introduce a weekly kerbside food waste collection and greenwaste 'Opt In' collection service for all current kerbside collection service users.

While the last initiative was one of the key Consultation questions during community consultation and Level of Service (LoS) changes proposed in the WMMP 2023, the outcome of the consultation, after elected member debate and consideration of options, was to maintain the status quo, until the food waste collection is mandated by central government – 2027.

## Strategic Assessment

### 5.4. OUR BENEFIT STATEMENTS

A summary of our Problems and key Benefit Statements are described in Table 12 below.

**Table 12 - Problems, Projects and Benefit Statements**

Problem Statements -update these to reflect the 4 problems above	Identified Projects – Actions from the W MMP	Benefit Statements
<p><b>Problem Statement 1</b></p> <ul style="list-style-type: none"> <li>The need to improve waste diversion from landfill via the introduction of an organic waste collection</li> </ul>	<ul style="list-style-type: none"> <li>Expand Resource Educator role for community education on the efficient management and minimisation of waste.</li> <li>Continued participation by Council in a Regional Organic Waste facility.</li> <li>Provide mobile event waste bins and trailer for events in the District (as per SDC SWMM Bylaw)</li> <li>Permanent recycling stations in strategic public places</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>Reduction of waste to the landfill by improved education for the district's communities.</li> <li>Reduction of transportation to Bonny Glen from South Taranaki, less emissions.</li> <li>Circular organic waste system for the region.</li> </ul>
<p><b>Problem Statement 2</b></p> <ul style="list-style-type: none"> <li>The need to reduce the volume of kerbside collection waste per household going to landfill.</li> </ul>	<ul style="list-style-type: none"> <li>Expand Resource Educator role for community education on the efficient management and minimisation of waste</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>Reduction of waste to the landfill by improved education for the district's communities.</li> <li>Reduction of transportation to Bonny Glen from South Taranaki, less emissions.</li> </ul>
<p><b>Problem Statement 3</b></p> <ul style="list-style-type: none"> <li>The need to increase the amount of kerbside collection waste diverted to recycling in the district</li> </ul>	<ul style="list-style-type: none"> <li>More education and communication to the residents regarding what can be recycled</li> <li>Provide another kerbside collection service to enable another option for people to divert waste from the landfill</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>Reduction of waste to the landfill by improved education for the district's communities.</li> <li>Reduction of emissions via less transportation to Bonny Glen from South Taranaki.</li> </ul>
<p><b>Problem Statement 4</b></p> <ul style="list-style-type: none"> <li>The need to reduce the contamination of kerbside recycling delivered to the MRF</li> </ul>	<ul style="list-style-type: none"> <li>Expand education and communication to the residents regarding correct recycling</li> <li>Recycling bin audits and if three strikes of contamination, the service is suspended for 3 months</li> <li>When new contract is in place retrofit bins with RFID tags for better data collection</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>More efficient handling of the recycling at the MRF and better end product for selling.</li> <li>Better informed and educated community</li> <li>More effective data collection for National, regional and local consistency.</li> </ul>
<p><b>Problem Statement 5</b></p> <ul style="list-style-type: none"> <li>The need to provide solid waste services to the rural community</li> </ul>	<ul style="list-style-type: none"> <li>Supply mobile recycling transfer stations to rural communities.</li> <li>Enable and support rural product stewardship schemes</li> <li>Work with rural communities to manage the recycling, with council officers support</li> </ul>	<p>The benefits include:</p> <ul style="list-style-type: none"> <li>Empowering the rural community to recycle and reduce waste to landfill</li> </ul>

## **6.0**

# **Levels of Service Performance**

## Levels of Service Performance

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### 6.0 LEVELS OF SERVICE PERFORMANCE

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## Levels of Service Performance

### 6.1. OVERVIEW

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

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

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

The Levels of Service section details legislative and regulatory requirements affecting the operation, management and Levels of Service for the solid waste activity. This section:

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

### 6.2. LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

LoS review is an on-going process which can be triggered by a variety of drivers. The development and review of the LoS will be undertaken following the process diagram in Figure 16 (Source: IIMM (2021)).

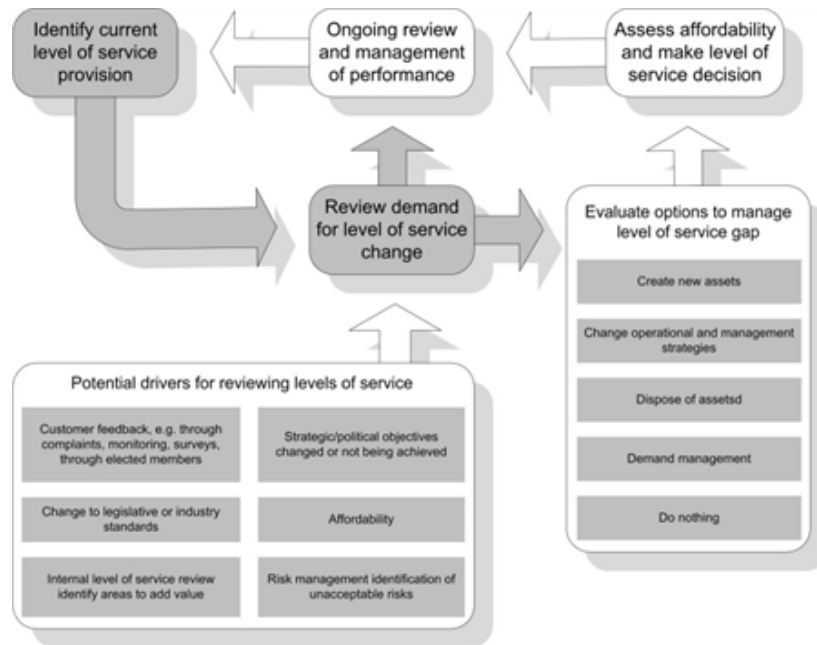


Figure 16 - Level of Service Review Process

## Levels of Service Performance

### 6.3. PERFORMANCE MONITORING AND REPORTING

The Stratford District Council has committed to provide a solid waste service that meets LoS expectations and regulatory requirements. To ensure these expectations and requirements are met, the Stratford District Council undertakes performance monitoring of solid waste activities and infrastructure through the use of performance measures and key performance indicators (KPIs).

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

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

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

### 6.4. CURRENT PERFORMANCE

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

Performance monitoring is undertaken through the use of performance measures and key performance indicators (KPIs). Our current performance is monitored through the internal performance measures presented in Table 13 below. These performance measures were determined by Council to inform the community about how well the Council is delivering on Levels of Service and the performance of the activity assets.

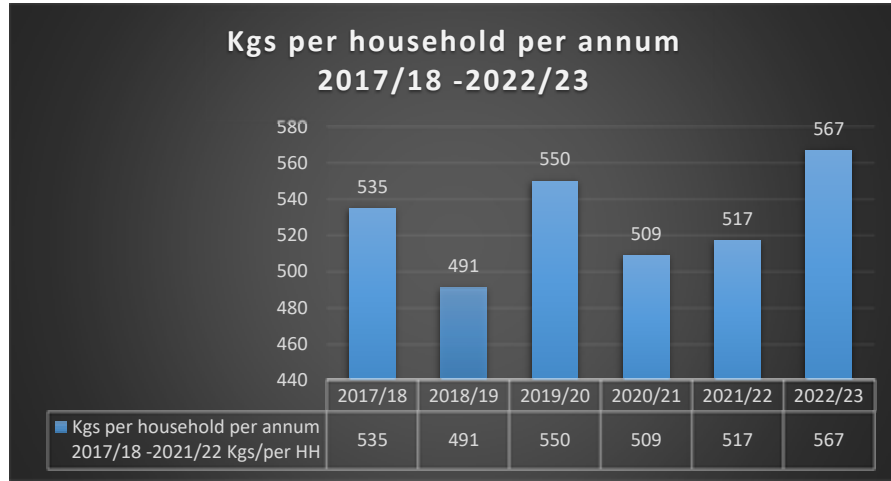
**Table 13 - Internal Performance Measures**

Level of Service Category		Performance Measure
1.	Quantity	Waste to landfill per household (municipal kerbside collection only). Target - <600kg
2.		Percentage (by weight) of council-controlled waste stream that is recycled (municipal kerbside collection only). Target - >20%
3.	Customer Satisfaction	Percentage of customers satisfied with the service provided. Target - >80%

#### 6.4.1. WASTE TO LANDFILL

The performance measure target for the amount of waste to landfill per household (municipal kerbside collection only) for 2022/2023 (as stated in the 2024-2034 Long Term Plan) is <600kg.

## Levels of Service Performance

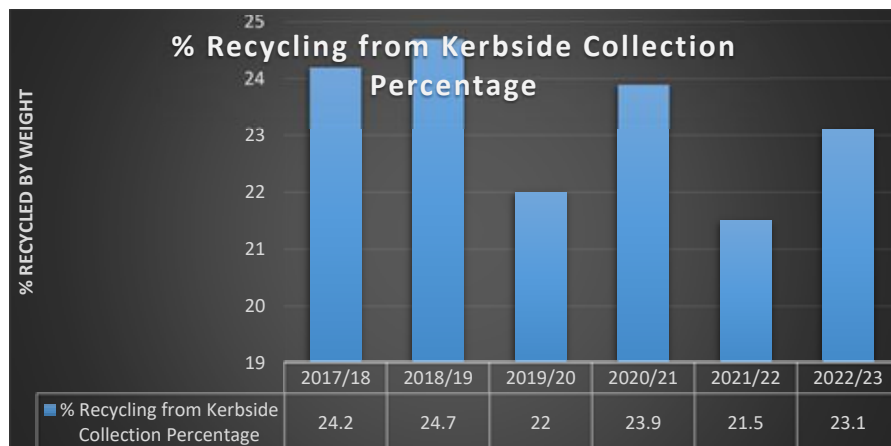


**Figure 17 – Average Kg of Waste to Landfill - Annual Report**

In 2019/20 there was an average of 550kg of waste per household collected by kerbside collection and transferred to landfill. Overall, the waste generated is increasing, alongside population growth. The 2019/20 result is significantly greater than the previous year due to the Materials Recovery Facility not operating through Covid-19 Alert Levels 4 and 3. Albeit the result still meets the target (Figure 17).

### 6.4.2. RECYCLING

The performance measure target for the percentage (by weight) of the council-controlled waste stream that is recycled (municipal kerbside collection only) for 2022/2023 (as stated in the 2024-2034 Long Term Plan) is now >20 %. This level was reduced due to the change in plastics in August 2020 meaning there was a reduction in what plastics can be recycled. Prior to August 2020 plastics with the number 1 through to 7 could be sent for recycling. There is currently no market for plastics 3, 4, 6 & 7 so as at August 2020 these plastics must be landfilled translating to a reduction in what can be sent to the Materials Recovery Facility and increasing what is sent to landfill. Further to this central government has mandated a nationwide recycling standardisation to ensure no matter where you are in the motu there is a standard approach to what can and can't be recycled, this comes into effect February 2024 (Figure 18).



**Figure 18 - Recycling**



## Levels of Service Performance

In 2022/2023 the percentage (by weight) of council-controlled waste stream that is recycled (municipal kerbside collection only) was 23%. This was an increase due to increase in education programmes and the audit system.

Since 2017/2018, every year the total amount of recyclables collected at the kerbside met the target >20% by weight. Many ratepayers still use the free recycling drop-off for larger items (particularly cardboard) at the transfer station.

### 6.4.3. CUSTOMER SATISFACTION

The performance target for the percentage of customers satisfied with the service provided for 2022/2023 (as stated in the 2024-2034 Long Term Plan) is >80%.

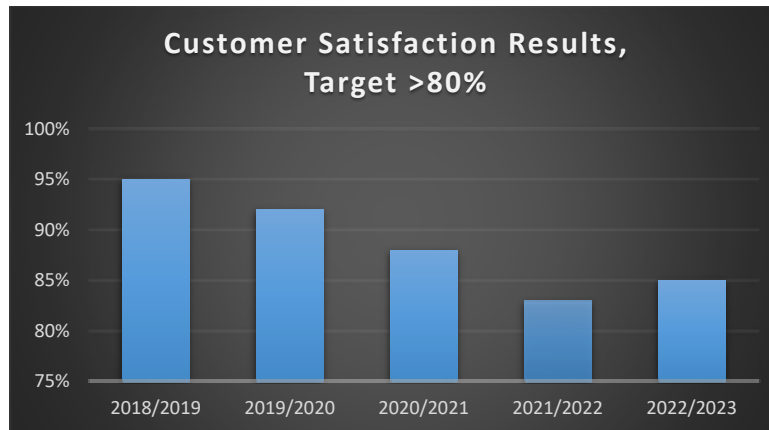


Figure 19 - Customer Satisfaction - Annual Report

In 2022/2023 the percentage of customers satisfied with the service provided was 85%. The solid waste activity has consistently achieved Level of Service requirements for customer satisfaction. (Figure 19)

### 6.5. DESIRED PERFORMANCE

A summary of the Council's targets/desired performance levels are presented in Table 16. This desire stems from the Council's resolve to improve on its agreed level of service delivery and strengthen the community's confidence in the Council's ability to deliver excellent services to the community.

#### 6.5.1. PERFORMANCE MEASURES AND KPIS

The rating of our performance against the key performance indicators (KPI's) or targets is as per Table 16 below.

Table 14 - Performance Rating Index

Rating	Description
<b>Achieved</b>	Required actions have been completed and the intended level of service has been achieved; or Where a long-term level of service is targeted, the results for the year are in keeping with the required trend to achieve the intended level of service.
<b>Not Achieved</b>	None of the required actions have been undertaken, or The result for the year is less than half of the intended level of service, or Where a long-term level of service is targeted, the results for the year are contrary to the required trend to achieve the intended level of service.

## Levels of Service Performance

<b>Not Applicable</b>	No action was required during the year.
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### 6.6 ACTIVITY MANAGEMENT IMPROVEMENT PLAN

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

**Table 15 - Levels of Service Improvement Plan**

Sub Section	Task	Due Date
6.4	Create and provide effective initiatives and an education plan around reducing waste to landfill by getting the community to "think before they buy" certain products in packaging that is not recyclable or compostable.	Ongoing
6.4	Review and select suitable information (data) sources to accurately calculate the demand management performance measure for future years.	2024
6.5	Nationally mandated consistent data collection. Work with WMMP actions and partners to collect data that meets National and regional guidelines.  Licence all Solid Waste transporters, collectors and disposers of solid waste in the district and collate data.	From when RFID tagged bins are available

## Levels of Service Performance

**Table 16 - Performance Measures as at 01 July 2023**

Performance Measure	Outcome Category	Trend from 2020/2021 to 2022/23			Current 2023/24	Target 2024/25 – 2033/2034					How Measured
		2021/22	2022/23	2023/24	2024/2025	Year 1 2025/26	Year 2 2026/27	Year 3 2027/28	Years 4-10 2029-2034		
<b>Quantity</b>	Waste to landfill per household (municipal kerbside collection only).	Council Measure	<700kg	<600kg	<600kg	<600kg	<600kg	<600kg	<600kg	<600kg	Landfill invoices & transactions.
	Percentage (by weight) of council-controlled waste stream that is recycled (municipal kerbside collection only).	Council Measure	>25%	>20%	>20%	>20%	>20%	>20%	>20%	>20%	Recycling facility invoices & transactions.
<b>Customer Satisfaction</b>	Percentage of customers satisfied with the service provided.	Council Measure	>90%	>80%	>80%	>80%	>80%	>80%	>80%	>80%	Annual Residents Survey –

## **7.0**

# **Lifecycle Management**

## Lifecycle Management

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## Lifecycle Management

### 7.1. OVERVIEW

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

It considers all relevant consequences from initial planning through to renewal, replacement, disposal or rationalisation of assets. (Figure 20)

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

- Physical characteristics;
- Operating environment;
- Customer requirements.

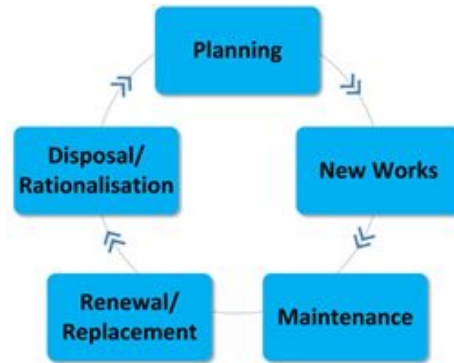


Figure 20 - Lifecycle Asset Management

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

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

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

This section presents a detailed plan of prioritised work over a 10-year planning period. It presents Council's practices and projects to maintain the solid waste assets over its lifecycle through Council's:

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

At the time of writing this SWAMP, the costs and financial projections were accurate, however changes are expected upon finalisation of the LTP 2024/2034.

### 7.2. PROCUREMENT POLICY

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

- Achieves the right outcomes and value for money;
- Manages risk effectively;
- Allows council officers to exercise business judgement by enabling flexibility and fluid, innovative approaches to procurement;
- Demonstrates fairness; and
- Has health and safety risk management at the forefront.

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

### 7.3. MANAGEMENT STRATEGIES

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

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



Figure 21 – Solid Waste Management Strategies

### 7.4. CONTRACTUAL ARRANGEMENTS

Stratford District Council holds 5 contracts in the solid waste space. These are shown in Table 17 and 18.

Stratford District Council does not have any ongoing contracts to supply repairs/maintenance services for the solid waste infrastructure, however there is a contractual arrangement with CityCare to deliver replacement or repair bins when required.

Stratford has a contractual arrangement with EnviroNZ, and from 1 October 2024 with Waste Management NZ to deliver refuse services to the Stratford and Midhirst communities. The services delivered are limited to the following:

- Weekly Refuse collection, transportation and disposal
- Fortnightly recycling collection, transportation and disposal

## Lifecycle Management

- Supply operator for transfer station
- Collection, transportation and disposal of materials from the transfer station

**Table 17 – Solid Waste Contracts up to 1 October 2024**

	Contractor	Contract
1	EnviroNZ Limited (Regional Contract)	Kerbside Collection
2	EnviroNZ Limited (Regional Contract)	Transfer Station Operations
3	South Taranaki District Council	Consolidation of Landfill Waste
4	EnviroNZ Limited (Regional Contract)	Transportation to Bonny Glen
5	Mid-West Disposals (Regional Contract)	Waste Disposal to Landfill at Bonny Glen

**Table 18: Solid Waste Contracts from October 1, 2024 – October 2034**

	Contractor	Contract
1	Waste Management NZ (Regional Contract)	Kerbside Collection
2	Waste Management NZ (Regional Contract)	Transfer Station Operations
3	South Taranaki District Council	Consolidation of Landfill Waste
4	Waste Management NZ (Regional Contract)	Transportation to Bonny Glen
5	Mid-West Disposals (Regional Contract)	Waste Disposal to Landfill at Bonny Glen

### 7.5. PROGRAMME BUSINESS CASE

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

- Level of Service requirements;
- Criticality and risk assessment associated with investment levels that potentially change the level of service;
- Age and condition of the infrastructure; and
- Budgetary constraints.

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

#### 7.5.1. OPERATION AND MAINTENANCE

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

The operation and maintenance of activities is undertaken through:

- **Routine Maintenance** - The day-to-day maintenance which is required on an ongoing basis and is budgeted for under the Services Maintenance Contracts as "key tasks" ;



## Lifecycle Management

- **Planned Maintenance** - Non day-to-day maintenance, which is identified in advance and is incorporated into a maintenance budget for a certain time period; and
- **Ready Response** - Maintenance that is unexpected and necessary to continue operation of the service.

The expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 22.

**Table 19 – Identified Projects and Performance Measures**

Work Category	Identified Projects	Performance Measures	
		Quantity	Customer Satisfaction
Levels of Service Improvements	Increase level of service with the introduction of Food Waste (2027) and Green Waste- opt In collections:	√	√
	Invest in a new Regional Organic Processing facility/s with partners South Taranaki and New Plymouth District Councils and Private Companies	√	√
Operations	Expanding the Resource Educator role, from 0.5 FTE to 0.1FTE, to provide additional community education of the efficient management and minimisation of waste. Expand education programme to Business and Rural areas. Expand data collection ability to meet expected Waste Act review changes and Te rautaki para Waste strategy	√	√
Capital	Supply and manage x2 Rural recycling stations Supply event waste trailer and bins for District events- as per SDC Solid Waste Bylaw Introduce permanent recycling bins/stations to high use areas- CBD and Parks	√	√



**Figure 22 - Operation and Maintenance Expenditure Trends Renewal/Replacement**

## Lifecycle Management

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

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

The expenditure figures for assets renewal/replacement, as detailed in the Annual Plan, are presented in Figure 23.

The Transfer Station building is now being managed under the Property portfolio however budget has been allowed for maintenance under the Solid Waste Activity. See Table 20.

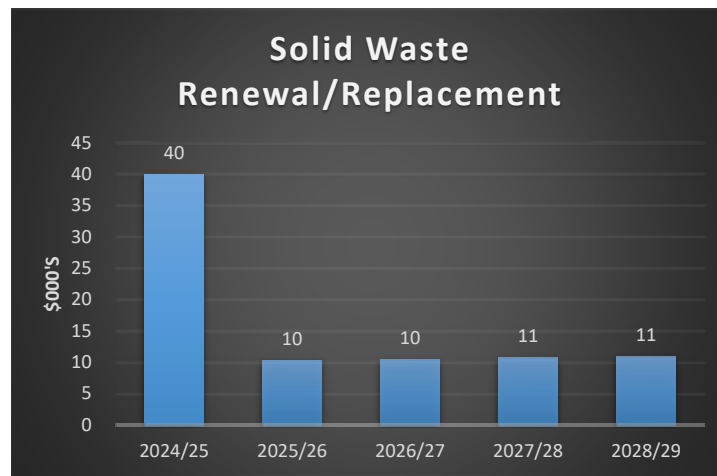


Figure 23 - Solid Waste Replacement/Renewals Expenditure

Table 20 – Renewal/Replacement –

Project	2024/25	2025/26	2026/27	2027/28
<b>Transfer Station Building and Reseal Renewals</b>	<b>\$40k</b>	<b>\$10,000</b>	<b>\$10k</b>	<b>\$33k</b>

Problem Statement      Building falls below an acceptable standard.

Benefits investment      of      Project will assist the Council providing an adequate service to the community.

Consequences non-investment      of      Levels of Service will reduce in time resulting in higher maintenance costs.

## Lifecycle Management

### 7.6. LEVEL OF SERVICE IMPROVEMENTS

The Stratford District Council has gone to public consultation around services to enable further waste diversion from landfill. (Figure 24) The LTP 2024-2034 projects are:

- Introduction of Food Waste and Green waste Collection in 2027; and
- Investment into a Regional Organic Processing facility
- Introducing rural recycling schemes
- Introducing permanent recycling stations in public spaces
- Mobile event recycling stations

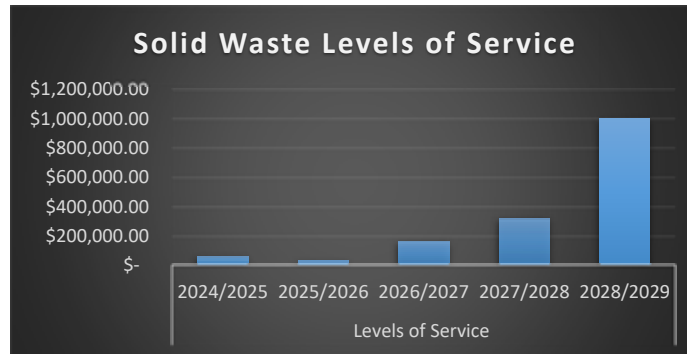


Figure 24 - Levels of Service Improvements Expenditure-

### 7.7. DISPOSAL STRATEGY

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

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

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

While there are assets that fit under one or more of the above criteria, the Local Government Act provides clear instances when assets can be disposed of. At this time, the Stratford District Council has no plans to dispose of any solid waste assets other than those that become obsolete as a result of renewal or upgrading works, like when the new Solid Waste contract, from 1 October 2024.

### 7.8. LIFECYCLE MANAGEMENT IMPROVEMENT PLAN

Table 21 – Lifecycle Management Improvement Plan

Sub Section	Task	Due Date
7.6	<b>Introduction of a Food Waste and Green waste collection in Stratford's Kerbside</b> <ul style="list-style-type: none"> <li>• Increase levels of service in kerbside collection service of Food and Green waste (opt In) collections to reduce the waste to landfill.</li> </ul>	Scheduled for 2027/2028 year

## **8.0 RISK MANAGEMENT**

## Risk Management

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### 8.0: RISK MANAGEMENT

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## Risk Management

### 8.1. OVERVIEW

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

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

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

### 8.2. RISK MANAGEMENT FRAMEWORK

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

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

The potential risks identified for the Solid Waste activity under these six categories are described in detail in this report.

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

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

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

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

## Risk Management

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

### 8.3. RISK ASSESSMENT PROCESS

The Stratford District Council's Risk Management Process in Figure 25 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

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

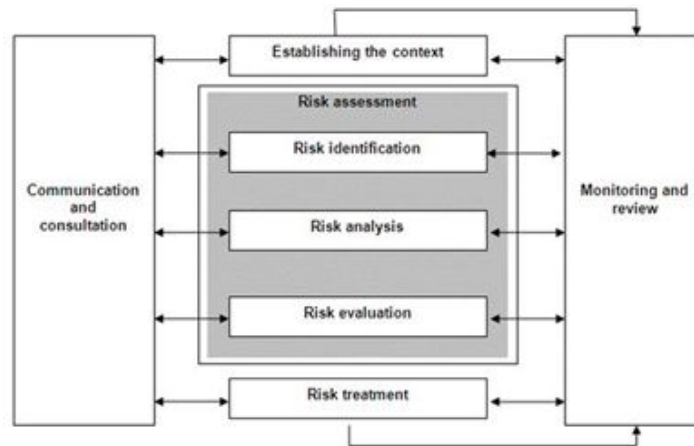


Figure 25 - Risk Management Process

A Risk Matrix (Figure 26) allows for easy identification for the highest risks in the Council enabling appropriate resources to be allocated.

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

Figure 26 - The Risk Matrix, sourced from the Council's Vault system

## Risk Management

### 8.4. POTENTIAL RISKS

The Stratford District Council has made a number of risk assumptions<sup>2</sup> under the six broad risk areas of Compliance and Legislation, Data Information, Financial, Health and Safety Wellbeing, Operational, & Reputational and Conduct. These are presented in [Appendix 1](#).

### 8.5. TOP TEN RISKS FOR THE SOLID WASTE ACTIVITY

The Stratford District Council has identified the following top ten Solid Waste risks from the 6 categories in the Risk Management Framework ([#Appendix1](#)) in Table 22.

Whilst the top ten risks are still applicable, as new information becomes available around Climate Change and its effects, the risk register will be updated. Any new risks that arise from Climate Change will be added to this plan. Climate Change risks generally fall into *Physical Risks and Transition Risks*. Physical Risks are those resulting from climate change i.e.: extreme weather events and Transition Risks are those resulting from regulation changes and legal responses to climate change.

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

**Table 22 – Top Ten Identified Solid Waste Risks**

	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
1.	<b>Activity Management Plans</b>	If AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised	6 High	AMPs are reviewed every 3 years to address current problems and issues at the time in order to develop work programmes for the next 3 years	4 High
2.	<b>Significant Population Reduction</b>	If there is a significant population reduction, resulting in loss of ratepayer base and reduction in property values - then this could result in higher rates for others and significant cost reductions may be required.	5 High	Ensure variable costs are clearly identifiable, and therefore able to be isolated and adjusted if ratepayer base reduced.	4 Moderate
3.	<b>New Regulations require Significant Investment</b>	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then the ability to finance investment could be compromised and rates increases could breach limits.	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High

<sup>2</sup> statements that are presumed to be true without concrete evidence to support them



## Risk Management

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
4.	<b>Natural Disaster - Response preparedness</b>	15 Very High	Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities.	12 Very High
5.	<b>Disease Outbreak</b>	5 High	Health and Safety Advisor to keep aware of any public health notifications of disease outbreaks. Ensure there is a plan to respond to any notifications. Civil Defence covers infectious human disease pandemics and will take responsibility for local management. Follow Ministry of Health's NZ Influenza Pandemic Action Plan.	4 High
6.	<b>Critical Asset Failure</b>	15 Very High	Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event. Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance. Consider suitable alternative routes to maintain access.	4 High
7.	<b>Government Policy Impacting on Local Government</b>	12 Very High	Where a policy change may have a significant impact Council can make a submission regarding the change. Council officers and elected members need to keep up to date with policy and anticipate potential impacts of legislative changes and respond strategically. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	8 High

## Risk Management

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

### 8.6. RISK RESPONSE

The Stratford District Council has a suite of response strategies for the potential risks identified in [Appendix 1](#). They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 23 below.

**Table 23 – Risk Response Strategies and Definitions**

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

## Risk Management

### 8.7. SIGNIFICANT ADVERSE EFFECTS

Solid waste, if not managed appropriately, i.e. through non-collection of waste bins, can have significant adverse effects on public health. These effects are appropriately mitigated through the enforcement of the efficient delivery of our contract services to the public.

### 8.8. CRITICALITY

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

Solid waste assets are considered critical by Stratford District Council.

#### 8.8.1. CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level. **Activity level criticality** is based on the criticality criteria shown in Table 24; Table 25 provides the activity level criticality rating with examples. **Corporate level criticality** ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated in Table 26 below.

**Table 24 - Activity Level Criticality Criteria**

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

**Table 25 - Activity Level Criticality Rating**

Rating ID	Rating	Description
1	<b>Very High</b>	<b>Critical, no redundancy</b> - Failure of equipment compromises H&S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).
2	<b>High</b>	<b>Critical, no redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service
3	<b>Medium</b>	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service
4	<b>Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k
5	<b>Very Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k

**Corporate level criticality** ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated below in Table 26.

## Risk Management

**Table 26 - Corporate Level Criticality**

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

**8.8.2. CRITICAL ASSETS**

The AssetFinda database holds a record of the critical solid waste assets. The assets are shown in Table 27. The identified critical assets are ranked according to their functional criticality.

**Functional Criticality** is a product of the Activity Criticality and Corporate Criticality (i.e., Functional Criticality = Activity Criticality x Corporate Criticality). The functional criticality ranking ranks assets from 1 to 5, with 1 being the highest score (the most critical) and 5 being the lowest (least critical).

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

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

Following the review we have undertaken the following:

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

Critical assets have been prioritised at the activity level and added to the asset register (AssetFinda).

**Table 27 - List of Critical Solid Waste Assets**

Criticality Rating				Asset Description	Criticality Description
Activity Priority	Functional Criticality	Activity Level	Corporate Level		
1	3	1	3	Landfill Encasement	Breach of closed landfill encasement resulting in buried waste escaping into a waterway causing downstream health and environmental issues.
2	6	2	3	Kerbside Collection	Prolonged disruption to collection service resulting in significant costs and environmental issue due to refuse in the street.
3	9	3	3	Regional Landfill	Lack of access to a regional landfill resulting in the need to use out of region site, resulting in severe service disruptions and significant transport costs.
4	9	3	3	Transfer Station	Prolonged Transfer Station closure resulting in significant public complaint, a marked increase in fly tipping. Small commercial users disproportionately affected.

## Risk Management

Criticality Rating				Asset Description	Criticality Description
Activity Priority	Functional Criticality	Activity Level	Corporate Level		
5	15	5	3	Wheelie Bins	Large scale failure of wheelie bins resulting in alternative receptacles being used, causing significant additional costs and public complaints

## 8.9. EMERGENCY RESPONSE

### 8.9.1. CIVIL DEFENCE

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

The Stratford District Council has plans and resources in place to ensure it can:

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

### 8.9.2. LIFELINES

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

The solid waste activity is a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act (CDEMA) 2002.

### 8.9.3. INCIDENT RESPONSE PLANS

Stratford District Council has an Incident Response Plan for the solid waste activity. (Table 28) The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level.

**Table 28 – Incident Ranks**

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

## Risk Management

### 8.10. RISK INSURANCE

The Local Government Act 2002 requires that from 2014 details of insurance of assets be included. This information is included in the Figure 27. Insurance arrangements as at 30 June 2023 are as follows:

	<b>CARRYING VALUE</b> (as at 30 June 2023) <b>\$000</b>
<b>ASSETS FROM STATEMENT OF FINANCIAL POSITION</b>	
Property, plant and equipment	462,427
Investment property	303
<b>Total</b>	<b>462,780</b>
<b>LESS</b>	
Land component of operational assets	-9,374
Land under roads	-54,384
Land – restricted assets	-12,928
<b>Total</b>	<b>-76,686</b>
<b>NET NON-FINANCIAL ASSETS (EXCLUDING LAND)</b>	<b>386,094</b>

**Figure 27 - Asset Insurance Valuations**

	<b>INSURED VALUE</b> (as at 30 June 2023) <b>\$000</b>	
<b>INSURANCE ARRANGEMENTS</b>		
Material damage cover for buildings, plant, contents	-66,313	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-216	Insured for market value – carrying value assumed for this purpose.
<b>RISK SHARING ARRANGEMENTS</b>		
Cover for infrastructure assets as a member of LAPP Central Government assistance	-44,441	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
<b>Council arrangements for covering deductibles and/or uninsured assets</b>	<b>110,970</b>	
<b>SUM NOT SPECIALLY INSURED</b>	<b>275,124</b>	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$6.6m.

## Risk Management

The Council has no insurances relating to financial or intangible assets. The uninsured assets consist of the Rooding Network, \$273m, which NZTA may assist with in the event of an emergency

### 8.11. PUBLIC HEALTH

In 2022 Stratford District Council undertook an *Assessment of Water and Sanitary Services*, this included an assessment of Solid Waste Services.

The purpose of the assessment is to determine, from a public health perspective, the adequacy of solid waste and sanitary services available to communities.

For the solid waste activity, the assessment focused on:

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

In relation to solid waste services currently provided by Stratford District Council the assessment concluded:

- Stratford District Council is prepared to adequately meet increased demand for its service.
- No public health issues have been identified at this time.

New actions were identified in 2023 during the review of regional Waste Management and Minimisation Plans (WMMP) and Regional Waste Assessment (WA), however, the following Actions from the 2016 WA Assessment still apply:

- Review Council's Solid Waste By-law to allow data collection from private contractors.
- Review refuse/recycling needs for the Whangamōmona community.
- Consult with the community on mandated food waste collection (Legislated to be done by 2027)
- Generate waste management responses for emergencies in the District (From Te Whatu Ora- Health New Zealand Recommendation)

In relation to areas of the District where Council does not provide solid waste services the WMMP 2023 concluded:

- There are Climate Change related public health issues to address at this time;
- Council is aware of demand for a refuse recycling service to rural areas;
- There is a lack of data in relation to the quality or composition of solid waste generated in rural areas;
- There is a lack of data in relation to the quantities of solid waste generated in rural areas.

Actions identified through the assessment in relation to solid waste services are a review of Council's Solid Waste By-law to allow data collection from private contractors.

### 8.12. HEALTH AND SAFETY

#### 8.12.1. HEALTH AND SAFETY ADVISOR

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

#### 8.12.2. HEALTH AND SAFETY POLICY

In 2023 Stratford District Council reviewed and updated its Health and Safety Policy and Human Resources Policy to better reflect legislative requirements, reinforcing its commitment to the philosophy that the health and safety of its employees, volunteers, contractors and subcontractors is of prime importance. SDC is committed to ensuring its operations are conducted in a safe and efficient manner that will not incur injury to personnel or damage to the environment.

#### 8.12.3. INCIDENT/ACCIDENT REPORTING

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

## **9.0**

# **Investment Funding Strategy**



## Investment Funding Strategy

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### **9.0: INVESTMENT FUNDING STRATEGY**

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## Investment Funding Strategy

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### 9.1. OVERVIEW

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

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

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

### 9.2. FINANCIAL STANDARDS

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

### 9.3. FUNDING AND FINANCIAL POLICIES

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

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

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

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

#### 9.3.1. REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017. The funding sources are detailed in the LTP 2024-2034 and include general and targeted rates, borrowing, grants and subsidies, etc.

#### 9.3.2. TREASURY MANAGEMENT POLICY

The Council's Treasury Management Policy incorporates the *Liability Management Policy* and the *Investment Policy* requirements of the LGA. It guides the Council to prudently manage its revenue, expenditure, assets, liabilities, reserves and investments, in the interest of the Council and district ratepayers. The current policy was reviewed in 2019.

## Investment Funding Strategy

### 9.3.3. DEVELOPMENT AND FINANCIAL POLICY

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

### 9.4. FUNDING OUR INVESTMENT STRATEGY

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

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

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

Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

The Council is very pro-active in seeking alternate funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*.

A summary of Council's Capital Investment Funding Strategy is shown in Figures 28 - 32 and Tables 29 - 30.

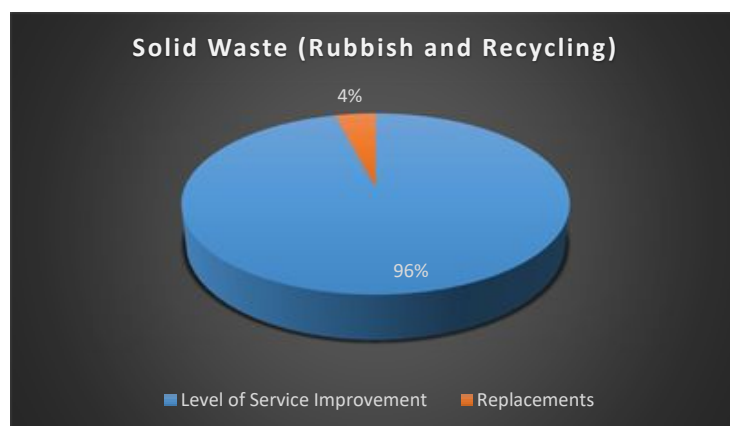


**Figure 28 – All Assets Capital Investment Funding Strategy**

## Investment Funding Strategy



**Figure 29- Total Expenditure - Capital vs Operating**



**Figure 30 - Solid Waste Capital Investment Split - LoS vs Replacement**

### 9.5. RELIABILITY OF OUR INVESTMENT STRATEGY

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

- The Council’s funding source is largely from rates. Rates will be confirmed for the 2024-2027 period via the appropriate processes for inclusion in the LTP 2024-2034. Once adopted, the rates in the LTP 2024-2034 will constitute a reliable funding source for the delivery of solid waste activities.
- The Council is confident in its ability to raise funds within our financial strategy limits and is reasonably certain that it would secure loans at an affordable interest rate throughout this period.
- The Council relies on *Fees and Charges* to deliver solid waste services. Any new demand for new assets or services to be vested to Council will generally be funded by the direct beneficiary of the assets/service.

Investment Funding Strategy

9.6. FINANCIAL STATEMENTS AND PROJECTIONS

Table 29 - Capital Expenditure Projection

	Forecast					Projection				
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>Roading</b>										
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909
<b>Stormwater</b>										
Level of Service Improvement	450	0	158	0	0	198	116	0	181	0
Replacements	100	103	126	108	111	113	139	118	121	247
<b>Water Supply</b>										
Level of Service Improvement	1,367	246	0	1,026	166	119	0	0	1,330	12,466
Replacements	2,770	2,229	211	427	244	289	487	231	266	833
<b>Solid Waste (Rubbish and Recycling)</b>										
Level of Service Improvement	20	20	162	330	1,098	11	0	0	0	596
Replacements	40	10	10	11	11	11	0	0	0	0
<b>Wastewater (Sewerage)</b>										
Level of Service Improvement	50	513	158	216	0	0	232	118	725	6,418
Replacements	735	343	363	3,602	426	413	400	633	647	475
<b>Parks and Reserves</b>										
Level of Service Improvement	220	490	52	53	0	55	226	57	0	60
Replacements	45	102	104	341	239	22	45	46	23	24
<b>Property</b>										
Level of Service Improvement	629	587	1,790	197	1,614	94	39	75	99	1,472
Replacements	315	240	110	138	619	72	79	75	123	95
<b>Community Development</b>										
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0
Level of Service Improvement	70	77	26	27	27	28	28	29	29	30
Replacements	0	0	0	0	0	0	0	0	0	0

## Investment Funding Strategy

<b>Administration</b>										
Replacements	408	267	148	202	330	105	156	192	122	205
<b>TOTAL PROJECTS (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>
<b>FUNDING</b>										
Loans	8,570	6,966	3,943	3,721	8,783	5,758	2,204	1,458	3,948	23,394
Section sales (subdivision loan-funded)	0	0	0	0	0	0	0	0	0	0
Cash from Investments	0	0	0	0	0	0	0	0	0	0
Reserves	8,688	7,778	8,220	12,758	17,493	15,699	9,492	9,926	10,832	11,573
Grants/Donations	767	592	490	16	49	17	17	52	18	18
Rates	0	0	0	0	0	0	0	0	0	0
NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<b>TOTAL (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>

Investment Funding Strategy

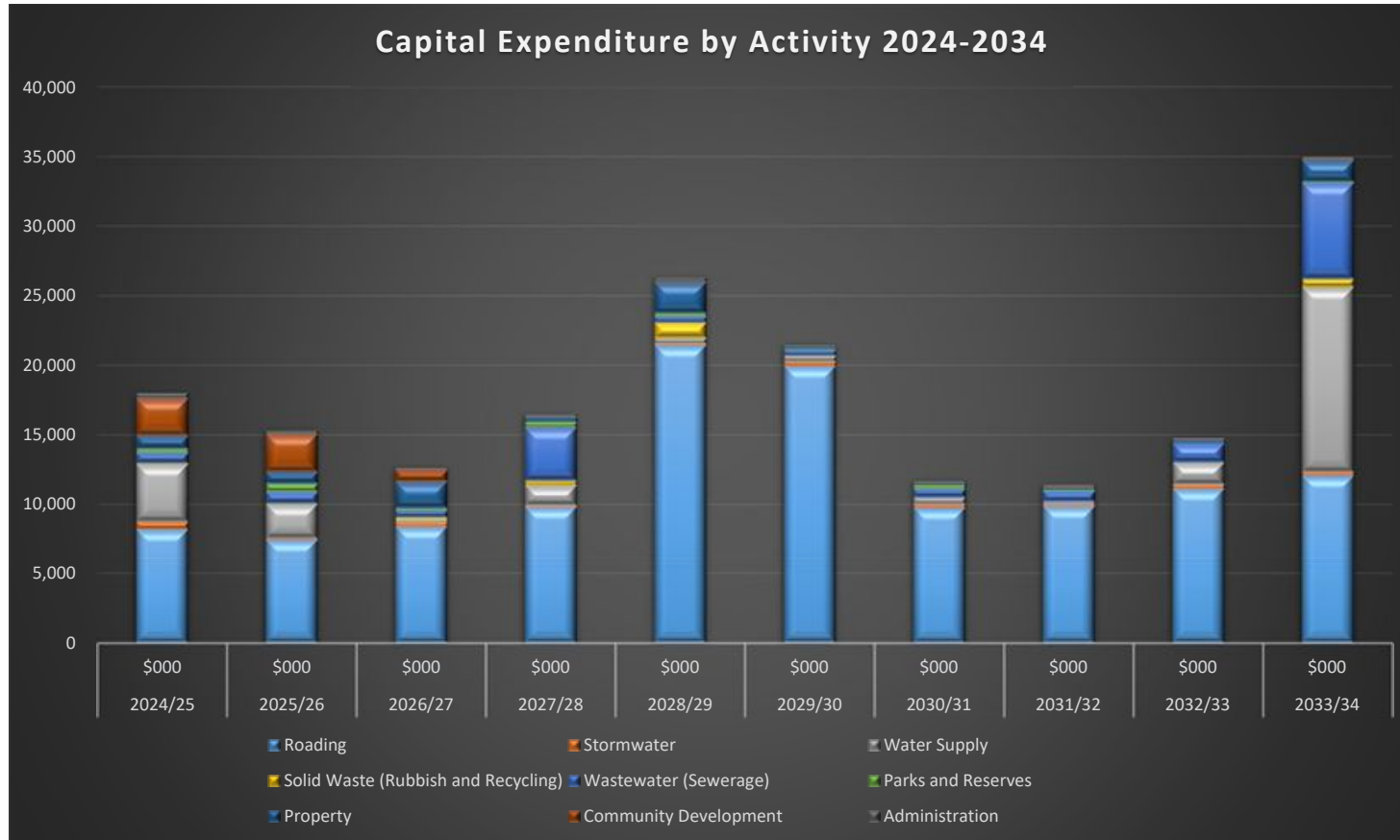


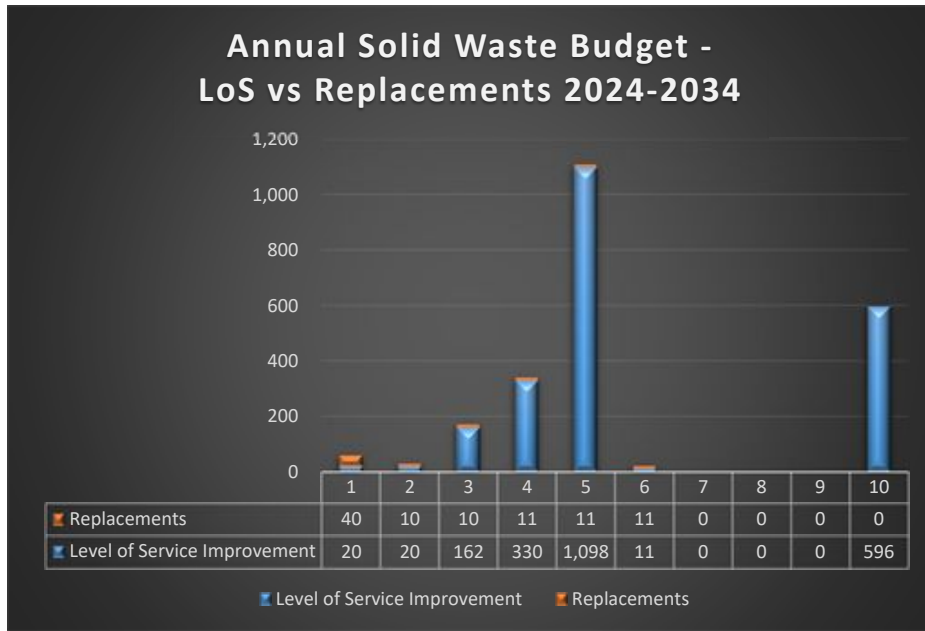
Figure 31 - Capital Expenditure by Activity - All Assets

Investment Funding Strategy

**Table 30 Solid Waste Activity Expenditure and Funding Projections**

Budget 2024/34 \$000	SOLID WASTE	Forecast		Projection							
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>1,062</b>	<b>Operating Expenditure</b>	<b>1,449</b>	<b>1,480</b>	<b>1,529</b>	<b>1,599</b>	<b>1,657</b>	<b>1,719</b>	<b>1,745</b>	<b>1,772</b>	<b>1,810</b>	<b>1,849</b>
<b>170</b>	<b>Revenue</b>	<b>225</b>	<b>223</b>	<b>225</b>	<b>228</b>	<b>230</b>	<b>233</b>	<b>235</b>	<b>238</b>	<b>240</b>	<b>243</b>
<b>892</b>	<b>Net Cost of Service</b>	<b>1,224</b>	<b>1,258</b>	<b>1,304</b>	<b>1,371</b>	<b>1,427</b>	<b>1,486</b>	<b>1,509</b>	<b>1,534</b>	<b>1,569</b>	<b>1,606</b>
<b>EXPENDITURE</b>											
831	Operating Costs	1,000	1,032	1,060	1,113	1,140	1,166	1,193	1,219	1,244	1,270
29	Interest	36	33	33	39	63	81	78	74	71	79
32	Depreciation	44	44	46	46	46	49	49	49	52	52
170	Allocated Overheads	369	371	390	401	408	423	426	430	442	448
<b>1,062</b>	<b>Total Operating Expenditure</b>	<b>1,449</b>	<b>1,480</b>	<b>1,529</b>	<b>1,599</b>	<b>1,657</b>	<b>1,719</b>	<b>1,745</b>	<b>1,772</b>	<b>1,810</b>	<b>1,849</b>
7	Landfill Aftercare Expenditure	1	6	0	0	0	0	0	0	0	0
34	Principal Loan Repayments	36	35	36	43	70	89	86	83	79	88
7	Capital Expenditure	60	31	172	341	1,108	22	0	0	0	596
<b>1,109</b>	<b>Total Expenditure</b>	<b>1,545</b>	<b>1,552</b>	<b>1,737</b>	<b>1,983</b>	<b>2,836</b>	<b>1,831</b>	<b>1,831</b>	<b>1,854</b>	<b>1,889</b>	<b>2,533</b>
<b>FUNDED BY:</b>											
170	Charges for Services	225	223	225	228	230	233	235	238	240	243
<b>170</b>	<b>Revenue</b>	<b>225</b>	<b>223</b>	<b>225</b>	<b>228</b>	<b>230</b>	<b>233</b>	<b>235</b>	<b>238</b>	<b>240</b>	<b>243</b>
853	Targeted Rates	1,161	1,213	1,255	1,324	1,377	1,439	1,465	1,492	1,529	1,569
24	UAGC	29	30	31	32	33	34	34	35	36	37
7	Loan Funding - Capital	10	10	115	330	1,098	11	0	0	0	596
0	Grants/Donations - Capital	10	10	47	0	0	0	0	0	0	0
49	Transfer from Reserves	91	45	46	54	81	100	86	83	79	88
7	Other Funding	20	21	18	16	17	14	10	7	4	1
<b>1,109</b>	<b>Total Funding</b>	<b>1,545</b>	<b>1,552</b>	<b>1,737</b>	<b>1,983</b>	<b>2,836</b>	<b>1,831</b>	<b>1,831</b>	<b>1,854</b>	<b>1,889</b>	<b>2,533</b>





**Figure 32 - 10-year Capital Expenditure Budget - Solid Waste**

## **10.0**

# **Asset Management Practices and Improvement Plan**

## Asset Management Practices and Improvement Plan

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### **10.0: ASSET MANAGEMENT PRACTICES AND IMPROVEMENT PLAN**

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## Asset Management Practices and Improvement Plan

### 10.1. OVERVIEW

Asset and activity management improvement planning is a process. (Figure 33) It enables Council to improve the way it manages infrastructure assets and the services they provide.

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



**Figure 33 - Asset Management Improvement Process**

### 10.2. ASSET MANAGEMENT PRACTICES

#### 10.2.1. ASSET MANAGEMENT POLICY

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

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

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

#### 10.2.2. ASSET MANAGEMENT GOALS AND OBJECTIVES

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

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

- Asset management goals and objectives are aligned with corporate objectives and community outcomes.
- Affordable and financially sustainable AMPs are developed to industry standard appropriate for the scale of assets and associated risks being managed.
- AMPs reflect the priorities of the Council and are used to drive the day-to-day management of assets and the associated services;
- Capital, operation and maintenance, and renewal/replacement works are aligned with asset management objectives.
- Sustainability and sustainable development are considered in the selection of options for asset development and service delivery.
- Asset management strategies are established through the use of optimised lifecycle management and costing principles.
- Funding is allocated for the appropriate level of maintenance for assets to deliver the required LoS.
- Accurate, up to date asset data is collected for analysis and use throughout asset management planning processes.

## Asset Management Practices and Improvement Plan

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- A strategic management approach is taken to improvement planning, asset management plan development and implementing improvement practices.
- Growth and demand forecasting will be integrated as part of all asset management planning to meet current and future needs of the community.
- Risk management will be integrated as part of all asset management planning to recognise the risks associated with the delivery of agreed LoS and manage them appropriately;
- Design, construction and maintenance of assets, so far as reasonably practical, are without risk to the health or safety of any person.

The Asset Management goals and objectives for Stratford District Council are to:

- Provide for a consistent approach to asset management planning to ensure plans reflect the strategic direction of Council.
- Demonstrate to the community that Council will manage the District's assets and related activities in a safe, cost-effective and sustainable manner to deliver agreed LoS to current and future generations.
- Confirm a coordinated process for each asset/activity area that links their contribution to the Community Outcomes with specific LoS performance requirements and desired improvement priorities and strategies.

### **10.2.3. ACTIVITY MANAGEMENT PLAN DEVELOPMENT**

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

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

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

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the ongoing development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 34 below shows a graphical display of the AMP development process.

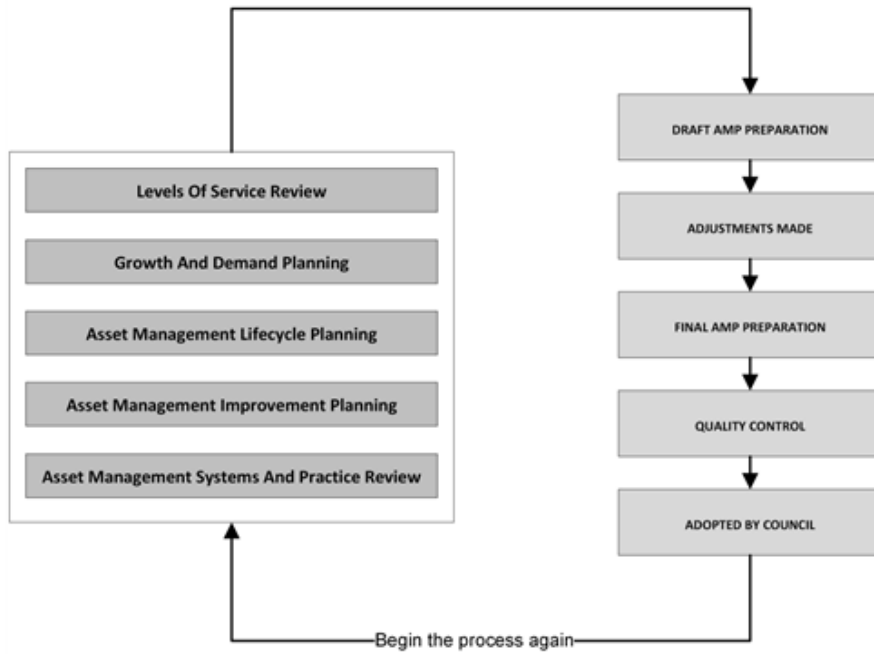
### **10.2.4. ASSET MANAGEMENT MATURITY**

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

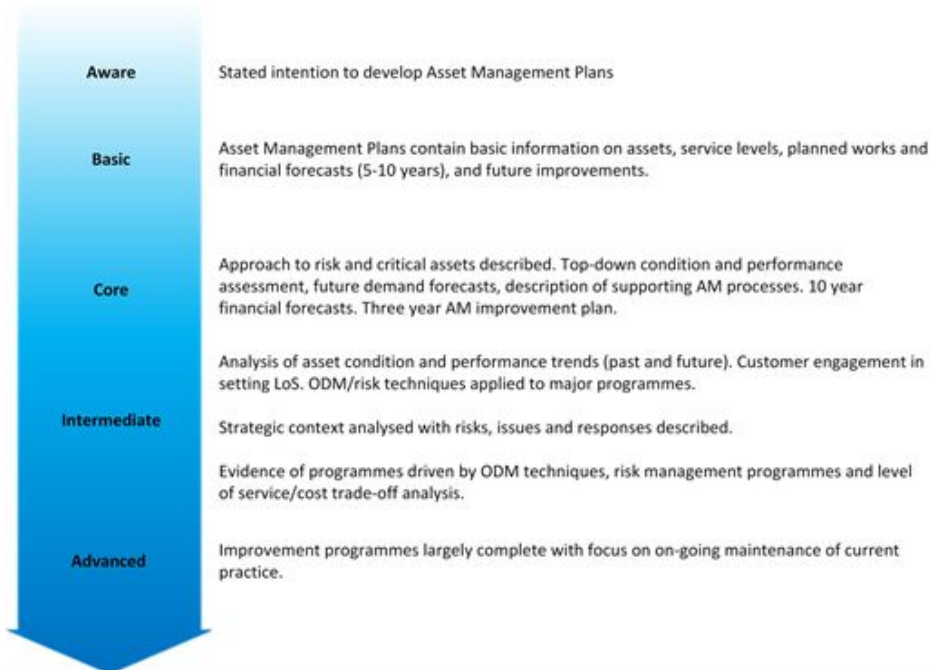
Through continual improvement and development of asset management practices and processes it is our intention that the activity management plans progressively improve.

Our target is to develop our asset management practices and processes to an intermediate level of maturity where appropriate. The Council is in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking a formal assessment of our asset management maturity. The five levels of activity management plan maturity are shown in Figure 35 and are: Aware, Basic, Core, Intermediate, and Advanced.

## Asset Management Practices and Improvement Plan



**Figure 34 - Activity Management Plan Development Process**



**Figure 35 - Asset Management System Maturity Index**

## Asset Management Practices and Improvement Plan

**10.3. CURRENT AND FUTURE IMPROVEMENTS****Table 31 - Current and Future Improvement Plans**

	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
1	Future demand and growth	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing solid waste services.	4.3.1	On-going	Services Asset Manager Director, Assets
2	Future demand and growth	Undertake an internal greenhouse gas (GHG) Inventory. For baseline assessment of emissions and informing emissions reduction plan.	4.3.2	Before 2025	Services Asset Manager Director, Assets
3	Future demand and growth	Develop a Sustainability Policy and subsequent Sustainability Strategy	4.3.3	Before 2027	Services Asset Manager Director, Assets
4	Future demand and growth	Assessment of Transfer Station ability to grow to allow for more items to be recycled/upcycled, repaired, repurposed	4.3.4	2026	Services Asset Manager Director, Assets
5	Levels of Service Performance	Create and provide effective initiatives and an education plan around reducing waste to landfill by getting the community to "think before they buy" certain products in packaging that is not recyclable or compostable.	6.4	Ongoing	Services Asset Manager Director, Assets
6	Levels of Service Performance	Review and select suitable information (data) sources to accurately calculate the demand management performance measure for future years.	6.4	2024	Services Asset Manager Director, Assets

## Asset Management Practices and Improvement Plan

Asset Management Practice Area		Improvements	Section Identified	Date	Responsibility
7	Levels of Service Performance	Nationally mandated consistent data collection. Work with WMMP actions and partners to collect data that meets National and regional guidelines.  Licence all Solid Waste transporters, collectors and disposers of solid waste in the district and collate data.	6.5	From when RFID tagged bins are available	Services Asset Manager  Director, Assets
8	Lifecycle Management	<b>Introduction of a Food Waste and Green waste collection in Stratford's Kerbside</b>  Increase levels of service in kerbside collection service of Food and Green waste (opt In) collections to reduce the waste to landfill.	7.6	Scheduled for 2027/2028 year	Services Asset Manager  Director, Assets



## Appendices

# APPENDICES

**Appendix 1 - Solid Waste Risk Assessment**

**Appendix 2 - Solid Waste Operational Documents**

**APPENDIX 1 - SOLID WASTE RISK ASSESSMENT****COMPLIANCE AND LEGISLATION RISKS**

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Legislation Changes	If changes to legislation or Government Policy occur and are not implemented by staff, then council may be acting illegally and in breach of legislation.	4 High	<ul style="list-style-type: none"> <li>Regular review and update Legislative Compliance Register</li> <li>Staff training and attending relevant industry conferences</li> <li>Regular policy review to ensure policies and procedures are in line with legislation changes.</li> </ul>	2 Moderate
Incorrect Planning Advice	If Council provides wrong advice on licences or projects/programmes, then it could be subject to a judicial review or similar form of dispute process involving legal costs, possible fines, and reputational damage.	3 Moderate	<ul style="list-style-type: none"> <li>Complete quality assurance</li> <li>Resourcing and ongoing training of competent staff</li> <li>Low tolerance for poor quality documentation from licence applicants</li> <li>Good quality legal counsel</li> <li>Council has professional indemnity, public liability, and statutory liability insurance</li> <li>Review of Bylaw, Waste Management and Minimisation Plan and Policies</li> </ul>	1 Low
Statutory Reporting Commitment	If Council does not meet statutory commitments (eg for reporting to Ministry for the Environment) then it may be acting illegally and receive attention from the Ministry which could result in financial penalty and Council functions being removed, or elected members being replaced	3 Moderate	<ul style="list-style-type: none"> <li>Complete quality assurance</li> <li>Resourcing levels maintained</li> <li>Schedule of dates and commitments is regularly maintained and updated</li> <li>Regular review and update of Legislative Compliance Register</li> </ul>	1 Low
Bylaws and Policies <b>TOP 10 RISK</b>	If Council fails to keep Policies and Bylaws up to date, then the Policies will become irrelevant and Bylaws may become unenforceable and council could be acting illegally.	8 High	<ul style="list-style-type: none"> <li>Complete quality assurance</li> <li>Resourcing levels maintained</li> <li>Regular Policy Schedule review by CEO</li> <li>Regular review of Bylaw timetable maintained in Content Manager</li> </ul>	3 Moderate
Issue Regulatory Licence or Decision	If Council issues a licence for the collection or disposal of solid waste or makes a decision that is not consistent with legislation, policy or bylaws, then Council may be subject to a judicial review or a similar form of dispute process.	3 Moderate	<ul style="list-style-type: none"> <li>Complete quality assurance</li> <li>Ongoing training around the changes in legislation</li> <li>Keep bylaws and policies up to date with legislation</li> </ul>	1 Low

## Appendices

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Activity Management Plans	If AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised.	6 High	<ul style="list-style-type: none"> <li>Review the AMP every 3 years to address the current problems and issues at the time in order to develop work programmes for the next 3 years.</li> </ul>	4 High

**DATA AND INFORMATION RISKS**

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Systems Down – Natural Disaster	If there was a natural disaster then systems may be down temporarily, reduction in worker productivity, unable to respond to customers, data unavailable, potential loss of data	8 High	<ul style="list-style-type: none"> <li>Backups done daily and stored off-site. Most critical data is in the cloud, data centre is overseas so workers can access system remotely from anywhere. Civil Defence will make hardware available for emergency response</li> </ul>	3 Moderate
Server Failure <b>TOP 10 RISK</b>	If the server failed then systems down, data unavailable, potential data loss	12 Very High	<ul style="list-style-type: none"> <li>Restore from backup, backups stored off-site. Fail-over for Melbourne data centre replicates to Sydney data centre.</li> </ul>	3 Moderate

**FINANCIAL RISKS**

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Asset Disposal/ Acquisition	Policy changes result in substantial asset disposal.	1 Low	<ul style="list-style-type: none"> <li>Officers will require approval from Council for disposal/acquisition of assets.</li> </ul>	1 Low
Accessing Funding	If the AMP is incorrect or not developed, then the maintenance funding will be insufficient to provide the levels of service.	3 Moderate	<ul style="list-style-type: none"> <li>Ensure funding assessments are carried out by sufficiently experienced personnel and strong business cases are made for funding</li> <li>A system should be established to regularly monitor all available funding for Council projects.</li> </ul>	1 Low
Internal Financial Controls	If internal financial controls are compromised and ineffective, then possible fraud, budget blowout, delayed service	6 High	<ul style="list-style-type: none"> <li>Good quality controls</li> <li>Implement annual external and internal audit recommendations</li> <li>Adhere to Procurement and Delegations Policy</li> </ul>	1 Low

## Appendices

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
			<ul style="list-style-type: none"> <li>Communications of internal controls to all staff</li> <li>Recommend internal audit programme every year by independent contractor.</li> </ul>	
Procurement contracts	If procurement contracts entered into are not cost-effective and do not comply with Council's Procurement Policies then Council projects could go over budget and Council procurement could be subject to industry, media or legal scrutiny.	6 High	<ul style="list-style-type: none"> <li>Ensure Procurement Strategy, the procurement policy and procurement manual are appropriate, comply with legislation and good practice, and followed by all staff and significant contracts are reviewed by a tender evaluation team.</li> <li>Ensure the staff follow the Contract and Procurement Process in PROMAPP</li> </ul>	1 Low
New Regulations require Significant Investment	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then depending on what the regulations are could mean we would need to adjust the programme of works in order to meet the new regulations.	6 High	<ul style="list-style-type: none"> <li>Work within approved budgetary constraints</li> <li>Achieve cost efficiencies regularly so that Council can weather any necessary investment in order to be compliant with changing legislative environment</li> </ul>	4 High
Theft by Contractors	If Contractors have unrestricted access to Council property and/or information, then there is the opportunity for theft and consequently loss of Council assets.	4 Moderate	<ul style="list-style-type: none"> <li>All Contractors must go through a pre-qualification process. Visitors to Council buildings must sign in.</li> </ul>	2 Moderate
Inadequate financial provision to fund asset replacement	If there is inadequate financial provision in reserves to fund the replacement of assets, then the Council may have to borrow more than expected, or asset replacement may need to be delayed which may affect service level performance.	3 Moderate	<ul style="list-style-type: none"> <li>Ensure annual depreciation is based on accurate fixed asset values (replacement cost) and accurate useful lives</li> <li>Assets should not, unless necessary, be replaced before the end of their useful life.</li> </ul>	1 Low
Bribery and Corruption	Perceived Bribery or Corruption from Solid Waste contractors,	4 High	<ul style="list-style-type: none"> <li>Ensure Staff code of conduct is current and regularly reviewed.</li> </ul>	3 Moderate
Management override of internal controls	If a Manager uses their unique position to override internal controls, then the financial statements may be incorrect and potential fraud may result	4 High	<ul style="list-style-type: none"> <li>Audit and Risk Committee oversight</li> <li>Annual internal and external audits</li> <li>Fraud Policy awareness</li> <li>Regular reviews of policies to ensure in line with best practice</li> <li>SLT to undergo ethics training</li> <li>Full reference checking</li> <li>Zero tolerance for bullying type behaviour</li> </ul>	3 Moderate

**HEALTH AND SAFETY WELLBEING RISKS**

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Public Events	If health and safety accidents or incidents occur during events then increased costs can occur to the events, reputation is damaged	4 High	<ul style="list-style-type: none"> <li>Health and Safety plans are established well in advance to an event being planned</li> <li>Physical hazards and risks are eliminated Hazard Identification records are kept</li> <li>Events do not proceed without correct Health and Safety sign off</li> <li>Good communication to all staff</li> </ul>	2 Moderate
Abusive Customers	If abusive customers come into any of the Council's service centres, then there is the risk that council staff or the general public could be harmed or exposed to violence.	4 High	<ul style="list-style-type: none"> <li>Staff have personal alert alarms if in danger, customer service training and policies on how to deal with situations so they do not escalate</li> </ul>	2 Moderate
Lone Worker <b>TOP 10 RISK</b>	If a staff member is seriously injured or killed during field inspections/site visits, then possible health and safety breaches, death or serious injury.	12 Very High	<ul style="list-style-type: none"> <li>Complete quality assurance, Ongoing training/awareness of HSE requirements and responsibilities</li> <li>Better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site</li> <li>Use of GPS tracking, mobile phone tracking</li> </ul>	3 Moderate
Council Vehicle accident	If a staff member has an accident in a council vehicle, then this could result in possible death or serious injury and damage to motor vehicle asset.	4 High	<ul style="list-style-type: none"> <li>All staff must have a full drivers licence and all staff are aware of procedures if there is an accident</li> <li>Staff driver training to be provided to regular drivers</li> <li>GPS and mobile phone tracking.</li> </ul>	3 Moderate
Staff under Stress	If staff are affected by personal issues or by work pressures and experiencing high levels of stress, then work performance may decline and/or fatigue, illness, unsafe work practices may result.	5 High	<ul style="list-style-type: none"> <li>Managers are responsible for being aware of the wellbeing of their direct reports</li> <li>There are various options available for relieving the pressure of staff who are overworked including increasing staff or reallocating work</li> <li>Ensure access to EAP service is widely known and communicated to all staff</li> </ul>	3 Moderate

			<ul style="list-style-type: none"> <li>Ensure all staff have a backup option available so they can take annual leave for at least a week at a time</li> </ul>	
Environmental Liability	Noncompliance with Resource Consent Conditions	2 Moderate	<ul style="list-style-type: none"> <li>Contractors to produce an environmental management plan as part of their contract conditions</li> </ul>	2 Moderate

**OPERATIONAL RISKS**

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Maintenance Contractor fails to deliver	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	4 High	<ul style="list-style-type: none"> <li>Careful assessment of tender to ensure contract price viable for contractor to deliver level of service</li> <li>Regular liaison with contractor to monitor performance and ensure compliance</li> <li>Contractor pre-approval process must not be bypassed</li> </ul>	3 Moderate
Key Person risk	If a key person in the organisation could not work for a significant period of time then this could affect Council's ability to perform core functions and duties.	4 High	<ul style="list-style-type: none"> <li>Ensure PROMAPP is up to date with all staff day to day processes</li> <li>If known absence ahead of time ensure an appropriate training plan in place</li> <li>Make use of local consultants where appropriate</li> <li>Connect with colleagues from neighbouring three councils to share resource if needed</li> <li></li> </ul>	2 Moderate
Natural Disaster - Response preparedness <b>TOP 10 RISK</b>	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions	15 Very High	<ul style="list-style-type: none"> <li>Civil Defence Emergency Management plans are in place</li> <li>Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff</li> <li>Business Continuity Plans need to be in place and practiced regularly for all activities</li> </ul>	12 Very High
Disease Outbreak/ Pandemic	If there is a human disease outbreak in the district, then this could impact staff and contractors staff available to deliver service	5 High	<ul style="list-style-type: none"> <li>Health and Safety Advisor to keep aware of any public health notifications of disease outbreaks</li> <li>Ensure there is a plan to respond to any notifications</li> <li>Civil Defence covers infectious human disease pandemics and will take responsibility for local management</li> </ul>	4 Moderate

Appendices

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Government Policy Impacting on Local Government <b>TOP 10 RISK</b>	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	<ul style="list-style-type: none"> <li>Where a policy change may have a significant impact Council can make a submission regarding the change</li> <li>Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically</li> <li>This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice</li> </ul>	8 High
Levels of Service	There are significant increases in customer expectations regarding demand for services and/or the level of service provided	1 Low	<ul style="list-style-type: none"> <li>To manage expectations around the levels of service which could include being transparent about the levels of service that we can afford</li> </ul>	1 Low
Programming of Works	The approved programme of works is not carried out within agreed timeframes.	1 Low	<ul style="list-style-type: none"> <li>Hold regular meetings to discuss contractors performance and ability to deliver the agreed programme</li> <li>Increasing resources via sub-contractors or additional staff</li> </ul>	1 Low
Consents	The Council does not undertake the work in accordance with the resource consent conditions. Council can be fined by the Regional Council for breach of conditions.	1 Low	<ul style="list-style-type: none"> <li>Not negotiable - Consent conditions must be abided by otherwise the consent will be breached</li> <li>Council needs to submit to the Regional Council a methodology about how they are going to undertake the works.</li> </ul>	1 Low

**REPUTATIONAL AND CONDUCT RISKS**

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Release of incorrect or confidential information <b>TOP 10 RISK</b>	If incorrect or confidential information was given out through social media, media releases, staff actions at the services desks, LGOIMA requests, council meetings, and/or functions then risk of damaged reputation, ratepayer distrust and	12 Very High	<ul style="list-style-type: none"> <li>All Media releases are to be checked off by Dir – Community Services, and signed off by CEO or Mayor</li> <li>Social Media Policy in place for clear guidance of social media use</li> </ul>	2 Moderate

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	actions from Local Government ministry and/or Privacy Commissioner.			
Solvency of Contractor <b>TOP 10 RISK</b>	If Council engage a contractor that could potentially be insolvent the risk to Council is that they abandon the contract.	12 Very High	<ul style="list-style-type: none"> <li>Conduct the due diligence process for all contractors</li> </ul>	3 Moderate
Contractor Damage or Breach <b>TOP 10 RISK</b>	If Council and/or Council contractors are found to be liable for public/environmental damage, or any actions that are unsafe or non-compliant with legislation and applicable policies and standards, then fines, possible injury, long-term damage, reputational damage could result.	12 Very High	<ul style="list-style-type: none"> <li>Appropriate procedures and guidelines are in place to monitor contractor actions and our own including health and safety audits, contractor meetings/KPI's</li> <li>The Council requires all physical works contractors to go through a thorough health and safety pre-qualification process and become approved before commencing any physical work</li> <li>All relevant staff are kept up to date with pre-approved contractors register</li> <li>Mini audits and random checks should be built into contracts</li> <li>Contractor public liability insurance required for all major contracts.</li> </ul>	3 Moderate
Elected Members - Decision Making <b>TOP 10 RISK</b>	Elected members make significant decisions in relation to the Long Term Plan budget setting. This has an impact on the Solid Waste Activity Management Plan and the work programmes that are developed throughout the 3 year period. This could have an impact on the levels of service for the community.	12 Very High	<ul style="list-style-type: none"> <li>Relies on the accuracy and quality of the advice given by staff to elected members.</li> <li>Council has a Professional Indemnity insurance policy for all elected members and independent committee members.</li> </ul>	4 Moderate
Council employees/ contractors abuse members of the public <b>TOP 10 RISK</b>	If Council employees, during the course of their Council duties abuse members of the public,, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	<ul style="list-style-type: none"> <li>Refer to the Staff Code of Conduct.</li> </ul>	4 Moderate



**APPENDIX 2 - SOLID WASTE OPERATIONAL DOCUMENTS**

<b>Consents</b>	<b>Commencement Date</b>	<b>Expiry Date</b>	<b>CM Reference</b>
<b>3890-3</b> Discharge to land (closed Huiroa landfill)	16/06/2016	1/06/2034	D17/20441
<b>3889-3</b> Discharge into Land and groundwater (closed Stratford landfill)	6/12/2010	1/06/2028	D17/20467
<b>3891-3.0</b> Discharge into unnamed tributary of the Waihapa Stream (closed Pukengahu landfill)	14/06/2016	1/06/2034	D17/20472
<b>Policies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Asset Management Policy	26/05/2020	2023/2024	D20/4330
Kerbside Collection Policy	12/03/2019	2021/2022	D19/6770
Trade Waste Policy	05/10/2022	2025/2026	D22/6856
Procurement Policy	11/06/2019	2022/2023	D18/29563(v3)
Sustainability Policy (Draft - under development)			D23/34330
<b>Bylaws</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Solid Waste Management and Minimisation Bylaw	1/07/2020	2029/2030	D20/4166
Trade Waste Bylaw	1/07/2020	2029/2030	D20/33683
<b>Strategies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Infrastructure Strategy 2021-2051	1/02/2021	2050/2051	D21/2700
Regional Behavioural Strategy (Draft)			
Sustainability Strategy (Draft - under development)			D23/13934
<b>Plans</b>			
Waste Management and Minimisation Plan (WMMP) 2023	01/12/2023	2/8/2029	D23/46746
<b>Contracts</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Regional Kerbside Refuse Collection (Contract 15/SW01)	5/08/2019	1/07/2024	D19/5124
Regional Waste Transport Services (Contract No 1444)	1/08/2019	1/07/2024	D19/23635
Solid Waste Disposal Agreement (Bonny Glen) (Contract No 1443)	1/08/2019	1/07/2024	D19/4637
Solid Waste Consolidation Agreement with STDC (1450)	1/08/2019	1/09/2024	D19/31774
Regional Kerbside Refuse Collection (New Contract - 1 Oct 2024)	1/10/2024	1/10/3024	D23/44049



**Property**  
**Asset Management Plan 2024-2034**



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

**DOCUMENT QUALITY ASSURANCE**

	NAME/ROLE	DATE
Reviewed By	Sara Flight, Property Officer Natalie McLeod, Asset Management Coordinator	February 2024
Peer Reviewed By	Victoria Araba, Director Assets	February 2024
Approved By	Sven Hanne, Chief Executive	

**DOCUMENT CONTROL**

VERSION	DATE	DESCRIPTION	UPDATED BY
1.0	March 2024	Audit Reviews incorporated	Victoria Araba
2.0		2nd Audit Reviews incorporated	
3.0		LTP Reviews incorporated	

**THE PROPERTY  
ASSET MANAGEMENT PLAN 2024-2034  
(PAMP)**

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## GLOSSARY OF ABBREVIATIONS

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

# **EXECUTIVE SUMMARY**

## Executive Summary

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### The Stratford District

The Stratford (Whakaahurangi) District is a land locked area encompassing 2170km<sup>2</sup> located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui Districts in the Horizons Regional Council. Within the district there are four distinct geographical areas:

- The alpine and bush environment of Te Papakura o Taranaki
- The ring plain around Taranaki Maunga
- Hill country located between the ring plain and the eastern hill country; and
- Eastern hill country to the boundary with Ruapehu District Council.

The rural landscape supports large farming, forestry and Department of Conservation reserves. Stratford, Whakaahurangi is a growing tourist destination owing to key attractions such as the Te Papakura o Taranaki, the Manganui Ski Field, Forgotten World Highway (SH43), Whangamōmona, Dawson and Mt Damper Falls. Three main townships make up the Stratford District. They are: Stratford; Midhirst and Toko.

### The Property Asset Management Plan

The Property Asset Management Plan (PAMP) describes the strategies and practices employed in the delivery of Council's obligations for the provision of Stratford District Council, Te Kaunihera ā Rohe o Whakaahurangi, properties at the agreed levels of service to the community. The PAMP identifies the local, regional and central government strategic and legislative drivers for the provision of service throughout the district.

Based on forecasted growth and demand for the service, the PAMP sets out how the provision of the facilities will be managed over its lifecycle to ensure the optimal delivery of the service within the financial constraints set by the Council in its Long Term Plan (LTP) 2024-2034. The levels of service to be delivered are as per the priorities and performance measures set by both the Council priorities and central government initiatives and performance measures.

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

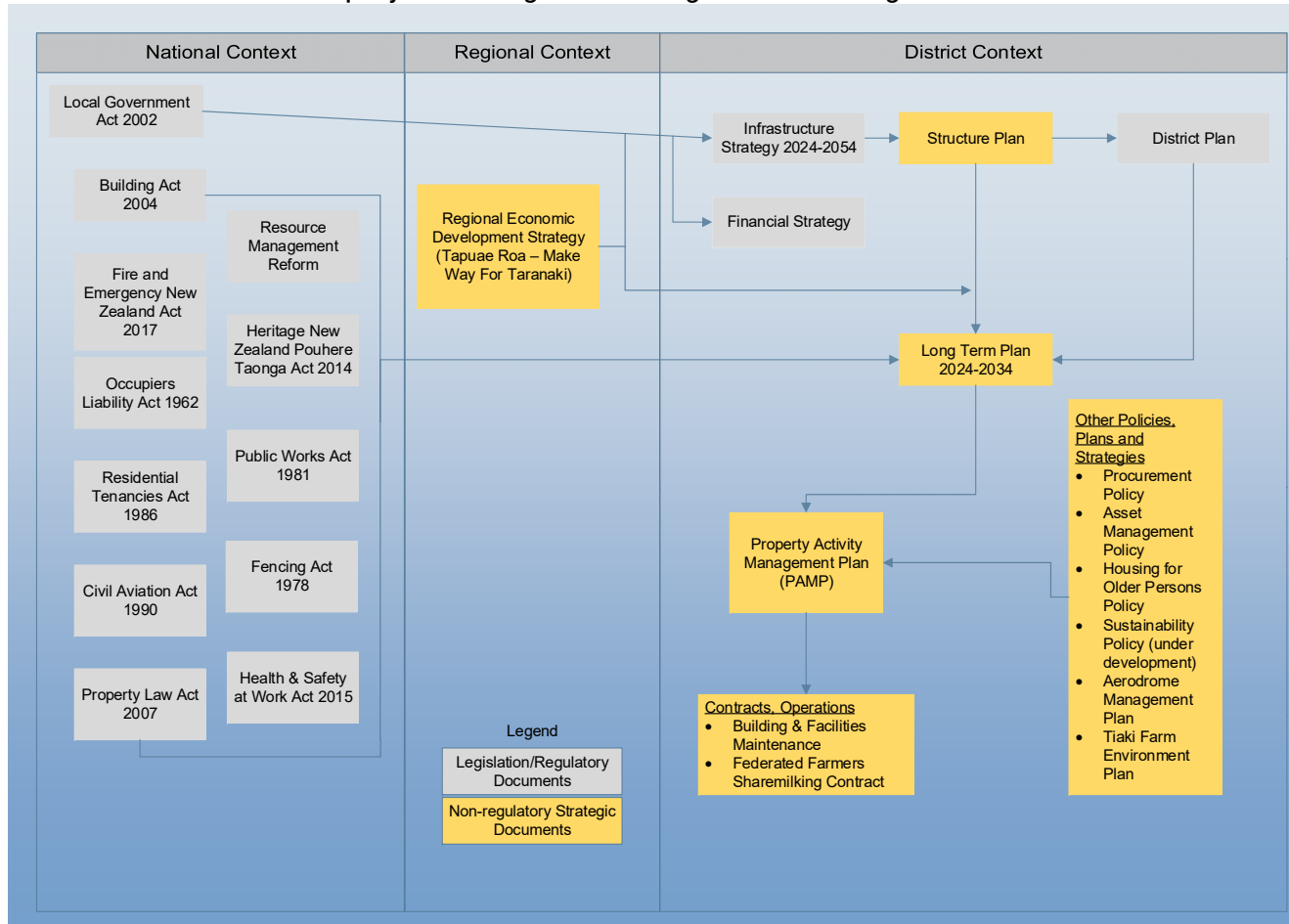
### The Strategic and Legislative Context

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

The key central, regional and local government drivers are:

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

**Property Asset Management Plan Legislative and Strategic Context**



## Executive Summary

### Our Community Outcomes

The Council's vision for the 2024-2034 Long Term Plan (LTP) is A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki.

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki.' The Council's identified *Community Outcomes* to achieve the vision are:

- Welcoming
- Resilient
- Connected
- Enabling

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

### Our Problems and Benefits Statements

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

#### Our Problems and Benefit Statements

Item	Problem Statements	Project	Benefit Statements
1	Closed TSB Pool Complex targeted by vandalism	Demolition of the TSB Pool and associated reinstatement	<ul style="list-style-type: none"> <li>• Stop additional cost to secure the complex from vandalism.</li> <li>• Community engagement on repurposing the land.</li> <li>• To meet the current and future needs of the Community.</li> </ul>
2	Council Earthquake Prone Buildings <ul style="list-style-type: none"> <li>• TET Multisports Centre</li> <li>• War Memorial Centre</li> </ul>	Seismic Strengthening of the TET for the potential use of a Civil Defence building.	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community.</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs.</li> <li>• Strengthening the buildings removes the health and safety risk to public of the structure failing during an earthquake.</li> <li>• It will provide Stratford with a facility which can be utilised during a civil defence emergency.</li> </ul>
3	• Clock Tower	Seismic Strengthening of the WMC	
4		Seismic Strengthening and water tightening of the Clock Tower	
5	The War Memorial Centre was extended in 1994, since then certain aspects of the centre are starting to fail. <ul style="list-style-type: none"> <li>• Replace lower flat roofs (3x)</li> <li>• Renew Hot Water Supply</li> <li>• Upgrade Stadium lighting</li> </ul>	War Memorial Centre Upgrades	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>• Support community recreation services.</li> <li>• Mitigate ongoing maintenance issues</li> </ul>

## Executive Summary

Item	Problem Statements	Project	Benefit Statements
6	Administration Building is outdated and suffering maintenance issues. <ul style="list-style-type: none"> <li>• Kitchen Upgrade</li> <li>• Replace roof.</li> <li>• Gradual replacement of flooring</li> <li>• Carpet replacement</li> </ul>	Administration Building Upgrade	<ul style="list-style-type: none"> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>
7	Administration Building access security issues	Upgrade access to the Administration Building to swipe card	<ul style="list-style-type: none"> <li>• Easier to lock a card from being used, than to change the locks if a key is lost.</li> <li>• Monitor staff that are on site for health and safety (fire evacuations etc.).</li> <li>• Provides higher protection to the building, staff, and reduces risk of intruders and breaches of entry.</li> </ul>
8	Administration Building Furniture not suitable for use	Administration Building Furniture Replacement	<ul style="list-style-type: none"> <li>• Improves staff wellbeing</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>
9	Poor storage and bathroom facilities for increased Library staff <ul style="list-style-type: none"> <li>• Staff Bathroom Upgrade</li> <li>• Underneath storage</li> </ul>	Library upgraders	<ul style="list-style-type: none"> <li>• Improves staff wellbeing</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>
10	Library's AA area doesn't provide a safe exit for staff.	Library Safety Upgrade	<ul style="list-style-type: none"> <li>• Improves staff wellbeing</li> <li>• Maintain the agreed level of service</li> </ul>
11	Increased demand for spaces for people to meet for work, accessing services and for leisure.	Development of seating and meeting spaces	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>• Support community recreation services</li> <li>• Maintain the agreed level of service</li> </ul>
12	Library's high occupancy rate increases wear and tear on the interior.	Interior painting and repair work	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>



## Executive Summary

Item	Problem Statements	Project	Benefit Statements
13	Library light box and bus shelter graphics are deteriorating	Library graphic upgrade	<ul style="list-style-type: none"> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
14	Centennial Rest rooms ongoing plumbing issues	Centennial Rest Rooms upgrade	<ul style="list-style-type: none"> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
15	Public Toilets outdated and suffering from maintenance issues.	Public Toilets infrastructure renewals	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
16	Victoria Park Grandstand a target for vandalism	Infrastructure Renewals	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
17	Housing for Older Persons units outdated and suffering from maintenance issues. <ul style="list-style-type: none"> <li>Roof Replacements</li> <li>Fence replacement</li> </ul>	Housing for Older Persons upgrades	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
18	Continual maintenance and upgrades relating to farm operations. <ul style="list-style-type: none"> <li>Culvert and Race upgrade</li> <li>Clearing of subsoil drains</li> <li>Farmhouse lighting upgrade</li> </ul>	Farm Upgrades	<ul style="list-style-type: none"> <li>Maintain the agreed level of service</li> <li>Mitigate ongoing maintenance issues</li> <li>Improve functionality on farm</li> <li>Improve health and safety of farm staff, contractors, and animals.</li> </ul>
19	Farm - current sheds don't have enough capacity for the number of calves	Construction of additional calf shed	<ul style="list-style-type: none"> <li>Increases animal wellbeing</li> <li>Improve functionality on farm</li> <li>Maintain the agreed level of service</li> </ul>
20	Surrounding ground of the Aerodrome turning bay is unusable during the wet	Widening turning area.	<ul style="list-style-type: none"> <li>Maintain the agreed level of service</li> <li>Mitigate ongoing maintenance issues</li> <li>Improve functionality on Aerodrome</li> </ul>

## Executive Summary

Item	Problem Statements	Project	Benefit Statements
21	Transfer Station/City Care Building <ul style="list-style-type: none"> <li>Lower concrete blockwork not watertight.</li> </ul>	Sealing of blockwork	<ul style="list-style-type: none"> <li>Maintain the agreed level of service</li> <li>Mitigate ongoing maintenance issues</li> </ul>

## Executive Summary

### Our Levels of Service and Performance

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

#### Our Level of Service Performance Measures

	Asset Category	Level of Service Category	Performance Measure
1.	Aerodrome	Customer Satisfaction	Engage and meet regularly with Aerodrome users by attending formal meetings. – 3 meeting attended annually
		Usage	Number of aircraft movements during the year. >3500. Numbers from Annual AIMM compliance reporting
2	Stratford District Library	To provide a multi-use community hub facility that is accessible, well utilised, and engaging to both residents and visitors to the Stratford District.	Number of items (including digital) issued annually. >40,000
			Percentage of facility users satisfied with the quality of the services offered. >80%
			Number of participants in events and programmes at the facility >2,000
3.	Civic Amenities - Housing for Older Persons	To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard.	All rental units comply with legislation Target - >95%
4	Civic Amenities – TET Multisports Centre	Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
5.	Civic Amenities - War Memorial Centre	Daily Usages	Annual daily usage of War Memorial Centre measured by the percentage of days in a year there is a booking. Target - >75%
		Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
		Annual Bookings	Booking cancellations as a percentage of total annual bookings <20%
6	Civic Amenities - Centennial Restrooms	Daily Usages	Annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking. – Target >70%
		Annual Bookings	Booking cancellations as a percentage of total annual bookings <20%
7.	Civic Amenities - Public Toilets	Customer Satisfaction	Percentage of Stratford District residents satisfied with overall level of service of toilets. Target - >80%
8	Rental and Investment properties	Farm Milk Production	Milk production is maximise. >150,000 kg/ms
		Customer Satisfaction	Commercial properties are compliant with relevant legislation
		The Council farm's Environmental Plan is reviewed annually	The Council farm's Environmental Plans are reviewed annually.

## Executive Summary

### Our Programme Business Case

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

### Our Identified Projects and Performance Measures

Work Category	Identified Projects	Performance Measures							
		Health and Safety	Compliance with Legislation	Annual/Daily usage and cancellation	Usage (Admissions, Visit, Wi-fi, Network Session)	Customer Satisfaction	Condition	Environmental Plan reviewed annually	Milk Production
Operations/ Maintenance	Miranda Street office - General Maintenance	√				√	√		
	War Memorial Centre - General Maintenance	√	√	√		√	√		
	Civic Amenities - General Maintenance					√	√		
	Farm - General Building Maintenance	√					√		
	Aerodrome – runway releveling	√				√	√		
	Housing for Older Persons general maintenance					√	√		
Renewal/ Replacement	Library -Renewals/ Replacements					√	√		
	Miranda Street office – Renewals/Replacements					√	√		
	War Memorial Centre Renewals/Replacements		√	√		√	√		
	Civic Amenities Renewals/Replacements		√	√		√	√		
	Farm - Renewals					√	√		
	Housing for Older Persons - Replacements		√				√		
Level of Service Improvements	TET Multisport Centre-Seismic Strengthening	√	√				√		
	WMC - Seismic Strengthening	√	√				√		

## Executive Summary

Work Category	Identified Projects	Performance Measures							
		Health and Safety	Compliance with Legalisation	Annual/Daily usage and cancellation	Usage (Admissions, Visit, Wi-fi, Network Session)	Customer Satisfaction	Condition	Environmental Plan reviewed annually	Milk Production
	Clock Tower - Seismic Strengthening	√	√				√		
	Miranda Street Office – Access Improvements	√					√		
	Farm – Improvements Additional Shed	√				√		√	√
	Library – Improvements Safety Improvement around AA Site	√				√	√		
	TSB Pool Complex - Demolition	√					√		
	Municipal Building - Demolition	√					√		
	Rental & Investment Properties - Improvements		√			√	√		
	TET Multisport Centre-Infrastructure Improvements		√			√	√		

## Executive Summary

### Funding Our Investment Strategy

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets. Capital projects and activities carried out to maintain the Property services, including Renewal or Replacement projects and Level of Service Improvements, for the next 10 years will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

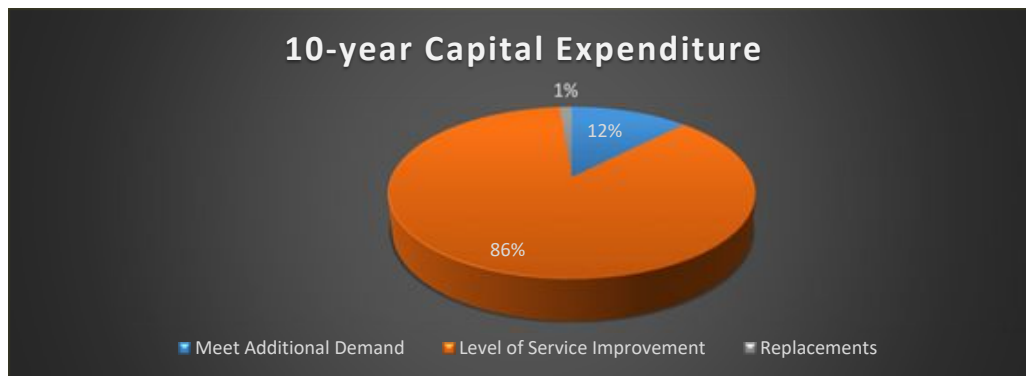
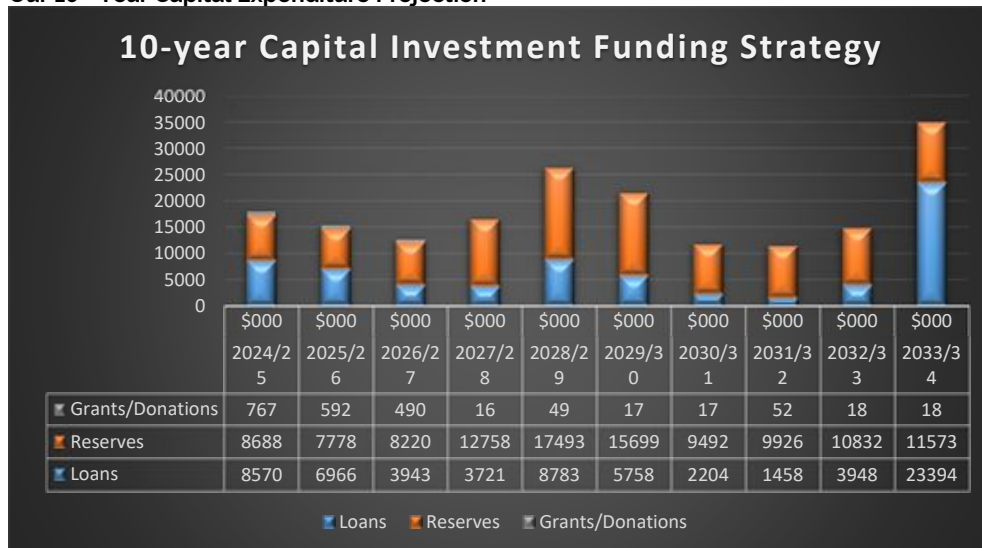
- Loans;
- Reserves; and/or
- Subsidies/ Grants by other Partners.

Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

A summary of Council's Capital Investment funding Strategy over a 10-year period is shown in the Figures below.

#### Our 10 –Year Capital Expenditure Projection



# **1.0**

## **Introduction**

## Introduction

### 1.0: INTRODUCTION

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## Introduction

### 1.1. PURPOSE OF THE PLAN

The Property Asset Management Plan 2024-2034 ('the PAMP') is a 10 year Strategic Plan for the Stratford District Council, Te Kaunihera ā Rohe o Whakaahurangi ('the Council'). It details how the Council will manage the Property activity and assets in an efficient, safe, reliable and sustainable manner to provide value for money to our customers and investors.

The plan informs the development of the Council's 2024-2034 Long Term Plan ('the LTP'). It shows how the Council will prioritise and address key property issues facing our District in the face of competing projects and constrained resources. The prioritisation of competing projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS) and also meet legislative objectives and requirements.

The PAMP proposes work programmes that deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times, for the right price and in the right ways.

The audience for this plan includes our Investment Partners, Customers and Stakeholders, the Council representatives, Council staff, contractors, consultants, developers and members of the public who will take an interest in the future of levels of service the Council will be offering in respect of its property assets.

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

The Council's Asset Management Policy requires the Asset and Activity Management Plans to be peer reviewed by an external reviewer and members of the public who will take an interest in the future levels of service the Council will be offering before the document is formally presented to Council for adoption.

### 1.2. THE STRATFORD DISTRICT /WHAKAAHURANGI

Initial settlements in the Stratford District, Whakaahurangi, were small Māori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities. While New Plymouth and other coastal regions of Taranaki were settled by Europeans in the 1840s, the densely forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars, the Stratford District was created, and land was both compulsorily purchased and freely sold (see figure 2 for those that hold Mana Whenua in the District.)

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

#### 1.2.1 STRATFORD

Stratford (Whakaahurangi) is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District with an estimated population of 9880 (Statistics NZ, 2020). The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

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

From early in the twentieth century, there was rapid development of the dairy industry, with most communities having their own factory. Roads through the district were still relatively basic, which meant travelling any distance was difficult. As roads improved throughout the 20th century,

## Introduction

communities in the district gradually began to lose their facilities. It was cheaper and easier to travel to larger towns for services than to maintain those services in smaller settlements.

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamōmona which was first settled in 1895, with no road or rail access. Today the village has approximately 150 full-time residents, a hotel, a handful of historic buildings, and the odd goat. (*Refer: Stratford District Council Website.*)

### 1.2.2 MIDHIRST

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km north of Midhirst and New Plymouth is 35 km to the northwest. Midhirst was a private settlement serving those who took up land in a 2,000-hectare block and named by a settlement promoter, Albert C Fookes. AC Fookes named Midhirst after his wife's family, the Hirst family. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

### 1.2.3 TOKO

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. Toko was established in 1891, to serve as an important centre for access to and east of Stratford.

### 1.2.4 WHANGAMŌMONA

Whangamōmona is a rural settlement 65 km North East of Stratford on State Highway 43. Once quite a thriving settlement and the headquarters of the Whangamōmona County Council with a number of stores and a post office, it suffered decline from the mid-20<sup>th</sup> Century with only the hotel remaining as a business in town. Today an estimated 126 people live in and around Whangamōmona (Statistics NZ 2018).

### 1.2.5 MANA WHENUA/TANGATA WHENUA – WHAKAAHURANGI DISTRICT

Ngā Iwi/Hapū that hold mana over the whenua in the Stratford District (as defined by the Stratford District Council and central government) are seven of the eight Iwi in the region of Taranaki.

Mana whenua and tangata whenua for the purposes of this activity plan can be described as *those that hold the customary authority exercised by an Iwi or hapū in a rohe, or area. Tangata whenua, in relation to a particular area, is defined as meaning 'the Iwi or hapū that holds mana whenua over that area.*

We acknowledge the following seven Iwi as tangata whenua of the Whakaahurangi rohe: Ngāti Maru, Ngāti Mutunga, Ngāti Tama, Ngā Rauru, Ngāruahine, Ngāti Ruanui and Te Atiawa. Council also recognises the role of Whakaahurangi Marae within the district.

Given that the Stratford District Boundaries also about the Ruapehu, Waitomo, and Whanganui regions, there are likely more Iwi/Hapu from these rohe with customary interest in the district, especially where assets may be close to these boundaries.

### 1.2.6 DISTRICT GEOGRAPHY

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

Taranaki Maunga, and Te Papakura o Taranaki, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an "apron" or a "ring plain" around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying.

## Introduction

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East of the ring plain lies the rolling topography of the frontal hill country and further east, the deeply dissected hill country. These hills are not volcanic but consist of sedimentary rocks (mudstone, sandstone and siltstone). Soil properties in the eastern hill country are closely linked to the differences in rock hardness and composition. Most are steepland soils, ie, are shallow soils which have developed on steep, relatively unstable slopes. (*Refer: Stratford District Plan 2014.*)

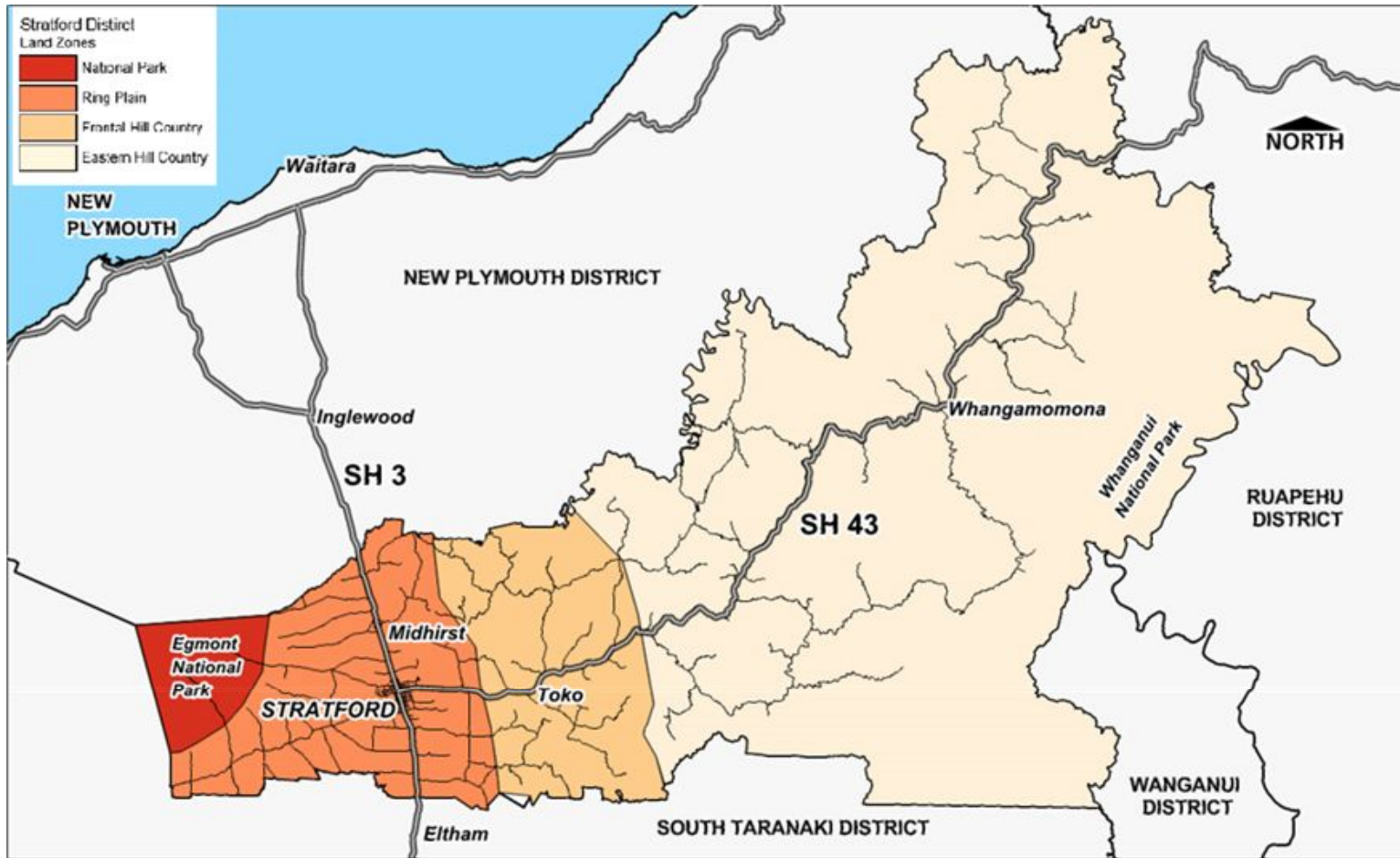


Figure 1 – The Stratford District

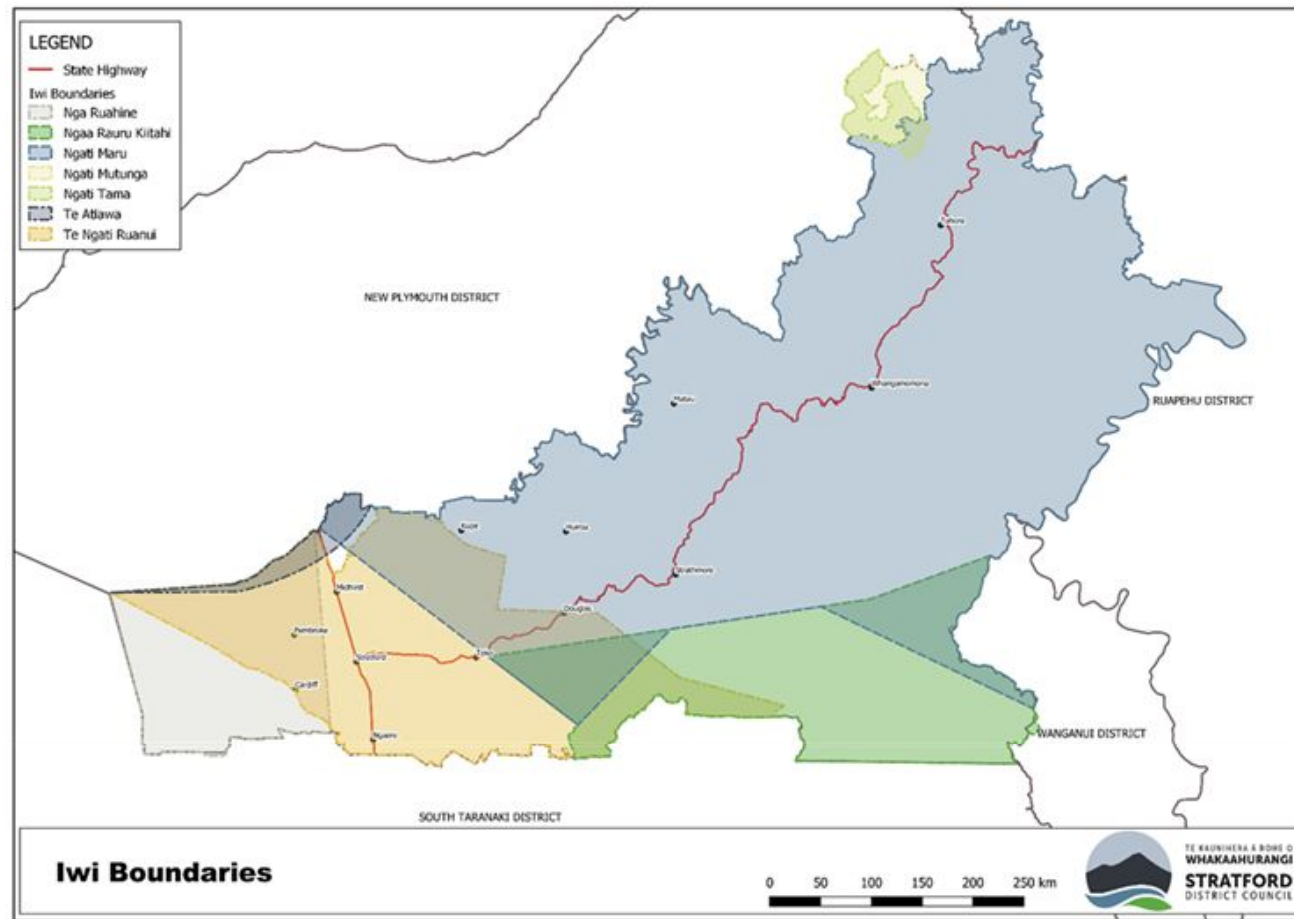
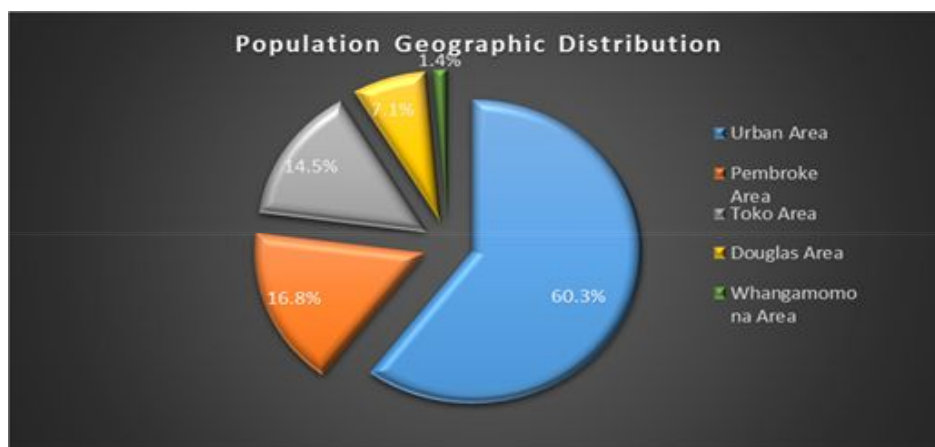


Figure 2 – Iwi Boundaries within the Stratford District



**Figure 3 - Current Population Geographic Distribution**

### 1.3. OUR MISSION, VISION AND VALUES

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

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

The Stratford District Council's **Mission Statement** is:

*'To serve the District and its communities through advocacy, promotion, services, facilities and positive leadership.'*

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

*"A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki"*

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'

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

- Integrity:** *Be loyal to the organisation and trustworthy, honest and courteous with everyone we deal with.*
- Teamwork:** *Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.*
- Excellence:** *Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost-effective and ensure prudent management of public money and assets.*
- Pride:** *Take pride in our performance and our organisation.*
- Commitment:** *Have commitment and respect for each other, our business and our customers.*
- Innovation:** *Examine alternatives, challenge the obvious and have a flexible attitude.*

## Introduction

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

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

The structure for each Management Team is provided in Figures 4 and 5.

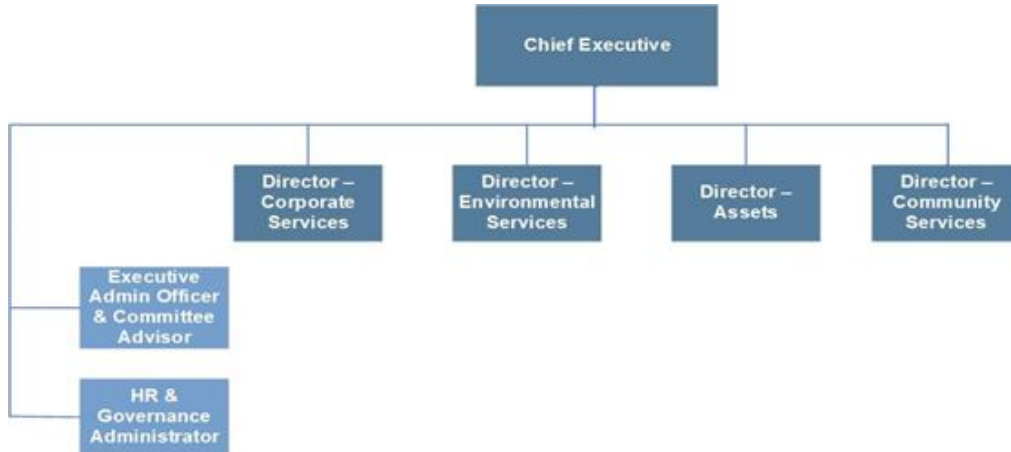


Figure 4 – The Senior Leadership Team

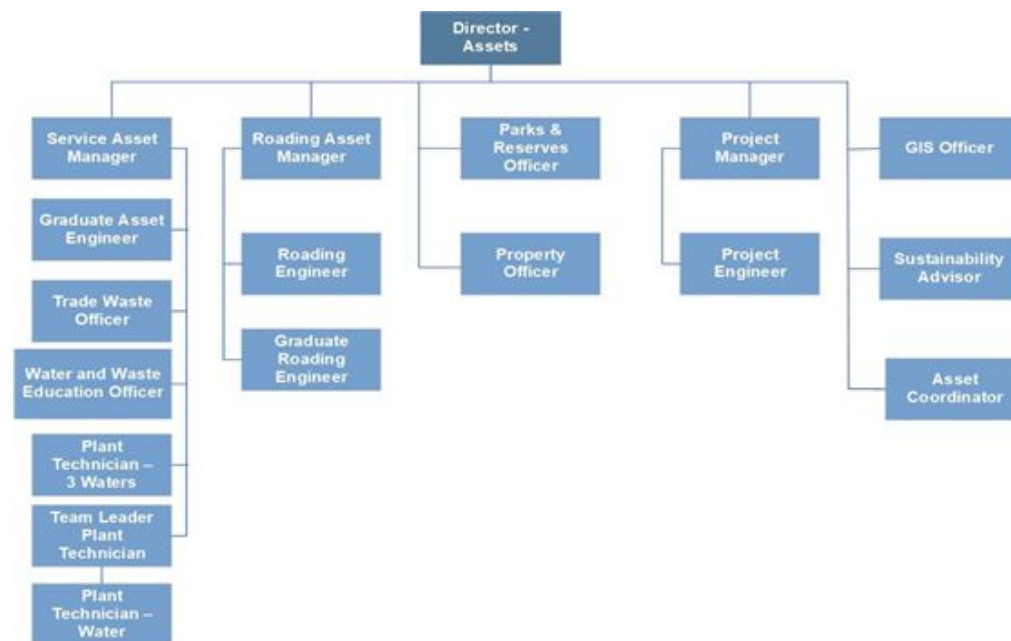


Figure 5 – The Assets Department



#### 1.4. THE PROPERTY ACTIVITY

Stratford District Council owns a variety of property assets including:

- The Stratford District Library and I-site, provides physical and digital access to a collection of lending material and information resources in a safe and welcoming environment intended for community activities, leisure, social interaction, and study. It promotes creativity and learning through the delivery of public programmes and the provision of support facilities such as the Wi-Fi network and access to equipment and technology. Information centre services include motor vehicle and driver licensing, travel and accommodation bookings, event tickets and local knowledge.
- Civic Amenities, to provide the community good or core civic functions. Civic Amenities contribute to the achievement of the District's civic and leisure needs. This portfolio includes:
  - Miranda Street Administration Building
  - War Memorial Centre
  - Centennial Restrooms
  - Clock Tower
  - Hall of Remembrance
  - Public Toilets
  - Rural Halls
  - Security Cameras
  - Digital Sign
  - Wai o Rua – Aquatic Centre
- The aerodrome to make provision provides for recreation and light commercial aviation. The aerodrome is situated at Flint Road and has two grass runways.
- Rental and Investment Properties for strategic or commercial purposes. Each property is held for specific reasons and the property portfolio is regularly reviewed to ensure any properties surplus to requirements are disposed of. This portfolio includes:
  - The Council farm
  - Municipal Building
  - Transfer Station
  - Housing for Older Persons (10 residential units)
  - TET Multisports Centre

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

- To provide an aquatic facility that is welcoming, attractive and a safe place to swim.
- To provide a library service which meets the needs of and is being used by Stratford District residents.
- Facilities are maintained to the standard of compliance and used by the Community.
- Maintain housing accommodation that complies with tenancy legislation as a minimum level.
- Maintain existing toilet facilities to a clean standard.
- Maximum profits from the farm are returned to Council.
- Leased property is safe and fit for purpose.
- Maintain the Aerodrome for use by the Stratford Community and other users.



### 1.5. THE IMPORTANCE OF THE PROPERTY ACTIVITY

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

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

**Table 1 - Property Activity Contribution to Community Outcomes**

	Community Outcomes	Property Activity Contribution
Welcoming	<p>We celebrate the unique stories of our district.</p> <p>We are inclusive, and value our diversity.</p> <p>Stratford is a friendly place where our visitors feel welcomed.</p> <p>Our diverse community feels safe and supported.</p> <p>We promote the district as the place to visit, live, play, learn and work.</p>	
Resilient	<p>We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them.</p> <p>We support a low-emissions future for our community.</p> <p>We enable our rangatahi (youth) to be sustainable leaders.</p> <p>We strive to have resilient infrastructure that meets the current and future needs of the district.</p> <p>We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work).</p>	<ul style="list-style-type: none"> <li>• To maintain the Aerodrome for use by the Stratford community and other users.</li> <li>• To provide well-maintained and utilised facilities.</li> <li>• To maintain the housing pool to ensure compliance with relevant legislation.</li> <li>• Maintain existing toilet facilities and ensure regular cleaning.</li> </ul>
Connected	<p>We provide opportunities for families and people of all ages to connect with others in the community.</p> <p>Our community is engaged and actively participates in democracy.</p> <p>We value local knowledge when making decisions.</p> <p>We advocate for the services that our community needs to live safe and healthy lives.</p> <p>We welcome opportunities to work in partnership with others to help achieve our community outcomes.</p> <p>We are committed to fostering meaningful and genuine partnerships with Mana Whenua.</p>	<ul style="list-style-type: none"> <li>• To provide an aquatic facility that is welcoming, attractive and a safe place to swim.</li> <li>• To provide a multi-use community hub facility that is accessible, well utilised and engaging to both residents and visitors to the Stratford District.</li> <li>• To run the council farm in a way that maximises profits and meets the National Environmental Standards.</li> </ul>
Enabling	<p>We are a business-friendly District.</p> <p>We encourage a diverse and sustainable business community.</p> <p>We enable economic growth by supporting business investment and development in our district.</p> <p>We support the growth of employment opportunities within our community; with a particular focus on our rangitahi (youth).</p> <p>We carefully balance the needs and wants of our district when funding services and infrastructure.</p> <p>We encourage partnerships to collaborate with Mana Whenua for the benefits of the Stratford district.</p>	

## Introduction

### 1.6. OUR PARTNERS, CUSTOMERS AND KEY STAKEHOLDERS

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

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

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

**Table 2 – Partners, Customers and Stakeholders**

Customers, Partners, and Stakeholders	Involvement
Taranaki Regional Council	Sets the direction of environmental management of the portfolio.
Contractors	Provide maintenance services in respect of the portfolio.
Utility Owners	New Zealand Utilities Advisory Group (NZUAG) requirements for co-ordinating networks.
New Zealand Fire and Emergency Services	Sets the compliance for Fire and Emergency
Local Iwi and Hapu	Liaise in relation to significant projects that may impact on Māori.
Community Sporting & Recreation Groups	Provide services to the community utilising Council property assets.
Farm Sharemilkers	Provides the operational aspects of the farm business.
Taranaki Emergency Management Office (TEMO) Civil Defence <ul style="list-style-type: none"> <li>• Risk Reduction Advisory Group (RRAG)</li> <li>• Readiness and Response Advisory Group (RARAG)</li> <li>• Lifelines Advisory Group (LAG)</li> <li>• Volcanic Futures; <a href="https://www.volcanicfutures.co.nz">https://www.volcanicfutures.co.nz</a></li> </ul>	Provides a fully operational Taranaki Emergency Management Office (TEMO) site for Stratford and surrounding districts
Fonterra NZ	Provides the Tiaki Farm Environment Plan to manage and mitigate environmental conditions on the farm
Civil Aviation Authority	Set the rules and regulations for the Aerodrome
Farm and Aerodrome Committee	Sets the direction of the farm and aerodrome
Aerodrome User Group and Safety Committee	Provides the operational and Health and Safety aspects of the Aerodrome
New Zealand Tenancy Services	Sets the rules and regulations of rental properties
General public; Lessees; Tourists and Visitors	Use services provided by the Property Activity

## Introduction

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### **1.6.1 THE CUSTOMER CHARTER**

An organisation-wide *Customer Charter* was developed and introduced in 2015 and reviewed in 2023. The Customer Charter states that Council is dedicated to having commitment and respect for each other, our business and our customers. We will be honest, courteous and efficient and use our knowledge and experience to be effective by doing the right thing at the right time. We support a culture of innovation by examining alternatives, challenging the obvious and having a flexible attitude.

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

### **1.6.2 SIGNIFICANCE AND ENGAGEMENT POLICY**

The Council's Significance and Engagement Policy is used to determine what level of community engagement is needed for each issue or proposal, to gain a clearer understanding of community views and preferences and the ways the community can influence and participate in the decision-making of the Council. The Significance and Engagement Policy is currently under review.

## **2.0**

# **Legislative and Strategic Context**

## Legislative and Strategic Context

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## Legislative and Strategic Context

### 2.1. OVERVIEW

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

### 2.2. NATIONAL CONTEXT

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

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

#### 2.2.1 THE BUILDING ACT 2004

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

- Miranda Street – Administration Building;
- TET Multisports Centre
- Library;
- War Memorial Centre;
- TSB Pools, and
- Wai O Rua Aquatic Centre.

#### 2.2.2 THE PROPERTY LAW ACT 2007

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

- All council owned properties
- Pensioner Housing
- Transfer Station building

#### 2.2.3 THE LOCAL GOVERNMENT ACT 2002

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

*“to enable democratic local decision-making and action by, and on behalf of, communities; and to meet the current and future needs of communities for good-quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses”.*

The LGA includes the principles that require Council to:

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

## Legislative and Strategic Context

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

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

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

### 2.2.4 THE RESOURCE MANAGEMENT ACT 1991

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

In February 2021, the Government announced it would repeal the [Resource Management Act 1991](#) (RMA) and enact new legislation in the form of three new acts. The new administration (Late 2023) has announced it will repeal the three Acts introduced by the previous administration and then repeal the RMA sometime over their tenure.

A summary of the three Acts to be repealed is as follows:

- The Natural and Built Environment Act (NBA), as the main replacement for the RMA, to protect and restore the environment while better enabling development. Introduced to Parliament on 15 November 2022. It provides an integrated framework for regulating both environmental management and land use planning and works in tandem with the Spatial Planning Act;
- The Spatial Planning Act (SPA), provides for the development and implementation of long-term strategic spatial planning across New Zealand through the development of regional spatial strategies (RSS). RSS will set out a vision and objectives for a region's development and change over a 30-year plus time span and integrate planning across different legislative frameworks associated with the management of the natural and built environment. Introduced to Parliament on 15 November 2022.; and
- The Climate Adaptation Act (CAA), to address complex issues associated with managed retreat. This bill is expected to be introduced to Parliament in 2023.

As stated on the Ministry for the Environment website<sup>1</sup> : The Natural and Built Environment Act and the Spatial Planning Act will be phased in over the coming years. A small number of changes apply from August 2023. Many parts of the Resource Management Act 1991 (RMA) are still in force for now.

The disposal of solid waste in the regional landfills, and associated effects, fall under the Natural and Built Environment Act (NBA) and The Spatial Planning Act (SPA). These effects, if not avoided, remedied or mitigated, have implications on Closed Landfills, Transfer Stations, Emergency Management and any future waste processing facilities.

The RMA and Resource Management System Reform therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

### 2.2.5 THE HERITAGE NEW ZEALAND POUHERE TAONGA ACT 2014

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

<sup>1</sup>Ref: <https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/>

## Legislative and Strategic Context

### 2.2.6 FIRE AND EMERGENCY NEW ZEALAND ACT 2017

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

### 2.2.7 CLIMATE CHANGE RESPONSE ACT 2002

National adaptation plan and Aotearoa New Zealand's first emissions reduction plan. From 30 November 2022 local government must 'have regard to' Aotearoa New Zealand's first emissions reduction plan when they prepare or change a regional policy statement, regional plan or district plan. This is a requirement under the Resource Management Act 1991 (RMA), made by the Resource Management Amendment Act 2020 (RMAA). This requirement was introduced to create a stronger link between the Climate Change Response Act 2002 (CCRA) and decision-making under the RMA. Further to this council is also required to report to the Climate Change Minister our adaptation preparedness. (Section 5ZW of the Climate Change Response Act).

For the Property sector, the national emissions reduction plan supports reducing emissions from Property by:

- Homes and buildings are climate resilient and meet social and cultural needs.
- New and existing places are planned and managed to minimise risks to communities from climate change.
- Māori connections to whenua and places of cultural value are strengthened through partnerships.
- Threats to cultural heritage arising from climate change are understood and impacts minimised.

### 2.2.8 TIAKI FARM ENVIRONMENT PLAN

The Tiaki Farm Environment Plan is the result of a tailored farm environment planning service provided to you through the Co-operative Difference. It's part of the advantage you get through Farm Source as a member of the Fonterra Co-Operative. The purpose of this plan is to describe the environmental conditions present on the farm and the management of these conditions. From this, mitigations to potential impacts to water quality are documented and additional mitigations maybe planned, with sensible timeframes. Underpinning this plan, are the agreed national Good Farming Practices that are supported by the agricultural and horticultural sectors.

## 2.3. REGIONAL CONTEXT

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

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

## 2.4. DISTRICT CONTEXT

The Property AMP feeds, and in turn is fed into, a number of district strategies. The PAMP forms a critical part of the planning framework, as shown in Figure 5. Table 3 provides a description of the District Strategic Drivers for the PAMP, and how they influence or relate to the PAMP.

### 2.4.1 THE LONG TERM PLAN (LTP) 2024-2034

The Long Term Plan (LTP) 2024-2034 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2014 that:

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



## Legislative and Strategic Context

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

### 2.4.2 THE DISTRICT PLAN

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

### 2.4.3 THE ANNUAL PLAN

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

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

**Table 3 - District Strategic Drivers**

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

## Legislative and Strategic Context

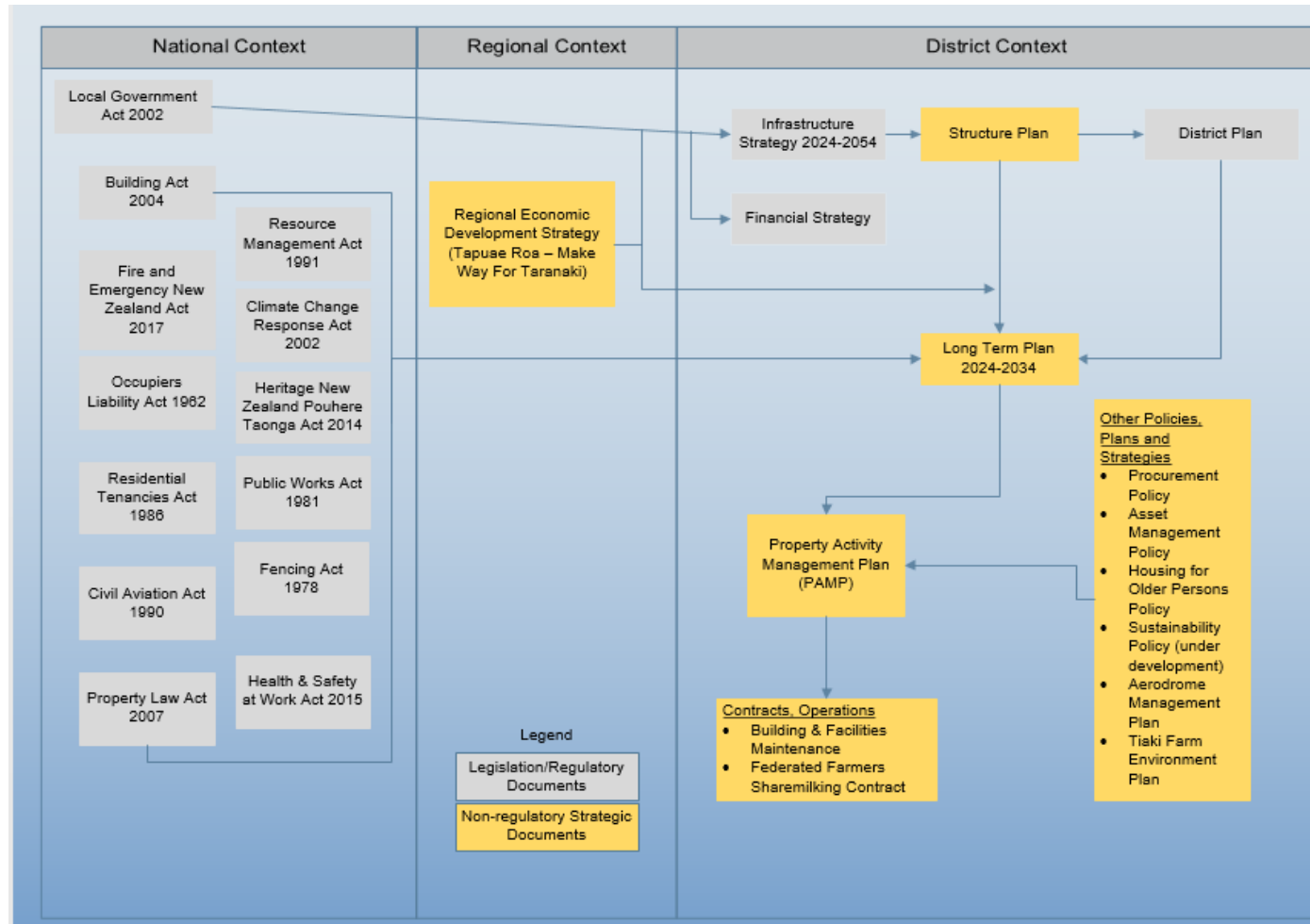


Figure 6 – Strategic and Legislative Framework for the Property Asset Management Plan

## **3.0**

# **Asset Information**

## Asset Information

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## Asset Information

### 3.1. ASSET OVERVIEW

The Stratford District Council owns and manages property within the Stratford District. The Council's property portfolio contains an aerodrome, a dairy farm, transfer station, aquatic centre, library, a number of civic amenities including an administration building, community buildings and public toilets, and a number of rental or investment properties.

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

### 3.2. ASSET VALUATION

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

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

The core asset and land valuations contained in Table 4 and 5 were carried out by Telfer Young (Taranaki) as at 30 June 2023. Note that:

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

### 3.3. USEFUL LIFE

Useful life refers to either:

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

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

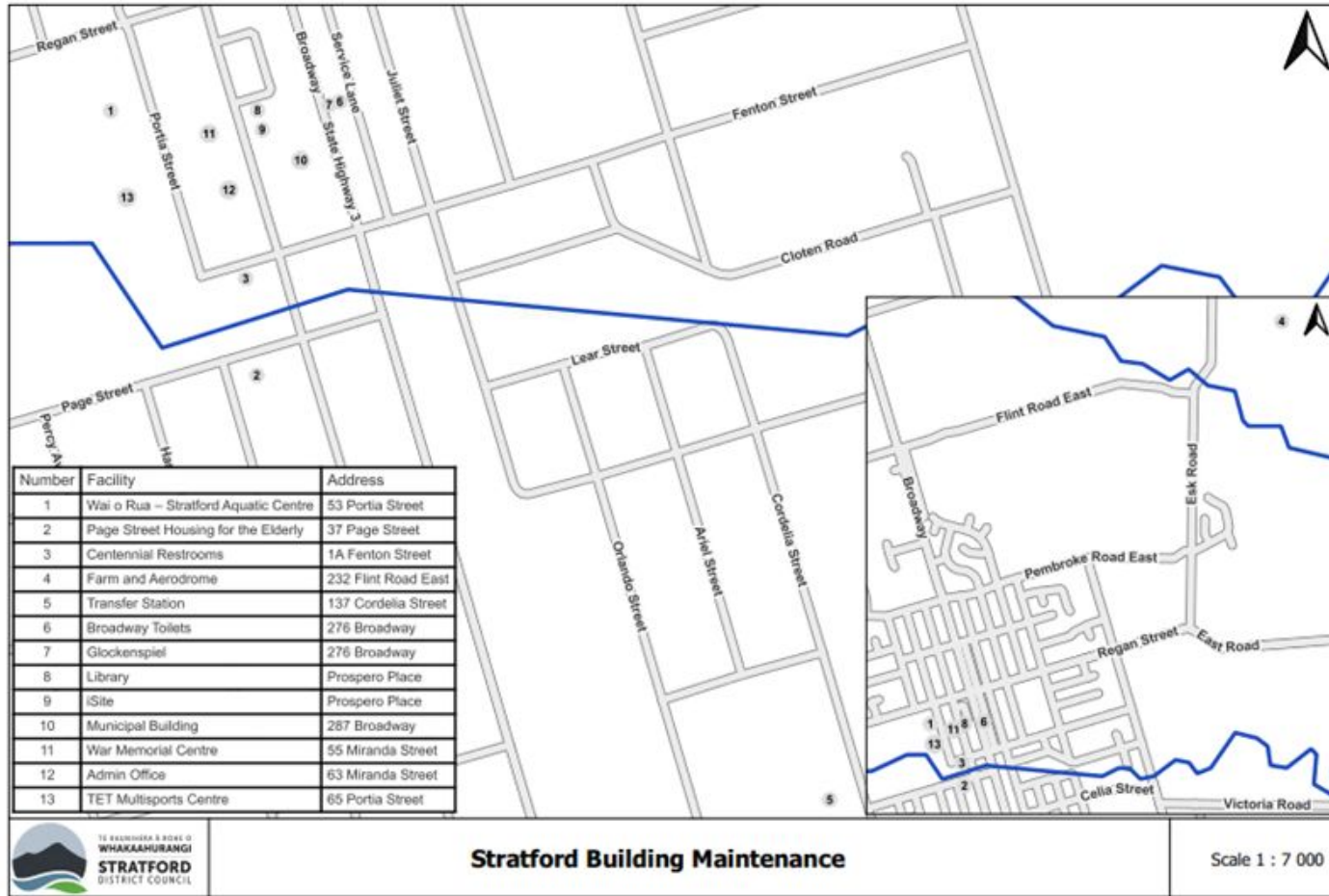


Figure 7 - Property Asset Locations within the Stratford Township -

## Asset Information

Table 4 – Asset Valuation Summary – Stratford District Council Core Asset Valuation Report (Source – 2023 Telfer Young Valuation Report)

Asset Group	Description	Quantity	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
					RC	ODRC	AD
<b>Aerodrome</b>	Aerodrome	1	80	37	584,000	274,621	7,422
<b>Total</b>					<b>584,000</b>	<b>274,621</b>	<b>7,422</b>
<b>Centennial Library</b>	Library	1	80	31	1,912,100	1,230,300	39,687
<b>Total</b>					<b>1,912,100</b>	<b>1,230,300</b>	<b>39,687</b>
<b>TSB Pool</b>	Pool	1	40	0	<b>7,922,100</b>	<b>0</b>	
<b>Total</b>					<b>7,922,100</b>	<b>0</b>	<b>7,922,100</b>
<b>Wai O Rua Aquatic Centre</b>	Aquatic Centre	1	50	49	20,601,400	20,189,372	412,028
<b>Total</b>					<b>20,601,400</b>	<b>20,189,372</b>	<b>412,028</b>
<b>Civic Amenities</b>	Miranda Street, Administration Building	1	90	56	6,303,700	2,396,200	42,789
	War Memorial Centre	1	69	25	7,185,100	1,767,700	70,708
	Centennial Restrooms	1	77	14	965,500	253,400	18,100
	Clock Tower (Glockenspiel)	1	52	25	837,100	248,300	9,932
	WMC Carpark	1	80	25	248,200	57,700	2,308
	Broadway Public Toilets	1	40	31	576,500	422,800	13,639
	Whangamōmona Toilets	1	50	43	150,100	119,700	2,784
	Tangarakau Toilets (Morgan's Grave Toilets)	1	50	40	67,000	46,400	1,160
	Page Street Amenities	1	40	34	337,500	278,603	8,194

## Asset Information

Asset Group	Description	Quantity	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
					RC	ODRC	AD
	Victoria Park Exeloo's	1	50	24	2,018,400	863,500	35,979
	Hall of Remembrance	1	30	7	64,700	15,100	2,157
	Bus Shelters	2	50	12	14,300	3,400	283
<b>Total</b>					<b>18,768,100</b>	<b>6,472,803</b>	<b>208,034</b>
<b>Rural Halls</b>	Midhirst Hall	1	70	17	1,325,300	241,900	14,229
	Huiroa Hall	1	100	22	713,700	151,863	6,903
	Kohuratahi Hall	1	116	10	682,000	88,959	8,896
	Te Popo Hall	1	111	10	212,700	31,100	3,110
	York Road Hall	1	68	10	5,900	787	79
<b>Total</b>					<b>2,196,200</b>	<b>393,718</b>	<b>33,217</b>
<b>Rental Properties</b>	Housing for Elderly Units	10	80	46	2,125,800	714,600	15,535
	TET Multisports Centre	1	47	42	12,999,300	6,914,521	164,631
	Aerodrome Farm	1	90	21	1,771,900	583,005	27,762
	Farm 2	1	60	36	1,412,900	293,300	8,147
	577 Beaconsfield Road	1	50	11	713,700	151,8630	138,057
	287 Broadway – Activity Centre (Municipal Building)	1	76	7	1,013,800	42,900	6,129
	Transfer Station	1	50	16	2,101,400	1,107,300	69,206
<b>Total</b>					<b>22,138,800</b>	<b>10,880,950</b>	<b>429,468</b>
<b>Grand Total</b>					<b>29,134,001</b>	<b>39,855,94</b>	<b>445,684</b>



## Asset Information

**Table 5 – Asset Valuation Summary – Stratford District Council Core Asset Valuation Report (Source – 2023 Telfer Young Valuation Report)**

ID	Val Ref	Address	Area	Legal Description	Land Use	Values	Authority ID
1	11980/015.01	Mountain Road	0.0008	43763 L52333 Lot 1 LO 34810 Blk III Huiroa SD	Bus Shelter	\$750	104
2	11980/081.00	Egmont Street	0.0683	Sec 10 Blk V DP 20 Midhirst W Township Blk XIII Huiroa SD	Part Midhirst Domain	\$40,000	1
3	11980/089.00	Kelly Street	0.0708	Sec 14 Blk VI DP 20 Midhirst W Tnsp Blk XIII Huiroa SD	Midhirst Hall	\$120,000	2
4	11980/092.00	Britannia Street	3.3828	Sec 131 Manganui Dist Blk XIII Huiroa SD	Midhirst Domain	\$475,000	3
6	11991/047.00	Simpson Street	3.0236	Secs 44, 46-48, 65 Pt Sec 45 & Sec 17 Town of Tahora Blk VI Pouatu SD	Tahora Domain	\$60,000	4
7	11991/054.00	Armstrong Street	1.228	Sub Sec 64 Tn of Tahora Blk VI Pouatu SD	Tahora Cemetery	\$40,000	5
8	11991/114.00	S H 43	0.107	Sec 13 Blk III Pouatu SD - Historic Reserve	Morgans Grave	\$3,000	6
9	11991/282.00	S H 43	1.757	Sec 86 Blk XIV Pouatu SD	Pound Reserve	\$50,000	7
10	11991/286.00	S H 43	0.2023	Subdn 1 of Sec 68 Blk XIV Pouatu - Loc Purp Res (site of Public Hall)	Kohuratahi Hall	\$15,000	8
11	11991/360.00	Prospect Road	0.7082	Sec 17 Whangamomona Sbdn Blk I Mahoe SD	Recreation Reserve	\$30,000	9
12	11991/361.00	Whangamomona Rd	0.8321	Sec 24 Blk I Mahoe SD	Whangamomona Cemetery	\$30,000	10
13	11991/362.00	Whangamomona Rd	1.7745	Sec 25 Blk I Mahoe SD	Recreation Reserve	\$45,000	11
14	11991/363.00	Whangamomona Rd	0.4573	Secs 26 & 47 Whangamomona Township Blk I Mahoe SD	Recreation Reserve	\$25,000	105
16	11991/378.00	Prospect Road	3.2375	Sec 10 Blk I Mahoe SD	Cemetery Reserve	\$35,000	12
17	11991/461.00	Kohuratahi Road	3.4778	Sec 20 Blk XVI Pouatu SD	Gravel Reserve	\$20,000	13
18	12001/010.00	Mountain Road	1.2014	Secs 46, 48, 50, 52, 53, Waipuku Village Blk IX Huiroa SD	Waipuku Cemetery	\$55,000	14
19	12001/011.00	Manganui Road	0.4262	All DP 5084	Croydon Domain	\$40,000	15
20	12001/086.00	Stanley Road	1.3987	Sec 22 Blk XI Huiroa SD	Te Popo Domain	\$150,000	16
0	12001/133.00	Stanley Road	2.9851	Lot 1 Subdivision of Pt Section 41 Blk XIV Huiroa SD	Ex Stanley Rd School	\$350,000	108
21	12001/134.00	Beaconsfield Road	0.0719	Pt lot 1 DP 7041, Pt secs 25 & 41 Blk XIV Huiroa SD - Loc Purp Res	Wharehuia Hall	\$50,000	17
22	12001/168.00A	Flint Road	122.3821	Lot 1 DP489200 & Pt Lots 1 DP 3176	Aerodrome Farm	\$5,500,000	18
27	12001/231.03	S H 3	0.4325	Lot 4 DP 14836 Blk XIII Huiroa SD - int in r/w	Esplanade Reserve	\$10,000	19
28	12001/261.00	York Road	0.9733	Lot 1 DP 2776 Blk XVI Egmont SD	York Road Domain	\$120,000	20

## Asset Information

ID	Val Ref	Address	Area	Legal Description	Land Use	Values	Authority ID
29	12001/261.01	York Road	0.2408	Pt Lot 1 DP 2776 - Local Purpose Reserve - Hall Site	York Road Hall	\$60,000	21
30	12001/265.01	Derby Road	0.1527	Lot 2 DP 13594 Blk XVI Egmont SD	Esplanade Reserve	\$3,000	22
32	12001/288.00	Beaconsfield Road	0.5514	Pt DP 359 & Pt Sec 3 Blk XIII Huiroa SD - bal at 11980/124.00	Midhurst Cemetery	\$100,000	23
33	12021/043.00	S H 43	3.3296	Lot 1 DP 7090 Blk XIII Ngatimaru, Lot 2 DP 7090 Blk XVI Huiroa SD	Douglas Domain	\$180,000	24
35	12021/057.00	Makuri Road	5.6643	Secs 3, 8-15, 17 Blk IV Huiroa Twnshp Blk XI Ngatimaru SD	Huiroa Domain	\$200,000	25
36	12021/058.00	Makuri Road	0.9965	Sec 4, 6, 7, 16 Blk III, Sec 1 Blk V Huiroa Twnshp Blk IX Ngatimaru SD	Huiroa Domain	\$80,000	26
37	12021/059.00	Makuri Road	0.215	Sec 3 Blk V Huiroa Township Blk IX Ngatimaru SD	Huiroa Hall	\$20,000	106
40	12021/177.00	S H 43	2.9701	Secs 49 & 40 Blk III Ngaere SD	Toko Domain	\$250,000	27
42	12031/042.02	Opunake Road	0.0465	Lot 2 DP 9965 Blk VII Kaupokonui SD	Riverbank Reserve	\$2,000	29
43	12031/051.00	Rowan Road	1.1685	Sec 38 Blk VII Kaupokonui SD	Rowan Domain	\$150,000	30
44	12031/053.01	Opunake Road	0.4817	Secs 45 & 46 SO 11259 Blk VIII Kaupokonui SD	Recreation Reserve	\$15,000	31
47	12041/002.02	Toko Road (off)	0.106	Lots 4 & 5 DP 14688 Blk I Omoana SD	Esplanade Reserve	\$2,000	32
48	12041/005.00	Mangaotuku Road	3.5536	Sec 47 Mangaehu Suburban Blk II Omoana SD	Tututawa Domain	\$180,000	33
49	12041/007.01	Mangaotuku Road	0.1012	Sec 21 Mangaehu Village Blk II Omoana SD	Tututawa Domain	\$7,000	34
50	12041/009.02	Mangaotuku Road	0.397	Sec 50 Mangaehu Village Blk II Omoana SD	Esplanade Reserve	\$7,500	35
51	12041/013.00	Mangaotuku Road	1.2141	Sec 44 Mangaehu Suburban Blk II Omoana SD	Tututawa Domain	\$80,000	36
52	12041/014.00	Mangaotuku Road	2.7165	Sec 43 Mangaehu Suburban Blk II Omoana SD	Recreation Reserve	\$150,000	37
53	12041/108.00	Puniwhakau Road	16.9968	Sec 18 Blk I Taurakawa SD	Stock Reserve	\$20,000	38
55	12051/004.00	S H 43	4.8562	Sec 113 Blk II Ngaere SD	Kopuatama Cemetery	\$600,000	40
59	12051/030.00	Victoria Road	8.1048	Pt Lots 9, 10 & 23 DP 1942 Blk II Ngaere SD	Metal Pit & Walkway	\$620,000	41
60	12051/039.01	Victoria Road	2.0968	Lot 1 DP 9529 Blk II Ngaere SD	Vacant Land	\$320,000	42
61	12051/063.01	S H 3	0.2292	Lot 1 DP 13570 Blk I Ngaere SD	Pioneer Village Museum	\$120,000	43
62	12051/108.02	Finnerty Road	0.3898	Lots 4 & 5 DP 13087	Esplanade Reserve	\$12,000	44

## Asset Information

ID	Val Ref	Address	Area	Legal Description	Land Use	Values	Authority ID
63	12051/112.02	Finnerty Road	0.235	Lot 2 DP 15668 Blk V Ngaere SD	Esplanade Reserve	\$7,000	45
64	12051/222.00	Bird Road	0.724	Lot 2 DP 18175 Blk III, Ngaere SD	Esplanade Reserve	\$12,000	46
69	12080/157.00	Pembroke Road	0.1898	Lot 30 DP 11843 Lot 7 DP 12482	Esplanade Reserve	\$30,000	47
70	12080/157.01	Pembroke Road	0.4496	Lots 5 & 6 DP 12482	Cassandra St Reserve	\$250,000	48
73	12080/157.37	Cassandra Street	0.0024	Lot 24 DP 11843	Transformer Site	\$2,000	49
74	12080/158.00	Caesar Street	1.6091	Lot 6 DP 11195, Lot 31 Pt Lot 29 DP 11474	Adrian Street Reserve	\$275,000	50
76	12080/217.07	Ferdinand Street	0.0012	Lots 8 & 10 DP 9368	Transformer Site	\$1,500	51
77	12080/296.01	Hamlet Street	0.0013	Lot 23 DP 8714	Transformer Site	\$1,500	52
80	12080/323.00	Fabian Street	0.0003	Lot 18 DP 8917	Segregation Strip	\$12,000	53
82	12080/338.00	Pembroke Road	0.2023	Secs 1 & 2 Tn of Stratford	Beautification Area	\$50,000	54
83	12080/382.00	Pembroke Road	0.0936	Sec 44 Tn of Stratford	Beautification Area	\$25,000	55
85	12080/677.00	Swansea Road	3.2022	Lot 7 DP 12432, Lots 11, 13 DP 15060 Lot 11 DP 15060	Swansea Rd Sports Ground	\$450,000	56
86	12090/001.00	Regan Street	0.7651	Lots 7 & 8 DP 8791, Lot 4 DP 11441, Lot 2 DP 15715	Esplanade Reserve	\$20,000	57
90	12090/017.09	Brecon Road	0.159	Lot 10 DP 16337	Esplanade Reserve	\$8,000	58
91	12090/020.15	Hathaway Street	0.0013	Lot 16 DP 8735	Transformer Site	\$1,500	59
92	12090/032.07	Celia Street	0.417	Lot 34 DP 15272	Esplanade Reserve	\$12,000	60
93	12090/065.00	Broadway	0.0343	Sec 1062 Blk I Ngaere SD	Public Toilets	\$100,000	61
94	12090/096.01	Broadway	0.0444	Lot 2 DP 16599 - int in R/W	ex Information Centre	\$100,000	894
97	12090/124.02	Prospero Place	0.1593	Sec 1066 Town of Stratford, Lots 2,3 & 4 DP 314031	Library	\$320,000	63
98	12090/124.04	Miranda Street	0.1442	Lot 1 DP 314031 & Lot 1 DP 9850	Prospero Place	\$200,000	64
100	12090/125.00	Miranda Street	0.0639	Lot 3 DP 9850	Vacant - ex Taxi & Tr	\$120,000	65
101	12090/125.01	Miranda Street	0.1032	Lots 6-8 DP 9850	Electric Light Dept	\$200,000	66
102	12090/130.00	Miranda Street	0.3511	Lot 1 DP 13003	Council Offices	\$450,000	67
103	12090/132.00	Portia Street	0.0384	Pt Secs 403 & 441 Tn of Stratford	Beautification Area	\$50,000	68
104	12090/133.00	Portia Street	0.3652	Lot 1 DP 5704	War Mem Centre Car Park	\$460,000	69

## Asset Information

ID	Val Ref	Address	Area	Legal Description	Land Use	Values	Authority ID
105	12090/134.00	Portia Street	0.4047	Secs 400, 401, 438, 439 Town of Stratford	War Memorial Centre	\$480,000	70
107	12090/149.02	Broadway	0.009	Lot 1 DP 14549	Pedestrian Underpass	\$10,000	71
108	12090/160.00	Broadway	0.1264	Sec 747 Pt Sec 748 Tn of Stratford	Recreation Reserve	\$75,000	72
109	12090/199.00	Portia Street	0.2064	Lots 1-3 DP 7573	Pensioner Flats	\$300,000	73
111	12090/292.00	Miranda Street	19.5138	Section 125-126 Block I Ngaere Survey District and Section 470-484, 508-518, 781, 858, 935-936, 1024, 1036-1038 Town of Stratford and Lot 2 Deposited Plan 494685	King Edward Park, Old Pool, TET, New Pool	\$1,650,000	74
114	12090/329.00	Regan Street	6.9092	Secs 24-38, 67-81, 111-124 etc, Pt Sec 150 Tn of Stfd	Victoria Park	\$1,000,000	75
123	12090/344.00	Cloten Road	1.142	Secs 1 & 2 SO 13586, Sec 1034 & 1070 Town of Stratford	Windsor Park	\$150,000	78
124	12090/346.02	Lear Street	0.0041	Lot 2 DP 17730	Windsor Park	\$2,000	79
129	12090/399.00	Regan Street	0.4836	Lot 3 DP 1805	Regan Street Cemetery	\$160,000	80
133	12090/541.01	Swansea Road	0.6095	Lot 4 of Sec 76, Lots 3-5 of Sec 78 DP 1242 etc	Esplanade Reserve	\$30,000	81
135	12090/549.01	Cordelia Street	0.2099	All DP 711	Riverbank Reserve	\$15,000	83
142	12090/802.04	Orlando Street	0.4047	Secs 611, 612, 643, 644 Town of Stratford	Industrial Section	\$240,000	84
148	12090/802.16	Cordelia Street	0.5144	Lot 1 DP 13563 & Lot 1 DP 19516	Transfer Station	\$310,000	85
25	12001/231.01	S.H.3	0.041	Lot 7 DP 14836	Midhirst Water Supply	\$20,000	86
26	12001/231.02	S.H.3	0.0922	Lot 6 DP 14836	Midhirst Water Supply	\$20,000	87
37	12021/138.01	Bruce Rd	0.0205	Lot 1 DP 14980	Toko Reservoirs	\$1,500	88
38	12021/163.00	S.H.45	0.0011	Lot 1 DP 15670	Toko Water Supply	\$200	89
39	12021/163.01	S.H.45	0.0037	Lot 2 DP 15670	Toko Water Supply	\$400	90
46	12031/167.01	Cardiff Rd	2.2213	Lot 1 DP 478913	Reservoir Site	\$230,000	92
56	12051/024.00	Victoria Road	7.3096	Lots 7 & 8 DP 1942	Oxidation Ponds	\$540,000	93
57	12051/024.01	Victoria Road	5.0585	Lots 5 & 6 DP 1942	Oxidation Ponds	\$420,000	94
58	12051/024.02	Victoria Road	0.3721	Lot 1 DP 12300	Oxidation Ponds	\$50,000	95
	12090/101.00	Broadway	0.0297	Lot 2 DP 7982	Ex ANZ - Land only	\$175,000	956

## Asset Information

ID	Val Ref	Address	Area	Legal Description	Land Use	Values	Authority ID
	12001/170.00	Flint Road	50.9292	Lot 2 DP 3176	Farm 2 - 2015 purchase	\$2,300,000	1,012
		East Road S H 43	2.7345	Section 2 Survey Office Plan 585777	Cemetery Expansion Land - 2022 purchase	\$500,000	1,269
	12080/8375	Midsummer Avenue	0.3132	LOT 105 DP 542273	Esplanade Reserve	\$25,000	1184
<b>TOTAL</b>						<b>\$22,303,850</b>	

## Asset Information

### 3.4. ASSET INFORMATION SYSTEM

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

### 3.5. INFRASTRUCTURE ASSETS

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

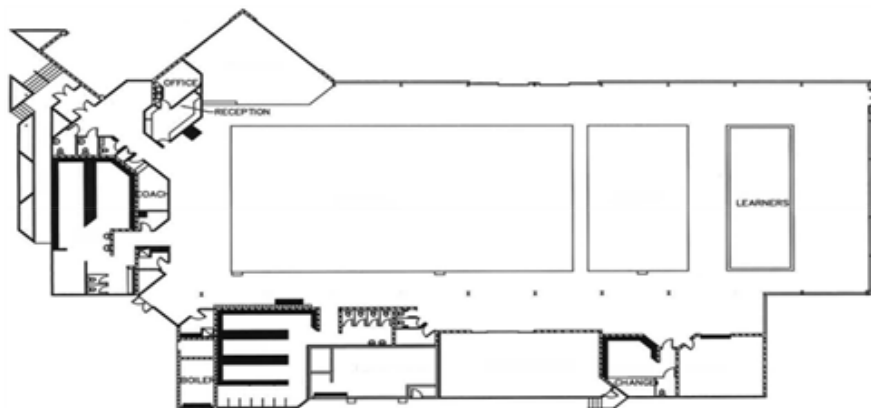
- TSB Pool Complex - Closed
- Wai-o-Rua Aquatic Centre
- TET Multisports Centre
- Stratford Aerodrome
- Transfer Station
- Stratford District Library and isite
- Civic Amenities
- Digital Sign
- Rental and Investment Properties/Land

#### 3.5.1 CLOSED TSB POOL COMPLEX

The TSB Pool complex closed in October 2022, all operations have been transferred to the new Wai-o-Rua aquatic centre. The complex currently has a current building warrant of fitness for the minimum standards and regulations.

**Table 6 – Closed TSB Pool Complex information**

Item	Description
Location	Page Street, within the grounds of King Edward Park, Stratford
Area	Land – 3300 m <sup>2</sup> . Buildings – 1680m <sup>2</sup>
Legal Description	Section 858 Town of Stratford
Computer Register	Freehold 724598
Land Status	Recreation reserve
Zone	Protected Area



**Figure 8 – TSB Pool Complex Floor Plan**

**3.5.2 WAI O RUA AQUATIC CENTRE**



**Figure 9 – Wai o Rua -Stratford Aquatic Centre**

The Wai o Rua aquatic centre opened in October 2022. The centre is more than double the capacity of the old TSB pool complex and is home to:

- 25m competition pool – 8 lanes depth of 1.4m to 1.8m
- 25m program pool – 0.8m to 1.4m depth
- Learn to swim pool – depth 0.9m to 1.4m, hoist
- Toddler pool – depth 0.3m
- Zero depth splash pad kitted out with a range of interactive water toys
- Fixed seating for a maximum of 350 people
- Foyer/retail area, office, reception, clubroom and party room available to hire.
- Plant and storage rooms
- Changing facilities –
  - 1 large male change room with 3 toilets, 2 urinals and 4 shower cubicles
  - 1 large female changing room with 4 toilets and 4 shower cubicles
  - 2 family accessible unisex bathrooms with large change area, shower, toilet and a baby change table
  - 1 family unisex bathroom with change area, shower, toilet and baby change table
  - 1 full accessible changing room that has a toilet, shower, electrical guided hoist and adults sized changing bed
  - 3 dry changing rooms which include a changing table.

The Pool Activities include:

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

**Table 7 – Wai o Rua information**

Item	Description
Location	Portia Street, within the grounds of King Edward Park, Stratford
Area	Land – 0.1012 ha, Buildings – 1680m <sup>2</sup>
Legal Description	Sec 473-474:511-512 Twn STRATFORD
Computer Register	Freehold 724598
Land Status	Recreation reserve
Zone	Protected Area

**3.5.3 THE TET MULTISPORTS CENTRE****Figure 10 - TET Multisports Centre**

The TET Multisports Centre was built in the early 2000s and contains a local restaurant, and comprises of:

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

In 2021 the management of the TET Multisports Centre was transferred to the Stratford District Council from the Stratford Community Sports Society Incorporated. The Stratford Community Sports Society Incorporated currently lease the TET and have Sub-let it out to Roberts Tribe Limited.

It is home to many Stratford sports clubs i.e., *Darts, Gymnastics, Hockey, Indoor Football, Netball, Pool, Squash, Tennis and Volleyball*. The clubs are all managed independently by the respective clubs.

A Detailed Seismic Assessment was carried out by BCD Group in April 2023 for the centre. Which identified that the centre is 20% NBS (IL3). It was also assessed as a potential Civil Defence building (IL4). The IL4 rating is assessed to be 14% NBS (IL4). For this building to be used for Civil defence purposes, the seismic rating is to be a minimum of 100% NBS IL4. This corresponds to an E Grade building defined by the NZSEE. These ratings are less than the minimum threshold for earthquake prone buildings being 34% NBS.

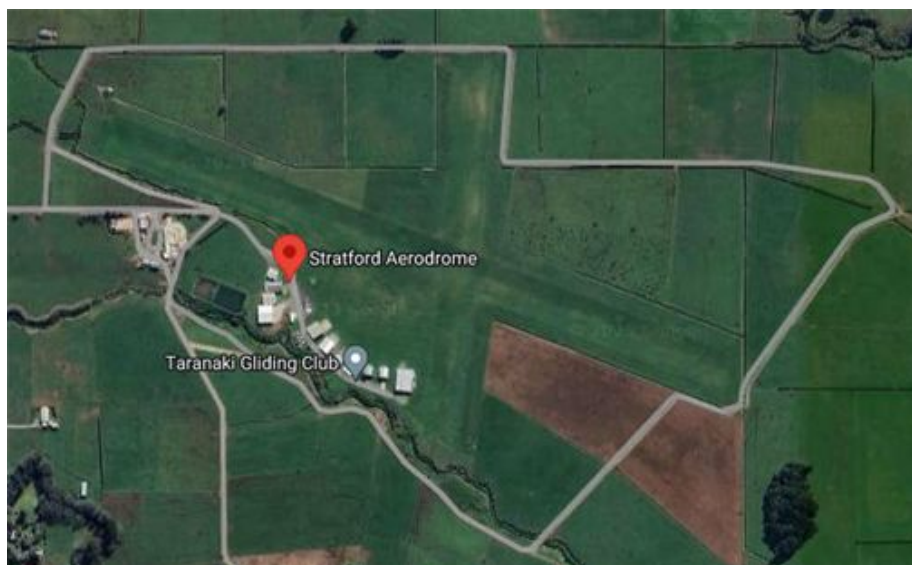
Elected members have approved for the Stadium portion of the TET to be seismic strengthened to 100% IL4 and the remaining of the Centre to up to a 64% IL3

**Table 8 - TET Multisports Centre information**

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



## Asset Information

**3.5.4 STRATFORD AERODROME****Figure 11 - Aerodrome Map**

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

- Ten hangars – privately owned and maintained with the site subject to a formal land lease; One Clubhouse (Stratford Aero Club)
- Two active grassed runways - main runway (09/27) 900 x 45 metres and a cross wind runway (16/34) 507 x 52 metres
- Fuel dispensing facility for Avgas and Jet A1 fuel, above ground holding tank
- Single unit public toilet

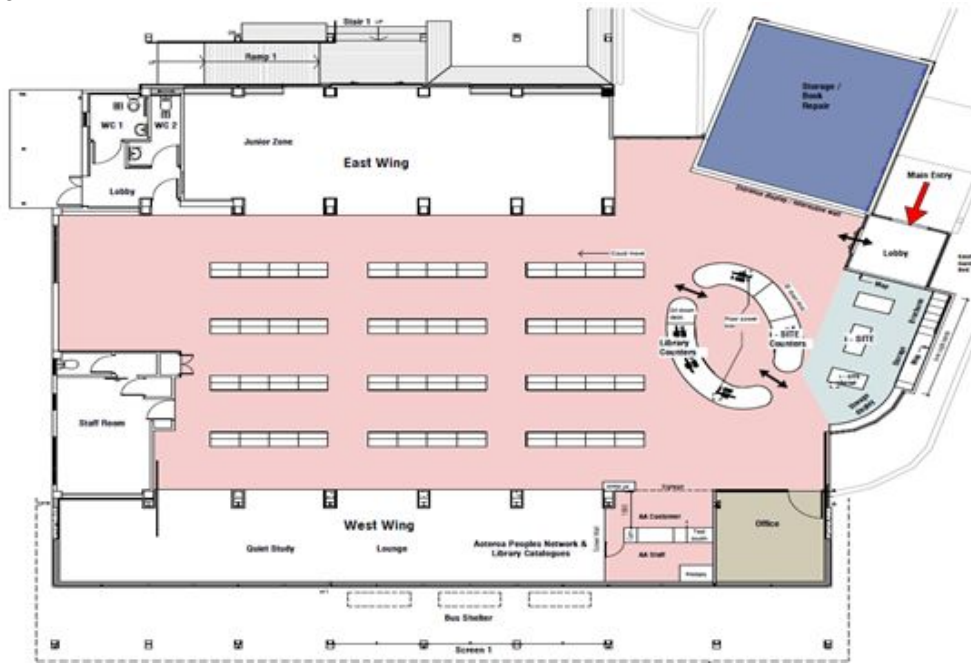
The users include recreational aviation aircraft - gliding, light powered aircraft, micro-light aircraft and sports aircraft, model and miniature aircraft; agricultural aviation operators and visiting light aircraft and helicopters.

Council is only responsible for the grounds and the single public toilet which is only four years old. The responsibility for all other structures falls on the appropriate user. The runways and essential drainage systems are subject to regular inspections by Council's maintenance contractors and remedial work carried out as required.

**Table 9 - Aerodrome Information**

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

**3.5.5 STRATFORD DISTRICT LIBRARY AND ISITE**



**Figure 12 - Library Floor Plan**

The library was constructed in 1978, additions were made in both 1998 and 2016. In late 2020 the Isite moved to the library to become a one stop Shop. This allows a more integrated customer service experience for community members and visitors to the district.

**Table 10 – Stratford District Library and ISite Building Information**

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

**3.5.6 CIVIC AMENITIES**

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

## Asset Information

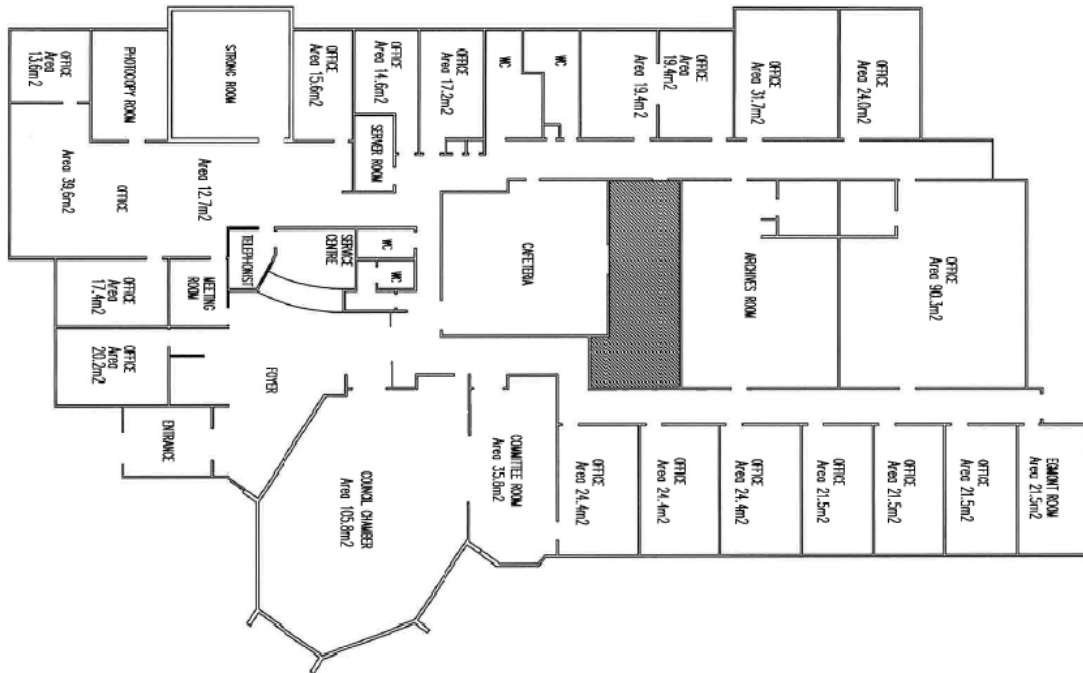
### 3.5.7 COUNCIL ADMINISTRATION BUILDING

The Council Administration Building was built in 1983 following amalgamation of the Stratford Borough and County Councils, it operates as the administration office and service centre for the Stratford District.

In 2009 the building was extended to include additional offices and garages at the rear, in 2022, due to the increase occupancy numbers the strong room was converted to an office. As part of this building consent a shower was removed, and additional toilet was installed in the ladies bathroom to make it compliant for the number of Staff.

**Table 11 - Council Administration Building Information**

Item	Description
Location	61-963 Miranda Street, Stratford
Area	Land - 3511 m <sup>2</sup> Buildings - 1420m <sup>2</sup>
Legal Description	Lot 1 DP 13003
Computer Freehold Register	TNE4/1030
Land Status	Fee Simple
Zone	Business



**Figure 13 – Council Administration Building Floor Plan**

## Asset Information

### 3.5.8 WAR MEMORIAL CENTRE

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

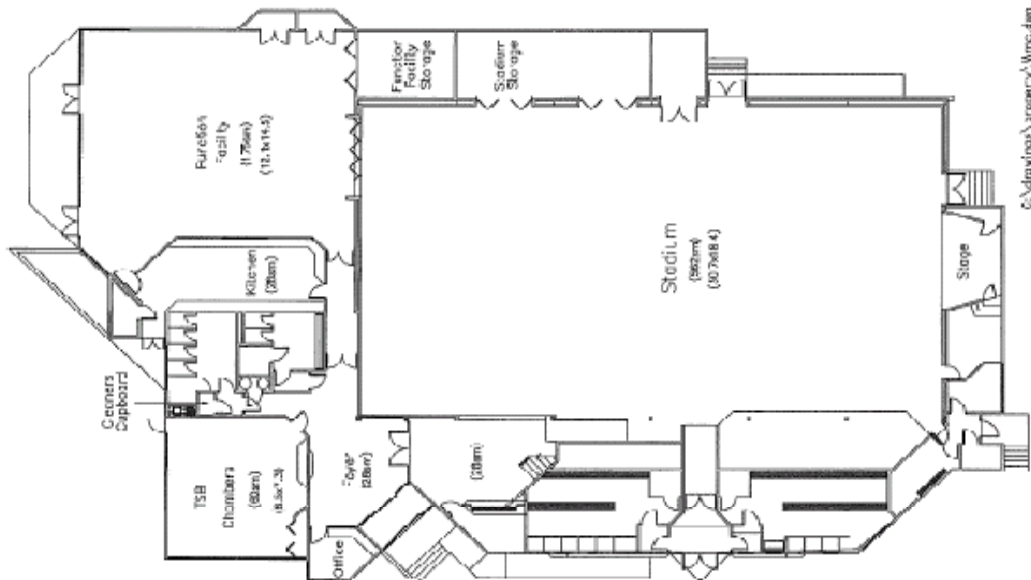
The TSB Chambers has capacity for 30-50 people with a small kitchenette, 50 padded chairs and 8 tables. The Function Facility has capacity for 90-120 people with a large newly (2022) renovated kitchen (complete with commercial stove/oven, commercial steriliser, chiller and refrigerator), 120 padded chairs and 25 tables

The stadium has a floor area of 30.7 x 18.4 (562m<sup>2</sup>) - the size of one basketball court with bleachers capable of seating 250 people and male and female changing and showering facilities.

The Complex has just had renovation work done in 2020/22, interior painting throughout the building, new carpet and vinyl, new curtains and the stadium floor was re-varnished and the kitchen upgraded with new appliances.

**Table 12 - War Memorial Centre Information**

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



**Figure 14 - War Memorial Centre Floor Plan**

## Asset Information

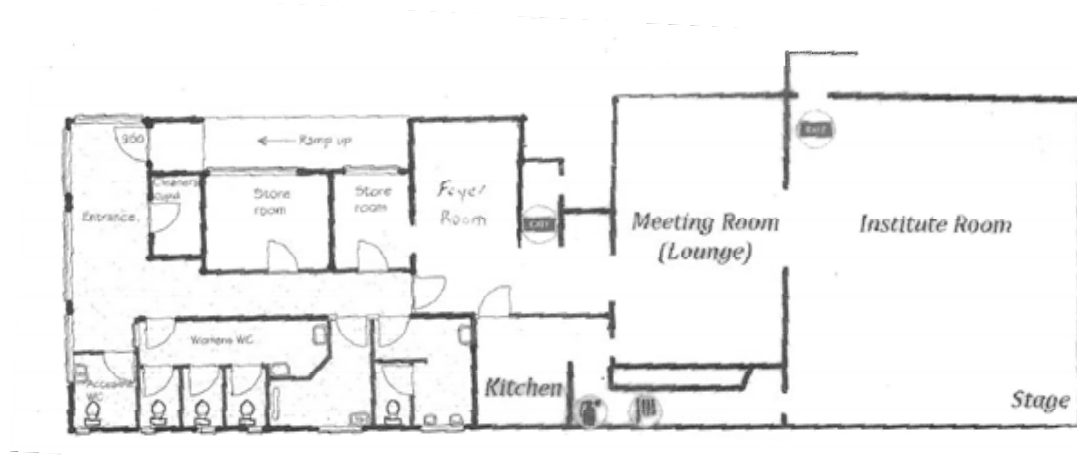
### 3.5.9 CENTENNIAL RESTROOMS

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

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

**Table 13 - Centennial Restrooms Information**

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



**Figure 15 - Centennial Restrooms Floor Plan**

## Asset Information

### 3.5.10 CLOCK TOWER / GLOCKENSPIEL

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

In November 2023 a Detailed Seismic Assessment (DSA) for the Clock Tower was carried out by Beca. The DSA shows that the Clock Tower is 30% NBS (IL2). This corresponds to a D Grade building defined by the NZSEE. This rating is less than the minimum threshold for earthquake prone buildings being 34% NBS.

**Table 14 – Clock Tower Information**

Item	Description
Location	276 Broadway, Stratford.
Area	Land – 343 m <sup>2</sup> ; Building – 30m <sup>2</sup> (footprint)
Legal Description	Section 1062 Town of Stratford
Computer Freehold Register	TNF3/396
Land Status	Fee Simple
Zone	Business



**Figure 16 – Clocktower**

## Asset Information

### 3.5.11 TRANSFER STATION

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

The Solid Waste service 10-year contract has been renewed and will be commencing in October 2024

**Table 15 - Transfer Station Information**

Item	Description
Location	137 Cordelia Street
Area	2362.1m <sup>2</sup> approximately (footprint)
Legal Description	Lot: 1 DP: 19516
Computer Freehold Register	TNK2/357
Land Status	Fee Simple
Zone	Business

### 3.5.12 HALL OF REMEMBRANCE

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

**Table 16 - Hall of Remembrance Information**

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

### 3.5.13 PUBLIC TOILETS

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

**Table 17 - Public Toilets Information**

Facility	Description
Broadway (behind clock tower)	A six unit complex, with one being 24 hours and two which are accessible
Victoria Park /Skate Park	Two unisex Exeloo units available 24 hours
Victoria Park/Bike Park	Two unisex Exeloo units

## Asset Information

Facility	Description
Page Street Sportsground	Three unisex permaloo units available to users of the sportsground
Whangamōmona	Two unisex Exeloo units (dry cell) available 24 hours
Tangarakau Gorge (Morgan's Grave)	One unisex Permaloo unit (dry cell) available 24 hours

**3.5.14 RURAL HALLS**

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

**Table 18 - Rural Halls Information**

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

**3.5.15 SECURITY CAMERAS**

Stratford's CBD is monitored by a network of 15 CCTV cameras, linked either wirelessly or by data cable. The cameras are in the locations listed below with the monitoring hardware located in the Stratford Police Station. The first of the cameras were installed in 2000 and the network has been enhanced by the addition of extra cameras over subsequent years. Council is responsible for maintenance of the system with the hardware being upgraded as necessary and appropriate.

With the recent vandalisms, Council has installed 7 cameras linked wirelessly on main facilities. The cameras locations are listed below with the monitoring hardware located in the facility or Administration Building.

**Table 19 - Security Camera Location**

Location	No	Location	No	Location	No
Stratford Rugby Club –Orlando Street	1	Brandt Stratford – 59 Juliet Street	1	BNZ – 26g Broadway	1
TET Multisports Centre – Portia Street	2	Empire Hotel – 320 Broadway	1	Service Alley	1
Taranaki Motorcycles – 337 Broadway	1	Public Toilets – 276 Broadway	1	Kopuatama Cemetery	3
Percy Thomson – 56 Miranda Street	1	Well Café – 198 Broadway	1	Centennial Rest Rooms	1
Brandt Stratford – 59 Juliet Street	1	Bike Park/Victoria Park	3	Administration Building	3



## Asset Information

### 3.5.16 ANCILLARY STRUCTURES

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

- Bus Shelters – Stratford and Midhurst
- Walkway Canopy – Prospero Place
- Gerald Grace Pergola – WMC
- Digital Sign Consoles – Broadway North
- Flag Poles, War Memorials, Plaques

Council undertakes monthly inspections of its civic amenities, either by Council staff or by the contractor in terms of relevant maintenance contracts. The inspections identified that these assets are generally in good condition to excellent condition. Any issues identified through inspections are considered manageable through current maintenance contracts.

### 3.5.17 RENTAL AND INVESTMENT PROPERTIES AND LAND

Council owns or manages a number of both urban and rural rental properties throughout the District, the majority of these being land held for a strategic purpose but not currently used as such. Today, only two properties under perpetual ground lease remain of the investment portfolio endowed by the Crown on the formation of the township 130 years ago.

### 3.5.18 COUNCIL FARM

The portion of the farm to the north and west of the aerodrome was purchased by Council in two transactions in 1934 and 1935 for the purpose of establishing the aerodrome. This comprised approximately 92 hectares of which roughly 17 was developed into the aerodrome and the balance farmed to provide funds for the development. In 1969 the adjoining farm to the south comprising 37 hectares was purchased to further enhance the farming operation and then in 2015 the farm to the south again was similarly purchased, totalling 132 hectares of effective farm land.

The farm is operated under a 50/50 Sharemilking agreement, which commenced in 2022. Buildings on the farm comprise of two milking sheds (one disused), three implement sheds, two residential dwellings for the Sharemilker and Workers, a relocatable unit for a seasonal worker, three calf rearing shelters and two hay barns. The operational cowshed is serviced by two effluent ponds from which over 20 hectares of paddocks are irrigated.

**Table 20 - Farm Information**

Item	Description
Location	186 - 202 Flint Road East
Area	Farm Area – Effective – 137.27. ha; Farm Area – Non-Effective – 26.33ha
Legal Description	Lot 1 DP489200 and Part Lot 1 and Lot 2 DP3176
Computer Freehold Register	703085, TN140/52, TNB3/650, TNF4/376
Land Status	Fee Simple and Aerodrome Purposes
Zone	Rural

Effective	Non-Effective
<ul style="list-style-type: none"> <li>• Pasture - 113.63 ha</li> <li>• Effluent Block – 17.25ha</li> <li>• Aerodrome – Grazed – 6.39ha</li> </ul>	<ul style="list-style-type: none"> <li>• Riparian Fenced Waterways – 17.60ha</li> <li>• Riparian Waterway Paddock 50 – 2.61ha</li> <li>• Farm Races – 2.67ha</li> <li>• Buildings – 0.76ha</li> <li>• Native Bush – 0.69ha</li> <li>• Campbell House and Land – 2.00ha</li> </ul>

## Asset Information

### 3.5.19 FLINT ROAD SUBDIVISION

41 Flint Road West was acquired in 2021 for the purpose of future residential growth area of Stratford as identified through the current revision of the District Plan. This land, once subdivided, will carry infrastructure services north to Flint Road and to provide residential sites to meet public demand.

**Table 21- 41 Flint Road Subdivision information**

Item	Description
Location	41 Flint Road West
Area	4.4819 ha
Legal Description	Lot 1 DP587509
Computer Freehold Register	TNB3/1068
Land Status	Fee Simple
Zone	Residential



**Figure 17 - 41 Flint Road Subdivision**

## Asset Information

### 3.5.20 HOUSING FOR OLDER PERSONS

This residential complex comprises of 10 purpose-built, one-bedroom units. The first four of which were built in 1986 from a bequest by a Miss Elsie Fraser. A trust was established to manage the units of Miss Elsie Frasers bequest. From 1989 six further units were built on the same site which Council funded.

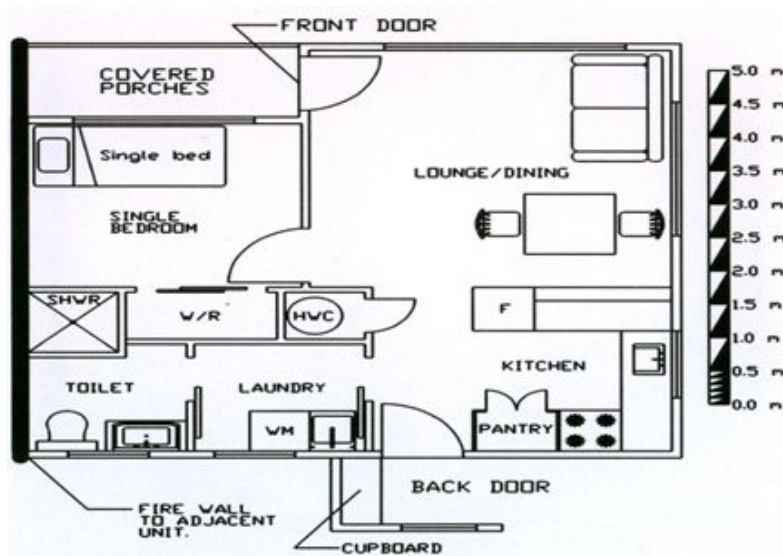
Over the years, surpluses of income over expenditure accrued in the trust account and in 1996 it purchased two of the additional units so that today, six units are owned by the trust and four by Council.

The units each comprise of one-bedroom, open plan lounge/dining/kitchen area, bathroom and laundry. Four of the units have attached carports. Nine units have attached conservatories, and one has a rear porch.

Some of the eligibility criteria are that they must be 65 years of age or over at the time of application, in receipt of National Superannuation, War Pension or Invalid's Benefit and must not have any assets exceeding \$50,000.

**Table 22 - Housing for Older Persons Information**

Item	Description
Location	37 Page Street, Stratford
Area	Land – 4048 m <sup>2</sup> . Buildings – 650m <sup>2</sup> comprising 10 x single-person brick units each measuring 65m <sup>2</sup> approximately
Legal Description	Lots 1-3 DP 7573
Computer Freehold Register	TNH2/1193
Land Status	Fee Simple
Zone	Residential



**Figure 18 - Housing for Older Persons Unit Floor Plan**

## Asset Information

**Table 23 - Rental Properties as at January 2024 – Source: Sample of Property Register**

Address	Area (ha)	Legal Description	Land Held For
85 Regan Street	0.0516	Lot 2 DP 1688	Community Development
124 Orlando Street	0.4048	Sec 611, 612, 643, 644	Endowment purposes
135 - 137 Cordelia Street	0.3	LOT 1 DP 19516 and LOT 1 DP 13563	Endowment purposes
Cordelia Street	0.3	LOT 1 DP 13190	Endowment purposes
287 Broadway	0.0444	Lot 2 DP16599	Community development
577 Beaconsfield Road	3.0518	Lot 1 DP 398529 and Part Section 41 Block XIV Huiroa S.D.	Disposing land

Stratford District Council routinely inspects its rental and investment properties. The latest inspections identified that these assets are generally in good condition. Any issues identified through inspections are considered manageable through the current maintenance contract. There is a large portfolio of rental and investment properties and land. The above is just a sample.

**3.5.21 EARTHQUAKE-PRONE BUILDINGS**

The Taranaki region is susceptible to various types of earthquakes, including shallow and deep earthquakes, the impacts of which can be significant, leading to potential loss of life and property damage. Buildings constructed before the introduction of the current building code, between 1954 and 2000, which are earthquake prone, are of particular concern. 4 Council owned buildings have been identified as potential earthquake prone buildings Those buildings are;

- a. War Memorial Centre (WMC) building;
- b. TET Multisports Centre;
- c. Clock Tower building; and
- d. TSB Pool building (Old Pool) building.

The Seismic assessment ratings have been derived by comparing each building against the standards of the current Building Code (BC). Under the current BC, a new building is assessed as 100% New Building Standard (100% NBS). The threshold, as defined by New Zealand Society for Earthquake Engineering (NZSEE) for:

- o Earthquake-prone buildings is 34% NBS;
- o Earthquake- Risk buildings is 67% NBS; and
- o Any building to be used for civil defence purposes is 100% NBS (IL4)

The Importance level (IL) of buildings is defined in Clause 3 of the BC and classifies buildings based on the importance of its failure to the Community, ranging from IL1 to IL5 (see Table 24).

Officers are concerned that the seismic ratings of these buildings will affect the delivery of certain levels of service, i.e., civil defence functions. If there is a willingness to invest in retrofitting these buildings, a major factor for consideration is cost and affordability. If cost or affordability is an issue, the most cost-effective option could be to demolish these buildings.

**Table 24: Building Importance Levels (IL), Clause 3 of the Building Code**

Importance Level (IL)	Description of Building Type	Specific Structure
<b>IL1</b>	Buildings posing low risk to human life or the environment. Typically, small non-habitable buildings, such as sheds, barns, though they may have occupants from time to time.	<ul style="list-style-type: none"> <li>Ancillary buildings not for human habitation</li> <li>Minor storage facilities</li> <li>Backcountry huts</li> </ul>
<b>IL2</b>	Buildings posing normal risk to human life or the environment. These are typical residential, commercial, and industrial buildings.	<ul style="list-style-type: none"> <li>All buildings and facilities except those listed in importance levels 1, 3, 4, and 5</li> </ul>
<b>IL3</b>	Buildings of a higher level of societal benefit or importance, or with higher levels of risk-significant factors to building occupants. These buildings have increased performance requirements because they may house large numbers of people, vulnerable populations, or occupants with other risk factors, or fulfil a role of increased importance to the local community or to society in general.	<ul style="list-style-type: none"> <li>Buildings where more than 300 people congregate in 1 area.</li> <li>Buildings with primary school, secondary school, or day-care facilities with a capacity greater than 250</li> <li>Buildings with tertiary or adult education facilities with a capacity greater than 500</li> <li>Health care facilities with a capacity of 50 or more residents but not having surgery or emergency treatment facilities.</li> <li>Jails and detention facilities</li> <li>Any other building with a capacity of 5 000 or more people</li> <li>Buildings for power generating facilities, water treatment for potable water, wastewater treatment facilities, and other public utilities facilities not included in importance level 4</li> <li>Buildings not included in importance level 4 or 5 containing sufficient quantities of highly toxic gas or explosive materials capable of causing acutely hazardous conditions that do not extend beyond property boundaries</li> </ul>
<b>IL4</b>	Buildings that are essential to post-disaster recovery or associated with hazardous facilities.	<ul style="list-style-type: none"> <li>Hospitals and other health care facilities having surgery or emergency treatment facilities.</li> <li>Fire, rescue, and police stations and emergency vehicle garages</li> <li>Buildings intended to be used as emergency shelters.</li> <li>Buildings intended by the owner to contribute to emergency preparedness, or to be used for communication, and operation centres in an emergency, and other facilities required for emergency response.</li> <li>Power generating stations and other utilities required as emergency backup facilities for importance level 3 structures.</li> <li>Buildings housing highly toxic gas or explosive materials capable of causing acutely hazardous conditions that extend beyond property boundaries.</li> <li>Aviation control towers, air traffic control centres, and emergency aircraft hangars</li> <li>Buildings having critical national defence functions.</li> <li>Water treatment facilities required to maintain water pressure for fire suppression.</li> <li>Ancillary buildings (including, but not limited to, communication towers, fuel storage tanks or other structures housing or supporting water or other fire suppression material or equipment) required for operation of importance level 4 structures during an emergency</li> </ul>
<b>IL5</b>	Buildings whose failure poses catastrophic risk to a large area (e.g., 100 km <sup>2</sup> ) or a large number of people (e.g., 100 000).	<ul style="list-style-type: none"> <li>Major dams</li> <li>Extremely hazardous facilities</li> </ul>

## Asset Information

The Assessments confirmed that all 4 buildings are earthquake prone buildings, while assessed as earthquake-prone, with seismic ratings of **high to very high**, the Building Act 2004 provides for:

- **25 years** for non-priority buildings to carry out seismic work or demolition on the issue of an *Earthquake Prone Notice*; and
- 12 ½ years for priority buildings to carry out seismic work or demolition on the issue of an *Earthquake Prone Notice*.

Although the Building Act allows 12 ½ - 25 years to carry out seismic work, Council is investigating the required strengthening works and costings to bring the buildings up to a minimum of 34%.

In 2023 and 2024, Seismic assessments were undertaken on the 4 Council owned buildings which had been identified as potential earthquake prone buildings. A summary of the seismic ratings for the 4 buildings is provided below and in Table 25

- The WMC building seismic rating - 15% NBS (IL3). This is classified as a **Very high-Risk** building by the New Zealand Society for Earthquake Engineering (NZSEE). The WMC building was assessed for its potential as a Civil Defence building (IL4), as well as its current use as an IL3 building. The IL4 rating is assessed to be very, very low.
- The TET Multisports Centre seismic rating - 20% NBS (IL3) and 14% NBS (IL4). This is classified as a **High Risk** IL3 building and **Very high-Risk** IL4 building for civil defence purposes. The TET Multisports Centre was also assessed for its potential as a Civil Defence building (IL4), as well as current use as an IL3 building.
- The Clock Tower building seismic rating - 30% NBS (IL2), classified as a **High-Risk** building; and
- The TSB Pool building seismic rating - <33% NBS (IL2). This is classified as a **High-Risk** building.

**Table 25 – Earthquake Prone Buildings**

	Building	Existing IL	Proposed IL	Seismic rating (NBS) based on Existing IL	Minimum Rating for compliance with Building Code (NBS) Earthquake prone	Acceptable Rating for compliance with Industry min risk standard (NBS) Earthquake risk
1	War Memorial	IL3	IL4*	15%	34%	67%
2	TET	IL3	IL4*	20%	34%	67%
3	Clock Tower	IL2	IL3**	30%	34%	67%
4	TSB Pool	IL2	IL3	<33%	34%	67%
<p>* For Civil Defence purposes, required to be IL4; for Council purposes, IL3 suffices.  ** Given the location and the proximity to pedestrians in the public place, it is proposed to upgrade to an IL3 building</p>						

In September 2023, Council Officer presented a report to Council seeking direction on the future of the Closed TSB Pool Complex. Council approved for the pool complex to be demolished and reinstated for future use. This will form part of the LTP consultation process and is planned in Year 1

In January 2024 Council Officers presented NBS strengthening costings to Elected Members. The approved recommendation will guide the development of projects and budgets for the following earthquake-prone buildings, for inclusion in the 2024/34 Long Term Plan (LTP):

- War Memorial Centre (WMC);
- TET Multi Sports Centre (TET); and
- Clock Tower.

### 3.6. ASSET MANAGEMENT MATURITY ASSESSMENT

The Council has assessed its Asset Management maturity across 5 key disciplines of asset management practice including:



## Asset Information

- Setting the Strategic Direction;
- Establishing Levels of services;
- Forecasting Future Demand;
- Collecting Asset Information; and
- Monitoring Asset Performance and Condition.

The Asset Management Maturity Index assessment in **Table 26** below provides a snapshot of where the Council is at in its asset management practices and in particular, emphasizes that seeking advanced practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.

**Table 26: Property Asset Management Maturity Index Assessment**

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
1	Strategic Direction	Core to Intermediate	<ul style="list-style-type: none"> <li>• AM Policy and AM Objectives developed, aligned to corporate goals and strategic context</li> <li>• AM System scope is defined and documented</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has adopted an <b>Asset Management Policy</b> to provide the overall direction for asset management in the district.</li> <li>• Scope is also refined as a consequence of our Early Conversation discussions with Elected Members, which inform the LTP, and also during our regular workshops to define Strategic Direction for the Council.</li> </ul>
2	Defining Level of service	Core to Intermediate	<ul style="list-style-type: none"> <li>• Level of service and cost relationship understood.</li> <li>• Customers are consulted on significant service levels and options.</li> <li>• Annual reporting against performance targets</li> </ul>	<ul style="list-style-type: none"> <li>• Again, existing levels of service are generally maintained, however, can be re-defined as a result of either legislative requirements; customer feedback or in response to new technology. Re-definition is done as an outcome of our discussions with Elected Members, either prior to the LTP year or as and when required during the year.</li> <li>• Performance targets are measured and through monthly and annual reporting</li> <li>• An annual customer service survey is completed by customers on an annual basis</li> </ul>
3	Forecasting future demands	Core	<ul style="list-style-type: none"> <li>• Risk associated with demand change broadly understood and documented.</li> <li>• Demand management considered as an alternative to major project development.</li> </ul>	<ul style="list-style-type: none"> <li>• We have a broad understanding of the issues for each work activity and these are documented in the AMP as "Problem Statements".</li> <li>• An assessment of each option against Council Outcomes and the identified future proofing objectives;</li> <li>• Growth and demand forecasting is integrated as part of all AM planning to meet current and future needs of the community</li> </ul>
4	Collecting Asset Information	Core to Intermediate	<ul style="list-style-type: none"> <li>• A reliable register of physical, financial and risk attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place.</li> <li>• Sufficient information to complete asset valuation (Basis attributes, replacement costs and asset age)</li> </ul>	<ul style="list-style-type: none"> <li>• The council ensures that data collection systems are in place to collect, store and maintain and use for prudent management of council owned assets</li> <li>• Regular maintenance reports/inspections on all council owned properties</li> <li>• Data is collected, updated and validated on an ongoing basis</li> </ul>
5	Monitoring Asset Performance and Condition	Core	<ul style="list-style-type: none"> <li>• Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term.</li> </ul>	<ul style="list-style-type: none"> <li>• The condition - physical integrity - of an asset is deduced based on the age, material type and analysis of collected statistical data.</li> <li>• The performance, being a measure of whether the asset is delivering level of service requirements - is monitored during routine inspections and asset upgrade.</li> </ul>

## Asset Information

### 3.7. ASSESSMENT OF ASSET CONDITION

Asset condition is a measure of an asset's physical integrity, while asset performance is a measure of whether the asset is delivering level of service requirements. Knowing the condition of an asset enables more accurate prediction of asset development, maintenance and renewal/replacement requirements.

Stratford District Council identifies the condition of property assets by a combination of:

- the age of the asset, through visual targeted inspections,
- certification of appliances throughout all buildings; and
- Maintenance monitoring bases on monthly inspections.

**Targeted inspections** are carried out on asset components that are considered critical to Council and the community, have the potential to impact on public health and safety; or where there is a specific requirement, for example to meet regulatory requirements or for asset acquisition, disposal, or justification. Targeted inspections are carried out by Council staff, the Maintenance Contractor, or specialist Consultant to identify the condition of specific asset components at intervals specified by the Asset Manager or upon request.

To identify the general condition of its property assets, Stratford District Council undertakes the following targeted inspections:

- Buildings – monthly and six monthly by the Maintenance Contractor and/or Council staff;
- Ancillary Structure – annually by the Maintenance Contractor and/or Council staff;
- Security Cameras – quarterly by the Maintenance Contractor;

**Maintenance monitoring** is carried out by the Contractor at intervals specified in the Maintenance Contract. Maintenance monitoring is carried out to identify the condition of infrastructure and any item(s) that needs attention or could affect the integrity of the asset and the service it provides. Maintenance monitoring of property assets includes:

- Structures
- Fittings, furniture, and furnishings
- All roofs on all buildings

#### Condition Grading

Visual targeted inspections (including sampling), and maintenance monitoring provide both qualitative descriptions and quantitative grading of asset component condition. Condition grading supports the development, maintenance, and renewal/replacement of an asset by enabling more accurate prioritisation of forward works programmes.

The International Infrastructure Management Manual (2015) provides guidance on assessing the condition of assets and approaches to grading the condition. In line with this Stratford District Council has developed a condition grading system to support identifying the condition of assets at the group level. Using the system assets are ranked from 1-5 as illustrated below (Table 27).

**Table 27 - Condition Grading System**

Grade	Condition	Description	Proportion of asset (%)
1	Very Good	Asset in structurally sound and excellent physical condition. No work required.	52%
2	Good	Asset in structurally sound and acceptable physical condition. Minor work required (if any).	27%
3	Fair	Asset is structurally sound but shows deterioration. Moderate work required to return asset to agreed level of service.	75%
4	Poor	Asset failure likely in the short term. Significant work required now to return asset to agreed level of service. Also, possible safety hazard.	12%
5	Very Poor	Asset has failed/is about to fail. Renewal/Replacement required Urgently.	0%



## Asset Information

### 3.8. DATA ACCURACY AND CONFIDENCE

The accuracy and currency of data is critical to effective asset management. Accurate data enables Council and the community to have confidence in decisions made about asset development, maintenance, and renewal/replacement.

To ensure accurate asset data is entered into the asset management system Stratford District Council has put in place the *Inspection Data Management Process* (Table 28) for managing targeted visual inspection data. Also, to determine the level of confidence Council has in targeted inspection data, the Stratford District Council has put in the *Data Confidence Grading System* in Table 29. An assessment of Council's confidence in the asset data is provided in Table 29. The Asset Data Grading by Asset Group is provided in Table 30.

**Table 28 - Inspection Data Management Process**

Step	Management process	Description
1	Collect Data	Data is collected and documented about asset and asset condition.
2	Hold Data	Where feasible data is stored in a temporary place until enough is gathered for sample auditing.
3	Audit a sample of Collected Data	Where applicable a sample of collected data is checked against the asset by authorised Council staff/Consultant – minimum 5%.
4	Enter Data into Asset Management System	Data is entered into the Asset Management System by the staff member responsible for the system.

**Table 29 –Asset Data Confidence Grading System**

Grade	Confidence Level	Description
1	Highly Reliable	Data based on sound records, procedures, investigations, and analysis which is properly documented and recognised as the best method of assessment. Dataset is complete and estimated to be accurate 75%
2	Reliable	Data based on sound records, procedures, investigations, and analysis which is properly documented but has minor shortcomings. Dataset is complete and estimated to be accurate +- 25%
3	Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available. Dataset substantially complete but up to 50% extrapolated data and estimated to be accurate +- 20%
4	Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated and estimated to be accurate +- 40%
5	Unknown	None or very little data held

## Asset Information

**Table 30 – Asset Data Grading by Asset Group**

Asset Group	Grade	Confidence Level
Stratford Aerodrome	2	Reliable
Stratford District Library	2	Reliable
Civic Amenities	2 - 3	Reliable to Uncertain
Rental and Investment Properties	3	Uncertain
Farm	2	Reliable
TET Multisports Centre	2 -3	Reliable to Uncertain
Security Cameras	2	Reliable

**3.9. ASSET MANAGEMENT IMPROVEMENT PLAN**

Actions identified in this Section for improving management of the asset are as follows: (Table 31)

**Table 31 - Improvement Plan for management of the asset**

Item	Task	Timeline	Due Date
1	Develop a strategy to collect numbers of building usage and capacity statistics. This will be where appropriate	Annually	July 2025
2	Develop and implement a recurring building condition inspection programme	Monthly, 6-monthly	Ongoing
3	Develop a process to enable the timely identification of initiatives to improve buildings sustainability	Annually	July 2025
4	Monitor Performance of the AMPs service levels	Annually	Ongoing
5	Develop an implementation plan to ensure detailed condition assessments on the building	Annually	July 2025

## **4.0**

# **Future Growth and Demand**

## Future Growth and Demand

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### **4.0: FUTURE GROWTH AND DEMAND**

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## Future Growth and Demand

### 4.1. OVERVIEW

This section provides a description of population; economic growth trends forecasts and the demand drivers for the provision; development and sustainability of the Property Services to the community. It identifies the demand forecasting model used by the Council and highlights the factors that influence the demand for infrastructure and services and the associated impacts of each driver on the demand for the Property Services.

The demand for the provision of these services is generally determined by the degree to which customers use the assets. The forecasting of future demand for services enables Stratford District Council to plan ahead and identify the best way to meet that demand.

Section 14 of the Local Government Act 2002 requires local authorities to take a sustainable development approach in conducting business. In doing this Stratford District Council must take into account;

- I. the social, economic, and cultural interests of people and communities; and
- II. the need to maintain and enhance the quality of the environment; and
- III. the reasonably foreseeable needs of future generations.

Stratford District Council is committed to planning for the changing needs of its community. As part of this commitment Council utilises demand forecasting in all asset management planning. Information on future growth forecast has been supplied by Infometrics NZ.

### 4.2. DEMAND FORECASTING

Demand forecasting enables Stratford District Council to identify areas that are likely to experience significant pressures, and plan accordingly. Currently, the Stratford District Council uses a “basic” model for demand forecasting. It is a combination of formal and informal techniques. Central to this is an understanding of how growth and future demand trends will impact on Levels of Service and desired community outcomes.

As part of the planning process Council considers:

- the Asset use, demand, and capacity;
- the implementation and planning for quality and process improvements; and
- environmental impacts

Key Information gathered during the forecasting process includes:

- Historical data;
- Observed patterns and trends – use, demand, and popularity;
- Statistical estimates and projections;
- Commercial activity and anticipated business migration;
- Pending legislative changes.

From this, assumptions are formed about what could happen; enabling Council to better plan for the future needs of the community.

### 4.3. DEMAND DRIVERS AND IMPACTS

Demand drivers are the factors that influence demand for services or the infrastructure that provides those services. Future growth in the Stratford Community can be attributed to a number of factors described in detail below, including:

- Population;
- Economic Development;
- Tourism;
- Regulatory Changes;
- Land Use Changes via the Structure Plan;
- Changing Customer Needs and Expectations

## Future Growth and Demand

### 4.3.1 POPULATION GROWTH

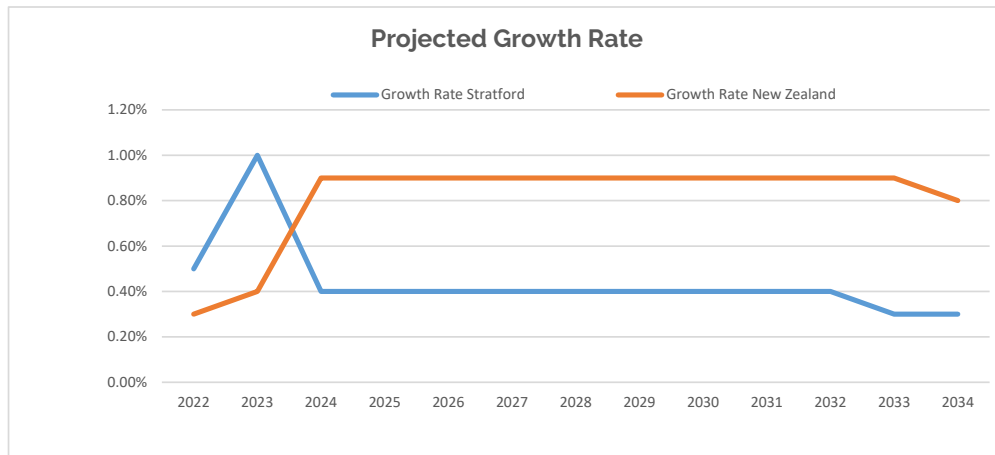
The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,679 by 2034, at an average of 0.4% per year. This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

The growth in the Māori population of the district has been consistently higher than the growth of all other ethnicities for each of the last ten years. Stratford district's Māori population was 1,550 in 2022, up 2.6% from the previous year.

Table 32 and Figure 19 shows total population projections over ten years, against the growth projections of the total New Zealand population.

**Table 32 - Actions Identified for Improving Management of the Asset**

Year	Stratford District		New Zealand	
	Value	Growth	Value	Growth
2022	10,150	0.5%	5,123,100	0.3%
2023	10,256	1.0%	5,141,837	0.4%
2024	10,295	0.4%	5,185,924	0.9%
2025	10,334	0.4%	5,230,348	0.9%
2026	10,373	0.4%	5,275,448	0.9%
2027	10,414	0.4%	5,321,561	0.9%
2028	10,455	0.4%	5,369,026	0.9%
2029	10,497	0.4%	5,418,006	0.9%
2030	10,539	0.4%	5,467,976	0.9%
2031	10,579	0.4%	5,518,235	0.9%
2032	10,617	0.4%	5,568,085	0.9%
2033	10,650	0.3%	5,616,826	0.9%
2034	10,679	0.3%	5,663,921	0.8%



**Figure 19 – Projected Growth Rate**

### 4.3.2 DEMOGRAPHIC CHANGES

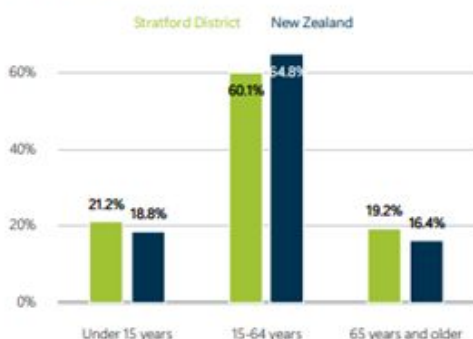
The below graph shows the current population by age group. The Stratford district is generally trending higher than the New Zealand average in the 60+ year age brackets, and much lower in the 20-29 year age bracket. However, the district is much higher than the national average in the 0-9

## Future Growth and Demand

year age bracket showing positive signs of households choosing to raise their families in this district, and supporting the claim that the increase in population is largely driven by natural increase.

The gap in the 20-50 year old age brackets is not new, and is likely to be a result of the lack of tertiary level training opportunities and graduate employment opportunities in the district. With the change in working and studying environments due to enhanced technology and online access, and the increased acceptance that employees can work from anywhere in the country, and even the world, it is likely that we will see changes in the age demographics in the future. Due to the uncertainty of the impact, it has not been factored into the projections.

**Figure 38. Population by broad age group, 2022**  
% of total, as at 30 June



**Figure 39. Population by 10-year age group, 2022**  
% of total, as at 30 June



### Figure 20 - Stratford District's Population Age Structure

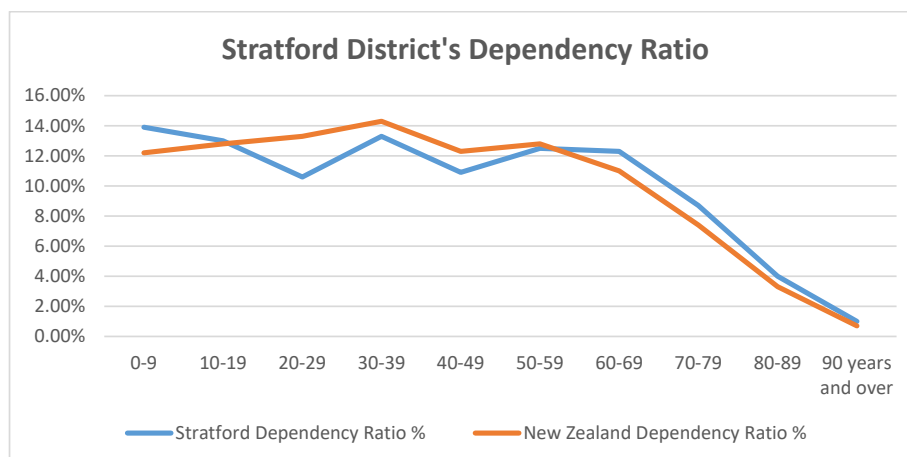
The Dependency Ratio calculates the average number of economically dependent population (0–14-year-olds, and 65+) per 100 economically productive population at a specific point in time. A high ratio may indicate that the economically active population and the overall economy face a greater burden to contribute towards the rates requirement for the district.

Table 33 and Figure 21 shows the Stratford District's Dependency Ratio is 67%, compared to the national average of 54%. This is something Council must be mindful of when determining funding sources (increased reliance required for user pays and exacerbator pays funding sources), and areas (prioritisation) and levels of expenditure (affordability).

**Table 33 - Stratford District's Dependency Ratio**

Age Decade (years)	Stratford District		New Zealand	
	Level	% of total	Level	% of total
0-9	1,410	13.9%	625,490	12.2%
10-19	1,320	13.0%	655,720	12.8%
20-29	1,080	10.6%	679,450	13.3%
30-39	1,350	13.3%	733,760	14.3%
40-49	1,110	10.9%	631,220	12.3%
50-59	1,270	12.5%	654,040	12.8%
60-69	1,250	12.3%	561,800	11.0%
70-79	880	8.7%	380,170	7.4%
80-89	410	4.0%	167,640	3.3%
90 years and over	100	1.0%	34,790	0.7%
Dependency ratio	67.2%		54.4%	
<b>Total</b>	<b>10,150</b>	<b>100.0%</b>	<b>5,124,100</b>	<b>100.0%</b>

## Future Growth and Demand



**Figure 21 – Dependency Ratio Stratford District and New Zealand**

### 4.3.3 ECONOMIC DEVELOPMENT

The four local authorities of the Taranaki region in association with Venture Taranaki, local business leaders, iwi and central government (the Ministry of Business, Innovation and Employment (MBIE)), have developed a new regional Economic Development Strategy and Action Plan for Taranaki. The Taranaki Regional Economic Development Strategy became official in August 2017 and is known as "Tapuae Rao - Make Way for Taranaki" - *Working together across the region to unlock opportunities for a thriving and successful Taranaki.*

This strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure.

Anticipated impacts of the Regional Economic Development Strategy and any resulting growth in the Property activity and infrastructure are expected to include:

- Increased demand for property services
- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.

### 4.3.4 ECONOMIC HISTORY AND FORECAST

Economic growth in the Stratford district is generally lower than the national average – averaging 1.7% per year over the 10 years to 2022, compared with an average of 3% in New Zealand. The estimated GDP for the district in 2022 of \$575m, makes up less than 1% of New Zealand's GDP.

There is some concern that the district is less diverse than average, with the largest industry being agriculture and forestry at 27%, the second largest industry being utilities (electricity, gas, water and waste) at 13%. The more concentrated a district's economic activity is within two or three industries, the more vulnerable it is to adverse effects such as those arising from climate conditions, or commodity price fluctuations.

Council intends to make significant investment in Economic Development over the life of the LTP to encourage diversification and provide opportunities to promote the Stratford District as a great place to do business. Under the Enabling Community Outcome, Council has committed to the following strategic goals:



## Future Growth and Demand

- *We are a business friendly district*
- *We encourage a diverse and sustainable business community*
- *We enable economic growth by supporting business investment and development in our district*
- *We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)*
- *We carefully balance the needs and wants of our district when funding services and infrastructure*
- *We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district*

### 4.3.5 CLIMATE CHANGE

Scientific evidence indicates the earth's climate is changing because of increases in greenhouse gases caused by human activities.

Anticipated impacts for New Zealand over the next 100 years include:

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events
- Decreased frost risk
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

At the regional and district level research indicates Taranaki could experience more extreme and varied rainfall patterns and severe weather events.

Extreme weather events and heavy rainfall would see increases in flooding, landslides, avalanches and mudslides during heavy rainfall events while on the flip side a lack of rain during summer months could see prolonged periods of drought. Both extremes place increased pressure on government, private flood insurance schemes, and disaster relief.

The Government's principal policy response to climate change is the New Zealand Emissions Trading Scheme (ETS). In various sectors (such as energy), the Government is also undertaking a range of other policies and measures that are contributing to reducing greenhouse gas emissions while achieving other policy goals.

Council responds to and plans for impacts of climate change as part of asset management practices by monitoring NIWA data in order to plan for and make adjustments to infrastructure where and when needed. Where adjustments are needed, they are undertaken through New Works and/or Renewal/Replacement.

### 4.3.6 TOURISM

The Visitor Sector Action Plan is one of six action plans developed as part of the "Make Way for Taranaki" Tapuae Roa Regional Development Strategy. The action plan describes the current regional sector dynamic, growth objectives, challenges, opportunities and the actions required to achieve sector growth. It is anticipated that the Visitor Sector Action Plan will enable and support growth in the Stratford District Visitor Sector.

Council welcomes the Stratford District being seen as a visitor destination but is mindful that increases in visitor numbers may have an impact on infrastructure and the services it provides. Anticipated impacts of the Visitor Sector Action Plan and any increases in visitor numbers on the Water Supply Activity and infrastructure are expected to include:

- Increased demand for water services
- Increased pressure on existing infrastructure.

Increased maintenance and renewal costs.

## Future Growth and Demand

### 4.3.7 THE (DRAFT) STRUCTURE PLAN FOR STRATFORD

The SDC is currently undertaking a Structure Plan of the Stratford District, which is in response to an increased demand for residential development sites in Stratford. This 30 year long term strategy plan will feed into the District Plan review and the Infrastructure Strategy, to ensure that the growth areas identified herein are duly catered for as and when required.

The Plan will identify key growth areas in Stratford, in addition to areas that lend themselves to in-filling. Rooding, Solid Waste Services, Water and Wastewater infrastructure will be planned to service these areas accordingly. Given its proximity and centrality to key employment generators and tourist areas in the New Plymouth and South Taranaki District, the creation of new and affordable residential lots is expected to support the growth forecast for the town. To facilitate this strategy, the Stratford District Council has led the creation of a quality and affordable subdivision to jumpstart the growth process and facilitate the development of quality affordable homes to the community. The uptake of the newly created lots was quick and has attracted homeowners from all parts of the Taranaki region as well as nationally.

### 4.3.8 REGULATORY CHANGES

The SDC regularly reviews regulatory changes that may or will affect the SDC property services. This primarily includes updates to resource consents and changes to legislation and standards. There are no immediate concerns of regulatory changes at the time of writing this AMP, however there is an expectation that the legislation, standards and guidelines related to these services will be reviewed and updated in the future.

### 4.3.9 CUSTOMER NEEDS AND EXPECTATIONS

Council has indicated a desire to promote growth in Stratford by developing new residential subdivisions with sections serviced by municipal solid waste services, water supply and wastewater schemes. Inherently, this will have an effect on the Stratford solid waste services whereby the demand for disposal and recycling of waste in these areas will increase. The increase to the services is easily managed within the existing solid waste contract with a small increase in the number of kerbside collections required. There will be minimal impact on the transfer station service.

## 4.4. IMPROVEMENT PLAN

**Table 34 - Future Growth Improvement Plan**

Sub Section	Task	Due Date
4.3.1	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing Property Services.	On-going

## **5.0**

# **Level of Service Performance**

## Levels of Service Performance

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### **5.0: LEVELS OF SERVICE PERFORMANCE**

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## Levels of Service Performance

### 6.3 OVERVIEW

Levels of Service (LoS) define the form and quality of service that the Stratford District Council provides to the community. They are the balance between what the community wants and what the community is willing to pay for.

Through asset management planning, the relationship between the LoS and the cost of service is determined. Once determined, the relationship is evaluated in consultation with the community to define the agreed LoS, which are then used to:

- Inform customers of the proposed LoS;
- Develop AM strategies to deliver LoS;
- Develop targets to measure performance;
- Identify and evaluate the costs and benefits of services offered; and
- Enable customers to assess customer values such as accessibility, quality, safety, and sustainability.

The LoS section details legislative and regulatory requirements affecting the operation, management and LoS for this activity.

This section:

- Highlights the current LoS provided by the Stratford District Council;
- Defines the desired LoS for the futures; and
- Outlines performance measures that will be used to monitor the delivery of the agreed LoS.

### 6.4 LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

LoS review is an on-going process which can be triggered by a variety of drivers. The development and review of the LoS will be undertaken following the process diagram in Figure 22 (Source: IIMM (2015)).

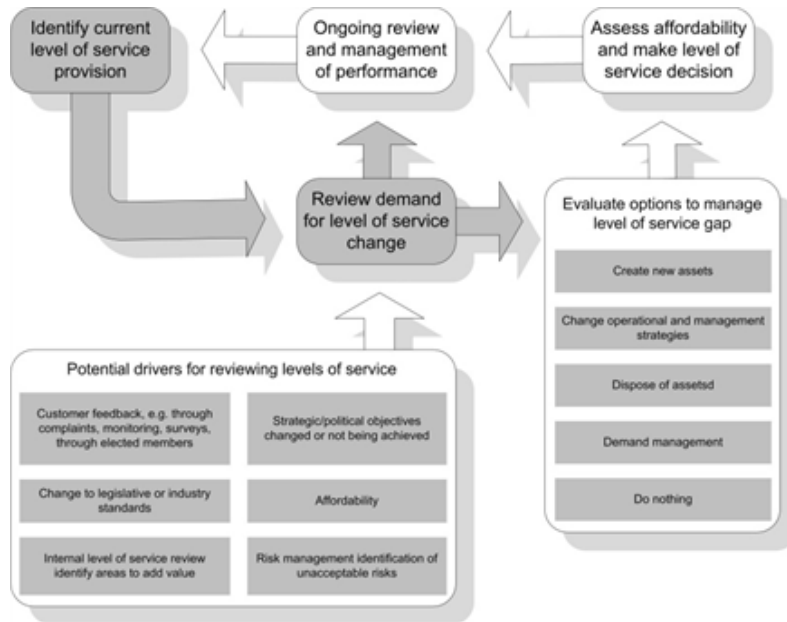


Figure 22 - Level of Service Review Process

## Levels of Service Performance

### 6.5 LEVEL OF SERVICE STATEMENTS

The following are the levels of service for Civic Amenities;

- To provide well-maintained and utilised facilities.
- Maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard)
- Maintain existing toilet facilities and ensure regular scheduled cleaning.

### 6.6 PERFORMANCE MONITORING AND REPORTING

The Stratford District Council has undertaken to provide a safe and well maintained network that meets Levels of Service (LoS) expectations and regulatory requirements. To ensure these expectations and requirements are met, the Stratford District Council undertakes performance monitoring of Property activities and infrastructure through the use of performance measures and key performance indicators (KPIs).

Performance measures and reporting enable Stratford District Council to identify how well it is delivering on the agreed LoS. KPIs enable Council to regularly measure actual performance against projected targets. By doing this we are able to identify trends, areas of achievement and areas for improvement to be identified.

Monitoring of LoS is done by measuring usage/patronage, customer satisfaction surveys and Compliance in New Zealand Safety standards.

The results of the performance monitoring are reported internally and externally through:

- monthly reports to Elected Members, also accessible to the public via the Council website; and
- the Long Term Plan, Annual Plan and Annual Report to our customers, key stakeholders and partners.
- quarterly reports to the Farm and Aerodrome Committee

### 6.7 CURRENT PERFORMANCE

Stratford District Council provides services for the benefit of the community. To ensure these expectations and requirements are met, Stratford District Council undertakes performance monitoring of the Property activity and services it provides.

Performance monitoring is undertaken through the use of performance measures and KPIs. Our current performance is monitored through the 'Internal performance measures presented in Table 35 below. These performance measures were determined by Council to inform the community about how well the Council is delivering on LoS and the performance of the activity assets.

**Table 35 - Internal Performance Measures**

Asset Category	Level of Service Category	Performance Measure
1. Aerodrome	Customer Satisfaction	Engage and meet regularly with Aerodrome users by attending formal meetings. – 3 meeting attended annually
	Usage	Number of aircraft movements during the year. >3500. Numbers from Annual AIMM compliance reporting
2. Stratford District Library	To provide a multi-use community hub facility that is accessible, well utilised, and engaging to both residents and visitors to the Stratford District.	Number of items (including digital) issued annually. >40,000
		Percentage of facility users satisfied with the quality of the services offered. >80%
		Number of participants in events and programmes at the facility >2,000

## Levels of Service Performance

Asset Category		Level of Service Category	Performance Measure
3.	<b>Civic Amenities - Housing for Older Persons</b>	To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard.	All rental units comply with legislation Target - >95%
4	<b>Civic Amenities - TET Multisports Centre</b>	Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target - 100%
5.	<b>Civic Amenities - War Memorial Centre</b>	Daily Usages	Annual daily usage of War Memorial Centre measured by the percentage of days in a year there is a booking.. Target - >75%
		Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target - 100%
		Annual Bookings	Booking cancellations as a percentage of total annual bookings <20%
6	<b>Civic Amenities - Centennial Restrooms</b>	Daily Usages	Annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking. - Target >70%
		Annual Bookings	Booking cancellations as a percentage of total annual bookings <20%
7.	<b>Civic Amenities - Public Toilets</b>	Customer Satisfaction	Percentage of Stratford District residents satisfied with overall level of service of toilets. Target - >80%
8	<b>Rental and Investment properties</b>	Farm Milk Production	Milk production is maximise. >150,000 kg/ms
		Customer Satisfaction	Commercial properties are compliant with relevant legislation
		The Council farm's Environmental Plan is reviewed annually	The Council farm's Environmental Plans are reviewed annually.
9	<b>Wai o Rua - Aquatic Centre</b>	To provide an aquatic facility that is welcoming, attractive and a safe place to swim.	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.
			Poolsafe Accreditation is met.
			Percentage of facility users satisfied with the quality of the services and programmes offered.
			Number of facility users per annum.

### 6.3.1 AERODROME

The Aerodrome is required to be maintained to be use by the Stratford Community and other users. There must be a high level of satisfaction amongst the users in respect of the condition and maintenance of the aerodrome.

The performance target for the level of satisfaction amongst the users with regard to the condition and maintenance of the aerodrome for the year 2024/2025 as stated in the 2024-2034 Long Term Plan is attending 3 User Group meeting annually.

In 2022/2023 70.27% of the users surveyed were satisfied with the condition and maintenance of the Aerodrome. This is an increase of 20.27% on the previous year, the Aerodrome is achieving Level of Service requirements for customer satisfaction. See Figure 23.

## Levels of Service Performance

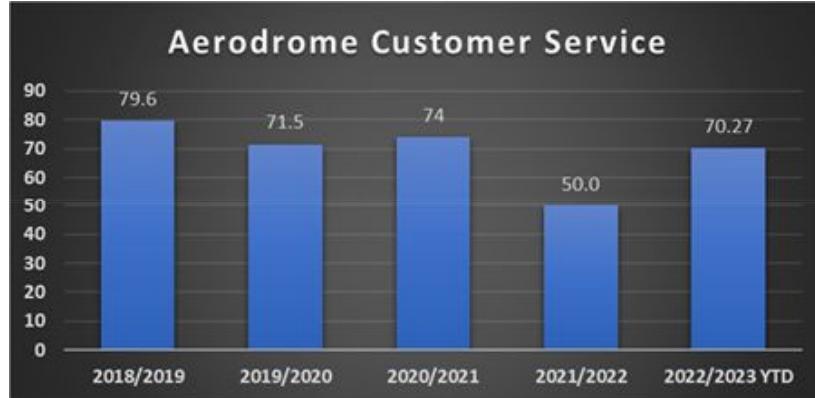


Figure 23 – Aerodrome Customer Satisfaction - Annual Report

### 6.3.1 CIVIC AMENITIES ACTIVITY PERFORMANCE

Civic Amenities are facilities that are well maintained, accommodation that complies with tenancy legislation and maintained public toilet facilities.

**Annual Bookings of War Memorial Centre** - The War Memorial Centre annual bookings performance target for 2024/2025 as stated in the 2024-2034 Long term Plan is >500.

In 2022/2023 there were 430 bookings recorded for the War Memorial Centre. Over the last few years the target hasn't been met due to Covid19 and the Communities change of circumstances. See Figure 24.

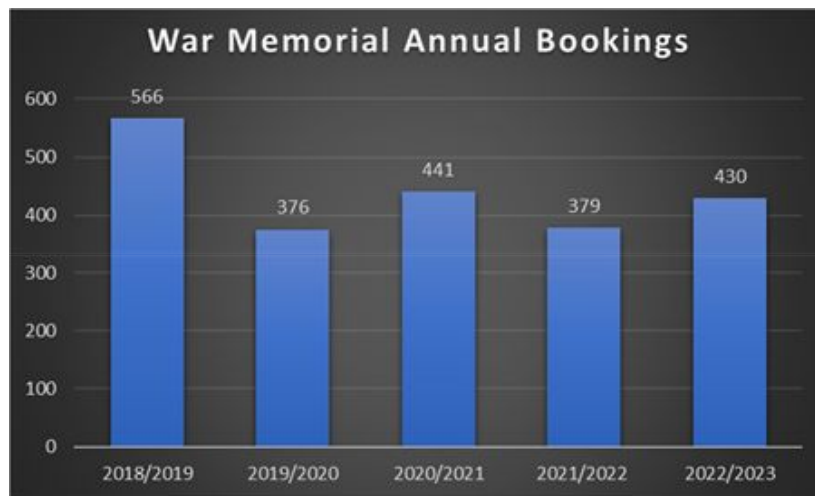


Figure 24 - WMC Annual Bookings - Annual Report

**Annual Bookings of the Centennial Restrooms** - The Centennial Restroom annual bookings performance target for 2024/25 as stated in the 2024-2034 Long Term Plan is >200.

In 2022/23 there were 252 bookings recorded for the Centennial Restrooms. This was an increase on the previous year's bookings at the Centennial Restrooms and it achieved the Level of Service requirements for bookings.– See Figure 25.



## Levels of Service Performance

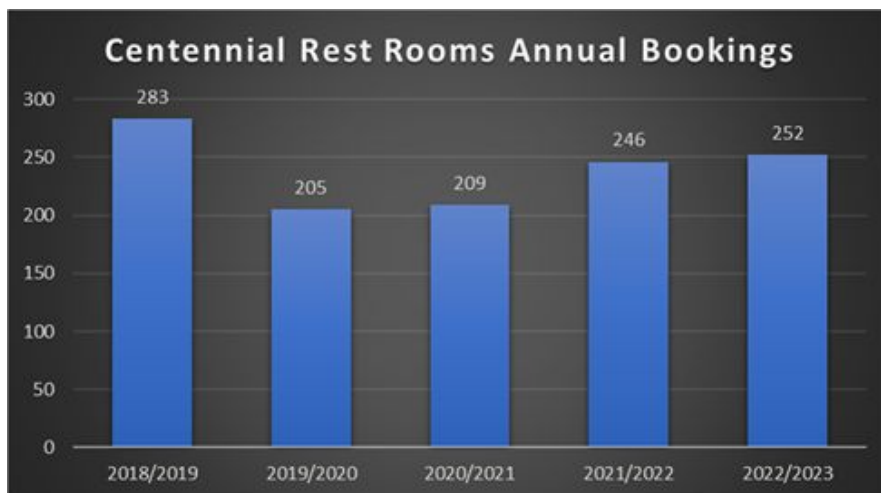


Figure 25 - CRR Annual Bookings - Annual Report

**Housing for Older Persons Customer Satisfaction** - The performance target for the Housing for Older Persons tenants in 2022/2023 (as stated in the 2021-2031 Long Term Plan) is >80%.

In 2022/2023 the percentage of people satisfied with the Housing for Older Persons was 87.03%, this is a 14.03% increase from the previous year. See Figure 26.

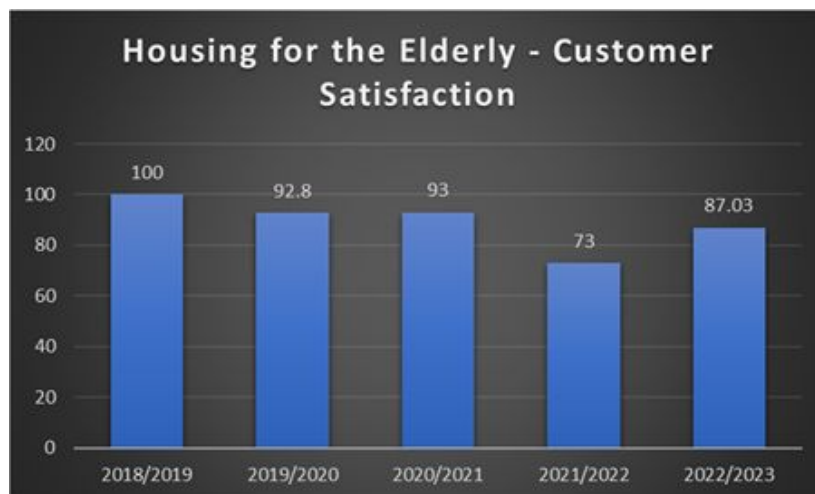


Figure 26 – Housing for Older Persons Customer Satisfaction - Annual Report

A new performance target has been recommended for inclusion in the 2024/34 Long Term Plan (LTP)

*"To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard.)"*

## Levels of Service Performance

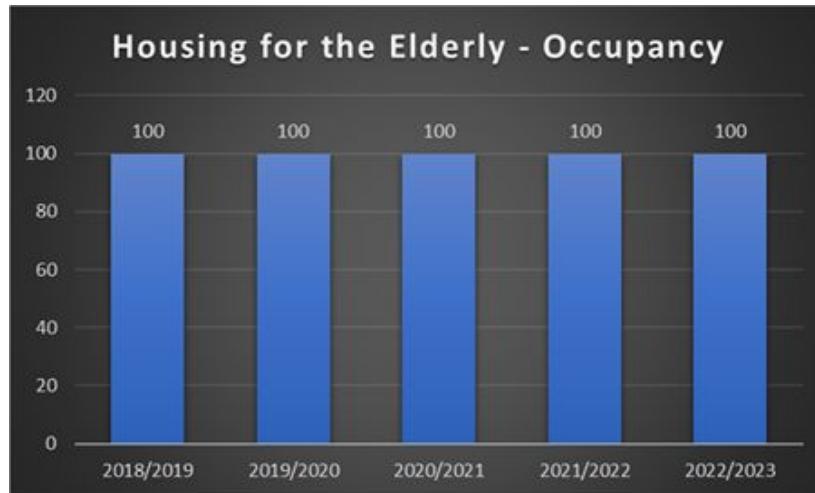


Figure 27 – Housing for Older Persons Occupancy - Annual Report

**Public Toilet Customer Satisfaction** - The performance target for customer satisfaction with the overall level of service for the public toilets managed by Stratford District Council for 2024/25 as stated in the 2024-2034 Long Term Plan) is 80%.

In 2022/2023 the percentage of people satisfied with the overall level of service of toilets was 67%. During the recent years, there has been an increase occurrence of vandalism to the public toilets, which has left the toilets in an unusable state and in some cases due to the repetitiveness of the vandalism, Council had to close some public toilets. See figure 28.

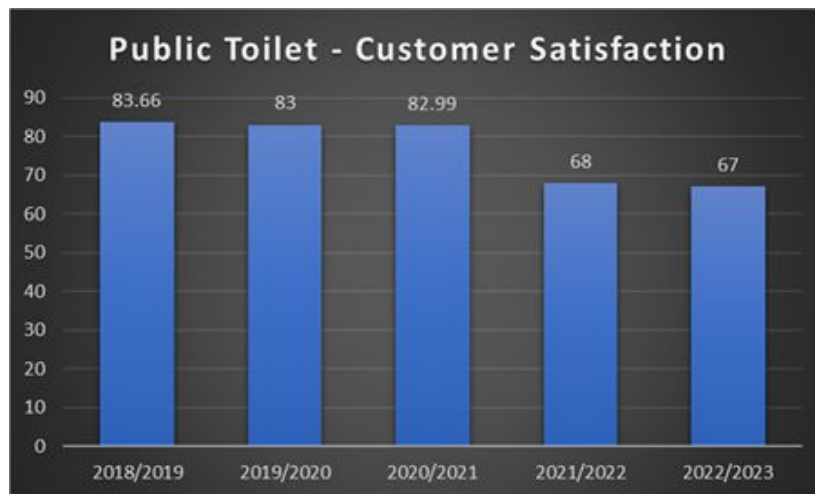


Figure 28 – Public Toilet Customer Satisfaction - Annual Report

## Levels of Service Performance

### 6.3.1 STRATFORD LIBRARY CUSTOMER SATISFACTION.

The performance target for the percentage of customers satisfied with library services in 2024/2025 as stated in the 2024-2034 Long Term Plan is >80%. See Figure 29.

In 2022/2023 98.87% of library users were satisfied with library services. This is an increase on the previous year and the library achieve Level of Service requirements.

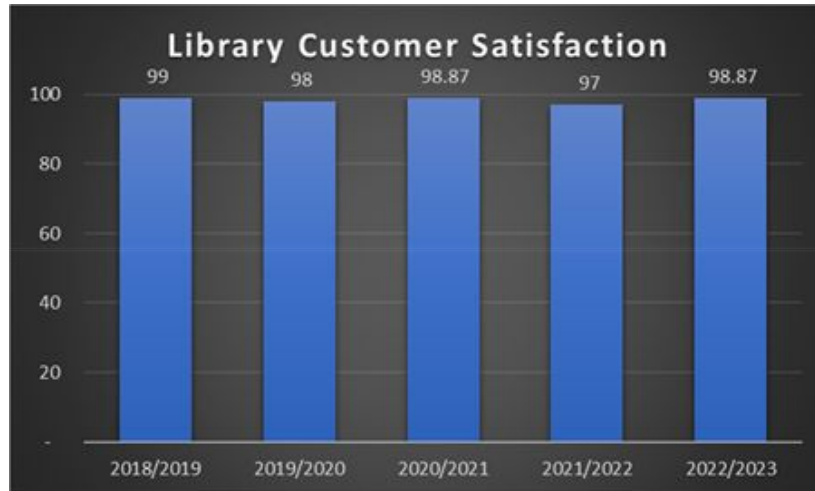


Figure 29 - Customer Satisfaction - Annual Report

### 6.3.1 THE FARM

**Milk Production** – The performance target for milk solids production in 2024/2025 (as stated in the 2024-2034 Long Term Plan) is >150,000kgs per year.

In 2022/2023 there was a total of 142,659.9 kg of milk solids collected from the farm. This is a decrease from previous years and the performance target was not reached. See Figure 30. Due to increased cost of off-farm grazing it was considered to graze calves on the farm, which has resulted in a reduced milk production total

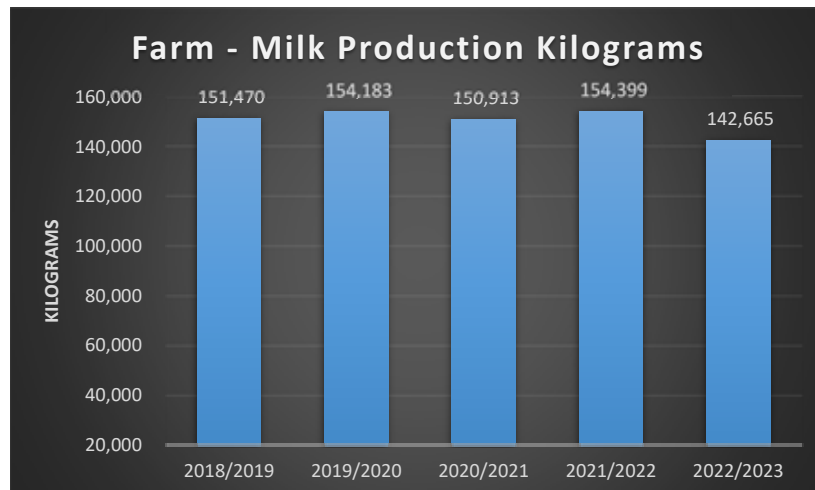


Figure 30 - Milk Solids Production Kilograms - Annual Report

## Levels of Service Performance

### 6.3.1 WAI O RUA – AQUATIC CENTRE

The performance target for the percentage of facility users satisfied with the quality of the services and programmes offered, as stated in the 2024-2034 Long Term Plan is >80%.

The Aquatic Centre was opened in October 2022, there is no previous performance measures to be compare against. In 2022/2023 84% of pool users were satisfied with the pool, and the pool achieve Level of Service requirements.

### 6.8 DESIRED PERFORMANCE

A summary of the Council's targets/ desired performance levels are presented in Tables 37-40. This desire stems from the Council's resolve to maintain its agreed level of service delivery and strengthen the community's confidence in the Council's ability to deliver excellent services to the community.

The Council will take into account its Customer Charter in its provision quality service to all our customers. Council will rate its performance against the key performance indicators (KPI's) or targets as per Table 36 below.

**Table 36 - Performance Rating Index**

Rating	Description
<b>Achieved</b>	Required actions have been completed and the intended level of service has been achieved; or Where a long-term level of service is targeted, the results for the year are in keeping with the required trend to achieve the intended level of service.
<b>Not Achieved</b>	None of the required actions have been undertaken, or The result for the year is less than half of the intended level of service, or Where a long-term level of service is targeted, the results for the year are contrary to the required trend to achieve the intended level of service.
<b>Not Applicable</b>	No action was required during the year.

### 6.9 ASSET MANAGEMENT IMPROVEMENT PLAN

Actions identified in this Section for improving management of the asset are as follows:

**Table 37 - Levels of Service Performance Improvement Plan**

Item	Task	Due Date
1	Continuous performance measuring completed using KPIs	Ongoing
2	Review levels of service relevance, monitoring and reporting	Ongoing

## Levels of Service Performance

**Table 38 - Performance Measures – Aerodrome**

Activity Objective/ Level of Service	Performance Measure	Outcome Category	Trend			Current		Target				How Measured
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/34		
To maintain the Aerodrome for use by the Stratford community and other users.	Customer Satisfaction  A high level of satisfaction amongst the users with the condition and maintenance of the aerodrome.  <b>New Performance Measure</b>  Engage and meet regularly with Aerodrome users by attending formal meetings.	Council Measure	71.5%	74%	50%	70.27%	>3	>3	>3	>3	>3	Annual Meeting Attendance
The Aerodrome is used by the Stratford community and visitors.	Customer Satisfaction  Number of aircraft movements during the year	Council Measure	Not measured	614	1,606	1,491	>3,500	>3,500	>3,500	>3,500	>3,500	Annual number of movements

## Levels of Service Performance

**Table 39 - Performance Measures – Stratfor District Library**

Activity Objective/ Level of Service	Performance Measure		Outcome Category	Trend			Current	Target				How Measured
				2019/20	2020/21	2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/ 34	
<p>To provide a library service which meets the needs of and is being used by Stratford District residents –</p> <p><b>Proposed /Target</b></p> <p><b>To provide a multi-use community hub facility that is accessible, well utilised, and engaging to both residents and visitors to the Stratford District</b></p> <p>Library services will be accessible to the community -</p>	Usage	Number of people visiting the library is measured. <i>Proposed Performance</i> Number of items (including digital) issued annually.	Council Measure	52,554	65,560	57,670	62,010	>40,000	>40,000	>40,000	>40,000	Monthly statistics from Koha
	Customer Satisfaction	Percentage of facility users satisfied with the quality of the services offered.	Council Measure	98%	98.87%	97%	98.87%	>80%	>80%	>80%	>80%	Annual Residents Survey
	Usage	The number of visitors accessing the Wi-Fi service is measured.- <i>Removed</i>	Council Measure	25,955	22,087	97%	62,010	0	0	0	0	
	Customer Satisfaction	The number of sessions accessing the People's Network is measured.	Council Measure	6,441	6,048	2436	New Measure	>2,000	>2,000	>2,000	>2,000	Internal attendance records

## Levels of Service Performance

**Table 40 - Performance Measures - Civic Amenities**

Activity Objective/ Level of Service	Performance Measure	Outcome Category	Trend		Current		Target				How Measured		
			2019/20	2020/21	2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/34			
To provide facilities that are well maintained and utilised.	Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times.	Council Measure	100%	100%	100%	100%	100%	100%	100%	100%	100%	Building WoF records
	Usage	Annual booking of War Memorial Centre. <i>Proposed Performance</i>	Council Measure	376	441	379	430	>75%	>75%	>75%	>75%	>75%	Booking records
		Annual daily usage of War Memorial Centre measured by the percentage of days in a year there is a booking.											
	Usage	Annual booking of Centennial Restrooms. <i>Proposed Performance</i>	Council Measure	205	209	246	252	>70%	>70%	>70%	>70%	>70%	Booking records
		Annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking.											
<b>Trend/Current</b> To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard).	Usage	Annual Occupancy rate.	Council Measure	100%	100%	100%	100%						Legislative Requirements all met
		<i>Proposed Performance</i>											
<b>Proposed /Target</b> To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard).		All rental units comply with legislation											

## Levels of Service Performance

To provide clean, well maintained toilet facilities.	Customer Satisfaction	Percentage of Stratford District residents satisfied with overall level of service of toilets.	Council Measure	83%	82.99%	68%	67%	>80%	>80%	>80%	>80%	Annual Residents Survey
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**Table 41 - Performance Measures - Rental and Investment**

Activity Objective/ Level of Service	Performance Measure	Outcome Category	Trend		Current		Target				How Measured	
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/34		
To run the council farm in a way that maximises profits and meets the National Environmental Standards (NES).	Milk production is maximised. (KgMS)	Council Measure	154.178	150.912	154.399	142.665	>150.000	>150.000	>150.000	>150.000	Milk Supplier's Statements issued by milk collector (currently Fonterra).	
	The Council farm's Environmental Plan is reviewed annually	Council Measure		Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Reviewed Annually	
To ensure commercial properties owned are safe and legally compliant.	Customer Satisfaction of	Council Measure	3	2	1	0	Achieved	Achieved	Achieved	Achieved	Achieved	Compliance
	Condition											



## Levels of Service Performance

**Table 42 - Performance Measures - Wai o Rua - Aquatic Centre**

Activity Objective/ Level of Service	Performance Measure	Outcome Category	Trend			Current	Target				How Measured	
			2019/20	2020/21	2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/34		
<p>The pool complex will be a safe place to swim.</p> <p><b>Proposed Level of Service To provide an aquatic facility that is welcoming, attractive and a safe place to swim.</b></p> <p>That the pool facilities meet demand.</p>	Number of reported accidents, possible accidents and similar incidents pa.	Council Measure				<b>125</b>						Reported monthly to Council.
	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.	Council Measure				<b>100%</b>	Met	Met	Met	Met		Water quality register.
	Poolsafe Accreditation is met.	Council Measure				<b>100%</b>	Met	Met	Met	Met		Annual Reporting
	Customer Satisfaction Percentage of pool users are satisfied with the pool.	Council Measure				<b>84%</b>	>80%	>80%	>80%	>80%		Annual Residents Survey.
	Percentage of facility users satisfied with the quality of the services and programmes offered.											
Usage Number of facility users per annum.	Council Measure				<b>61,378</b>	>75,000	>75,000	>75,000	>75,000		Reported monthly to Council	

## **6.0**

# **Strategic Assessment**

## Strategic Assessment

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### **6.0: STRATEGIC ASSESSMENT**

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## Strategic Assessment

### 6.1 OVERVIEW

The 'Strategic Assessment' section presents an assessment of the need for investment against strategic outcomes. It defines the problems facing the Stratford District Council; highlights the investment projects necessary to address these problems and the benefits of each identified investment project.

### 6.2 OUR BUSINESS CASE

Section 17A of the Local Government Act (LGA) 2002 requires the local authority to 'review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good quality local infrastructure, local public services and performance of regulatory functions'.

### 6.3 OUR PROBLEM STATEMENTS

Between November 2023 and January 2024, Council staff prepared business cases to support the projects presented for consideration in the Long Term Plan (LTP) process. The purpose was to seek elected members direction regarding some capital projects being proposed in the 2024-2034 LTP.

The business cases included an assessment of each project identified in addition to the project's:

- Strategic alignment;
- Alternative options;
- Funding sources;
- Efficiency improvements (where applicable);
- Community outcomes alignment;
- Costings verification; and
- Risk identification.

After a series of meetings, Elected Members considered the information and provided the necessary direction - in some cases modifying or removing the proposed projects from the programme.

The main problems/issues identified and *workshopped* were the following Council earthquake prone buildings;

- TET Multisports Centre – Seismic Strengthening
- War Memorial Centre - Seismic Strengthening
- Clock Tower - Seismic Strengthening and water tightening
- Closed TSB Pool Complex Demolition

#### 6.3.1 TET MULTISPORTS CENTRE

The TET Multisports Centre was built in the early 2000s and is home to many Stratford sports clubs i.e., *Darts, Gymnastics, Hockey, Indoor Football, Netball, Pool, Squash, Tennis and Volleyball*.

A Detailed Seismic Assessment (DSA) was carried out by BCD Group in April 2023, which identified that the TET is 20% NBS (IL3). This is classified as **Very High-Risk** and corresponds to an **E Grade** building, as defined by the NZSEE. This rating is less than the minimum threshold for earthquake prone buildings being 34% NBS.

The TET was also assessed for its potential as a Civil Defence building (IL4). The IL4 rating is assessed to be 14% NBS (IL4). For this building to be used for Civil defence purposes, it is important for the seismic rating to be a minimum of 100% NBS IL4.

A report was taken to Council in January 2024 and the decision has been made to strengthen the TET Stadium component to 100% IL4 and the rest of the TET to 100% NBS IL3. The cost for the strengthening works is estimated to be \$1,300,000 and has been planned for 2025/2027.

## Strategic Assessment



Figure 31 TET Multisports Complex

### 6.3.2 WAR MEMORIAL CENTRE (WMC)

The sports stadium of the WMC building was built in 1953. In 1995 the WMC building was extended to incorporate meeting and function rooms and ancillary facilities such as kitchen and additional toilets.

A Detailed Seismic Assessment (DSA) for the WMC building was carried out by BCD Group in January 2023. The DSA shows that the WMC building is 15% NBS (IL3). This is classified as **Very High-Risk** and corresponds to an **E Grade** building, as defined by the NZSEE. This rating is less than the minimum threshold for earthquake prone buildings being 34% NBS (IL3).

A report was taken to Council in January 2024 and the decision has been made to strengthen the WMC to 67% NBS IL2. The cost for the strengthening works is estimated to be \$1,450,000 and has been planned for 2027/2029.



Figure 32 War memorial Centre

### 6.3.3 CLOCK TOWER

The Clock Tower was originally part of the old Stratford Post Office located south of Broadway. Considered an earthquake risk, the tower was demolished, and a new tower erected in 1960. In

## Strategic Assessment

1996 the Elizabethan Clocktower was erected surrounding the tower, and the Romeo and Juliet glockenspiel was added.

The DSA for the Clock Tower was carried out by Beca in January 2024. The DSA shows that the Clock Tower is 30% NBS (IL2). This is classified as **Very High-Risk** and corresponds to an **E Grade** building, as defined by the NZSEE. This rating is less than the minimum threshold for earthquake prone buildings being 34% NBS (IL3).

A report was taken to Council in January 2024 and the decision has been made to strengthen the Clock Tower to 34% NBS IL2. The cost for the strengthening works is estimated to be \$1,250,000 and has been planned for 2033/2034.



**Figure 33 Clock Tower**

### 6.3.4 TSB POOL COMPLEX

With the new Stratford Aquatic Centre opening in October 2022, the TSB Pool complex was closed.

In April 2023, Beca Limited completed a high-level Initial Seismic Assessment (ISA) on the TSB pool complex. This identified seismic rating of the complex is <33% NBS (IL2). This classifies the complex as a **High-Risk** building.

A report was taken to Council in September 2023 and the decision was made to demolish the TSB Pool complex and reinstate it back to grass for use in the future. This is planned for 2024/2025.



**Figure 34 TSB Pool Complex**

## Strategic Assessment

### 6.4 OUR BENEFIT STATEMENTS

The Council Officers identified a number of projects to address the problems at the agreed level of service to the community. While all these project were not included due to funding constraints, Table 43 below provides a summary of projects approved by Elected Members.

The benefits of implementing these projects are presented in Table 43 below and include:

- Maintaining levels of service;
- Ensuring building safety; and
- Supporting community recreation services.

**Table 43 - Summary of Problem and Benefit Statements**

Item	Problem Statements	Project	Benefit Statements
1	Closed TSB Pool Complex targeted by vandalism	Demolition of the TSB Pool and associated reinstatement	<ul style="list-style-type: none"> <li>• Stop additional cost to secure the complex from vandalism.</li> <li>• Community engagement on repurposing the land.</li> <li>• To meet the current and future needs of the Community.</li> </ul>
2	Council Earthquake Prone Buildings <ul style="list-style-type: none"> <li>• TET Multisports Centre</li> <li>• War Memorial Centre</li> <li>• Clock Tower</li> </ul>	Seismic Strengthening of the TET for the potential use of a Civil Defence building.	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community.</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs.</li> <li>• Strengthening the buildings removes the health and safety risk to public of the structure failing during an earthquake.</li> <li>• It will provide Stratford with a facility which can be utilised during a civil defence emergency.</li> </ul>
3		Seismic Strengthening of the WMC	
4		Seismic Strengthening and water tightening of the Clock Tower	
5	The War Memorial Centre was extended in 1994, since then certain aspects of the centre are starting to fail. <ul style="list-style-type: none"> <li>• Replace lower flat roofs (3x)</li> <li>• Renew Hot Water Supply</li> <li>• Upgrade Stadium lighting</li> </ul>	War Memorial Centre Upgrades	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>• Support community recreation services.</li> <li>• Mitigate ongoing maintenance issues</li> </ul>
6	Administration Building is outdated and suffering maintenance issues. <ul style="list-style-type: none"> <li>• Kitchen Upgrade</li> <li>• Replace roof.</li> <li>• Gradual replacement of flooring</li> <li>• Carpet replacement</li> </ul>	Administration Building Upgrade	<ul style="list-style-type: none"> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>

## Strategic Assessment

Item	Problem Statements	Project	Benefit Statements
7	Administration Building access security issues	Upgrade access to the Administration Building to swipe card	<ul style="list-style-type: none"> <li>Easier to lock a card from being used, than to change the locks if a key is lost.</li> <li>Monitor staff that are on site for health and safety (fire evacuations etc.).</li> <li>Provides higher protection to the building, staff, and reduces risk of intruders and breaches of entry.</li> </ul>
8	Administration Building Furniture not suitable for use	Administration Building Furniture Replacement	<ul style="list-style-type: none"> <li>Improves staff wellbeing</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
9	Poor storage and bathroom facilities for increased Library staff <ul style="list-style-type: none"> <li>Staff Bathroom Upgrade</li> <li>Underneath storage</li> </ul>	Library upgraders	<ul style="list-style-type: none"> <li>Improves staff wellbeing</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
10	Library's AA area doesn't provide a safe exit for staff.	Library Safety Upgrade	<ul style="list-style-type: none"> <li>Improves staff wellbeing</li> <li>Maintain the agreed level of service</li> </ul>
11	Increased demand for spaces for people to meet for work, accessing services and for leisure.	Development of seating and meeting spaces	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Support community recreation services</li> <li>Maintain the agreed level of service</li> </ul>
12	Library's high occupancy rate increases wear and tear on the interior.	Interior painting and repair work	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
13	Library light box and bus shelter graphics are deteriorating	Library graphic upgrade	<ul style="list-style-type: none"> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
14	Centennial Rest rooms ongoing plumbing issues	Centennial Rest Rooms upgrade	<ul style="list-style-type: none"> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>



## Strategic Assessment

Item	Problem Statements	Project	Benefit Statements
15	Public Toilets outdated and suffering from maintenance issues.	Public Toilets infrastructure renewals	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>
16	Victoria Park Grandstand a target for vandalism	Infrastructure Renewals	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>
17	Housing for Older Persons units outdated and suffering from maintenance issues. <ul style="list-style-type: none"> <li>• Roof Replacements</li> <li>• Fence replacement</li> </ul>	Housing for Older Persons upgrades	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>
18	Continual maintenance and upgrades relating to farm operations. <ul style="list-style-type: none"> <li>• Culvert and Race upgrade</li> <li>• Clearing of subsoil drains</li> <li>• Farmhouse lighting upgrade</li> </ul>	Farm Upgrades	<ul style="list-style-type: none"> <li>• Maintain the agreed level of service</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Improve functionality on farm</li> <li>• Improve health and safety of farm staff, contractors, and animals.</li> </ul>
19	Farm - current sheds don't have enough capacity for the number of calves	Construction of additional calf shed	<ul style="list-style-type: none"> <li>• Increases animal wellbeing</li> <li>• Improve functionality on farm</li> <li>• Maintain the agreed level of service</li> </ul>
20	Surrounding ground of the Aerodrome turning bay is unusable during the wet	Widening turning area.	<ul style="list-style-type: none"> <li>• Maintain the agreed level of service</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Improve functionality on Aerodrome</li> </ul>
21	Transfer Station/City Care Building <ul style="list-style-type: none"> <li>• Lower concrete blockwork not watertight.</li> </ul>	Sealing of blockwork	<ul style="list-style-type: none"> <li>• Maintain the agreed level of service</li> <li>• Mitigate ongoing maintenance issues</li> </ul>

# **7.0 Lifecycle Management**

## Lifecycle Management

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### **7.0: LIFECYCLE MANAGEMENT**

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## Lifecycle Management

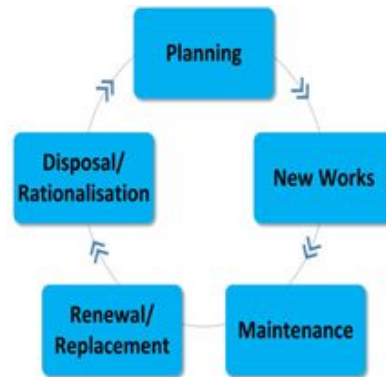
### 7.1 OVERVIEW

Lifecycle Asset Management focuses on management options and strategies to minimise risks to assets, and any potential risk of assets.

It considers all relevant consequences from initial planning through to renewal, replacement, disposal or rationalisation of assets.

Lifecycle Asset Management acknowledges that assets are always in a state of decay and their useful life is primarily influenced by;

- Physical characteristics
- Operating environment
- Customer requirements



Lifecycle Asset Management enables Stratford District Council to identify issues, determine appropriate response options and identify strategies and programmes for response to identified issues/opportunities in order to deliver Levels of Service and achieve both asset and organisational goals and objectives.

The Lifecycle Asset Management section contains current Stratford District Council procurement and contract arrangements and the prioritisation of works:

- That meets the short and long term needs of our community;
- That offers value for money; and
- In a sustainable manner to the least whole-of-life cost.

This section presents a detailed plan of prioritised work over a 10-year planning period in response to the problem and benefit statements highlighted in Section 6 of this plan. It presents Council's practices and projects to maintain the property assets over its lifecycle through Council's:

- Procurement Policy;
- Management Strategies;
- Contractual Arrangements;
- Programme Business Case for the next 10 years;
- Disposal Strategy; and
- Planning for Improvement

### 7.2 PROCUREMENT POLICY

Procurement for the purpose of implementing projects identified in the work programmes are undertaken in accordance with the Council's Procurement Policy. The Council's Procurement Policy for the purpose of procuring goods works and services is aimed at ensuring that Council:

- achieves the right outcomes and value for money; manages risk effectively;
- allows council officers to exercise business judgement by enabling flexibility and fluid, innovative approaches to procurement;
- demonstrates fairness; and
- has health and safety risk management at the forefront.

All personnel involved in procurement procedures are required to maintain the confidentiality of the process. The Council, as a public entity, must act fairly and consistently, in accordance with relevant legislation.

## Lifecycle Management

### 7.3 MANAGEMENT STRATEGIES

The overall management of infrastructure will be driven through strategies aimed at:

- Complying with the legislative and strategic requirements;
- Meeting customer expectations and agreed levels of service; and
- Delivering value for money for ratepayers, funding partners and the Council.

These strategies as presented in Figure 35, are either under review or currently being prepared.

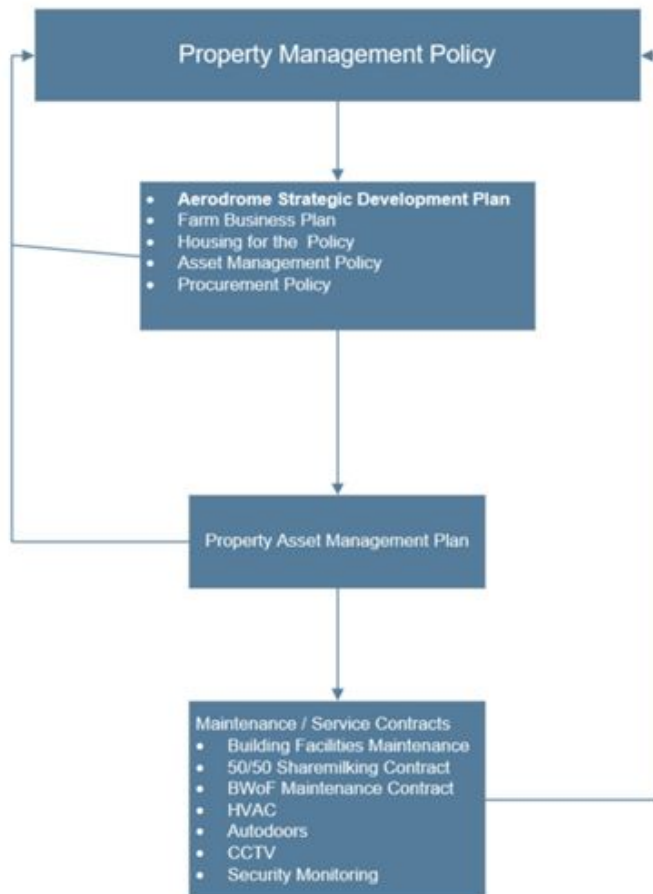


Figure 35 – Property Asset Management Strategies

### 7.4 CONTRACTUAL ARRANGEMENTS

Council has several maintenance contracts for the building facilities. The main one being with Fulton Hogan for the provision of ongoing maintenance and cleaning services of Council's properties. Fulton Hogan is to provide not only physical works but also a degree of professional services for significant aspects of the work.

## Lifecycle Management

The initial contract term was for 3 years from 1 July 2019 to 30 June 2022, with an option to roll over another two 24-month period if Council is satisfied with the contractor's performance. The first roll-over period has been granted to 2024 with a further performance review due on 30 June 2024.

Other maintenance contracts are for preventative maintenance, which are required for buildings which a compliance schedule has been issued.

### 7.5 PROGRAMME BUSINESS CASE

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in Table 42 below and shows the identified projects necessary to achieve our internal measures.

The identified projects are grouped under three main categories of:

- Operations/Maintenance works;
- Renewal/Replacement works; and
- Level of Service Improvements.

The prioritisation of planned maintenance, renewal/replacement and capital projects is based on:

- Level of Service requirements;
- Criticality and risk assessment associated with investment levels that potentially change the level of service;
- Age and condition of the infrastructure;
- Budgetary constraints;
- Growth – required by and supporting population and economic growth.

These key outcomes have been considered for each activity at an asset group level.

#### 7.5.1 OPERATIONS AND MAINTENANCE

Operation and Maintenance strategies cover policies that determine how the asset will be operated and maintained on a day-to-day basis to consistently achieve optimum use. A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance. Operating budgets are detailed in the Investment Funding Strategy Section of this document.

The operation and maintenance of assets is undertaken through:

- **Routine Maintenance** - The day-to-day maintenance which is required on an on-going basis and is budgeted for under the Services Maintenance Contracts as "key tasks";
- **Planned Maintenance** - Non-day-to-day maintenance which is identified in advance and is incorporated into a maintenance budget for a certain time period; and
- **Ready Response** - Maintenance that is unexpected and necessary to continue operation of the service.

The previous expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 36. The planned works are presented in Table 44 below.

**Table 44** provides details of each project approved, including budget and approved timeframe. Please note that all figures are not inflated.

## Lifecycle Management

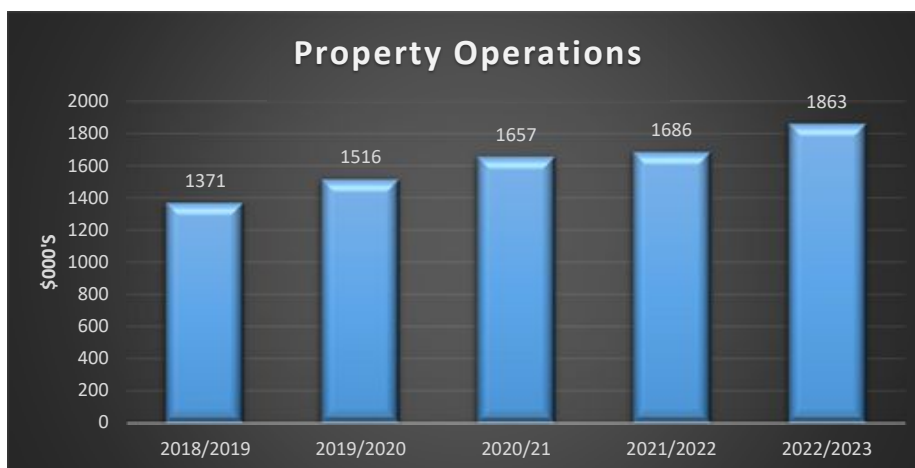


Figure 36: Property Operating Expenditure - Annual Report

Table 44 - Identified Projects and Performance Measures

Work Category	Identified Projects	Performance Measures							
		Health and Safety	Compliance with Legislation	Annual/Daily usage and cancellation	Usage (Admissions, Visit, Wi-fi, Network Session)	Customer Satisfaction	Condition	Environmental Plan reviewed annually	Milk Production
Operations/ Maintenance	Miranda Street office - General Maintenance	√				√	√		
	War Memorial Centre - General Maintenance	√	√	√		√	√		
	Civic Amenities - General Maintenance					√	√		
	Farm - General Building Maintenance	√					√		
	Aerodrome – runway releveling	√				√	√		
Renewal/ Replacement	Housing for Older Persons general maintenance					√	√		
	Library -Renewals/ Replacements					√	√		
	Miranda Street office – Renewals/Replacements					√	√		

## Lifecycle Management

Work Category	Identified Projects	Performance Measures							
		Health and Safety	Compliance with Legislation	Annual/Daily usage and cancellation	Usage (Admissions, Visit, Wi-fi, Network Session)	Customer Satisfaction	Condition	Environmental Plan reviewed annually	Milk Production
Level of Service Improvements	War Memorial Centre Renewals/Replacements		√	√		√	√		
	Civic Amenities Renewals/Replacements		√	√		√	√		
	Farm - Renewals					√	√		
	Housing for Older Persons - Replacements		√				√		
	TET Multisport Centre-Seismic Strengthening	√	√				√		
	WMC - Seismic Strengthening	√	√				√		
	Clock Tower - Seismic Strengthening	√	√				√		
	Miranda Street Office – Access Improvements	√					√		
	Farm – Improvements Additional Shed	√				√		√	√
	Library – Improvements Safety Improvement around AA Site	√				√	√		
	TSB Pool Complex - Demolition	√					√		
	Municipal Building - Demolition	√					√		
	Rental & Investment Properties - Improvements		√			√	√		
	TET Multisport Centre-Infrastructure Improvements		√			√	√		



## Lifecycle Management

**Table 45 - Planned Operation and Maintenance Works**

<b>Project 1 – Administration Building – general maintenance</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Interior and Exterior Painting</b>	<b>30,000</b>			<b>140,000</b>

Problem Statement                      General wear and tear

Benefits of investment                      Preservation of building components

Consequences of non-investment                      Continued deterioration of building components leading to full replacement

<b>Project 2 - War Memorial Centre – general maintenance</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Interior and Exterior Painting and furniture replacement</b>	<b>30,000</b>	<b>20,000</b>		<b>150,000</b>
- <b>Resurface Stadium Floor</b>				<b>80,000</b>

Problem Statement                      The War Memorial Centre was extended in 1994, since then certain aspects of the centre are starting to fail.

Benefits of investment                      Preservation of building components

Consequences of non-investment                      Continued deterioration of building components leading to full replacement

<b>Project 3 - Library – general maintenance</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Interior Painting</b>		<b>50,000</b>		<b>20,000</b>

Problem Statement                      General wear and tear

Benefits of investment                      Preservation of building components, increased customer satisfaction with facility

Consequences of non-investment                      Continued deterioration of building components leading to full replacement, loss of bookings due to low customer satisfaction with facility

<b>Project 4 – Centennial Rest Rooms – general maintenance</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Interior and Exterior Painting</b>		<b>30,000</b>		<b>60,000</b>
- <b>Resolve plumbing issues</b>	<b>10,000</b>			

Problem Statement                      General wear and tear, ongoing plumbing issues

Benefits of investment                      To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs

Consequences of non-investment                      Continued deterioration of building components leading to full replacement, increase repairs and maintenance cost

## Lifecycle Management

<b>Project 5 - Civic Amenities - general maintenance</b>		2024/25	2025/26	2026/27	2027-2034
<b>- Exterior and Interior painting</b>		<b>20,000</b>	<b>50,000</b>	<b>20,000</b>	<b>70,000</b>
Problem Statement	General wear and tear				
Benefits of investment	Preservation of building components, improved town appearance				
Consequences of non-investment	Continued deterioration of building components and town appearance				
<b>Project 6 - Farm - general building maintenance</b>		2024/25	2025/26	2026/27	2027-2034
<b>- Exterior and Interior painting</b>		<b>30,000</b>	<b>20,000</b>	<b>20,000</b>	<b>70,000</b>
<b>Farm Race and Culvert upgrades</b>		<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>175,000</b>
Problem Statement	General wear and tear and continual farm race maintenance				
Benefits of investment	Mitigate ongoing maintenance issues and cost				
Consequences of non-investment	Continued deterioration of farm race and drains leading to safety issues				
<b>Project 7 - Aerodrome - general maintenance</b>		2024/25	2025/26	2026/27	2027-2034
<b>- Runway releveling</b>		<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>\$35,000</b>
<b>Painting of Public Toilet</b>			<b>5,000</b>		<b>10,000</b>
Problem Statement	Aerodrome built on former swamp – runways require ongoing releveling				
Benefits of investment	Provision of safe runway guaranteeing continued use of aerodrome				
Consequences of non-investment	Continued deterioration of runways leading to safety issues				
<b>Project 8 - Housing for Older Persons - general maintenance</b>		2024/25	2025/26	2026/27	2027-2034
<b>- Selected interior Painting</b>		<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>
<b>- Repaint interior- Elsie Fraser</b>		<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>
Problem Statement	General wear and tear				
Benefits of investment	Preservation of building components, improved tenant satisfaction				
Consequences of non-investment	Continued deterioration of building components and customer satisfaction				

## Lifecycle Management

Project 9 – Rental Properties – General Maintenance	2024/25	2025/26	2026/27	2027-2034
- <b>Repair work on conservatory at Transfer station</b>		<b>20,000</b>	<b>5,000</b>	<b>35,000</b>
Problem Statement	General wear and tear			
Benefits of investment	Preservation of building components, improved tenant satisfaction			
Consequences of non-investment	Continued deterioration of building components and customer satisfaction			

### 7.5.2 RENEWAL/REPLACEMENT

Renewal is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to its original capacity is new asset expenditure. Assets identified for renewal are typically:

- Near or beyond the end of their expected life
- Have known condition and / or performance deficiencies
- Have both known deficiencies and are of a critical nature

The planned renewal/replacement works are presented in Table 46 and 47 below.

**Table 46 - Renewal Justifications**

Justification	Description
Asset Performance	Assets fail to meet Level of Service requirements. This is identified through monitoring of asset reliability, capacity and efficiency during operation and planned maintenance inspections. Indicators of non-performing assets include: <ul style="list-style-type: none"> <li>• Structural failure</li> <li>• Repeated asset failure (breaks, faults)</li> <li>• Ineffective and/or uneconomic operation</li> <li>• Unsafe conditions for the public</li> </ul>
Economics	Assets are uneconomic to continue repairing them. (I.e., the annual cost of repairs exceeds the annualised cost of its renewal). Economic considerations include: <ul style="list-style-type: none"> <li>• Co-ordination of renewal works with other planned works such as asset component reconstruction.</li> <li>• Development of new technology, which may reduce the direct and social costs of alternative service delivery methods or repair works</li> </ul>
Risk	The risk of failure and associated environmental, public health, financial or social impact justifies proactive action (e.g., probable extent of property damage, health and safety risk). Where such assets are identified (critical assets), proactive inspection is undertaken to determine asset condition at a frequency appropriate to the risk and rate of asset decay.
Life Cycle	Assets have reached the end of their useful life.

## Lifecycle Management

**Table 47 - Planned Renewal /Replacement Works**

<b>Project 1 - War Memorial Centre</b>		2024/25	2025/26	2026/27	2027-2034
-	<b>Replacement of Lower roof x3</b>				<b>400,000</b>
-	<b>Hot Water Supply Renewal</b>	<b>40,000</b>			
-	<b>Stadium Lights Upgrade</b>				<b>30,000</b>
Problem Statement	Components at end of useful life and starting to fail				
Benefits of investment	Maintain operational integrity of the building, to continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs				
Consequences of non-investment	Continued deterioration of building components and customer satisfaction				
<b>Project 2 – Administration Building renewals/replacements</b>		2024/25	2025/26	2026/27	2027-2034
-	<b>Partial Carpet Replacement</b>			<b>30,000</b>	<b>35,000</b>
-	<b>Kitchen Upgrade</b>				<b>40,000</b>
Problem Statement	General wear and tear				
Benefits of investment	Maintain operational integrity of building				
Consequences of non-investment	Continued deterioration of building components and customer satisfaction				
<b>Project 3 – Library Renewals and Replacements</b>		2024/25	2025/26	2026/27	2027-2034
-	<b>Staff Bathroom Upgrade</b>	<b>15,000</b>			
-	<b>Light box and Bus Shelter Graphics Renewal</b>	<b>10,000</b>	<b>10,000</b>		
-	<b>Windowsill Replacements</b>	<b>10,000</b>	<b>10,000</b>		
Problem Statement	Poor storage and bathroom facilities for increased Library staff, Library light box and bus shelter graphics are deteriorating				
Benefits of investment	Maintain operational integrity of building, Improves staff wellbeing				
Consequences of non-investment	Continued deterioration of building components and customer satisfaction				
<b>Project 4 – Farm Renewals and Replacements</b>		2024/25	2025/26	2026/27	2027-2034
-	<b>Farm House New Light and fixtures</b>	<b>15,000</b>			
Problem Statement	Components at end of useful life				
Benefits of investment	Maintain operational integrity of building				

## Lifecycle Management

Consequences of non-investment	Continued deterioration of building components and customer satisfaction			
<b>Project 5 – Pensioner Housing Renewals and Replacements</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Roof Replacement</b>	<b>120,000</b>	<b>80,000</b>		
- <b>Picket Fence replacement</b>			<b>10,000</b>	
Problem Statement	Components at end of useful life			
Benefits of investment	Maintain operational integrity of building			
Consequences of non-investment	Continued deterioration of building components and customer satisfaction			
<b>Project 6 - Civic Amenities</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Public Toilet Infrastructure Renewals</b>	<b>15,000</b>			
Problem Statement	Components at end of useful life			
Benefits of investment	Maintain operational integrity of building			
Consequences of non-investment	Loss of operational functionality			

### 7.5.3 LEVEL OF SERVICE IMPROVEMENTS

The Stratford District Council's main focus is on maintaining levels of service rather than improving levels of services. The planned level of service improvement works are presented in Table 48 below.

**Table 48 - Planned Level of Service Improvement Works**

<b>Project 1 – Seismic Strengthening</b>	2024/25	2025/26	2026/27	2027-2034
<b>TET - Structural Strengthening to IL3</b>		<b>50,000</b>	<b>800,000</b>	
<b>TET - Structural Strengthening to IL4</b>			<b>450,000</b>	
<b>WMC - Structural Strengthening</b>				<b>1,450,000</b>
<b>Clock Tower - Structural Strengthening and water tightening of facade</b>				<b>1,250,000</b>
Problem Statement	Council Earthquake Prone Buildings			
Benefits of investment	Strengthening the buildings removes the health and safety risk to public of the structure failing during an earthquake.			
Consequences of non-investment	Further structural and levels of service deterioration, loss of building functionality			

## Lifecycle Management

Project 2 – Administration Building		2024/25	2025/26	2026/27	2027-2034
- <b>Access Upgrade</b>				<b>40,000</b>	
Problem Statement	Access security issues				
Benefits of investment	Improve level of service and protection to the building, staff, and reduces risk of intruders and breaches of entry.				
Consequences of non-investment	Security of the building is weak and increases the risk of intruders entering.				
Project 3 - Farm Improvements		2024/25	2025/26	2026/27	2027-2034
- <b>Construct Additional Calving Sheds</b>		<b>40,000</b>			
- <b>Clearing and install of subsoil drains</b>			<b>50,000</b>		
Problem Statement	Current sheds don't have enough capacity for the number of calves.				
Benefits of investment	Improve functionality on farm and animal welfare				
Consequences of non-investment	Risk of calves getting sick from cross contamination. Subsoil drains fail which will cause the paddock to flood and be unusable for half of the season.				
Project 4 - Library		2024/25	2025/26	2026/27	2027-2034
- <b>Development of seating areas/meeting spaces</b>		<b>25,000</b>		<b>25,000</b>	
- <b>Safety Improvements around AA Desk</b>		<b>5,000</b>	<b>25,000</b>		
- <b>Underneath Storage</b>		<b>10,000</b>			
Problem Statement	Library's AA area doesn't provide a safe exit for staff.				
Benefits of investment	Improves staff wellbeing and continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs				
Consequences of non-investment	Increases the health and safety risk to staff.				
Project 5 - Demolition of disused buildings		2024/25	2025/26	2026/27	2027-2034
- <b>Demolition of TSB Pool Complex and associated reinstatement</b>		<b>430,000</b>			
- <b>Demolition of Municipal Building and associated reinstatement</b>			<b>300,000</b>		
Problem Statement	Closed TSB Pool Complex targeted by vandalism, General wear and tear				
Benefits of investment	Preservation of building components				
Consequences of non-investment	Continued deterioration of building components and increase cost to secure the building from vandalism.				

## Lifecycle Management

Project 6 – Aerodrome		2024/25	2025/26	2026/27	2027-2034
-	<b>Widening Turn area</b>	<b>15,000</b>			
Problem Statement	General wear and tear and lifespan of appliances				
Benefits of investment	Preservation of building components, improved tenant satisfaction				
Consequences of non-investment	Continued deterioration of building components and customer satisfaction				
Project 7 – Rental Units		2024/25	2025/26	2026/27	2027-2034
-	<b>Transfer Station/City Care Sealing of concrete blockwork</b>	<b>30,000</b>			
Problem Statement	General wear and tear and life span of appliances				
Benefits of investment	Preservation of building components				
Consequences of non-investment	Continued deterioration of building components leading to full replacement				
Project 8 – TET Multisorts Centre		2024/25	2025/26	2026/27	2027-2034
-	<b>Continued upgrades of facility to meet Level of Service</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>350,000</b>
Problem Statement	General Wear and Tear				
Benefits of investment	Preservation of building components, increased customer satisfaction with facility				
Consequence of non-investment	Continued deterioration of building components and town appearance				

## 7.6 DISPOSAL STRATEGY

Disposal is the retirement or sale of assets whether surplus or replaced by new or improved systems. Assets may need to be disposed of for a number of reasons, particularly if they fall under some criteria, including those identified below:

- Underutilisation;
- Obsolescence;
- Cost Inefficiency;
- Policy change;
- Provision exceeds required Levels of Service;
- Service provided by other means (e.g., private sector involvement); and
- Potential risk of ownership (financial, environmental, legal, social).

As part of the lifecycle asset management process, Council considers the costs of asset disposal in the long-term financial forecasts. These costs are generally incorporated in the capital cost of Level of Service increases or asset renewals.

At this time, the Stratford District Council plans to dispose of the following property assets due to them becoming obsolete as a result of renewal or upgrading works.

## **8.0**

# **Risk Management**



## Risk Management

### 8.0: RISK MANAGEMENT

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## Risk Management

### 8.1. OVERVIEW

Risk is the effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.

The main risk to asset management planning is the inability to deliver on agreed Levels of Service due to unplanned events and situations.

The Risk Management section highlights the Stratford District Council's risk management framework and process. It identifies significant negative effects and hazards linked to the Activity and infrastructure assets. The section also identifies critical assets and our approach to emergency response and health and safety.

### 8.2. RISK MANAGEMENT FRAMEWORK

The Stratford District Council has prepared a *Corporate Risk Management Framework June 2018* which includes processes that identify, evaluate and manage all risks that may impact on the agreed Levels of Service to the Community. The purpose of this framework is to promote consistency and to describe the components of Stratford District Council's risk management system. The Council wide risk register allocates all council risks into the following 6 categories:

- Compliance and Legislation Risks;
- Data Information Risks;
- Financial
- Health and Safety Wellbeing
- Operational Risks
- Reputational and Conduct Risks;

The potential risks identified for the Property assets under these six broad categories are described in detail in this report.

The Council's risk management approach is underpinned by principles that will ensure the minimisation of risks for the principal asset systems through the non-achievement of critical business objectives and impact of system failure. The risk management principles are:

- Adds value by contributing to the achievement of Stratford District Council's objectives and improving performance;
- An integral part of the Stratford District Council's planning, processes, and decision making;
- Structured approach that is well-defined, transparent, and aligned with good practice;
- Responsive to change by monitoring, reviewing, and responding to the changing environment;
- Pragmatic by focusing on the most important risks and allowing informed risk taking;
- Explicitly addresses uncertainty based on best available information; and
- Continuous improvement as we get better at identifying and managing risks and opportunities.

The objectives of the Council's Risk Management framework are to establish a systematic and structured approach to managing risks across the Stratford District Council and to embed risk management practices into business strategy, planning and core operations to ensure that key risks are proactively identified, managed and communicated. Benefits from applying effective risk management include:

- Improved achievement of the Council's strategic direction, objectives and priorities;
- Reduced risks – significant risks are identified and managed and early warning of problems and emerging risks are addressed, with appropriate design and operation of internal controls;
- Improved decisions – decisions are made after analysis of risk;
- Improved planning and resource allocation – risks are prioritised and included in business planning so that resources are better managed; and
- Increased accountability and transparency – clarity of key risks and the responsibility and accountability for their management.

## Risk Management

### 8.3. RISK ASSESSMENT PROCESS

The Stratford District Council's Risk Management Process in Figure 37 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

- All significant operational and organisational risks are understood and identified;
- The highest risks that should be addressed within a ten year planning horizon are identified;
- Risk reduction treatments which best meet business needs are applied; and
- Responsibilities for managing risks are allocated to specific staff and reporting regimes are specified.

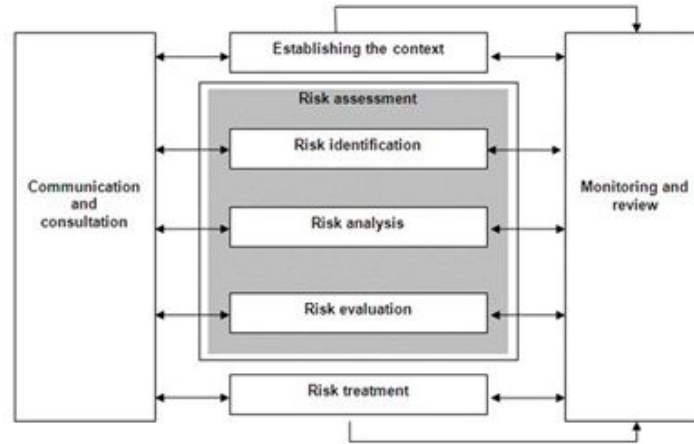


Figure 37 - Risk Management Process

A Risk Matrix allows for easy identification for the highest risks in the Council enabling appropriate resources to be allocated.

		Consequences				
		Minor	Important	Serious	Major	Catastrophic
Likelihood	Almost Certain	2- Moderate	5- High	7- High	20-Extreme	25-Extreme
	Likely	2- Moderate	4- Moderate	6- High	16-Very High	20-Extreme
	Possible	1-Low	3- Moderate	4- High	12-Very High	15-Very High
	Unlikely	1-Low	2- Moderate	3- Moderate	8- High	10-Very High
	Rare	1-Low	1-Low	1-Low	4- Moderate	5- High

Figure 38 - The Risk Matrix - sourced from Vault, the Council's risk software

### 8.4. POTENTIAL RISKS

The Stratford District Council has made a number of risk assumptions<sup>2</sup> under the six broad risk areas of Compliance and Legislation, Data Information, Financial, Health and Safety Wellbeing, Operational, & Reputational and Conduct. These are presented in [Appendix 1](#).

### 8.5. TOP TEN RISKS

The Stratford District Council has identified the top ten Property risks from the 10 categories in the Risk Management Framework ([Appendix 1](#)), in Table 49.

<sup>2</sup> statements that are presumed to be true without concrete evidence to support them

## Risk Management

While *Compliance and Legislation*, *Financial and Reputation and Conduct Risks* impact on the achievement of the Organisation's high-level objectives and actions in the Long-Term Plan, *Operational Risks* impact people, processes and technologies that support the business as usual delivery of activities. The *Control Description* is a set of management intervention/ mitigation measures applied in response to risks, while *Residual Risk* is the resulting risk following the application of the mitigation measures.

**Table 49 - Top 10 Identified Property Risks**

Category	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
<b>1. Compliance and Legislation</b>	Activity Management Plans	If Property AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised.	6 High	AMPs are reviewed every 3 years to address the current problems and issues at the time in order to develop work programmes for the next 3 years. Early review of AMP. Property Officer to obtain necessary information from Activity Managers to inform the early preparation of the AMP.	4 High
<b>2. Data and Information</b>	Uncontrolled access to Aquatic Centre Building Management System	If untrained unauthorised Staff access the Building Management System (BMS) installed at the pool they might compromise the running of the specialised systems installed. This could cause system downtime, ransoms may be demanded, potential, reputational damage, and potential loss of funds.	16 Very High	Restrict access to the system so only authorised personnel have access through IT.	3 Moderate
<b>3. Financial</b>	New Regulations require Significant Investment	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then the ability to finance investment could be compromised and rates increases could breach limits.	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High
<b>4. Health &amp; Safety</b>	Physical works/projects	If health and safety accidents or incidents occur during the physical works programme then increased costs can occur, Council reputation is damaged	4 High	Health and Safety plans are established well in advance to projects being undertaken. Physical hazards and risks are eliminated Hazard Identification records are kept. Projects do not proceed without correct Health and Safety sign off. Good communication to all staff. Approved JSA's, pre-qualification, TMP if it	2 Moderate

## Risk Management

Category	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
				is on the road and Communication Plan to be written. Undertake audits of site and spot checks.	
<b>5 Health and Safety Wellbeing</b>	Harassment / Robbery	From the public within a Council owned asset / facility.	4 High	Establish emergency procedures, Security cameras in place. Ensure staff are trained to deal with potential threat. Design / limit access to building so that threats are minimised.	4 Moderate
<b>6. Operational</b>	Natural Disaster - Response preparedness	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	15 Very High	Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities. Ensure signage viewed in publicly accessible area within public halls..	12 Very High
<b>7. Operational</b>	<b>Critical Asset Failure</b>	If a critical property asset fails, then unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	15 Very High	Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event. Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance. Consider suitable alternative routes to maintain access.	5 High
<b>8. Operational</b>	Council employees abuse members of the public	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and	8 High	Refer to the Staff Code of Conduct.	4 Moderate

## Risk Management

Category	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
		potentially be taken to court.			
<b>9. Reputational And Conduct</b>	<b>Government Policy Impacting on Local Government</b>	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	Where a policy change may have a significant impact, Council can make a submission regarding the change. Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	8 High
<b>10. Reputational And Conduct</b>	<b>Council employees abuse members of the public</b>	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	Refer to the Staff Code of Conduct.	4 Moderate

**8.6. RISK RESPONSE**

The Stratford District Council has a suite of response strategies for the top 10 risks identified above. They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 50 below.

**Table 50 - Risk Response Strategies and Definitions**

Response	Definitions
Avoid	To terminate exposure to a potential risk, generally the organisation needs to exit the activity which gives rise to the risk, or not start an activity which would give rise to the risk
Exploit	For risks which present an opportunity for Stratford District Council, a legitimate approach is to increase Stratford District Council's exposure to the risk; generally, this would represent a situation where Stratford District Council can gain an advantage through their management of this risk.
Transfer/Share	Risk transfer is getting another party to undertake the activity generating the risk, or getting another party to take on all or part of the risk itself.
Reduce	For risks which present a threat to Stratford District Council, but which cannot be avoided, the development of additional controls or mitigation strategies will reduce the likelihood or impact of the risk.
Accept	Accepting the risk by informed decision. This means continuing with the business activity/project as currently defined, aware of how much risk is being carried, monitoring changes in overall risk, and ensuring appropriate levels of contingency at the Stratford District Council level.

## Risk Management

### 8.7. SIGNIFICANT NEGATIVE EFFECTS

#### 8.7.1 AERODROME

The Aerodrome activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Social & environmental - The Aerodrome activity has the potential to negatively impact on the social and environmental well-being of the local community through noise.

To mitigate this, the aerodrome is located in a rural area and Council owns the farm surrounding the aerodrome which serves as a buffer zone. These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

#### 8.7.2 LIBRARY / I-SITE

There are no significant negative effects associated with the Library activity that may affect the social, economic, environmental or cultural well-being of the local community. However, failure to deliver this activity would have a significant negative impact on the social, economic and cultural well-being.

There are no significant negative effects associated with the I-site activity that may affect the social, economic, environmental or cultural well-being of the local community. However, failure to deliver this activity would have a significant negative impact on the social, economic, environmental and cultural wellbeing.

#### 8.7.3 CIVIC AMENITIES

There are no significant negative effects associated with the Civic Amenities activity that may affect the social, economic, environmental or cultural well-being of the local community. However, failure to deliver this activity would have a significant negative impact on the social, economic and cultural well-being.

#### 8.7.4 RENTAL AND INVESTMENT PROPERTIES

The Rental and Investment Property activity has the potential to negatively impact the social, economic, environmental or cultural well-being of the local community. The most likely significant negative effects from this activity and the mitigation measures in place, are outlined below.

Environmental & cultural - Contamination of streams that cross or border the council owned farm, from runoff from paddocks, effluent ponds or animals gaining access to the river has the potential to negatively impact the environmental and cultural wellbeing. This is mitigated by good farming practices and significant investment made in fencing and riparian planting of stream edges as well as effluent management. These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

### 8.8. CRITICAL ASSETS

Critical assets are defined as those assets that are likely to have more significant consequences than other assets if they fail. Failure of critical assets has the potential to have significant economic, social and environmental impacts for the community and Council.

Property assets are considered critical by Stratford District Council because they provide space which can be utilised for civil defence emergency related activities, e.g., welfare centre and operations centres.

#### 8.8.1 CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level. Activity level criticality is based on the criticality criteria shown in Table 49; Table 50 provides the Activity Level Criticality Rating with examples. Corporate level criticality ranks

## Risk Management

activities based on the criticality of the service the activity provides at the corporate level as illustrated in Table 51 below.

**Table 51 - Activity Level Criticality Criteria**

Customers affected	Number of customers affected by asset failure.
Redundancy	Ability to replace or circumvent the failed asset.
Health and Safety	Direct or indirect impact of asset failure on the health & safety of individuals or the community.
Cost of failure	Cost to repair/ replace the asset including cost of temporary service provision.

**Table 52 - Activity Level Criticality Rating and Examples**

Rating	Rating	Description	Example
1	<b>Very High</b>	<b>Critical, no redundancy</b> - Failure of equipment compromises H&S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).	Council Offices (Miranda Street Offices)
2	<b>High</b>	<b>Critical, no redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	TSB Pool Complex
3	<b>Medium</b>	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	War Memorial Complex
4	<b>Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k	Farm
5	<b>Very Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k	Public Library

**Table 53 - Corporate Level Criticality**

Rating	Description
1	Roading, Water Supply assets.
2	Cemeteries, Wastewater (Sewage).
3	Solid Waste and Stormwater.
4	Property.
5	Parks, Reserves and Cemeteries.



## Risk Management

### 8.8.2 CRITICAL ASSETS

Critical assets are documented in the asset information management system (AssetFinda). The assets are shown in Table 54. The identified critical assets are ranked according to their functional criticality, activity and corporate level criticality.

**Functional Criticality** is a product of the Activity Criticality and Corporate Criticality, i.e.:

$$\text{Functional Criticality} = \text{Activity Criticality} \times \text{Corporate Criticality}$$

The functional criticality ranking ranks assets from 1 to 5, with 1 being the highest score (the most critical) and 5 being the lowest (least critical).

In 2017, Stratford District Council undertook an internal review of its critical assets. The review identified that there was a need to:

- Document the formula used for identifying criticality in the Asset Management Plans;
- Link criticality and critical assets to incident response; and
- Prioritise critical assets at the Activity level.

Following the review, we have undertaken the following:

- Identified the formula used for identifying functional criticality. This formula is shown in the above paragraph in brackets.
- The linking of criticality and critical assets to incident response is currently being considered as part of reviewing our Incident Response Plans.

The review also confirmed that the critical assets for the Property activity are as follows:

**Table 54 - List of Critical Property Assets**

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functional Criticality	Activity Level	Corporate Level		
1	4	1	4	Council Offices (Miranda Street Offices)	As the operational centre of all the district's assets, any disruption would affect council's ability to manage and maintain its infrastructure and other assets. Business requirements around physical space and IT define the downtime a relocation would result in.
3	8	2	4	War Memorial Complex	High use facility, closure would affect a large number of recreational and commercial users.
3	8	2	4	TET Multisports Centre	High use facility, closure would affect a large number of recreational and commercial users.
4	8	2	4	Farm	The operational nature of the farm means that any disruption could have potential impacts on animal welfare as well as council revenue.
5	8	2	4	Library/ I-Site	Single facility within the district. While the services are not crucial, closure or unavailability would have a notable impact on a large number of residents.
6	16	4	4	Public Toilets	These are high use facilities which directly contribute to public health. There is some redundancy throughout the Stratford township to manage the impact of a closure.
3		3	4	Housing for Older Persons	Critical failure or other reasons to close this facility would require the relocation of its frail and elderly residents. While not council's immediate responsibility, Council would have a moral

## Risk Management

Criticality Rating				Asset Description	Criticality Description
Activity Priority	Functional Criticality	Activity Level	Corporate Level		
					obligation to assist residents in finding and relocating to new accommodation. The impact on health of the residents and negative press would outweigh any financial impact on Council.
3		3	4	Aerodrome	No redundancy although aircraft could be re-directed to privately owned air strips within the district or another aerodrome outside the district if this facility became unavailable. Critical failure of this facility would leave a number of aircraft stranded until temporary repairs could be made. Due to the mainly recreational nature of usage, this would have only a minor impact on the owners of aircraft located at the aerodrome.
5		4	4	Rental Property	No redundancy but availability not considered critical. Financial impact on Council minimal. Impact on short term users minor while impact on long term tenants more significant. There may be a financial impact on Stratford's economy.
5		4	4	Rental Property	No redundancy but availability not considered critical. Financial impact on Council minimal. Impact on short term users minor while impact on long term tenants more significant. There may be a financial impact on Stratford's economy.

## 8.9. EMERGENCY RESPONSE

### 8.9.1 CIVIL DEFENCE

The Taranaki Region operates a CDEM (Civil Defence Emergency Management) Group Office, called the Taranaki Emergency Management Office (TEMO). TEMO is a shared service between all four councils in Taranaki. In 2017 The Taranaki CDEM group agreed to a constituting agreement that outlined the separate roles of the Group Office (TEMO), Taranaki Regional Council, and the three district councils. Funding for this arrangement comes from the 'Uniform Annual General Charge; (UAGC) Rates.

The Stratford District Council has plans and resources in place to ensure it can;

- Reduce the risk of emergencies occurring;
- Be ready for an emergency;
- Respond to any emergency; and
- Recover from any emergency.

### 8.9.2 FIRE

Fire and Emergency New Zealand was established on 1 July 2017 and provides a single approach to improved fire management of urban and rural fires within the District. The district comprises of all lands, within the three Taranaki territorial local authority areas including those lands administered by the Department of Conservation (DOC).

### 8.9.3 LIFELINES

Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy, and telecommunications. These services support communities, enable business, and underpin the provision of public services.

The Property Activity is not a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act (CDEMA) 2002. However, it will provide infrastructure that would be used in an emergency situation which links it to Activities which are considered lifeline services.

## Risk Management

### 8.9.4 INCIDENT RESPONSE PLANS

Stratford District Council has an Incident Response Plan for this activity. The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level.

Level	Action
Level 1	<ul style="list-style-type: none"> <li>Contractor actions and informs Stratford District Council after event</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>Contractor actions and accepts direction from Stratford District Council</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>Decision making by Stratford District Council, Property Manager</li> </ul>
Level 4	<ul style="list-style-type: none"> <li>Decision making solely by Stratford District Council, Property Manager and the Director Assets</li> </ul>
Level 5	<ul style="list-style-type: none"> <li>Decision making in consultation with Group Controller Civil Defence</li> <li>Emergency Management Group (CDEM)</li> </ul>

## Risk Management

**8.10. RISK INSURANCE**

The Local Government Act 2002 requires that from 2014 details of insurance of assets be included. This information is included in the following table. Insurance arrangements as at 30 June 2023 are as follows:

**Figure 39 - Asset Insurance Valuations**

	<b>CARRYING VALUE</b> (as at 30 June 2023) <b>\$000</b>
<b>ASSETS FROM STATEMENT OF FINANCIAL POSITION</b>	
Property, plant and equipment	462,427
Investment property	303
<b>Total</b>	<b>462,780</b>
<b>LESS</b>	
Land component of operational assets	-9,374
Land under roads	-54,384
Land – restricted assets	-12,928
<b>Total</b>	<b>-76,686</b>
<b>NET NON-FINANCIAL ASSETS (EXCLUDING LAND)</b>	<b>386,094</b>

	<b>INSURED VALUE</b> (as at 30 June 2023) <b>\$000</b>	
<b>INSURANCE ARRANGEMENTS</b>		
Material damage cover for buildings, plant, contents	-66,313	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-216	Insured for market value – carrying value assumed for this purpose.
<b>RISK SHARING ARRANGEMENTS</b>		
Cover for infrastructure assets as a member of LAPP Central Government assistance	-44,441	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
<b>Council arrangements for covering deductibles and/or uninsured assets</b>	<b>110,970</b>	
<b>SUM NOT SPECIALLY INSURED</b>	<b>275,124</b>	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$6.6m.

The Council has no insurances relating to financial or intangible assets. The uninsured assets consist of the Roothing Network, \$273m, which NZTA may assist with in the event of an emergency

## Risk Management

### 8.11. PUBLIC HEALTH

#### 8.11.1 ASSESSMENT OF WATER AND SANITARY SERVICES

In 2022 Stratford District Council undertook its third assessment of water and sanitary services. The purpose of the assessment is to determine, from a public health perspective, the adequacy of water and sanitary services available to communities.

No actions came out of the 2022 sanitary assessment for the Property activity, however, the 2016 action items still apply.

For the Property activity the 2016, Assessment focused on public toilets and:

- the health risks arising from any absence or deficiency;
- the quality of services available to communities within the district;
- the current and estimated future demands for such services;

In relation to public toilet services currently provided by Stratford District Council the assessment concluded:

- There are no public health issues concerning public toilets provided by Stratford District Council at this time.

However, the assessment did recommend that Council commence collecting usage data from Council toilet facilities that have data collection technology in order to identify public toilet facility requirements.

In relation to areas of the District where there are no public toilets, the assessment found no evidence of any risk to public health In relation to un-serviced areas and access to public toilets the assessment did identify the following required actions:

### 8.12. HEALTH AND SAFETY

#### 8.12.1 HEALTH AND SAFETY ADVISOR

Stratford District Council employs a Human Resource/Health and Safety Advisor. The Advisor is responsible for the ongoing development and management of our HSE environment and ensuring staff are adequately trained in all aspects of health and safety.

#### 8.12.2 HEALTH AND SAFETY POLICY

In 2023 Stratford District Council reviewed and updated its Health and Safety Policy to better reflect legislative requirements reinforce its commitment to the philosophy that the health and safety of its employees, volunteers, contractors and subcontractors is of prime importance. SDC is committed to ensuring its operations are conducted in a safe and efficient manner that will not incur injury to personnel or damage to the environment.

#### 8.12.3 INCIDENT / ACCIDENT REPORTING

In accordance with the Stratford District Council Health and Safety Policy all Council staff are required to report any accidents/incidents. Accidents/incidents are reported via the Vault incident reporting system. Vault was integrated into Stratford District Council in 2016 as part of a joint initiative between Stratford District Council and South Taranaki District Council.

### 8.13. IMPROVEMENT PLAN

**Table 55 – Risk Management Improvement Plan**

Item	Task	Due Date
1	Continuous review of the risks for the Property Activity	On-going

## **9.0**

# **Investment Funding Strategy**

## Investment Funding Strategy

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### 9.0: INVESTMENT FUNDING STRATEGY

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## Investment Funding Strategy

### 9.1. OVERVIEW

Our Investment Funding Strategy (IFS) incorporates our *Funding Impact Statement* and sets out how the Stratford District Council plans to finance its overall operations to meet its objectives now and in the future. A key objective of the strategy is the future-proofing of delivery of the property services.

This IFS provides the long term financial forecasting for all Property activities and projects described in this PAMP. The IFS presents the funding sources determined for each of these to ensure a sustainable long-term approach to planning and asset management.

The historical cost for the activities by asset group is described in detail in the *Lifecycle Management* Section. This section presents the Council's Capital Investment Strategy for the next ten years and the financial standards and policies used in developing the strategy.

### 9.2. FINANCIAL STANDARDS

All prospective Financial Statements (financial statements) within this PAMP comply with the requirements of FRS 42 issued by the New Zealand Accounting Standards Board of the External Reporting Board (XRB), and the New Zealand equivalent of International Reporting Standard for Public Benefit Entities (NZ IFRS PEB), with Council designating itself as a Tier 2 public benefit entity for the purposes of compliance with these standards.

### 9.3. FUNDING AND FINANCIAL POLICIES

The Local Government Act in Section 102 requires that the Stratford District Council *'must, in order to provide predictability and certainty about sources and levels of funding, adopt the funding and financial policies listed'* below:

- A *Revenue and Financing Policy*; and
- A *Liability Management Policy*; and
- An *Investment Policy*; and
- A policy on *Development Contributions (CD) or Financial Contributions (FC)*; and
- A policy on the *Remission and Postponement of Rates on Māori freehold land*.

The Council may also adopt either or both the *Rates Remission Policy* and a *Rates Postponement Policy*.

The Council has adopted all the relevant funding and financial policies described below. These policies guide the funding and financial decisions relating to the management of the Council's Property Assets.

#### 9.3.1 REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017. The funding sources are detailed in the LTP 2024-2034 and include general and targeted rates, borrowing, grants and subsidies, etc.

#### 9.3.2 TREASURY MANAGEMENT POLICY

The Council's Treasury Management Policy incorporates the *Liability Management Policy* and the *Investment Policy* requirements of the LGA. It guides the Council to prudently manage its revenue, expenditure, assets, liabilities, reserves and investments, in the interest of the Council and district ratepayers. The current policy was reviewed in 2019.

#### 9.3.3 DEVELOPMENT AND FINANCIAL CONTRIBUTIONS POLICY

The Council's *Development and Financial Contribution Policy* is consistent with the purpose as set out in Section 106 of the LGA. The Council does not require *Development Contributions*, however, the *Financial Contributions Policy* meet the requirement as set out in Section 108 (g) of the *Resource Management Act (RMA) 1991*.



## Investment Funding Strategy

### 9.4. FUNDING OUR INVESTMENT STRATEGY

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets.

Capital projects and activities carried out to maintain the Property services, including Renewal or Replacement projects and Level of Service Improvements, for the next 10 years will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

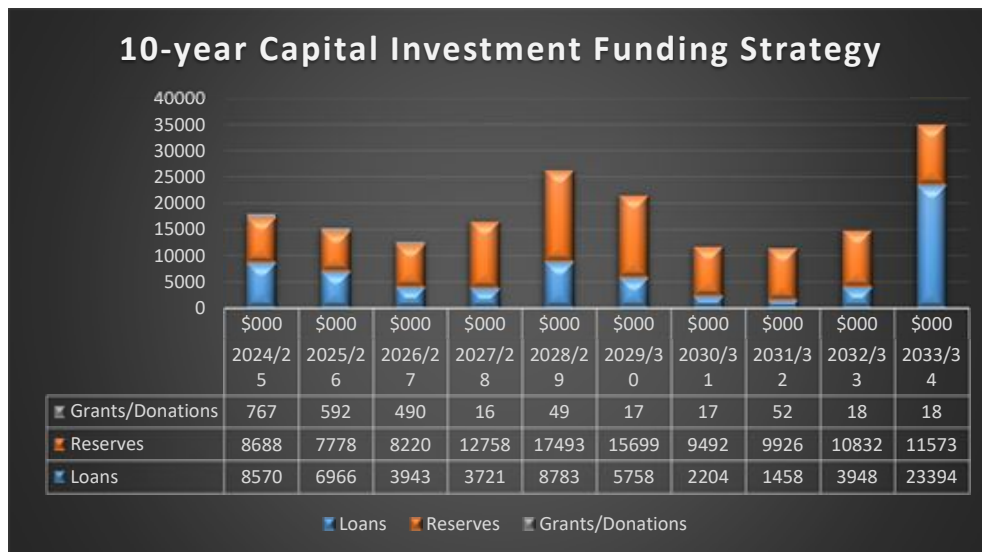
- Loans;
- Reserves; and/or
- Subsidies/ Grants by other Partners.

The Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

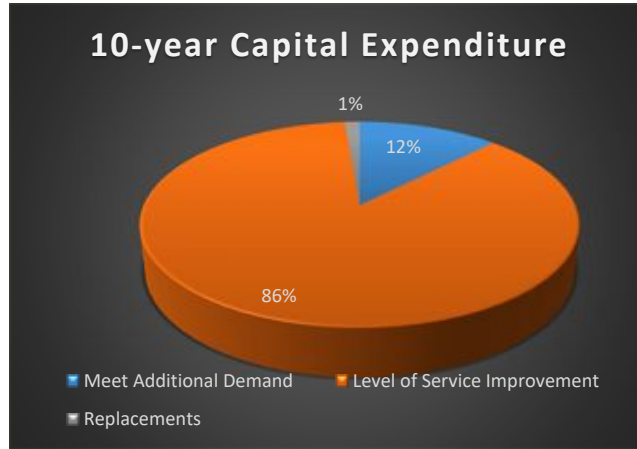
The Council is very pro-active in seeking alternate funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*. The Council also applies to the *Ministry of Business, Innovation and Employment (MBIE)* for tourism grants and initiatives

A key capital project is the provision of a replacement swimming pool in the 2020/21 financial year. A summary of Council's Investment Funding Strategy is shown in Figures 40 – 53. Tables 56 - 64 provide the financial projections for the activities.

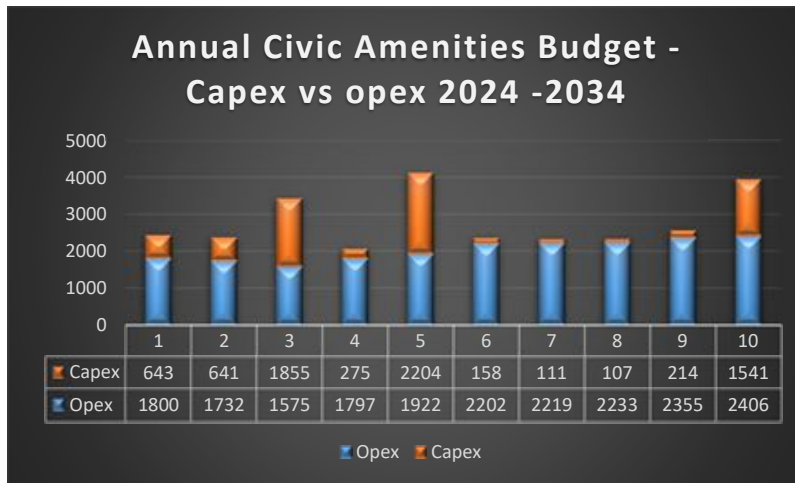


**Figure 40 – All Assets Capital Investment Funding Strategy**

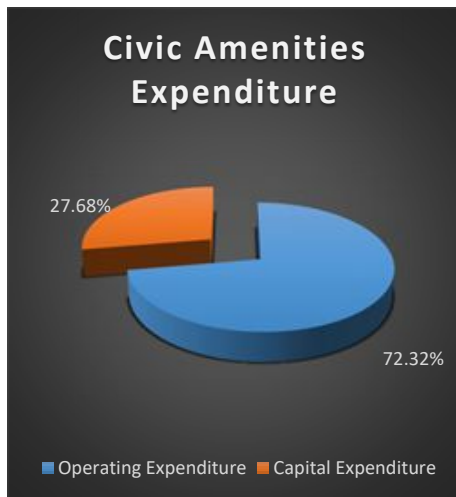
## Investment Funding Strategy



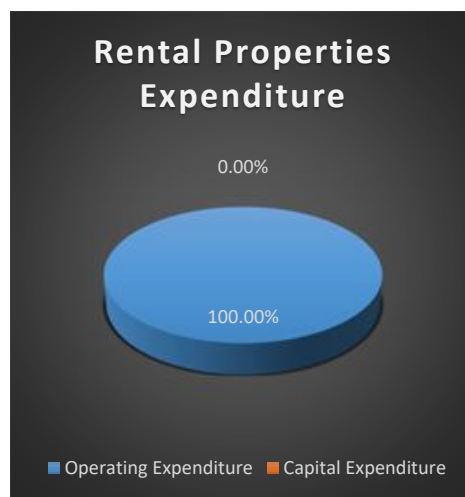
**Figure 41: 10-Year Capital Expenditure Split**



**Figure 42: Annual Civic Amenities Budget - Capex vs Opex 2024 - 2034**



**Figure 43: Civic Amenities Expenditure**



**Figure 44: Rental Properties Expenditure**

## Investment Funding Strategy

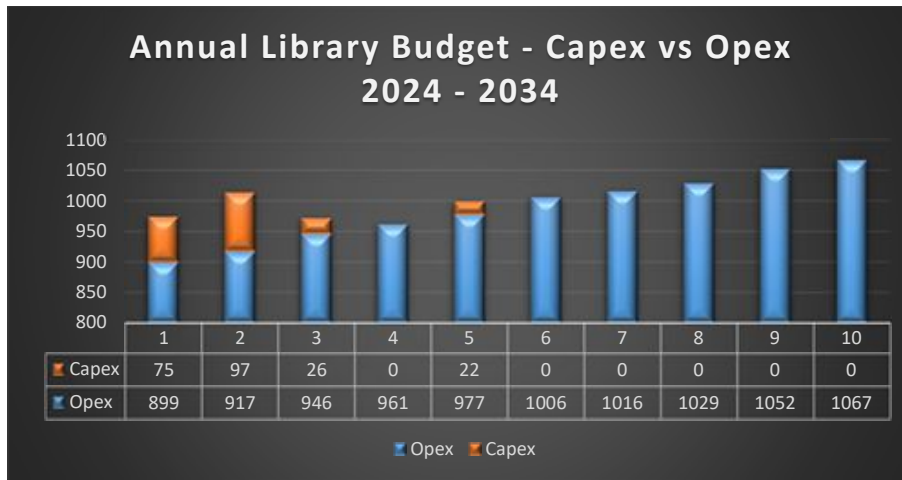


Figure 45: Budget - Capex vs Opex 2024 - 2034

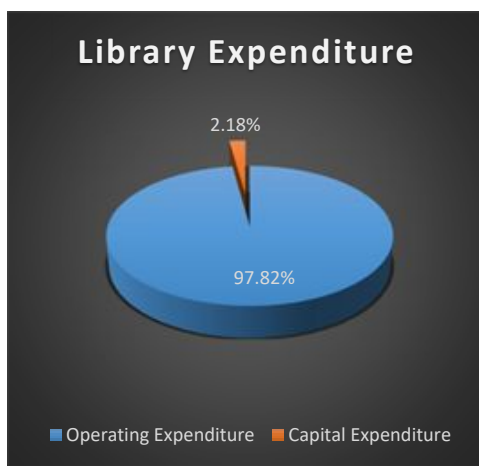


Figure 46: Library Expenditure

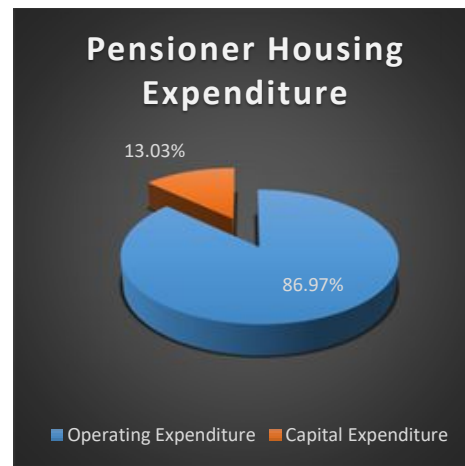
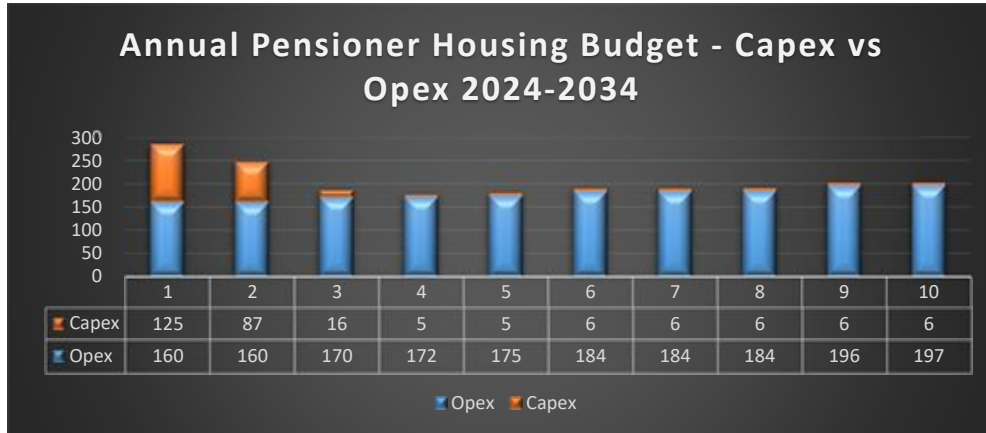
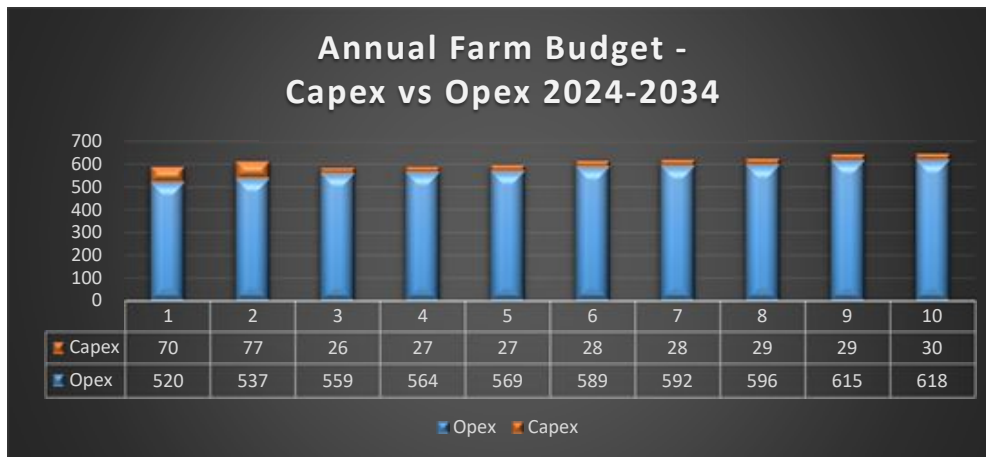


Figure 47: Pensioner Housing Funding Investment Split – Operating vs Capital

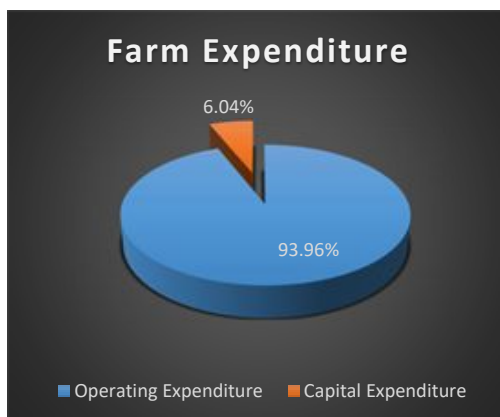
## Investment Funding Strategy



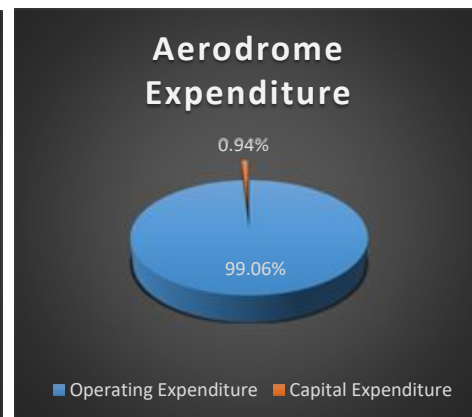
**Figure 48: Annual Pensioner Housing Budget - Capex vs Opex 2024-2034**



**Figure 49: Annual Farm Budget - Capex vs Opex 2024-2034**

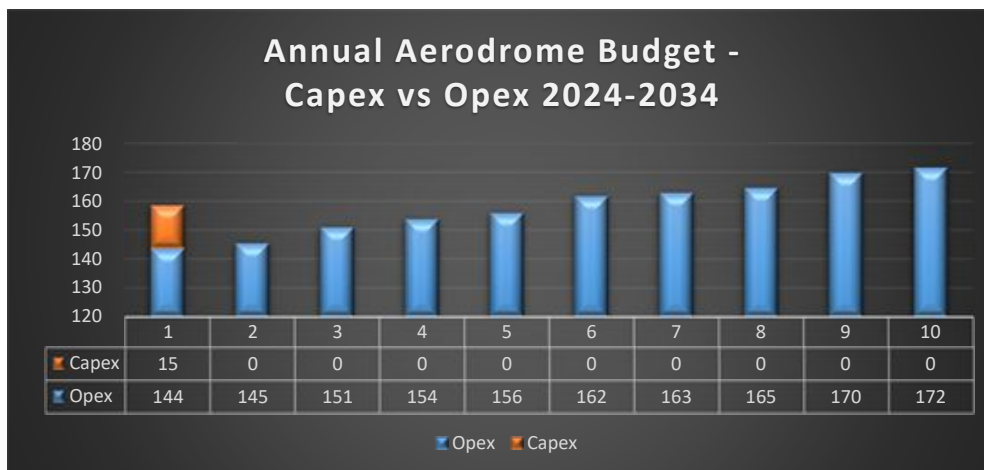


**Figure 50: Farm Funding Investment Split – Operating vs Capital**



**Figure 51: Aerodrome Funding Investment Split – Operating vs Capital**

## Investment Funding Strategy



**Figure 52: Aerodrome Funding Investment Split – Operating vs Capital**

### 9.5. RELIABILITY OF OUR INVESTMENT STRATEGY

The Council provides an assessment of the reliability of its Investment Funding Strategy below – overall, the forecast is considered a reliable estimate of the financial investment in these activities:

- The Council's funding source is largely from rates. Rates will be confirmed for the 2024-2027 period via the appropriate processes for inclusion in the LTP 2024-2034. Once adopted, the rates in the LTP 2024-2034 will constitute a reliable funding source for the delivery of solid waste activities.
- The Council is confident in its ability to raise funds within our financial strategy limits and is reasonably certain that it would secure loans at an affordable interest rate throughout this period.

## Investment Funding Strategy

### 9.6. FINANCIAL STATEMENTS AND PROJECTIONS

**Table 56 - All Asset Capital Expenditure Projection**

	Forecast				Projection						
	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>Roading</b>											
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155	
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909	
<b>Stormwater</b>											
Level of Service Improvement	450	0	158	0	0	198	116	0	181	0	
Replacements	100	103	126	108	111	113	139	118	121	247	
<b>Water Supply</b>											
Level of Service Improvement	1,367	246	0	1,026	166	119	0	0	1,330	12,466	
Replacements	2,770	2,229	211	427	244	289	487	231	266	833	
<b>Solid Waste (Rubbish and Recycling)</b>											
Level of Service Improvement	20	20	162	330	1,098	11	0	0	0	596	
Replacements	40	10	10	11	11	11	0	0	0	0	
<b>Wastewater (Sewerage)</b>											
Level of Service Improvement	50	513	158	216	0	0	232	118	725	6,418	
Replacements	735	343	363	3,602	426	413	400	633	647	475	
<b>Parks and Reserves</b>											
Level of Service Improvement	220	490	52	53	0	55	226	57	0	60	
Replacements	45	102	104	341	239	22	45	46	23	24	
<b>Property</b>											
Level of Service Improvement	629	587	1,790	197	1,614	94	39	75	99	1,472	
Replacements	315	240	110	138	619	72	79	75	123	95	
<b>Community Development</b>											
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0	
Level of Service Improvement	70	77	26	27	27	28	28	29	29	30	
Replacements	0	0	0	0	0	0	0	0	0	0	
<b>Administration</b>											
Replacements	408	267	148	202	330	105	156	192	122	205	
<b>TOTAL PROJECTS (excl GST)</b>											
	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>	
<b>FUNDING</b>											
Loans	8,570	6,966	3,943	3,721	8,783	5,758	2,204	1,458	3,948	23,394	
Section sales loan-funded (subdivision funded)	0	0	0	0	0	0	0	0	0	0	
Cash from Investments	0	0	0	0	0	0	0	0	0	0	
Reserves	8,688	7,778	8,220	12,758	17,493	15,699	9,492	9,926	10,832	11,573	
Grants/Donations	767	592	490	16	49	17	17	52	18	18	
Rates	0	0	0	0	0	0	0	0	0	0	

## Investment Funding Strategy

NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<b>TOTAL (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>

Investment Funding Strategy

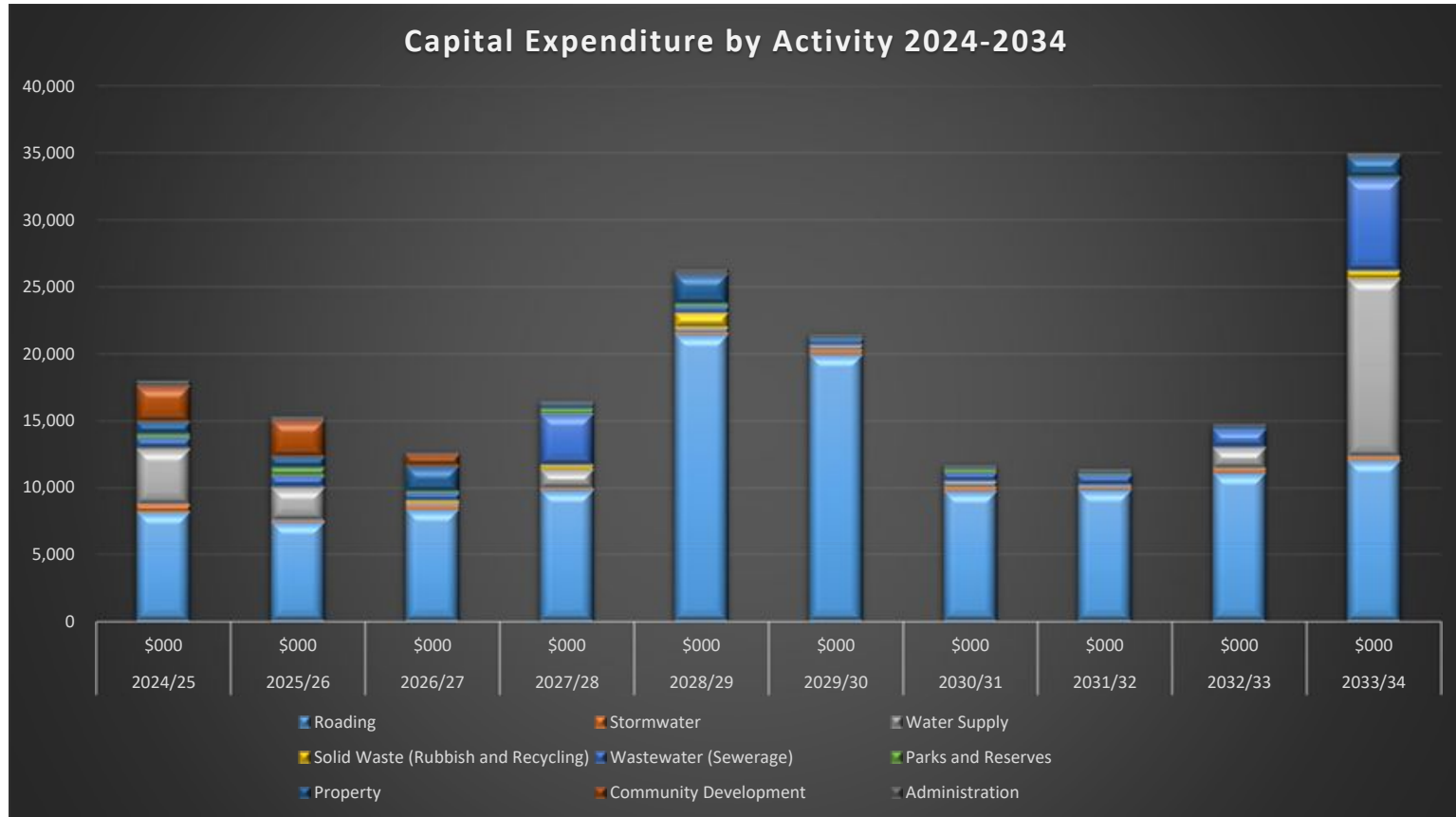


Figure 53- Capital Expenditure by Activity - All Assets



## Investment Funding Strategy

**Table 57 – Library Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast 2024/25 \$000	Projection								
			2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>856</b>	<b>Operating Expenditure</b>	<b>899</b>	<b>917</b>	<b>946</b>	<b>961</b>	<b>977</b>	<b>1,006</b>	<b>1,016</b>	<b>1,029</b>	<b>1,052</b>	<b>1,067</b>
<b>80</b>	<b>Revenue</b>	<b>90</b>	<b>92</b>	<b>94</b>	<b>96</b>	<b>98</b>	<b>99</b>	<b>101</b>	<b>103</b>	<b>105</b>	<b>107</b>
<b>642</b>	<b>Net Cost of Service</b>	<b>809</b>	<b>825</b>	<b>852</b>	<b>866</b>	<b>880</b>	<b>906</b>	<b>915</b>	<b>925</b>	<b>947</b>	<b>960</b>
<b><u>EXPENDITURE</u></b>											
537	Operating Costs	598	611	625	638	651	663	676	689	702	715
26	Interest	33	30	28	27	25	24	23	22	21	21
84	Depreciation	96	98	103	105	106	111	112	113	118	119
209	Allocated Overheads	173	178	189	192	195	207	204	204	211	213
<b>856</b>	<b>Total Operating Expenditure</b>	<b>899</b>	<b>917</b>	<b>946</b>	<b>961</b>	<b>977</b>	<b>1,006</b>	<b>1,016</b>	<b>1,029</b>	<b>1,052</b>	<b>1,067</b>
31	Principal Loan Repayments	32	31	30	29	28	27	26	25	24	23
0	Capital Expenditure	75	97	26	0	22	0	0	0	0	0
<b>887</b>	<b>Total Expenditure</b>	<b>1,006</b>	<b>1,045</b>	<b>1,002</b>	<b>991</b>	<b>1,027</b>	<b>1,033</b>	<b>1,042</b>	<b>1,053</b>	<b>1,076</b>	<b>1,090</b>
<b><u>FUNDED BY:</u></b>											
80	Charges for Services	90	92	94	96	98	99	101	103	105	107
<b>80</b>	<b>Revenue</b>	<b>90</b>	<b>92</b>	<b>94</b>	<b>96</b>	<b>98</b>	<b>99</b>	<b>101</b>	<b>103</b>	<b>105</b>	<b>107</b>
727	General Rates	757	772	799	813	826	853	862	873	896	909
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
41	Depreciation funded from Reserves	43	43	44	45	46	47	48	49	50	51
0	Loan Funding - Capital	5	26	0	0	0	0	0	0	0	0
0	Grants and Donations	25	0	26	0	0	0	0	0	0	0
31	Transfer from Reserves	77	103	30	29	50	27	26	25	24	23
8	Other Funding	9	10	9	7	8	6	5	3	2	0
<b>887</b>	<b>Total Funding</b>	<b>1,006</b>	<b>1,045</b>	<b>1,002</b>	<b>991</b>	<b>1,027</b>	<b>1,033</b>	<b>1,042</b>	<b>1,053</b>	<b>1,076</b>	<b>1,090</b>

## Investment Funding Strategy

**Table 58 – Civic Amenities Expenditure and Funding Projection**

Budget		Forecast	Projection								
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
2020/21											
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>807</b>	<b>Operating Expenditure</b>	<b>907</b>	<b>1,024</b>	<b>1,110</b>	<b>1,204</b>	<b>1,375</b>	<b>1,397</b>	<b>1,412</b>	<b>1,502</b>	<b>1,600</b>	<b>1,959</b>
<b>51</b>	<b>Revenue</b>	<b>51</b>	<b>52</b>	<b>54</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>58</b>	<b>60</b>	<b>61</b>	<b>62</b>
<b>756</b>	<b>Net Cost of Service</b>	<b>856</b>	<b>971</b>	<b>1,056</b>	<b>1,149</b>	<b>1,319</b>	<b>1,340</b>	<b>1,354</b>	<b>1,442</b>	<b>1,539</b>	<b>1,897</b>
<b>EXPENDITURE</b>											
338	Operating Costs	306	329	335	353	343	367	354	375	423	506
13	Interest	16	28	40	58	69	74	88	87	121	154
329	Depreciation	455	534	592	652	758	803	820	887	893	1,139
127	Allocated Overheads	130	133	143	140	204	154	150	153	163	161
<b>807</b>	<b>Total Operating Expenditure</b>	<b>907</b>	<b>1,024</b>	<b>1,110</b>	<b>1,204</b>	<b>1,375</b>	<b>1,397</b>	<b>1,412</b>	<b>1,502</b>	<b>1,600</b>	<b>1,959</b>
19	Principal Loan Repayments	29	51	72	93	110	118	118	115	161	205
161	Capital Expenditure	673	587	596	606	441	171	64	62	2,463	68
<b>988</b>	<b>Total Expenditure</b>	<b>1,609</b>	<b>1,662</b>	<b>1,778</b>	<b>1,903</b>	<b>1,926</b>	<b>1,686</b>	<b>1,594</b>	<b>1,679</b>	<b>4,223</b>	<b>2,232</b>
<b>FUNDED BY:</b>											
51	Charges for Services	51	52	54	55	56	57	58	60	61	62
<b>51</b>	<b>Revenue</b>	<b>51</b>	<b>52</b>	<b>54</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>58</b>	<b>60</b>	<b>61</b>	<b>62</b>
688	General Rates	621	732	817	909	1,064	1,085	1,098	1,170	1,267	1,626
0	UAGC	0	0	0	0	0	0	0	0	0	0
14	Targeted Rates	17	17	17	17	17	17	17	17	17	17
50	Grants and Donations	0	0	0	0	0	0	0	0	0	0
51	Depreciation funded from Reserves	210	215	215	215	230	230	230	247	247	247
100	Loan Funding - Capital	562	584	592	603	438	168	60	58	2,449	64
30	Transfer from Reserves	140	54	75	96	114	121	121	119	174	209
2	Other Funding	8	8	8	8	8	8	8	8	7	6
<b>988</b>	<b>Total Funding</b>	<b>1,609</b>	<b>1,662</b>	<b>1,778</b>	<b>1,903</b>	<b>1,926</b>	<b>1,686</b>	<b>1,594</b>	<b>1,679</b>	<b>4,223</b>	<b>2,232</b>

## Investment Funding Strategy

**Table 59 – Wai o Rua Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast		Projection								
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>2,884</b>	<b>Operating Expenditure</b>	<b>3,481</b>	<b>3,489</b>	<b>3,603</b>	<b>3,626</b>	<b>3,656</b>	<b>3,777</b>	<b>3,796</b>	<b>3,822</b>	<b>3,941</b>	<b>3,967</b>	
<b>392</b>	<b>Revenue</b>	<b>720</b>	<b>735</b>	<b>751</b>	<b>767</b>	<b>782</b>	<b>797</b>	<b>812</b>	<b>828</b>	<b>843</b>	<b>858</b>	
<b>941</b>	<b>Net Cost of Service</b>	<b>2,762</b>	<b>2,754</b>	<b>2,852</b>	<b>2,859</b>	<b>2,874</b>	<b>2,980</b>	<b>2,983</b>	<b>2,994</b>	<b>3,099</b>	<b>3,109</b>	
<b>EXPENDITURE</b>												
1,615	Operating Costs	2,100	2,147	2,212	2,261	2,310	2,357	2,404	2,452	2,499	2,546	
403	Interest	405	364	340	321	305	293	282	269	257	248	
505	Depreciation	483	484	505	505	507	539	539	539	574	574	
361	Allocated Overheads	494	493	545	538	534	588	571	562	611	599	
<b>2,884</b>	<b>Total Operating Expenditure</b>	<b>3,481</b>	<b>3,489</b>	<b>3,603</b>	<b>3,626</b>	<b>3,656</b>	<b>3,777</b>	<b>3,796</b>	<b>3,822</b>	<b>3,941</b>	<b>3,967</b>	
468	Principal Loan Repayments	396	380	365	351	338	325	312	299	287	276	
0	Capital Expenditure	86	2	2	55	2	2	2	37	2	20	
<b>3,351</b>	<b>Total Expenditure</b>	<b>3,963</b>	<b>3,872</b>	<b>3,970</b>	<b>4,033</b>	<b>3,997</b>	<b>4,104</b>	<b>4,110</b>	<b>4,158</b>	<b>4,231</b>	<b>4,263</b>	
<b>FUNDED BY:</b>												
392	Charges for Services	720	735	751	767	782	797	812	828	843	858	
<b>392</b>	<b>Revenue</b>	<b>720</b>	<b>735</b>	<b>751</b>	<b>767</b>	<b>782</b>	<b>797</b>	<b>812</b>	<b>828</b>	<b>843</b>	<b>858</b>	
1,999	General Rates	2,517	2,509	2,610	2,620	2,634	2,744	2,752	2,767	2,876	2,891	
0	UAGC	0	0	0	0	0	0	0	0	0	0	
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0	
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0	
0	Depreciation funded from Reserves	217	217	217	217	217	217	217	217	217	217	
0	Loan Funding - Capital	2	0	0	53	0	0	0	0	0	0	
0	Grants - Capital	82	0	0	0	0	0	0	34	0	0	
946	Transfer from Reserves	398	382	367	354	341	327	314	302	290	296	
14	Other Funding	27	28	25	21	22	18	14	9	5	1	
<b>3,351</b>	<b>Total Funding</b>	<b>3,963</b>	<b>3,872</b>	<b>3,970</b>	<b>4,033</b>	<b>3,997</b>	<b>4,104</b>	<b>4,110</b>	<b>4,158</b>	<b>4,231</b>	<b>4,263</b>	

## Investment Funding Strategy

**Table 60 – Pensioner Housing Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast	Projection								
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>159</b>	<b>Operating Expenditure</b>	<b>160</b>	<b>160</b>	<b>170</b>	<b>172</b>	<b>175</b>	<b>184</b>	<b>184</b>	<b>184</b>	<b>196</b>	<b>197</b>
<b>77</b>	<b>Revenue</b>	<b>94</b>	<b>101</b>	<b>108</b>	<b>116</b>	<b>124</b>	<b>133</b>	<b>142</b>	<b>152</b>	<b>163</b>	<b>174</b>
<b>42</b>	<b>Net Cost of Service</b>	<b>66</b>	<b>59</b>	<b>62</b>	<b>56</b>	<b>50</b>	<b>51</b>	<b>42</b>	<b>32</b>	<b>34</b>	<b>23</b>
<b>EXPENDITURE</b>											
64	Operating Costs	55	57	58	60	62	64	66	68	70	72
1	Interest	2	2	2	2	2	2	1	1	1	1
37	Depreciation	46	46	48	48	48	51	51	51	54	54
57	Allocated Overheads	57	55	62	62	63	68	66	64	71	69
<b>159</b>	<b>Total Operating Expenditure</b>	<b>160</b>	<b>160</b>	<b>170</b>	<b>172</b>	<b>175</b>	<b>184</b>	<b>184</b>	<b>184</b>	<b>196</b>	<b>197</b>
1	Principal Loan Repayments	2	2	2	2	2	2	2	2	2	1
30	Capital Expenditure	125	87	16	5	5	6	6	6	6	6
<b>190</b>	<b>Total Expenditure</b>	<b>287</b>	<b>249</b>	<b>188</b>	<b>179</b>	<b>182</b>	<b>191</b>	<b>191</b>	<b>192</b>	<b>204</b>	<b>204</b>
<b>FUNDED BY:</b>											
77	Charges for Services	94	101	108	116	124	133	142	152	163	174
<b>77</b>	<b>Revenue</b>	<b>94</b>	<b>101</b>	<b>108</b>	<b>116</b>	<b>124</b>	<b>133</b>	<b>142</b>	<b>152</b>	<b>163</b>	<b>174</b>
34	General Rates	35	32	34	31	30	30	26	22	24	19
48	Operational Balance from Reserves	32	28	29	25	21	22	16	11	11	5
0	Grant Funding	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	125	87	16	5	5	6	6	6	6	6
30	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
1	Other Funding	1	2	1	1	1	1	1	1	0	0
<b>190</b>	<b>Total Funding</b>	<b>287</b>	<b>249</b>	<b>188</b>	<b>179</b>	<b>182</b>	<b>191</b>	<b>191</b>	<b>192</b>	<b>204</b>	<b>204</b>

## Investment Funding Strategy

**Table 61 – Aerodrome Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast	Projection								
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>140</b>	<b>Operating Expenditure</b>	<b>144</b>	<b>145</b>	<b>151</b>	<b>154</b>	<b>156</b>	<b>162</b>	<b>163</b>	<b>165</b>	<b>170</b>	<b>172</b>
<b>27</b>	<b>Revenue</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>36</b>
<b>113</b>	<b>Net Cost of Service</b>	<b>112</b>	<b>113</b>	<b>118</b>	<b>121</b>	<b>122</b>	<b>128</b>	<b>128</b>	<b>129</b>	<b>134</b>	<b>135</b>
<b>EXPENDITURE</b>											
105	Operating Costs	92	94	96	98	101	103	105	107	109	111
0	Interest	0	1	0	0	0	0	0	0	0	0
6	Depreciation	8	8	8	8	8	8	8	8	8	8
30	Allocated Overheads	43	43	47	47	47	51	50	50	53	53
<b>140</b>	<b>Total Operating Expenditure</b>	<b>144</b>	<b>145</b>	<b>151</b>	<b>154</b>	<b>156</b>	<b>162</b>	<b>163</b>	<b>165</b>	<b>170</b>	<b>172</b>
0	Principal Loan Repayments	0	1	1	1	1	0	0	0	0	0
0	Capital Expenditure	15	0	0	0	0	0	0	0	0	0
<b>140</b>	<b>Total Expenditure</b>	<b>159</b>	<b>146</b>	<b>152</b>	<b>154</b>	<b>156</b>	<b>162</b>	<b>163</b>	<b>165</b>	<b>170</b>	<b>172</b>
<b>FUNDED BY:</b>											
27	Charges for Services	32	32	33	33	34	34	35	35	36	36
<b>27</b>	<b>Revenue</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>36</b>
112	General Rates	110	112	117	119	121	126	127	129	134	136
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
0	Loan Funding - Capital	15	0	0	0	0	0	0	0	0	0
1	Other Funding	2	2	2	2	2	2	1	1	0	0
<b>140</b>	<b>Total Funding</b>	<b>159</b>	<b>146</b>	<b>152</b>	<b>154</b>	<b>156</b>	<b>162</b>	<b>163</b>	<b>165</b>	<b>170</b>	<b>172</b>

## Investment Funding Strategy

**Table 62 – Farm Expenditure and Funding Projection**

Budget		Forecast	Projection								
			2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>461</b>	<b>Operating Expenditure</b>	<b>520</b>	<b>537</b>	<b>559</b>	<b>564</b>	<b>569</b>	<b>589</b>	<b>592</b>	<b>596</b>	<b>615</b>	<b>618</b>
<b>719</b>	<b>Revenue</b>	<b>636</b>	<b>649</b>	<b>663</b>	<b>676</b>	<b>689</b>	<b>702</b>	<b>715</b>	<b>728</b>	<b>741</b>	<b>754</b>
<b>(258)</b>	<b>Net Cost of Service</b>	<b>(116)</b>	<b>(112)</b>	<b>(103)</b>	<b>(112)</b>	<b>(120)</b>	<b>(113)</b>	<b>(123)</b>	<b>(132)</b>	<b>(126)</b>	<b>(136)</b>
<b>EXPENDITURE</b>											
314	Operating Costs	321	332	339	346	353	360	367	374	380	387
69	Interest	85	81	78	77	75	75	74	73	72	72
47	Depreciation	54	53	61	62	63	68	68	68	72	71
31	Allocated Overheads	60	71	81	79	77	87	83	81	91	88
<b>461</b>	<b>Total Operating Expenditure</b>	<b>520</b>	<b>537</b>	<b>559</b>	<b>564</b>	<b>569</b>	<b>589</b>	<b>592</b>	<b>596</b>	<b>615</b>	<b>618</b>
129	Principal Loan Repayments	41	37	28	37	45	38	48	57	51	61
16	Capital Expenditure	70	77	26	27	27	28	28	29	29	30
<b>606</b>	<b>Total Expenditure</b>	<b>631</b>	<b>650</b>	<b>614</b>	<b>628</b>	<b>641</b>	<b>655</b>	<b>668</b>	<b>682</b>	<b>695</b>	<b>709</b>
<b>FUNDED BY:</b>											
719	Charges for Services	636	649	663	676	689	702	715	728	741	754
<b>719</b>	<b>Revenue</b>	<b>636</b>	<b>649</b>	<b>663</b>	<b>676</b>	<b>689</b>	<b>702</b>	<b>715</b>	<b>728</b>	<b>741</b>	<b>754</b>
(198)	General Rates	(148)	(78)	(78)	(78)	(78)	(77)	(77)	(76)	(76)	(75)
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	70	0	0	0	0	0	0	0	0	0
69	Transfer from Reserves	5	51	0	0	0	0	0	0	0	0
0	Sale of Land	0	0	0	0	0	0	0	0	0	0
16	Loan Funding - Capital	65	26	26	27	27	28	28	29	29	30
0	Other Funding	3	3	3	3	3	2	2	1	1	0
<b>606</b>	<b>Total Funding</b>	<b>631</b>	<b>650</b>	<b>614</b>	<b>628</b>	<b>641</b>	<b>655</b>	<b>668</b>	<b>682</b>	<b>695</b>	<b>709</b>

## Investment Funding Strategy

**Table 63 – Holiday Park Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast 2024/25 \$000	Projection								
			2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
2	<b>Operating Expenditure</b>	2	2	2	2	2	2	2	2	2	2
3	<b>Revenue</b>	4	4	4	4	4	4	4	4	4	4
(1)	<b>Net Cost of Service</b>	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
<b>EXPENDITURE</b>											
0	Operating Costs	0	0	0	0	0	0	0	0	0	0
2	Allocated Overheads	2	2	2	2	2	2	2	2	2	2
2	<b>Total Expenditure</b>	2	2	2	2	2	2	2	2	2	2
<b>FUNDED BY:</b>											
3	Charges for Services	4	4	4	4	4	4	4	4	4	4
3	<b>Revenue</b>	4	4	4	4	4	4	4	4	4	4
(1)	General Rates	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
0	Other Funding	0	0	0	0	0	0	0	0	0	0
2	<b>Total Funding</b>	2	2	2	2	2	2	2	2	2	2

## Investment Funding Strategy

**Table 64 – Rental Properties Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast	Projection								
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>64</b>	<b>Operating Expenditure</b>	<b>70</b>	<b>76</b>	<b>82</b>	<b>83</b>	<b>83</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>96</b>	<b>97</b>
<b>37</b>	<b>Revenue</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>59</b>	<b>60</b>	<b>61</b>	<b>62</b>	<b>63</b>	<b>64</b>	<b>66</b>
<b>27</b>	<b>Net Cost of Service</b>	<b>15</b>	<b>20</b>	<b>25</b>	<b>24</b>	<b>23</b>	<b>28</b>	<b>27</b>	<b>27</b>	<b>32</b>	<b>31</b>
<b>EXPENDITURE</b>											
10	Operating Costs	10	10	11	12	12	13	14	15	16	17
20	Depreciation	27	27	28	28	28	30	30	30	32	32
34	Allocated Overheads	33	39	43	43	43	46	45	45	48	48
<b>64</b>	<b>Total Operating Expenditure</b>	<b>70</b>	<b>76</b>	<b>82</b>	<b>83</b>	<b>83</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>96</b>	<b>97</b>
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
<b>64</b>	<b>Total Expenditure</b>	<b>70</b>	<b>76</b>	<b>82</b>	<b>83</b>	<b>83</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>96</b>	<b>97</b>
<b>FUNDED BY:</b>											
37	Charges for Services	55	56	57	59	60	61	62	63	64	66
<b>37</b>	<b>Revenue</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>59</b>	<b>60</b>	<b>61</b>	<b>62</b>	<b>63</b>	<b>64</b>	<b>66</b>
26	General Rates	13	18	23	23	22	27	26	26	32	31
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
1	Other Funding	2	2	2	1	1	1	1	1	0	0
<b>64</b>	<b>Total Funding</b>	<b>70</b>	<b>76</b>	<b>82</b>	<b>83</b>	<b>83</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>96</b>	<b>97</b>



## **10.0**

# **Asset Management Practices and Improvement Plan**

## Asset Management Practices and Improvement Plan

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### **10.0: ASSET MANAGEMENT PRACTICES AND IMPROVEMENT PLAN**

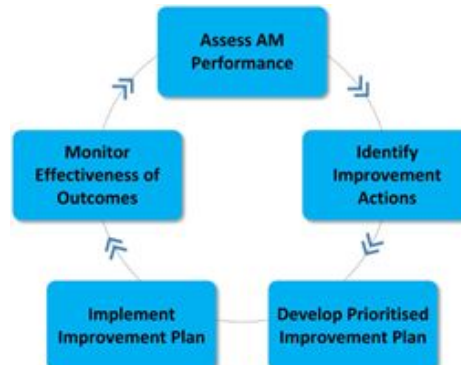
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## Asset Management Practices and Improvement Plan

### Overview

Asset management improvement planning is a process, Figure 54. It enables Council to improve the way it manages infrastructure assets and the services they provide.

The Asset Management Practices and Improvement Plan section identifies the maturity of Stratford District Council asset management practices, improvements made since the last Asset Management Plan review and a plan for future asset management improvements resulting from areas for improvement identified in earlier Sections of this plan.



**Figure 54 - Asset Management Improvement Process**

### 10.1. ASSET MANAGEMENT PRACTICES

#### 10.2.1 ASSET MANAGEMENT POLICY

Stratford District Council reviewed its inaugural Asset Management Policy in 2020. The Policy establishes the first level of Council's asset management framework for managing infrastructure assets in a structured, coordinated, and financially sustainable manner. The objectives of this Policy are:

- Provide for a consistent approach to asset management planning within Council and ensure plans reflect the strategic direction of Council.
- Demonstrate to the community that Council recognises the critical importance of managing the District's assets and related activities in an effective and sustainable manner in order to deliver appropriate Levels of Service to current and future generations.
- Confirm a coordinated process for each asset/activity area that links their contribution to the Community Outcomes with specific Levels of Service performance requirements and desired improvement priorities and strategies.

The Council's Asset Management Policy can be viewed on the Stratford District Council website.

#### 10.2.2 ASSET MANAGEMENT GOALS AND OBJECTIVES

The Council's Asset Management goals and objectives are guided by the Asset Management Policy to drive best practice. The Asset Management goals and objectives for Stratford District Council are to:

- Provide for good quality infrastructure and local public services that are efficient, effective and appropriate for current and future generations.
- Meet the foreseeable needs of the community.
- Ensure that assets are planned for, created, replaced and disposed of in accordance with Council priorities as determined in the Long-Term Plan.
- Ensure all legal delegations are met.
- Ensure customer expectations are properly managed.
- Provide technical and professional advice that enables elected members to make sound well informed decisions concerning the management of assets.
- Ensure assets are managed to meet agreed customer levels of service.
- Ensure assets are managed and delivered in accordance with the strategies stated in the Asset Management Plans.
- Ensure data collection systems are in place to collect, store, maintain and use for prudent management of Council owned assets.

The Council's overarching principles for sound asset management are:

## Asset Management Practices and Improvement Plan

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- Asset management goals and objectives will be aligned with corporate objectives and community outcomes.
- Capital, operation and maintenance, and renewal/replacement works will be aligned with asset management objectives.
- Sustainable and suitable development will be considered in the options for asset development and service delivery.
- Optimal replacement/lifecycle asset management strategies will be developed.
- Asset replacement strategies will be established through the use of optimised lifecycle management and costing principles.
- Funding allocation for the appropriate level of maintenance in order for assets to deliver required Levels of Service.
- Growth and demand forecasting will be integrated as part of all asset management planning to meet current and future needs of the community.
- The design, construction and maintenance of assets, so far as reasonably practical, are without risk to the health or safety of any person.

### 10.2.3 ASSET MANAGEMENT PLAN DEVELOPMENT

Planning processes tend to be circular with built in reviews. The AMP and LTP need to have regular review cycles so that they remain current and deal with issues at the time. An important function of the review cycle is to monitor performance against the goal levels of service and KPIs that were set some years before.

The AMPs are reviewed every three years in line with the 10-year long term planning cycle but work programmes can change annually. These changes can be brought about by outside pressure, weather events, budget constraints and new projects becoming apparent.

The ability to become responsive each year is through the annual planning process. The AMP details goals, levels of service, KPIs and targets which contribute to Stratford's organisational vision for the district and community.

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the on-going development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 55 below shows a graphical display of the AMP development process.

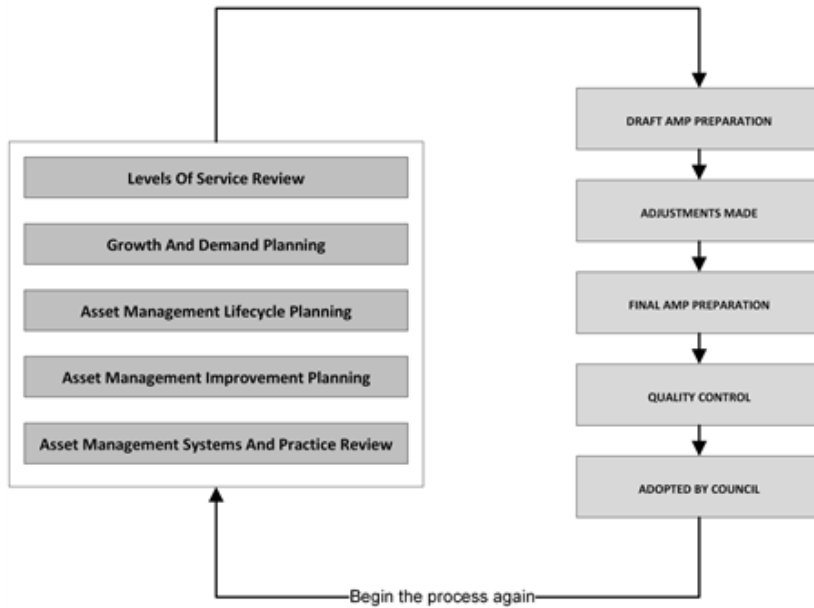
### 10.2.4 ASSET MANAGEMENT MATURITY

We have assessed that our asset management system maturity is predominantly at the Core level. It is largely based on the long-term knowledge of the asset management team. It contains asset data that has been collected over time and held in asset management information systems.

Through continual improvement and development of asset management practices and processes it is our intention that the asset management plans progressively improve.

Our target is to develop our asset management practices and processes to an Intermediate level of maturity where appropriate. The Council is in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking a formal assessment of our asset management maturity. The five levels of asset management plan maturity are shown in Figure 56 and are Aware, Basic, Core, Intermediate and Advanced.

## Asset Management Practices and Improvement Plan



**Figure 55 - Asset Management Plan Development Process**



**Figure 56 - Asset Management System Maturity Index**

## Asset Management Improvement Plan and Monitoring

### 10.2. ASSET MANAGEMENT IMPROVEMENT PLAN

The Table identifies asset management improvements made for this Activity since 2015 and lists future improvement actions for our property assets.

**Table 65 - Asset Management Improvement Plan**

Item	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
1-6	Asset Information	Develop a strategy to collect numbers of building usage and capacity statistics. This will be where appropriate Develop and implement a recurring building condition inspection programme Develop a process to enable the timely identification of initiatives to improve buildings sustainability Monitor Performance of the AMPs service levels Develop an implementation plan to ensure detailed condition assessments on the building	3.9	July 2025 Ongoing  July 2025 Ongoing July 2025	Property Officer
2	Demand Forecasting	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing Property Services	4.4	Ongoing	Property Officer Director - Assets
3	Levels of Service and Performance Management	Continuous performance measuring completed using KPIs Review levels of service relevance, monitoring and reporting	5.7	Ongoing Ongoing	Property Officer
4	Risk Management	Continuous review of the risks for the Property Activity	8.13	Ongoing	Property Officer Director - Assets
5	AM Policy review	Review regularly	10.3	Regularly	Director – Assets Director – Corporate Services

## **APPENDICES**

- Appendix 1 - Property Risk Assessment**
- Appendix 2 - Property Operational Documents**

## Appendix 1

**APPENDIX 1 - PROPERTY RISK ASSESSMENT****COMPLIANCE AND LEGISLATION RISKS**

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Legislation Changes	If changes to legislation or case law occur and are not implemented by staff, then council may be acting illegally and in breach of legislation.	4 High	Regular review and update Legislative Compliance Register. Staff training and attending relevant industry conferences. Regular policy review to ensure policies and procedures are in line with legislation changes.	2 Moderate
Statutory Reporting Commitment	If Council does not meet statutory commitments, then it may be acting illegally and receive attention from Ministry which could result in financial penalty and council functions being removed.	3 Moderate	Quality assurance. Resourcing levels maintained. Schedule of dates and commitments is regularly maintained and updated by the Property Manager. Regular review and update of Legislative Compliance Register.	1 Low
Bylaws and Policies	If Council fails to keep Policies and Bylaws up to date, then the Policies will become irrelevant, and Bylaws may become unenforceable and council could be acting illegally.	8 High	Quality assurance. Resourcing levels maintained. Regular Policy Schedule review by CEO. Regular review of Bylaw timetable maintained in Content Manager.	3 Moderate
Property and Parks - Non-Compliance	If Council does not comply with its obligations under legislation (e.g., Resource Management Act 1991, Building Act 2004, Health and Safety at Work Act 2015) then administrative fines and penalties may result, and reputational damage.	3 Moderate	Ensure maintenance contractor and Council staff members are trained and up to date with all legislative requirements impacting on property and park assets. Ensure maintenance contracts have robust out-clauses that cover a range of situations where non-compliance or unsatisfactory work is identified. Council has secured public liability insurance and statutory liability insurance.	1 Low
Property Asset Management Plan <b>TOP TEN RISK</b>	If Property AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised.	6 High	AMPs are reviewed every 3 years to address the current problems and issues at the time in order to develop work programmes for the next 3 years. Early review of AMP. Property Officer to obtain necessary information from Activity Managers to inform the early preparation of the AMP.	4 High



## Appendix 1

**DATA AND INFORMATION RISKS**

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Uncontrolled access to Aquatic Centre Building Management System <b>TOP TEN RISK</b>	If untrained unauthorised Staff access the Building Management System (BMS) installed at the pool they might compromise the running of the specialised systems installed. This could cause system downtime, ransoms may be demanded, potential reputational damage, and potential loss of funds.	16 Very High	Restrict access to the system so only authorised personnel have access through IT.	3 Moderate
Uncontrolled access to Physical and Digital Records	If there is uncontrolled or unauthorised access to archives, then records/files could go missing, privacy breached, possible legislative breaches.	2 Moderate	Access to physical archives is limited to IM Specialist and IT Manager, door is locked at all other times. Digital records must be stored in IT approved repositories, with access restricted where necessary. Electronic access is restricted to staff who have a SDC login and have also been granted the relevant security permissions to access applications relevant to their job role.	1 Low
Records Handling	If hard copy protected records are handled in a way that could cause damage, degradation or disorganisation, then this could lead to loss of protected records, non-compliance with legislation and potential financial penalties.	1 Low	Access to archives is limited to trained staff. Ensure the Information Management Specialist is fully trained in all areas of protected records management. Maintain a register of archived records, and a process by which records will be archived. Storage area must be restricted and temperature controlled.	1 Low
Unapproved online platforms used	If unapproved online platforms are used for Council business, then Council sensitive information and individual private details could be hacked and made available publicly.	3 Moderate	All Council information should only be stored on platforms that are approved by IT and gone through proper procedures and checks by IT.	1 Low

## Appendix 1

**FINANCIAL RISKS**

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Asset Disposal/ Acquisition	Policy changes result in substantial asset disposal occurs.	1 Low	Officers will require approval from Council for disposal/acquisition of assets.	1 Low
Accessing Funding	If the AMP is incorrect or not developed, then the maintenance funding will be insufficient to provide the levels of service and the Council may miss out on funding and Council has to fully fund projects	3 Moderate	Ensure funding assessments are carried out by sufficiently experienced personnel and business cases are written for funding (AMP). A system should be established to regularly monitor all available funding for council projects.	1 Low
Internal Financial Controls	If internal financial controls are compromised and ineffective, then possible fraud, budget will blowout and there may be a delayed service	6 High	Good quality controls. Implement annual external and internal audit recommendations. Adhere to Procurement and Delegations Policy. Communications of internal controls to all staff. Recommend internal audit programme every year by independent contractor.	1 Low
Procurement contracts	IF procurement contracts entered into are not cost-effective and do not comply with Council's Procurement Policies THEN council projects could go over budget and council procurement could be subject to industry, media, legal scrutiny.	6 High	Ensure procurement policy and procurement manual are appropriate, comply with legislation and good practice, and followed by all staff and significant contracts are reviewed by an independent professional.	1 Low
New Regulations require Significant Investment <b>TOP TEN RISK</b>	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then the ability to finance investment could be compromised and rates increases could breach limits.	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High
Theft by Contractors	If contractors have unrestricted access to council property and/or information, then there is an opportunity for theft and consequently loss of Council assets.	4 Moderate	All contractors must go through a pre-qualification process. Visitors to Council buildings must sign in. Access to the building has now been restricted with the use	2 Moderate

## Appendix 1

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
			of fobs. Protected records are stored in a safe or locked storage room.	
Inadequate financial provision to fund asset replacement	<p>If there is inadequate financial provision to fund the replacement of assets. The asset may not be renewed and the service level may drop and H&amp;S may be compromised.</p> <p>then the Council Officer will have to optimise the available budget to deliver the may have to borrow more than expected, or asset replacement may need to be delayed which may affect service level performance. If there is inadequate</p>	3 Moderate	The Council Officer will optimise the available budget to deliver the prioritised workload. annual depreciation is based on accurate fixed asset values (replacement cost) and accurate useful lives. Assets should not, unless necessary, be replaced before the end of their useful life. Optimise the budget you have	2 Moderate
Bribery and Corruption	Perceived Bribery or Corruption from Property contractors.	4 High	Ensure Staff code of conduct is current and regularly reviewed.	3 Moderate
Management Override of Internal Controls	If an Asset Manager uses their unique position to override internal controls, then there is a high failure of audit and risk scrutiny which will lead to reputational damage.	4 High	Officer to observe the internal controls in the Procurement Policy. Procurement templates to be used by the Property Officer. The Policy provides a 2 step process of approval. Audit and Risk Committee oversight. Internal and External audits annually.	3 Moderate
Asset Disposal/ Acquisition	Policy changes result in substantial asset disposal occurs.	1 Low	Officers will require approval from Council for disposal/acquisition of assets.	1 Low

**HEALTH AND SAFETY WELLBEING RISKS**

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Physical works/projects <b>TOP TEN RISK</b>	If health and safety accidents or incidents occur during the physical works programme then increased costs can occur , Council reputation is damaged	4 High	Health and Safety plans are established well in advance to projects being undertaken. Physical hazards and risks are eliminated Hazard Identification records are kept. Projects do not proceed without correct Health and Safety sign off. Good	2 Moderate

## Appendix 1

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			communication to all staff. Approved JSA's, pre-qualification, TMP if it is on the road and Communication Plan to be written. Undertake audits of site and spot checks.	
Abusive Customers	If abusive customers approach Council Staff while on duty, then there is the risk that council staff or the general public could be harmed or exposed to violence.	4 High	De-escalation training for Staff. Staff have lone worker alarms if in danger,	2 Moderate
Lone Worker	If a staff member is seriously injured or killed during field inspections/site visits, then possible health and safety breaches, death or serious injury.	12 Very High	Quality assurance, Ongoing training/awareness of HSE requirements and responsibilities, better use of council data/knowledge based on dangerous or insanitary sites before staff member deploys to site. Use of GPS tracking, mobile phone tracking. Compliance officers to wear body cameras when on duty.	3 Moderate
Animal Welfare	If an animal that has been impounded is injured or dies due to maltreatment, or animals are mistreated on the council farm then this could result in animal welfare agency scrutiny and possible fines.	3 Moderate	Quality assurance, Ongoing training/awareness of HSE requirements and responsibilities, Monthly farm meetings to bring up any animal welfare issues. Property Manager to regularly visit farm and make visual assessment of cow welfare.	2 Moderate
Council Vehicle accident	If a staff member has an accident in a council vehicle, then this could result in possible death or serious injury and damage to motor vehicle asset.	4 High	All staff must have a full drivers licence, all staff are aware of procedures if there is an accident. Staff driver training to be provided to regular drivers. GPS and mobile phone tracking.	3 Moderate
Staff under Stress	If staff are affected by personal issues or by work pressures and experiencing high levels of stress, then work performance may decline and/or fatigue, illness, unsafe work practices may result.	5 High	Staff should communicate to their Managers how they feel and Managers should ensure they take the right steps. Managers are responsible for being aware of the wellbeing of their	3 Moderate

## Appendix 1

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			direct reports. There are various options available for relieving the pressure of staff who are overworked including increasing staff or reallocating work. Ensure access to EAP service is widely known and communicated to all staff. Ensure all staff have a backup option available so they can take annual leave for at least a week at a time.	
Exposure to Hazardous Substances	If staff are affected by exposure to hazardous substances eg chemicals, liquids, fumes and other toxic substances then there are possible risks to staff health and wellbeing.	6 High	All hazardous substances are correctly labelled and stored according to best practice safety procedures and guidelines. Training is mandatory for all staff working with hazardous substances. Use appropriate PPE gear at all times in the vicinity of the hazardous substances. Regular health checks for staff.	3 Moderate
Workplace Bullying or Harassment	If Bullying and harassment in the workplace occurs then it can have an impact on the health and wellbeing of staff subject to the bullying and other staff witnessing the behaviour. This may impact on staff productivity and the ability of Council to attract good quality candidates.	4 High	Top down culture against bullying and harassment of any kind, policy is followed through by management, staff are aware of the reporting process. The reporting process to deal with bullying and harassment is fair, transparent, confidential and dealt with in a timely manner.	3 Moderate
Asbestos Related Work	If council buildings are contaminated with asbestos, then there is the possibility of asbestos exposure to staff and the public and increased risk of asbestosis and other lung and pleural disorders.	4 Moderate	Asbestos protocols need to be developed in line with the asbestos regulations. Community needs to be made aware of Asbestos disposal guidelines. Staff involved in building compliance or construction work should be appropriately trained in handling of asbestos materials.	2 Moderate

## Appendix 1

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			Contractors will have their own protocols for handling and disposing of asbestos products.	
Harassment / Robbery <b>TOP TEN RISK</b>	From the public within a Council owned asset / facility.	4 High	Establish emergency procedures. Security cameras in place. Ensure staff are trained to deal with potential threat. Design / limit access to building so that threats are minimised.	4 Moderate
Employee Substance Abuse	If staff are affected by drugs or alcohol while at work, then there is an increased risk of an accident or injury, property damage, and reduced work performance.	8 High	Staff shall ensure no substance abuse during work hours..	2 Moderate
Fatigue Management	If Fatigue affects an employee, as a result of working extraordinary hours, then the employee may have limited functionality which could result in personal injury or injury to others. It could also lead to stress and long term mental illness if it is reoccurring and could mean Council is in breach of the Health and Safety Act.	3 Moderate	Ensure employees take regular, quality rest breaks during the working day, in line with the Employment Relations Act (HR Policy requires this). Ensure all staff know their responsibilities in terms of managing fatigue. Ensure shift workers rostered times are manageable. The Vehicle Use Policy has limits on driving a Council vehicle after exceeding max number of work hours. Contractor fatigue management to be reported and monitored through regular contractor meetings.	1 Low
Environmental Liability	Noncompliance with Resource Consent Conditions	2 Moderate	Contractors to produce an environmental management plan as part of their contract conditions.	2 Moderate
Physical works/projects	If health and safety accidents or incidents occur during the physical works programme then increased costs can occur , Council reputation is damaged	4 High	Health and Safety plans are established well in advance to projects being undertaken. Physical hazards and risks are eliminated Hazard Identification records are kept. Projects do not proceed without correct Health and Safety sign off. Good	2 Moderate

## Appendix 1

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			communication to all staff. Approved JSA's, pre-qualification, TMP if it is on the road and Communication Plan to be written. Undertake audits of site and spot checks.	
Abusive Customers	If abusive customers approach Council Staff while on duty, then there is the risk that council staff or the general public could be harmed or exposed to violence.	4 High	De-escalation training for Staff. Staff have lone worker alarms if in danger,	2 Moderate

**OPERATIONAL RISKS**

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Contractor - Damage to Property	If maintenance contractor damages council or private property while carrying out contracted work, then council could be liable for damages and additional expenditure.	4 High	Stringent Operational procedures: Daily reporting of compliance. Regular liaison with contractor and regulators to monitor performance to ensure compliance. Contractor pre-approval process. Council has material damage insurance policy, excess \$5k. The contracts require third party public liability insurance to indemnify Council for damages. JSA and preapproval before work commences on site.	3 Moderate
Maintenance Contractor fails to deliver	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	8 High	Careful assessment of tender to ensure contract price viable for contractor to deliver level of service. Regular liaison with contractor to monitor performance and ensure compliance. Contractor pre-approval process must not be bypassed.	3 Moderate
Property design/construction information	If Council does not have adequate information on original design or construction of asset, then there is a greater potential for failure of future work, potential of increased costs and unsafe future construction.	3 Moderate	Carry out regular condition assessment of assets. Reassess use of asset or redesign to suit. Ensure at time of construction all required as-built plans and specifications are saved within Content Manager.	1 Low

## Appendix 1

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Iwi Consultation / Engagement	Ensuring you are dealing with all entities within the relevant iwi groups.	6 High	Council to identify all hapu and engage accordingly (also with Māori ward).	4 High
Key Person risk	If a key person in the organisation could not work for a significant period of time then this could affect council's ability to perform core functions and duties.	4 High	Ensure processes are documented and saved in areas that are accessible to other Staff. Promapp is up to date with all staff day to day processes, if known absence ahead of time ensure an appropriate training plan in place. Make use of local consultants where appropriate. Connect with colleagues from neighbouring three councils to share resource if needed.	2 Moderate
Natural Disaster - Response preparedness <b>TOP TEN RISK</b>	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	15 Very High	Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities. Ensure signage viewed in publicly accessible area within public halls..	12 Very High
Biosecurity threat risk	If there is a biosecurity threat to animals/dairy farm (e.g.: MBovis) or plant life then this could close the farm and cause as loss of income. The farm would be closed until MPI clears it for reopening. This could affect the economic wellbeing of the district and the ability of council to financially meet community needs.	4 High	Ensure council takes a proactive approach to working with Biosecurity NZ, MPI, TRC and the community where a threat is identified.	2 Moderate
Critical Asset Failure <b>TOP TEN RISK</b>	If a critical property asset fails, then unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	15 Very High	Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event. Management practices and staff training, retention to ensure	5 High



## Appendix 1

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			appropriate skill level in critical asset maintenance. Consider suitable alternative routes to maintain access.	
Programming of Works	The approved programme of works is not carried out within agreed timeframes.	1 Low	In the event of an extreme rainfall event, a programme can be deferred following discussions between SDC and the Contractor. Hold regular meetings to discuss contractors performance and ability to deliver the agreed programme. Increasing resources via sub-contractors or additional staff. We could mutually agree to defer some of the programme to later in the year.	1 Low
Consents	The contractor not undertaking the work in accordance with the consent conditions. Council can be fined by the relevant Council for breach of conditions.	1 Low	Not negotiable - Consent conditions must be abided by otherwise the consent will be breached. Contractor needs to submit to the relevant Council a methodology about how they are going to undertake the works. Property Officer checks in with the Contractor periodically to ensure that the compliance is in place.	1 Low
Contractor - Damage to Property	If maintenance contractor damages council or private property while carrying out contracted work, then council could be liable for damages and additional expenditure.	4 High	Stringent Operational procedures: Daily reporting of compliance. Regular liaison with contractor and regulators to monitor performance to ensure compliance. Contractor pre-approval process. Council has material damage insurance policy, excess \$5k. The contracts require third party public liability insurance to indemnify Council for damages. JSA and preapproval before work commences on site.	3 Moderate
Maintenance Contractor fails to deliver	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets	8 High	Careful assessment of tender to ensure contract price viable for contractor to deliver level of service. Regular liaison with contractor to monitor	3 Moderate

## Appendix 1

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	may become under threat, unreliable, or unable to meet community needs.		performance and ensure compliance. Contractor pre-approval process must not be bypassed.	
Property design/construction information	If Council does not have adequate information on original design or construction of asset, then there is a greater potential for failure of future work, potential of increased costs and unsafe future construction.	3 Moderate	Carry out regular condition assessment of assets. Reassess use of asset or redesign to suit. Ensure at time of construction all required as-built plans and specifications are saved within Content Manager.	1 Low
Iwi Consultation / Engagement	Ensuring you are dealing with all entities within the relevant iwi groups.	6 High	Council to identify all hapu and engage accordingly (also with Māori ward).	4 High
Key Person risk	If a key person in the organisation could not work for a significant period of time then this could affect council's ability to perform core functions and duties.	4 High	Ensure processes are documented and saved in areas that are accessible to other Staff. Promapp is up to date with all staff day to day processes, if known absence ahead of time ensure an appropriate training plan in place. Make use of local consultants where appropriate. Connect with colleagues from neighbouring three councils to share resource if needed.	2 Moderate

**REPUTATIONAL AND CONDUCT RISKS**

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Government Policy Impacting on Local Government <b>TOP TEN RISK</b>	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	Where a policy change may have a significant impact, Council can make a submission regarding the change. Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	8 High
Solvency of Contractor	If Council engage a contractor that could potentially be insolvent the risk to	12 Very High	Conduct the due diligence process for all contractors.	3 Moderate

## Appendix 1

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	Council is that they abandon the contract.			
Release of incorrect or confidential information	If incorrect or confidential information was given out through social media, media releases, staff actions at the services desks, LGOIMA requests, council meetings, and/or functions THEN risk of damaged reputation, ratepayer distrust and actions from Local Government ministry and/or Privacy Commissioner.	12 Very High	All Media releases are to be checked off by Dir – Community Services, and signed off by CEO or Mayor. Social Media Policy in place for clear guidance of social media use. Front counter training needs and communication guidelines established - a resource centre (knowledge base) maintained for FAQ's from public. Consider implementing a Privacy Impact Assessment for how council handles personal information.	2 Moderate
Online Passwords	If online passwords are shared or used inappropriately, then there is the risk that staff can access or hack Council owned systems and release sensitive information.	4 High	Ensure that where a staff member leaves and they have access to logins accessible online that the passwords are changed and access ceases. Limit use of online accounts.	2 Moderate
Contractor Damage or Breach	If Council and/or council contractors are found to be liable for public/environmental damage, or any actions that are unsafe or non-compliant with legislation and applicable policies and standards, then fines, possible injury, long-term damage, reputational damage could result.	12 Very High	Contractors must use appropriately trained Staff to undertake work. All physical projects require JSA prior to works commencing (even if pre-approved). Approved JSA implemented/approved before commencement of works. No Contractors shall start work without approval. Appropriate procedures and guidelines are in place to monitor contractor actions and our own including health and safety audits, contractor meetings/KPI's. The Council requires all physical works contractors to go through a thorough health and safety pre-qualification process and become approved before commencing any physical work. All relevant staff are kept up to date with pre-approved contractors	3 Moderate

## Appendix 1

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			register. Mini audits and random checks should be built into contracts. Contractor public liability insurance required for all major contracts.	
CCO and other Out-sourced Functions	If Council's non-core activities (farm, aerodrome) or CCO (Percy Thomson Trust) operate in a way that has potential for non-compliance with the law or potential for financial loss THEN there may be legal, financial, environmental and health implications.	4 High	Ensure regular meetings between council staff and external operators are held and there is good reporting and monitoring of key risks and KPI's by council staff. CCO's must report six-monthly to Council. Farm Business plan is prepared annually, separate to the Annual Plan, which contains all other council operations.	3 Moderate
Council employees abuse members of the public <b>TOP TEN RISK</b>	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	Refer to the Staff Code of Conduct.	4 Moderate
Solvency of Contractor	If Council engage a contractor that could potentially be insolvent the risk to Council is that they abandon the contract.	12 Very High	Conduct the due diligence process for all contractors.	3 Moderate
Release of incorrect or confidential information	If incorrect or confidential information was given out through social media, media releases, staff actions at the services desks, LGOIMA requests, council meetings, and/or functions THEN risk of damaged reputation, ratepayer distrust and actions from Local Government ministry and/or Privacy Commissioner.	12 Very High	All Media releases are to be checked off by Dir – Community Services, and signed off by CEO or Mayor. Social Media Policy in place for clear guidance of social media use. Front counter training needs and communication guidelines established - a resource centre (knowledge base) maintained for FAQ's from public. Consider implementing a Privacy Impact Assessment for how council handles personal information.	2 Moderate

## Appendix 2

**APPENDIX 2 - PROPERTY OPERATIONAL DOCUMENTS**

<b>Consents</b>	<b>Commencement Date</b>	<b>Expiry Date</b>	<b>CM Reference</b>
<b>1858-3</b> Discharge to Puakai Stream (treated dairy farm effluent)	7/05/2012	1/12/2028	D17/20463
<b>Policies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Housing for Older Persons	13/07/2021	2023/2024	D21/19789
Procurement Policy	11/06/2019	2022/2023	D18/29563(v3)
Asset Management	26/05/2020	2023/2024	D20/4330
<b>Bylaws</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Public Places and Nuisances Bylaw	12/05/2021	12/05/2031	D21/13744
<b>Strategies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Infrastructure Strategy 2021-2051	1/02/2021	2050/2051	D21/2700
<b>Contracts</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Building Facilities Maintenance Contract	1/07/2022	1/06/2024	D22/24470
Whangamōmona Public Toilet Cleaning & Lawn Mowing	01/05/2021	01/05/2024	D21/35158
Security Patrol Monitoring Contract	01/07/2019	30/06/2026	D19/19342
Building WOF Maintenance Contract	01/05/2022	30/04/2025	D22/31104
CCTV Preventative Maintenance Contract	11/08/2021	01/09/2024	D21/203944
50/50 Sharemilkers Contract	01/06/2022	31/05/2027	D22/24457



## Roading Activity Management Plan 2024-2034



TE KAUNIHERA Ā ROHE O  
WHAKAAHURANGI  
**STRATFORD**  
DISTRICT COUNCIL

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**DOCUMENT CONTROL**

VERSION	DATE	DESCRIPTION	UPDATED BY
1.0	March 2024	Audit Reviews incorporated	Victoria Araba
2.0		2 <sup>nd</sup> Audit Reviews incorporated	
3.0		LTP Reviews incorporated	

**THE ROADING  
ACTIVITY MANAGEMENT PLAN  
2024-2034 (RAMP)**



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## Glossary of Terms and Acronyms

The following is a glossary of terms and acronyms used in the Rooding Asset Management Plan

Abbreviation	Description
AADT	Annual Average Daily Traffic
AM	Asset Management
AMP	Asset Management Plan
AMPol	Asset Management Policy
BAU	Business As Usual
BC	Benefit Cost
BCA	Business Case Approach
BCA	Benefit Cost Analysis
BCR	Benefit Cost Ratio
BERL	Business and Economic Research Limited
CAS	Crash Analysis System
CBD	Central Business District
CCTV	Closed Circuit Television
CDEMA	Civil Defence Emergency Management Act
CDEMG	Civil Defence Emergency Management Group
DIA	Department of Internal Affairs
DSI	Death Serious Injury
ERFD	Emergency Rural Fire District
ETS	Emissions Trading Scheme
FTE	Full Time Equivalent
GDP	Gross Domestic Product
GIS	Geographic Information System
GPS	Government Policy Statement
HCV	Heavy Commercial Vehicles
HPMV	High Performance Motor Vehicles
HPS	High Pressure Sodium
IAF	Investment Assessment Framework
ID	Identification
IS	Infrastructure Strategy
IT	Information Technology
ILM	Investment Logic Mapping
KPI	Key Performance Indicator
LED	Light Emitting Diode
LGA	Local Government Act
LINZ	Land Information New Zealand
LoS	Levels of Service
LTMA	Land Transport Management Act
LTSV	Long Term Strategic View
LTP	Long Term Plan
MBIE	Ministry of Business, Innovation and Employment
MCA	Multi Criteria Analysis
NA	Not Applicable
NAASRA	National Association of Australian State Road Authorities
NLTP	National Land Transport Programme
NPDC	New Plymouth District Council
NPV	Net Present Value
NZ	New Zealand
NZTA	New Zealand Transport Agency
NZUAG	New Zealand Utilities Advisory Group
ODRC	Optimum Depreciated Replacement Cost

## Glossary

Abbreviation	Description
ONF	One Network Framework
OPM	Optimum Decision Making
ORC	Optimum Replacement Cost
ORV	Optimum Replacement Value
RAMM	Road Assessment and Maintenance Management
RC	Replacement Cost
RCA	Road Controlling Authority
RED	Regional Economic Development
REG	Road Efficiency Group
RFMC	Roading Facility Maintenance Contract
RGP	Regional Growth Programme
RLTP	Regional Land Transport Plan
RMA	Resource Management Act
SDC	Stratford District Council
SPR	Special Purpose Road
StatsNZ	Statistics New Zealand
STDC	South Taranaki District Council
STE	Smooth Travel Exposure
TA	Territorial Authority
TET	Taranaki Energy Trust
TIO	Transport Investment Online
TRFA	Taranaki Rural Fire Authority
TSB	Taranaki Savings Bank
TSA	Treatment Selection Algorithm
WC	Work Category
WK	Waka Kotahi

# **EXECUTIVE SUMMARY**

## Executive Summary

---

### The Rooding Activity Management Plan

The purpose of the Rooding Activity Management Plan (RAMP) is to describe the financial, engineering and technical strategies and practices that Stratford District Council uses to meet its strategic obligations to provide a level of service for road users in a way that is cost effective for households and businesses.

The AMP is a living document reflecting Council's practice, central and local government requirements, policies and guidance. This AMP is used to inform the Council's Long-Term Plan and it is the justification for Council's programme which forms part of the National Land Transport Programme (NLTP). The AMP details Council owned assets and is used for communicating complex asset management information/strategies with stakeholders, elected members, service managers and other interested parties.

### Our Problem Statements

Based on the principals of *Strategic Business Case* development and *Investment Logic Mapping (ILM)*, four problem statements have been developed to reflect the current issues facing Stratford District Council. These are over and above the "Business as Usual (BAU) challenges and problems of managing a safe and effective rooding network for our customers.

- **Problem Statement 1** (30%) – Increasing Heavy Commercial Vehicles (HCV) and forestry activity along with the current standard of the asset is resulting in an increase in reactive investment and inefficient use of resources.
- **Problem Statement 2** (20%) – The geography and environmental conditions have led to poor drainage controls and the inability of the rooding network to cope with intense weather events. This restricts access to road communities and economic impacts.
- **Problem Statement 3** (40%) – There is pressure on Council to minimise the impact of significant rate increases to the Community which must be balanced with the level of service which this AMP strives to deliver. Following extensive Council LTP workshops our initial funding request to NZTA is \$26.5 million over the three-year period for Maintenance, Operations and Renewals.
- **Problem Statement 4** (10%) – Poor driver behaviour, challenging road conditions and unforgiving roads and roadsides is resulting in death and serious injury crashes to our community.

### Our Line of Sight

In addressing the issues identified in the four Problem areas, the Council will ensure that its *Investment Strategy* generates the benefits described in the two *Benefits Statements* below:

- A safe, accessible, resilient, appropriate transport network that supports growth.
- We will deliver a flexible investment programme based on the funding approved by Council and NZTA but this may not meet the needs of the community. Their expectations could exceed the level of funding available.

The Council has shown how the Line of Sight achieves the expected outcomes required by NZTA (ONF Outcomes) in Table 1 below.



## Executive Summary

**Table 1 - Line of Sight - Problem and Benefit Statements.**

Problem Statement 1 – Increasing Heavy Commercial Vehicles (HCV) and forestry activity along with the current standard of the asset is resulting in an increase in reactive investment and inefficient use of resources. (30%)			
Impacts	Consequences of Non-Investment	Benefits of Investments	Investment Opportunity
Specific Problem 1: Increased activity from the forestry industry			
<ul style="list-style-type: none"> <li>Increased deterioration of the condition of roads affected by forestry.</li> <li>Increases in reactive maintenance and unplanned works.</li> <li>Increases in capital expenditure to remedy faults in routes affected by forestry.</li> </ul>	<ul style="list-style-type: none"> <li>Poor level of service afforded to the community.</li> <li>Excessive damage to the structure of the road.</li> <li>Increased risk of long term damage to old bridges.</li> <li>Increase in the number of customer complaints.</li> <li>Risk to public safety due to the number of HCVs on low volume roads.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain the integrity of the road network.</li> <li>Pro-active/programmed maintenance activities.</li> <li>Reduction of risk for safety and death and serious injuries (DSIs).</li> <li>Ensuring bridges are fit for purpose.</li> <li>Reduce the amount of reactive maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>Regular inspections of the roading network to generate work programmes.</li> <li>Regular liaison with forestry contractors to identify locations of forests and timing of harvest.</li> <li>Use of low cost/low risk improvement fund for minor network improvements on low volume roads.</li> <li>Planned/programmed pavement maintenance and capital works.</li> </ul>
Specific Problem 2: Increased number of High Productivity Motor Vehicles (HPMV) permit vehicles			
Impacts	Consequences of Non-Investment	Benefits of Investments	Investment Opportunities
<ul style="list-style-type: none"> <li>Specified routes will deteriorate at an accelerated rate.</li> <li>Greater expenditure per kilometre on these routes, resulting in a reduced level of service elsewhere on the network.</li> <li>Increased frequency of reactive maintenance on specific routes</li> </ul>	<ul style="list-style-type: none"> <li>Customer complaints regarding the condition of these HMPV approved routes.</li> <li>Significant pavement failure of these road corridors.</li> <li>Disproportionate levels of expenditure for HMPV routes.</li> <li>Lack of funding to adequately keep pace with the damage created.</li> </ul>	<ul style="list-style-type: none"> <li>Timely maintenance of the network to retain the integrity of the road pavement.</li> <li>Ensure bridges are suitably rated for expected loads for current and future growth.</li> <li>Reduced reactive maintenance and major capital projects so the network remains fit for purpose.</li> <li>Reduce customer complaints concerning the condition of the road.</li> </ul>	<ul style="list-style-type: none"> <li>Programmed pavement maintenance and pavement rehabilitation capital projects.</li> <li>Reseals are targeted to key HPMV routes.</li> <li>Surveys to assess the strength of underlying pavements or HPMV routes</li> </ul>

## Executive Summary

Specific Problem 3: Bridges and Retaining Walls			
Impacts	Consequences of Non-Investment	Benefits of Investments	Work Activities
<ul style="list-style-type: none"> <li>• Risk of structural failure as bridges or retaining walls</li> <li>• Loss of access to rural communities.</li> <li>• Inability to deliver goods to market.</li> <li>• Increased risks to public health and safety if structures are not sound.</li> </ul>	<ul style="list-style-type: none"> <li>• Failure of bridges or retaining walls resulting in a road closure for prolonged periods of time.</li> <li>• Lifeline access to rural communities on "no exit" roads beyond the collapsed bridge or retaining wall.</li> <li>• Economic loss to district, agriculture, forestry.</li> <li>• Loss of faith in the Council by the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining the structural integrity of these assets.</li> <li>• Ensuring the safe and continued access for the rural communities.</li> <li>• Ensure connectivity for the community.</li> <li>• Economic growth is fulfilled, supporting a prosperous and vibrant district.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular inspections by structural consultant as part of an "Inspection" contract.</li> <li>• Itemised low-cost repairs undertaken in a timely manner.</li> <li>• Detailed maintenance programme developed from the inspection.</li> <li>• Estimates for Remaining Useful Life (RUL) of structures and estimated replacement costs for 30-year Infrastructure Plan Long Term Plan cycles.</li> </ul>
Problem Statement 2: The geography and environmental conditions have led to poor damage controls and the inability of the roading network to cope with intense weather events. This restricts access to road communities and economic impacts (20%)			
Impacts	Consequences of Non-Investment	Benefits of Investments	Investment Opportunities
Specific Problem 1: Environmental Conditions - Poor drainage facilities.			
<ul style="list-style-type: none"> <li>• Climatic change has led to increasing intense weather events.</li> <li>• Poor drainage has resulted in underslips and localised flooding occurring.</li> <li>• Within our network we have 180 culverts which are 225mm in diameter. Our Minimum standard is 375mm.</li> <li>• Backlog of watertables need to be cleared.</li> <li>• Poor or non-existent outlet controls lead to underslips forming.</li> </ul>	<ul style="list-style-type: none"> <li>• Flooding of local roads as existing culverts cannot cope with the volume of water.</li> <li>• Erosion of culvert outlets leading to slips, pipes falling off.</li> <li>• Flooding due to inadequate watertable profiles. These are often blocked with vegetation and slip debris.</li> <li>• Pavement layers remain saturated which can lead to failure.</li> </ul>	<ul style="list-style-type: none"> <li>• Improvements to watertables will ensure pavements will remain dry. This reduces the number of pavement failures that need repairing.</li> <li>• Replacing undersized culverts to combat rainfall intensity.</li> <li>• Constrict outlet controls at culverts to reduce the risk of erosion.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased programme for watertabling and culvert replacements.</li> <li>• Install outlet controls when replacing culverts.</li> <li>• Develop a programme to systematically replace existing 225mm diameter culverts.</li> <li>• Fully understand current condition of drainage facilities. Undertake a condition assessment.</li> </ul>

## Executive Summary

**Problem Statement 3 - There is misalignment between Council and Community regarding the appropriate level of service to meet the expectations for a safe and resilient roading network (40%);**

Impacts	Consequences of Non-Investment	Benefits of Investments	Investment Opportunities
<b>Specific Problem 1: Roads: Potential increases in visitor numbers</b>			
<ul style="list-style-type: none"> <li>Sealing of State Highway 43 will encourage greater number of tourists to visit Stratford.</li> <li>Taranaki's Economic Development Strategy will impact on Stratford District Council's roading network.</li> <li>Customer expectations are disproportionate to the level of funding provided.</li> <li>Increased pressure on Council to keep the household rates increases to an affordable level.</li> <li>Review the level of service provided to the Special Purpose Roads given that they are no longer 100% funded by NZTA.</li> </ul>	<ul style="list-style-type: none"> <li>Poorly maintained local road network for visitors at their destination.</li> <li>Increased risk to public health and safety on rural roads.</li> <li>Failure of road pavements due to increased tourism EG: Special Purpose Roads (SPRs).</li> <li>Increase in the number of complaints.</li> <li>Increase in the number of requests for work to be undertaken to meet the community's requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Well maintained and resilient local road network.</li> <li>Connectivity for tourism to access visitor offerings.</li> <li>Network will meet current and future needs for tourists.</li> <li>Addresses some of the community requirements but not all.</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities for external finding via grants and or Crown funds.</li> <li>Increased tourist numbers will visit Whangamomona and surrounding area.</li> <li>Maintenance of local roads will play a role in the whole visitor experience.</li> </ul>
<b>Specific Problem 2: Footpaths: Increased number of mobility scooters, development of Walking and Cycling Strategy</b>			
Impacts	Consequences of Non-Investment	Benefits of Investments	Investment Opportunities
<ul style="list-style-type: none"> <li>Narrow footpaths throughout Stratford.</li> <li>Lack of footpaths on some urban streets reduces connectivity.</li> <li>How can we increase the uptake of active modes of transport if the infrastructure does not meet standards?</li> </ul>	<ul style="list-style-type: none"> <li>Lack of width for multiple users of footpaths &gt;50% of network length is less than 1.50m wide.</li> <li>No provision of footpath to a well-used day care centre, results in parents taking children by car. There are no active modes available.</li> <li>Footpaths width will remain unaltered.</li> <li>Personal injury to frail and elderly users of the network.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of 1.50 meter width footpaths as a minimum standard will provide ease of access and use for multiple user groups.</li> <li>Improves level of service for the condition of the footpaths and reduces risk of injury to the users.</li> <li>Encouraging more active modes of transport with good quality footpaths provided by Stratford District Council.</li> </ul>	<ul style="list-style-type: none"> <li>Increased programme for footpath replacement and upgrades.</li> <li>Provision of new footpath to service day care centre.</li> <li>Development of a five-year programme for footpaths.</li> <li>Seek Crown funding as these are released, for example Transport Choices was a good example.</li> </ul>

## Executive Summary

### Specific Problem 3: Cycleways: Lack of cycling network to encourage active modes of transport.

Impacts	Consequences of Non-Investment	Benefits of Investments	Investment Opportunities
<ul style="list-style-type: none"> <li>Inhibits our ability to support sustainable forms of transport for school children, parents, recreational users and (including tourism) and others.</li> <li>Inhibits the transformation from traditional modes of travel to more sustainable modes, especially for school children.</li> <li>Does not encourage a healthier lifestyle through active transport systems.</li> </ul>	<ul style="list-style-type: none"> <li>No uptake in the cycling strategy.</li> <li>No multi-modal transport options for residents and visitors.</li> <li>Potential impact on the local economy due to cycling tourists not visiting the area.</li> <li>Road safety implications around encouraging school children to cycle to school and for recreation.</li> </ul>	<ul style="list-style-type: none"> <li>Amenity will be improved.</li> <li>Greater use and uptake on active modes of transport.</li> <li>Increase in cycling tourists staying within Stratford.</li> <li>Provision of urban and rural cycle routes for commuting and recreational use.</li> <li>Safer school frontages to encourage the uptake of walking and cycling for school children.</li> </ul>	<ul style="list-style-type: none"> <li>Connecting Our Communities Strategy has been endorsed by Council.</li> <li>A 30 year plan for infrastructure upgrades to support this strategy has been developed.</li> <li>Educational programmes to encourage greater uptake of walking and cycling.</li> <li>Provision of key cycle routes throughout Stratford to service key facilities within the town.</li> <li>Development of recreational routes for the community and tourists visiting Stratford.</li> </ul>

### Problem Statement 4 - Poor driver behaviour, challenging road conditions and unforgiving roads and roadsides is resulting in death and serious injury crashes to our community. (10%)

Impacts	Consequences of Non-Investment	Benefits of Investments	Investment Opportunities
<p>Specific Problem 1: Increase in the number of fatal and serious injury crashes.</p> <ul style="list-style-type: none"> <li>The number of death and serious injury crashes will not reduce to achieve the national target.</li> </ul>	<ul style="list-style-type: none"> <li>The number of reported deaths and serious injuries will not reduce.</li> <li>No opportunities to undertake low cost/low risk safety improvements throughout the district.</li> <li>Collective Risk and Personal Risk KPIs will not improve.</li> <li>Less opportunity to encourage active modes of transport if the community feels unsafe.</li> <li>Increase in the number of DSI's in the district.</li> <li>Failure to meet DIA KPI.</li> </ul>	<ul style="list-style-type: none"> <li>Reducing the number of death and serious injury crashes,</li> <li>Greater uptake of active modes as the community will feel safer.</li> <li>Funds targeted to low cost/low risk improvements to provide a safe and resilient network.</li> <li>Improved safety outside urban and rural schools.</li> <li>Corridor safety improvements including roadside barrier, signs and roadmarkings.</li> </ul>	<ul style="list-style-type: none"> <li>Continual investment to address crash sites to achieve and assist in the Government Policy Statement (GPS) "Road to Zero" vision.</li> <li>Develop a programme for low cost and low risk safety improvements using Megamaps, Crash Analysis System (CAS) as a guide.</li> <li>Investigate speed limit changes. The new Speed Limit Bylaw took effect from 1 February 2020 giving Stratford District Council the ability to change speed limits where justified.</li> <li>A Setting of Speed Limits Rule is being prepared by the new coalition government.</li> </ul>

## Executive Summary

### Our Programme Business Case

The Council has developed a programme to address the four strategic priorities outlined in the *draft Government Policy Statement 2024/25 – 2033/34*:

- **Economic Growth and Productivity** – Economic growth and social cohesion and is vital to create a competitive, high productivity and a sustainable economy. Therefore, investing in the transport system returns significant benefits to the local economy as well as New Zealand Inc. A well maintained and resilient roading network will allow locally grown produce to reach the markets thereby supporting improved productivity and economic growth.

Stratford's primary economy is agriculture, tourism, and forestry. Whilst oil and gas still play a part in our economy, there is virtually no new oil and gas fields being developed. Forestry is one industry that is taking its toll on the rural roading network of Stratford. Many of the forestry blocks are taking multiple years to be harvested due their size. Wherever possible we liaise with forestry companies to undertake pro-active maintenance on the road network. This will provide more efficient use of funds and resources to keep these roads maintained to a reasonable level of service. The bulk of the timber produced is exported to Asia via Port Taranaki.

- **Increased maintenance and resilience** – The transport system should better support access to markets. This means having a resilient network that is well maintained. This GPS 2024 increases road maintenance funding by \$640 million, compared to the draft GPS released by the previous Government in August 2023, and this Government will be requiring road maintenance to be undertaken with a proactive rather than reactive approach.
- **Safety** - Stratford District Council will work collaboratively with neighbouring authorities as well as national agencies to "do our bit" in assisting to reduce the unacceptable road toll in New Zealand. With the new coalition Government taking office on 14 October 2023, the Minister for Transport announce in December 2023, that mandated speed limit changes under The Land Transport Rule: Setting of Speed Limits 2022 are no longer required. The Minister indicated that a new Rule was being developed. Our Council took the stance to pause our Draft Speed Management Plan, to wait for the new Rule. Being a founder of Roadsafe Taranaki we take an active role to improve road safety.
- **Value for money** – Value for money and whole of life cost will be optimised in the delivery of affordable customer levels of service. To deliver value for money and for programme efficiency, the Council will remain flexible in our approach to maintaining the Roding network and the delivery of the services we provide. The RAMP proposes work programmes that deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times, for the right price and in the right ways. Fund capital works which offer value for money for current and future generations of Stratford District ratepayers and ensures the financial security of Council is not compromised. The RAMP also demonstrates value for money by outlining the asset management processes used for managing our transportation assets and how we will meet regulatory requirements. At the same time, the Government expects us to steward a safe and efficient land transport system that delivers value for money, uses resources wisely and supports New Zealanders living well.

### Our Programme Delivery

The Council maintains ownership and responsibility for managing the land transport activity, the associated infrastructure and delivery of the total works programme. The Council has an in-house professional services team who provides service in the following areas:

- Developing, managing and administering physical works contracts;
- Preparing feasibility reports, strategies, policies, bylaws and plans;

## Executive Summary

- Information collation and RAMM data entry;
- Resource and building consents processing;
- Managing Corridor Access requests through "Submitica"; and
- Preparing physical works contracts.

The Council also engages the services of external consultants for specific projects that cannot be undertaken internally.

### Operations and Maintenance

These activities are required for the day-to-day operation of the network to maintain the agreed level of service incorporating the ONF customer outcomes. These works include: '

- Pavement repairs
- Grading and unsealed roads
- Drainage maintenance
- Vegetation control
- Street cleaning
- Maintaining footpaths
- Structure maintenance
- Repainting roadmarkings and repairs to road signs

### Renewal/replacement

This activity includes the replacement and rehabilitation of assets to restore them to their original condition or capacity. For the term of this AMP our focus will be on restoring the assets that are primarily affected by the heavy haulage industry. With an increase in the number of HPMV permit holders, pre-determined routes are being adversely affected. Forestry is having a large impact on many rural roads so our focus will be retained on maintaining and strengthening these roads.

### Low Cost Low Risk Improvements

With the change in Government in October 2023, the Climate Emergency Response Fund (CERF), was withdrawn by the new Minister of Transport. Stratford District Council were successful in our bid of \$7.8m to be used for school safety projects and constructing connecting cycle paths. This will be used to complete the school safety projects, constructing cycle paths, geometric safety improvements, installation of roadside barriers and widening local roads used by NZTA as alternative routes for planned and un-planned closures of SH3.

### Our Lifecycle Management Strategy

Right time, right treatment, right place is our philosophy for the life of this AMP and the assets that we are the custodians of. Given the size of the authority and the corresponding funding constraints, we have to be very prudent how we go about our business. This will inevitably result in Stratford District Council taking on more risk to extend the life expectancy for our assets.

### Our Investment Funding Strategy

The Council's Investment Strategy covers how Stratford District Council plans to plan, operate, maintain and improve the Roding network to deliver its vital role in enabling journeys safely and efficiently whilst achieving value for money. It sets out overall operations to meet its objectives now and, in the future, with a key objective of the future-proofing Council's assets.

The Council's maintenance programme has been reduced by 20% in the level of service aims to keep the increase in household rates to a maximum of 16%. To sustain current levels of service would increase the funding from \$8.4m to \$10.6m per annum. Council clearly saw this as too large an increase on the rate payer, therefore opting for a reduced level of service for affordability purposes.

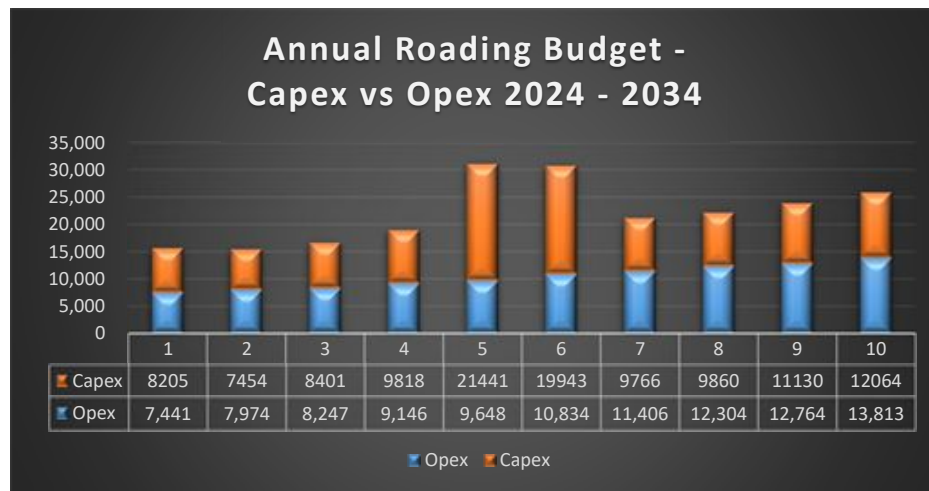
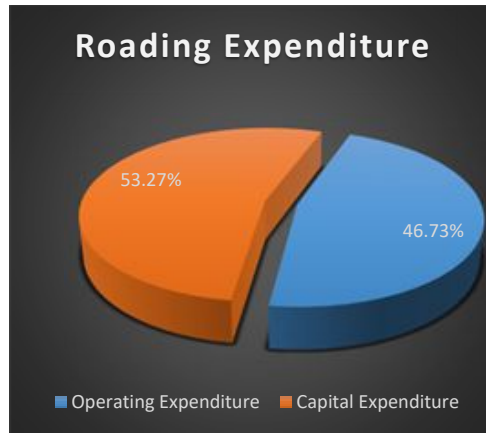
The maintenance programme for this AMP will increase by 29%, from \$20,523,800 to \$26,509,975 for three years for local roads including the SPR's.

## Executive Summary

The Council's Low Cost/Low Risk Improvements funding will increase for the three years and for this AMP, this comprises of:

- Safety improvements = \$7,210,000;
- Walking and Cycling = \$1,200,000.

Beyond 2027 the funding for Walking and Cycling and low cost/low risk improvements varies from year to year to take into account our 30 year programme.



**Figure 1 - Total Roading Expenditure**

**Table 2 – 2024-2034 National Land Transport Plan Funding at a Glance – Local Roads**

Roading Activity	2024/25 \$m		2025/26 \$m		2026/27 \$m		2027-2030 \$m		2030-2034 \$m	
	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper
Local Road Maintenance	720	1080	790	1,160	840	1,280	2830	4270	4,120	6,120
Local Road Improvements	150	400	150	400	160	410	500	1,250	710	1,710
Walking and Cycling Improvements	160	330	170	330	170	340	550	950	800	1,340
Safety	500	600	510	610	520	620	1,590	1,890	1,340	2,170

## Network Characteristics

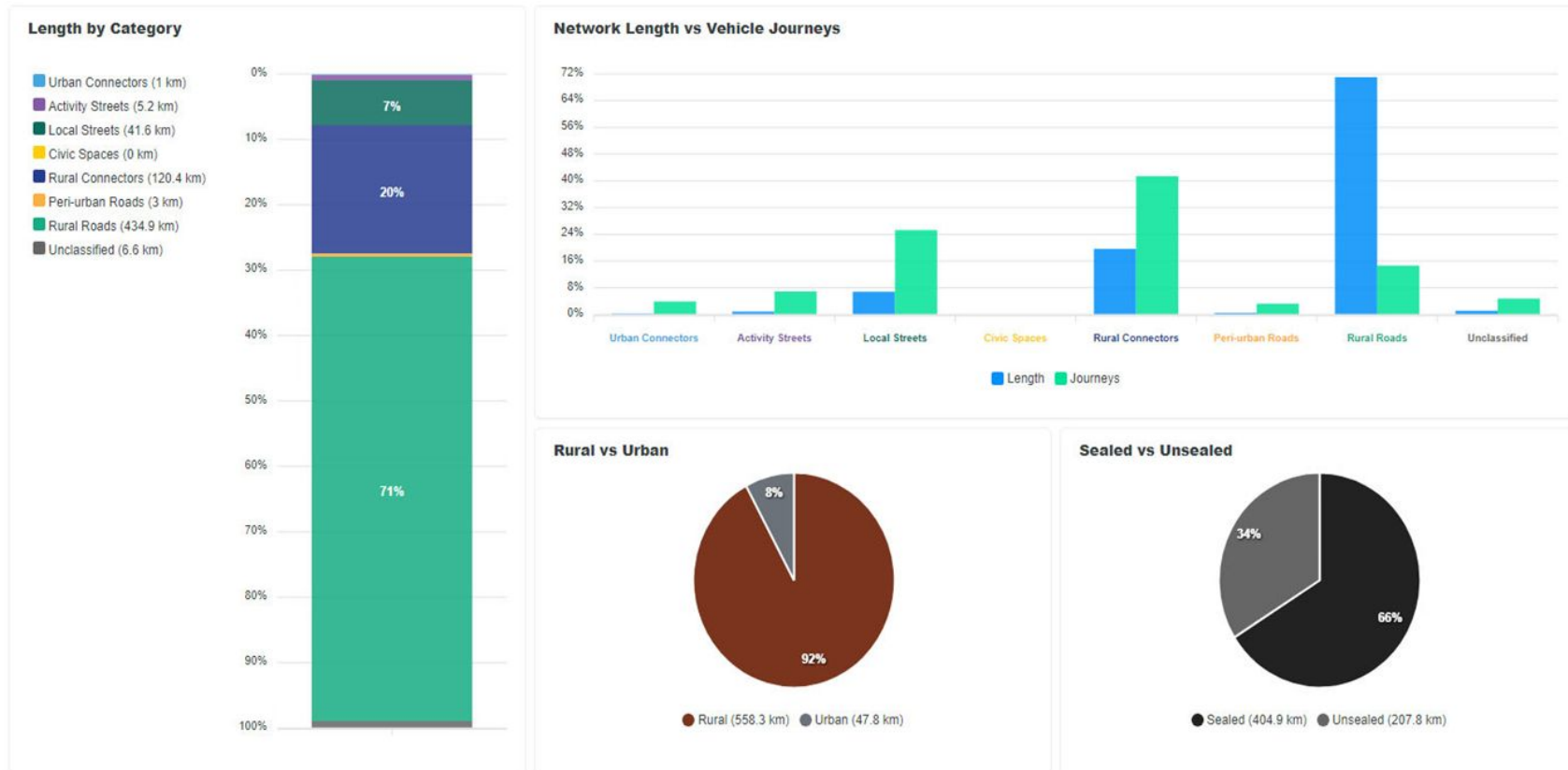


Figure 2 - Network Level Overview



# **1.0 Introduction**

## Introduction

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### **1.0: Introduction**

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## Introduction

### 1.1 PURPOSE OF THE PLAN

The Rooding Activity Management Plan 2024-2034 ('the RAMP') is a 10 Year Strategic Plan for the Stratford District Council ('the Council'), Te Kaunihera ā Rohe o Whakaahurangi. It details how the Council will manage the Rooding activity, assets and services in an efficient, safe, reliable and sustainable manner to provide value for money to our customers and investors.

The RAMP informs the development of the Council's 2024-2034 Long Term Plan ('the LTP') and the New Zealand Transport Agency (NZTA) National Land Transport Programme for 2024-27. It shows how the Council will prioritise and address key District land transport issues, in the face of competing projects and constrained resources. The prioritisation of competing projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS) and also meet legislative objectives and requirements.

The RAMP proposes work programmes that deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times, for the right price and in the right ways.

### 1.2 THE STRATFORD DISTRICT / WHAKAAHURANGI

Initial settlements in the Stratford District, Whakaahurangi, were small Māori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities. While New Plymouth and other coastal regions of Taranaki are settled by Europeans in the 1840s, the densely forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars, the land of Stratford District was both compulsorily purchased and freely sold (see figure 4 for those that hold Mana Whenua in the District.)

The Stratford District is home to many settlements, with the four main centres being Stratford, Midhirst, Toko and Whangamōmona.

#### 1.2.1 STRATFORD

Stratford (Whakaahurangi) is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District. The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

The site for Stratford Township on the north bank of the Patea River was cleared in 1877 and was originally named Stratford-on-Patea. It was named after Stratford-Upon-Avon, Shakespeare's birthplace, and the streets were named after Shakespearean characters. By 1906 the population of Stratford numbered almost 6,000. Other towns throughout the district sprung up as the bush was cleared and new farming districts developed. Schools, hotels, stores and other community facilities were established; however, the Stratford Township remained the hub of the area.

From early in the twentieth century there was rapid development of the dairy industry, with most communities having their own factory. Roads through the district were still relatively basic, which meant travelling any distance was difficult. As roads improved throughout the 20th century, communities in the district gradually began to lose their facilities. It was cheaper and easier to travel to larger towns for services than to maintain those services in smaller settlements.

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamomona which was first settled in 1895, with no road or rail access. Today the village has approximately 150 full-time residents, a hotel, a handful of historic buildings and the odd goat. (*Refer: Stratford District Council Website.*)

## Introduction

### 1.2.2 MIDHIRST

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km (11 mi) north of Midhirst and New Plymouth is 35 km (22 mi) to the northwest. Midhirst was a private settlement serving those who took up land in a 2,000-hectare block and made by a settlement promotor, Albert C Fookes. AC Fookes named Midhirst after his wife's family, the Hirst Family. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

### 1.2.3 TOKO

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. Toko was established in 1891, to serve as an important centre for access to land east of Stratford.

### 1.2.4 WHANGAMŌMONA

Whangamōmona is a rural settlement 65km North East of Stratford on State Highway 43, which opened in 1894. Once quite a thriving settlement and the headquarters of the Whangamōmona County Council with a hotel, a number of stores and a post office, it suffered decline from the mid-20<sup>th</sup> Century with only the hotel remaining as a business in town. Today an estimated 126 people live in and around Whangamomona (Statistics NZ 2018).

### 1.2.5 MANA WHENUA / TANGATA WHENUA – WHAKAAHURANGI DISTRICT

Ngā Iwi/Hapū that hold mana over the whenua in the Stratford District (as defined by the Stratford District Council and central government) are seven of the eight Iwi in the region of Taranaki.

Mana whenua and tangata whenua for the purposes of this activity plan can be described as *those that hold the customary authority exercised by an Iwi or hapū in a rohe, or area. Tangata whenua, in relation to a particular area, is defined as meaning 'the Iwi or hapū that holds mana whenua over that area.*

We acknowledge the following seven Iwi as tangata whenua of the Whakaahurangi rohe: Ngāti Maru, Ngāti Mutunga, Ngāti Tama, Ngā Rauru, Ngāruahine, Ngāti Ruanui and Te Atiawa. Council also recognises the role of Whakaahurangi Marae within the district.

Given that the Stratford District Boundaries also abut the Ruapehu, Waitomo, and Whanganui Regions, there are likely more Iwi/Hapu from these rohe with customary interest in the district, especially where assets may be close to these boundaries.

### 1.2.6 DISTRICT GEOGRAPHY

The Stratford District is one of three territorial authorities ('TA') in the Taranaki region, overlying of which is the administrative area of the Taranaki Regional Council. The far eastern portion of the Stratford District is also overlain by the administrative area of the Horizons (Manawatu/Wanganui) Regional Council. The political division between the two regional councils lies along the Whangamōmona Saddle.

Taranaki Maunga, and Te Papakura o Taranaki, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an "apron" or a "ring plain" around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying.

East of the ring plain lies the rolling topography of the frontal hill country and further east, the deeply dissected hill country. These hills are not volcanic but consist of sedimentary rocks (mudstone, sandstone and siltstone). Soil properties in the eastern hill country are closely linked to the differences in rock hardness and composition. Most are steepland soils, ie, are shallow soils which have developed on steep, relatively unstable slopes. (*Refer: Stratford District Plan 2014.*)

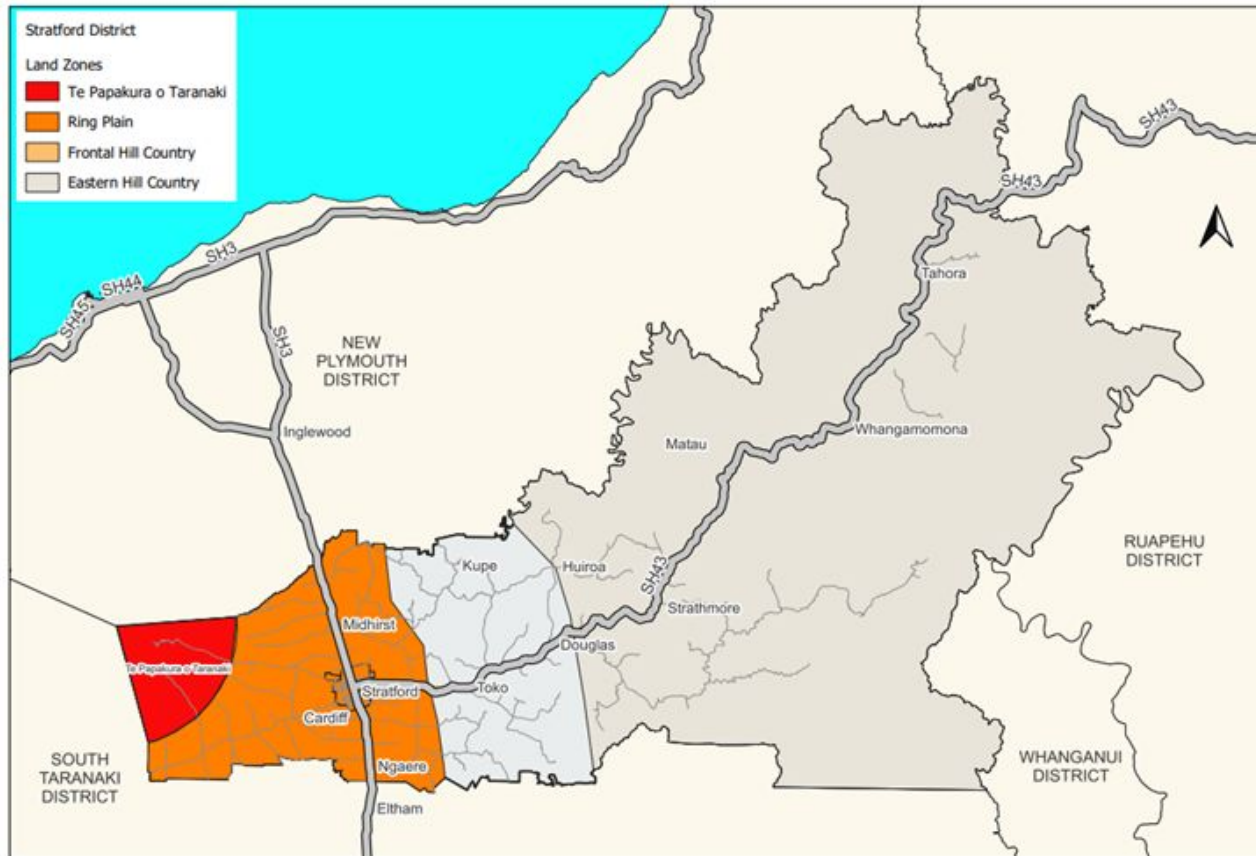


Figure 3 - The Stratford District

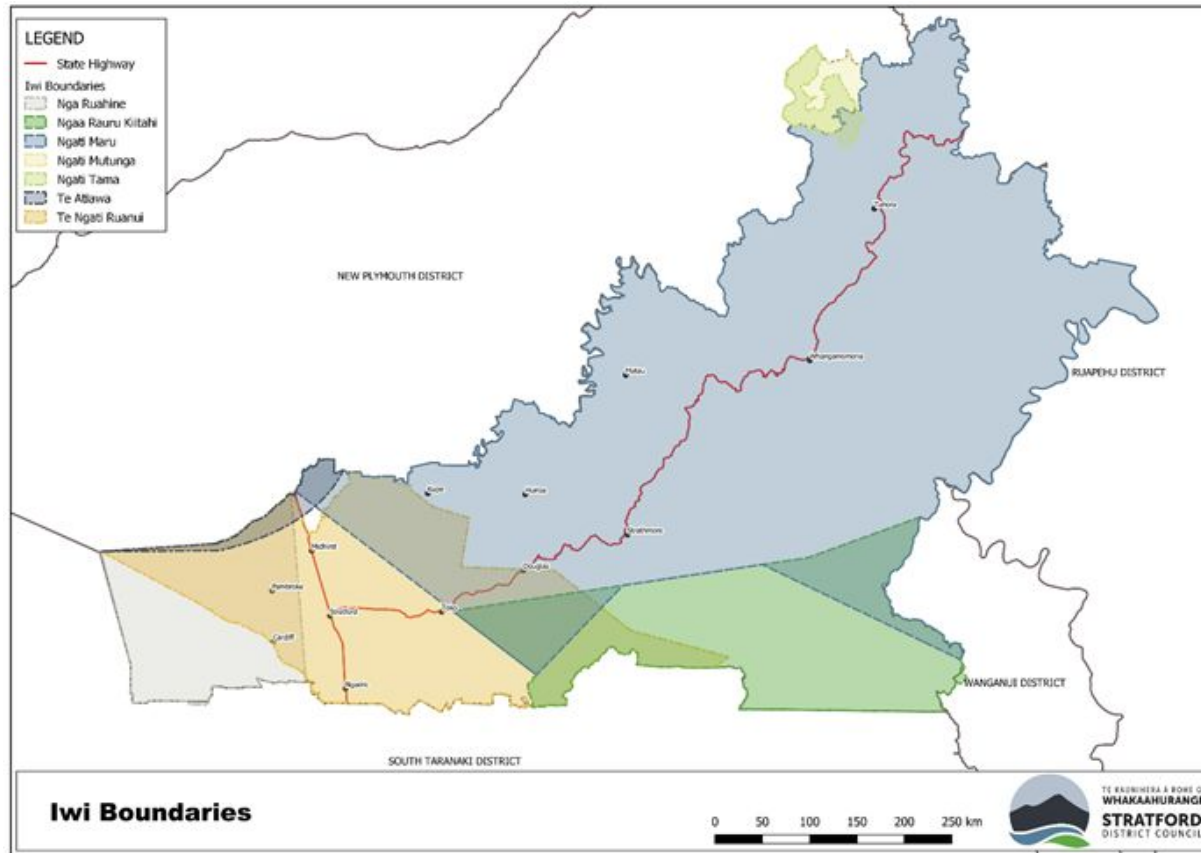


Figure 4 – Iwi Boundaries within the Stratford District

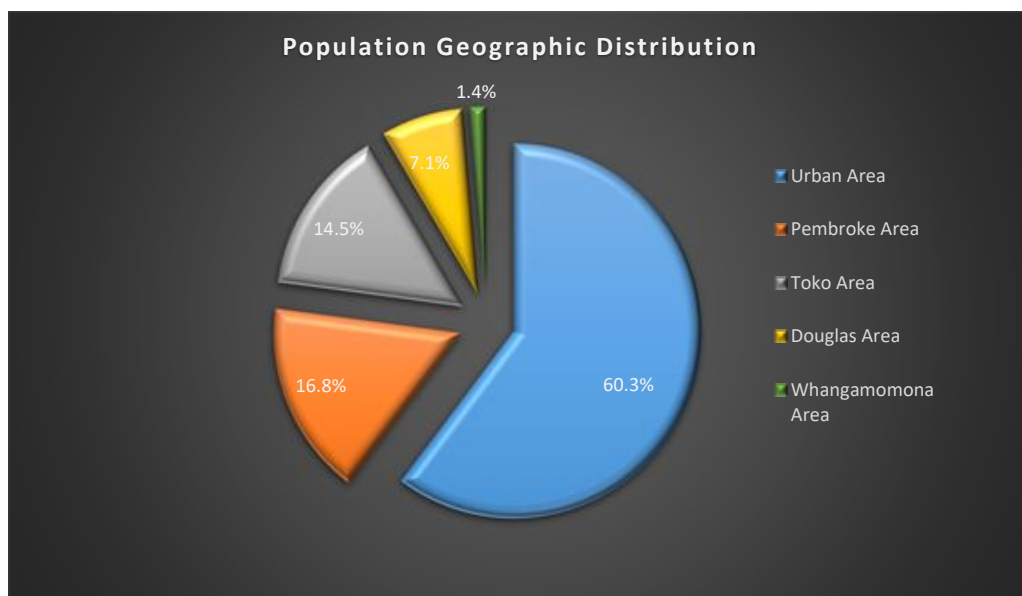


Figure 5 – Current Population Geographic Distribution

### 1.3 OUR MISSION, VISION AND VALUES

Stratford District Council is the local territorial authority and road controlling authority for the Stratford District. Council's role in accordance with the Local Government Act 2002 (LGA) is to:

- Enable democratic local decision-making and action by, and on behalf of communities.
- Promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

The Stratford District Council's **Mission Statement** is:

*'To serve the district and its communities through advocacy, promotion, services, facilities and positive leadership'.*

The Stratford District Council's **Vision Statement** is:

*"A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki"*

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'

## Introduction

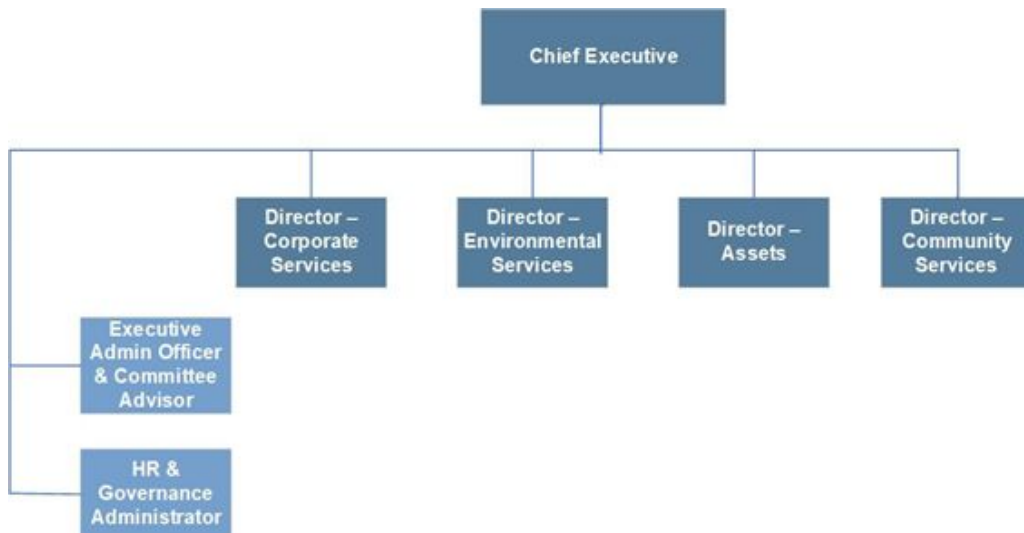
The Stratford District Council's **Values** are:

- Integrity:** *Be loyal to the organisation and trustworthy, honest and courteous with everyone we deal with.*
- Teamwork:** *Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.*
- Excellence:** *Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost effective and ensure prudent management of public money and assets.*
- Pride:** *Take pride in our performance and our organisation.*
- Commitment:** *Have commitment and respect for each other, our business and our customers.*
- Innovation:** *Examine alternatives, challenge the obvious and have a flexible attitude.*

The Stratford District Council carries out its duties under the LGA (2002) through two key Management Teams:

- The *Executive Management Team*, comprising the Senior Leaders of the Council and headed by the Chief Executive. This team sets the overall direction for delivery of Roading activities and services; and
- The *Assets Management Team*, comprising the operational and maintenance staff who carry out the direction set by the *Executive Management Team*.

The structure for each Management Team is provided in Figures 6 and 7.



**Figure 6 – The Senior Leadership Team**



Introduction

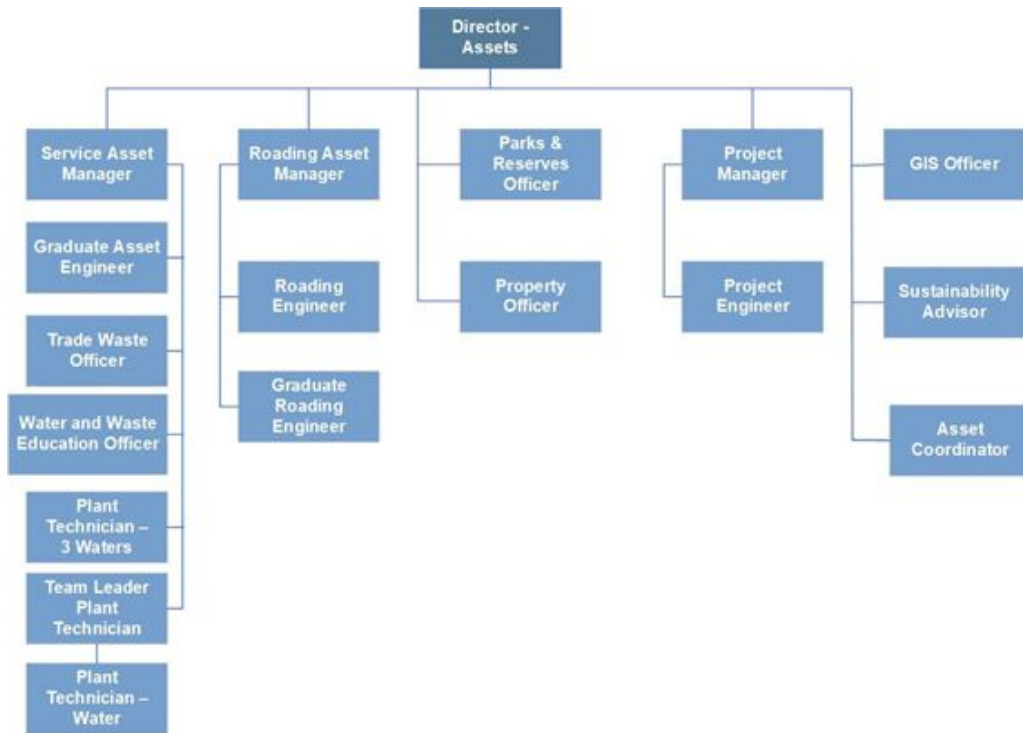


Figure 7 - The Assets Department

**1.4 THE ROADING ACTIVITY**

The Stratford District Council is the road controlling authority under the Local Government Act 1974 with responsibility for all local roads in the Stratford District. The Council aims to provide an integrated, safe, responsive and sustainable local land transport system for the district.

The Rooding Activity covers all land transport activities Stratford District Council pays for, either fully or with co-investment from NZTA. As part of our planning we consider how the Council's assets can best be managed to deliver the required transportation services to meet both our Community Outcomes and the five key elements to the One Network Framework (ONF) of:

- Healthy and Safe;
- Resilience and Security;
- Economic Prosperity;
- Environmental Sustainability; and
- Inclusive Access.

A full description of services provided is detailed in Section 8, Life Cycle Management of this RAMP. Table 3 below provides an overview of how these five key elements are applied to maintaining and renewing the land transport network within the Stratford District.

**1.5 THE IMPORTANCE OF THE ROADING ACTIVITY**

An effective land transport network is pivotal to the efficient functioning of Stratford District and our economy. The economic and social activities of the Stratford district depend on a well-connected and well-managed network for the movement of people and goods.

## Introduction

The following goals and objectives of the Rooding activity are proposed to be met through the key performance measures detailed in Section 5 of this Plan. Table 4 shows how the Stratford District Rooding activity contributes to the Stratford District's Community Outcomes.

- To provide a safe Rooding network.
- To provide a well maintained Rooding network.

### 1.6 BUSINESS CASE APPROACH

The Business Case Approach (BCA) supports planning and investing for outcomes, ensuring early collaboration between stakeholders and progressive development of robust, evidence based investment case. It is a structured process that integrates best practice decision-making, programme management and investment assurance tools. Its intention is to progressively build an investment case by:

- Identifying and defining the core problems/opportunities that are unique to the Stratford District;
- Identifying the benefits to be gained by investing in solutions to address identified problems/opportunities; and
- Identifying the consequences of not addressing the problems/opportunities the District is faced with.
- Clearly shows the "line of sight" from the issue to the treatment that will reduce the benefits of addressing the problems identified.

For Maintenance, Operations, Renewals and Minor Improvements, the Road Efficiency Group developed the following diagram to explain how the Business Case Approach is applied to these activities.

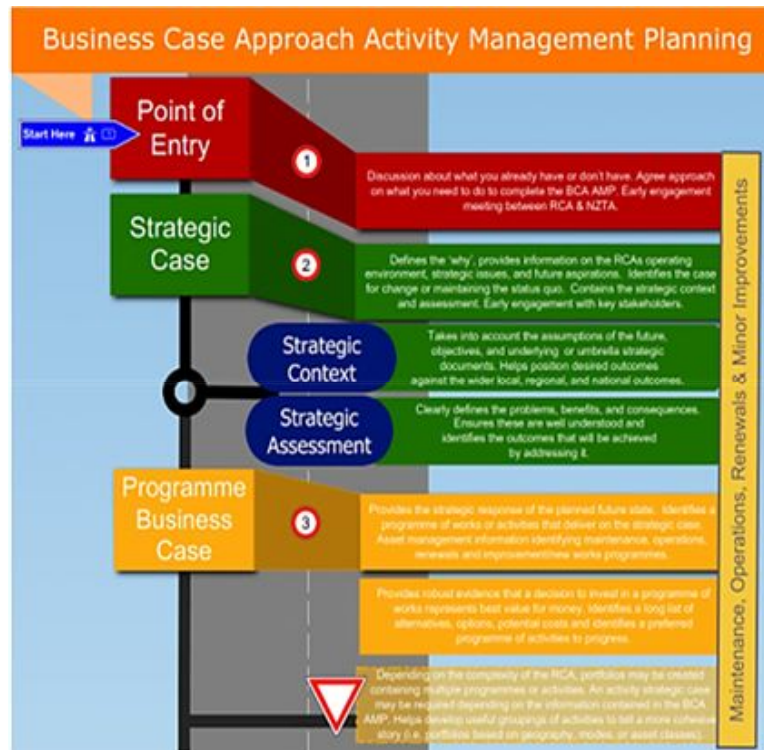


Figure 8 - Business Case Approach Activity Management Planning

## Introduction

**Table 3 - Overview of ONF application to land transport network**

Roading Activity	ONF Outcomes	Community Outcomes
Transport Activity: Passenger and Freight movement		
Maintenance of the roading network to provide a safe, accessible and resilient land transport network.	<p><b>Resilience:</b> Adequately maintain drainage systems to reduce interrupted journeys.</p> <p><b>Accessibility:</b> Provide a network which can be easy to navigate around.</p> <p><b>Accessibility:</b> Provide a road network which is smooth and fit for purpose.</p> <p><b>Safety:</b> Providing a safe land transport system via road safety improvement programmes.</p> <p><b>Amenity:</b> Tidy and functional network through vegetation control and roadside furniture.</p> <p><b>Amenity:</b> Comfortable journeys due to pavement repairs for sealed and unsealed roads.</p>	<p>Growing and developing the urban network.</p> <p>Meeting the needs of our current and future community.</p> <p>Working to create an attractive and safe built environment.</p> <p>Fund infrastructure that is cost effective for households.</p>
Transport Activity: Walking and Cycling		
<p>Maintenance and renewals of footpaths.</p> <p>Creation of new cycleways</p> <p>Provision of safe crossing facilities.</p> <p>Safety projects in school zones.</p> <p>Improvement to traffic services for wayfinding.</p> <p>Painting of pedestrian crossing islands/kerb extensions.</p>	<p><b>Safety</b> – Improvements to footpaths to provide safe crossing facilities.</p> <p><b>Amenity</b> – Footpaths are widened to accommodate multiple modes of transport including micro-mobility.</p> <p><b>Amenity</b> – Creation of new on-road (where practicable) and off-road bi-directional cycleways for the development of our walking and cycling network.</p>	<p>Meeting the current and future needs of the community.</p> <p>Supporting and providing access to health, educational, recreational and social facilities.</p> <p>Creation of a safe and attractive built environment.</p> <p>Develop an attractive and vibrant CBD.</p>
Transport Activity –Parking		
Maintenance and renewal car parks.	<p><b>Safety:</b> Regular re-painting of roadmarkings to clearly delineate on and off road parking bays.</p> <p><b>Accessibility:</b> – Provision of parking spaces within the CBD and periphery of the CBD for visitors and the community to access local buses</p>	<p>Creation of a vibrant, attractive and prosperous CBD.</p> <p>Performing regulatory functions that are cost effective.</p> <p>An attractive and safe built environment,</p>

## Introduction

Underpinning this approach is good quality evidence to support the investment proposed in the Activity Management Plan. The above principles underpin the Business Case Approach.

The district applies a robust business case approach in the way it develops and justifies its programmes of work and Long Term Plan. These nine steps form the Strategic and Programme Business Case for the District, and are further explained below:

1. What outcomes does the activity deliver and why is it important to the Community?
2. Outline what services are currently delivered, and how they are delivered.
3. Clearly articulate the problems on the network and the benefits of addressing them or the consequences of ignoring them.
4. Assess the current state of the asset using the Performance Measure Tools developed by the REG and Company X.
5. Use these tools to identify gaps or deficiencies in the level of service.
6. Develop work programmes to address the deficiencies identified in the Performance Measure Tools.
7. Identify solutions, activities to address the problems identified and test those solutions to substantiate develop forward work programmes.
8. Recommend the preferred work programmes for the term of the activity management plan.
9. Inform senior management and elected members through long term plan workshops of the intended programme.

This Activity Management Plan demonstrates how Stratford District will achieve its goals and associated strategic targets to achieve its community outcomes through effective sustainable management of land transport infrastructure.

### 1.7 OUR COMMUNITY OUTCOMES

The Council's vision for the 2024-2034 Long Term Plan (LTP) is '*a progressive, prosperous district where communities are celebrated*'. The Council's identified *Community Outcomes* (table 4) to achieve the vision are:

- Welcoming;
- Resilient;
- Connected; and
- Enabling.

The delivery of good quality infrastructure and the provision of essential land transport services in a cost-effective manner via effective activity management planning will ensure the achievement of Council's Community Outcomes. The Council's goals are to ensure:

- The safety of roads and of all transport modes for all users;
- That requests from the public are responded to in a timely manner;
- The quality of roads and safety of its users; and
- That all roads remain available to users.

### 1.8 ACTIVITY MANAGEMENT PLAN FRAMEWORK

To achieve the goals of this Activity Management Plan there are key parts that show how these aspects of the plan link together.

- The **Strategic Case**: This encompasses the Executive Summary and outlines the issues facing Stratford for the next three years.
- The **Programme Business Case**: This section provides the evidence to support the proposed investment the "line of sight" showing what we are going to do to address these issues.
- The Detailed Business Case: Evidence to support investment based on the Performance, Monitoring and Reporting tools, the Lifecycle Management of our assets and how we can demonstrate value for money.

Introduction

**Table 4 - Community Outcomes**

	Community Outcomes	Roading Activity Contribution
<b>Welcoming</b>	<ul style="list-style-type: none"> <li>We celebrate the unique stories of our district</li> <li>We are inclusive, and value our diversity.</li> <li>Stratford is a friendly place where our visitors feel welcomed</li> <li>Our diverse community feels safe and supported</li> <li>We promote the district as the place to visit, live, play, learn and work.</li> </ul>	<ul style="list-style-type: none"> <li>Providing a resilient and connected land transport infrastructure network that provides for the movement of people and goods throughout the district.</li> </ul>
<b>Resilient</b>	<ul style="list-style-type: none"> <li>We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them.</li> <li>We support a low-emissions future for our community.</li> <li>We enable our rangatahi (youth) to be sustainable leaders</li> <li>We strive to have resilient infrastructure that meets the current and future needs of the district</li> <li>We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work).</li> </ul>	<ul style="list-style-type: none"> <li>Planning a land transport network to protect the natural environment with social and cultural affects managed appropriately.</li> </ul>
<b>Connected</b>	<ul style="list-style-type: none"> <li>We provide opportunities for families and people of all ages to connect with others in the community</li> <li>Our community is engaged and actively participates in democracy</li> <li>We value local knowledge when making decisions</li> <li>We advocate for the services that our community needs to live safe and healthy lives</li> <li>We welcome opportunities to work in partnership with others to help achieve our community outcomes.</li> <li>We are committed to fostering meaningful and genuine partnerships with Mana Whenua.</li> </ul>	<ul style="list-style-type: none"> <li>Providing access to health, education, social and recreational services and facilities</li> <li>Providing and maintaining local roads that form a significant part of the regional transport system. Provision will be made for local procurement in keeping with Council's policy.</li> <li>Providing a well maintained transport system to ensure communities are connected and desirable.</li> <li>Leading initiatives for urban growth with well-planned land transport networks which provide connections between centres.</li> <li>Providing good quality land transport infrastructure as a significant part of the regional land transport system.</li> </ul>
<b>Enabling</b>	<ul style="list-style-type: none"> <li>We are a business friendly District</li> <li>We encourage a diverse and sustainable business community</li> <li>We enable economic growth by supporting business investment and development in our district</li> <li>We support the growth of employment opportunities within our community; with a particular focus on our rangitahi (youth)</li> <li>We carefully balance the needs and wants of our district when funding services and infrastructure</li> <li>We encourage partnerships to collaborate with Mana Whenua for the benefits of the Stratford district.</li> </ul>	<ul style="list-style-type: none"> <li>Fund capital works which offer value for money for current and future generations of Stratford District ratepayers and ensures the financial security of Council is not compromised.</li> <li>Stratford will encourage developers to provide well planned road layouts that allow for the free passage of all forms of transport throughout Stratford</li> <li>Providing good quality land transport infrastructure as a significant part of the regional land transport system.</li> </ul>

## **2. Legislative and Strategic Context**

## Legislative and Strategic Context

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## Legislative and Strategic Context

### 2.1 OVERVIEW

This section of the plan describes the strategic context of the Roading activity and the linkages between national, regional and district goals and objectives.

The Council 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. The Council 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:

- Government Policy Statement
- Waka Kotahi
- One Network Framework
- Regional Land Transport Plan

**Figure 9** shows how national and regional strategic documents provide strategic context and feed into the Stratford District planning and asset management approach.

### 2.2 NATIONAL DRIVERS

Legislative and strategy drivers invariably set the minimum Levels of Service (LoS) and influence the operation and management of the Roading activity. A description of these national drivers is provided below. While many of the national drivers are listed below, the key drivers are described in detail in the following section.

- The *Draft* Government Policy Statement 2024
- The Local Government Act (2002) Amendment Act (2012)
- The Land Transport Management Act (2003)
- One Network Framework (ONF)
- Speed Management Plan
- Roading Procurement Strategy
- The National Land Transport Programme (NLTP)
- The Investment Decision Management Framework (IDMF)
- The Land Transport Rule: Vehicle Dimensions and Mass 2016 (the VDAM Rule)
- The Resource Management Act 1991;
- The Public Health and Safety at Work Act 2015;
- The Public Works Act 1981;
- The Telecommunications Act 2001;
- The Railway Safety and Corridor Management Act 1992;
- The Civil Defence Emergency Management Act 2002; and
- The Utilities Access Act 2010.
- Climate Change Response Act 2002

#### 2.2.1 GOVERNMENT POLICY STATEMENT ON LAND TRANSPORT 2024 - 2034

The draft Government Policy Statement (GPS) on Land transport released in March 2024 replaces the GPS that the former Government consulted on in August 2023. It sets out the Government's land transport strategy including:

- what it expects to be achieved from its investment in land transport through the National Land Transport Fund (NLTF)
- what it expects to be achieved from its direct investment in land transport;
- how much funding will be provided and how the funding will be raised;
- how it will achieve its outcomes and priorities through investment in certain areas, known as "activity classes" (eg. the maintenance of state highways or road policing); and
- a statement of the Minister's expectations of how the New Zealand Transport Agency gives effect to this GPS.



## Legislative and Strategic Context

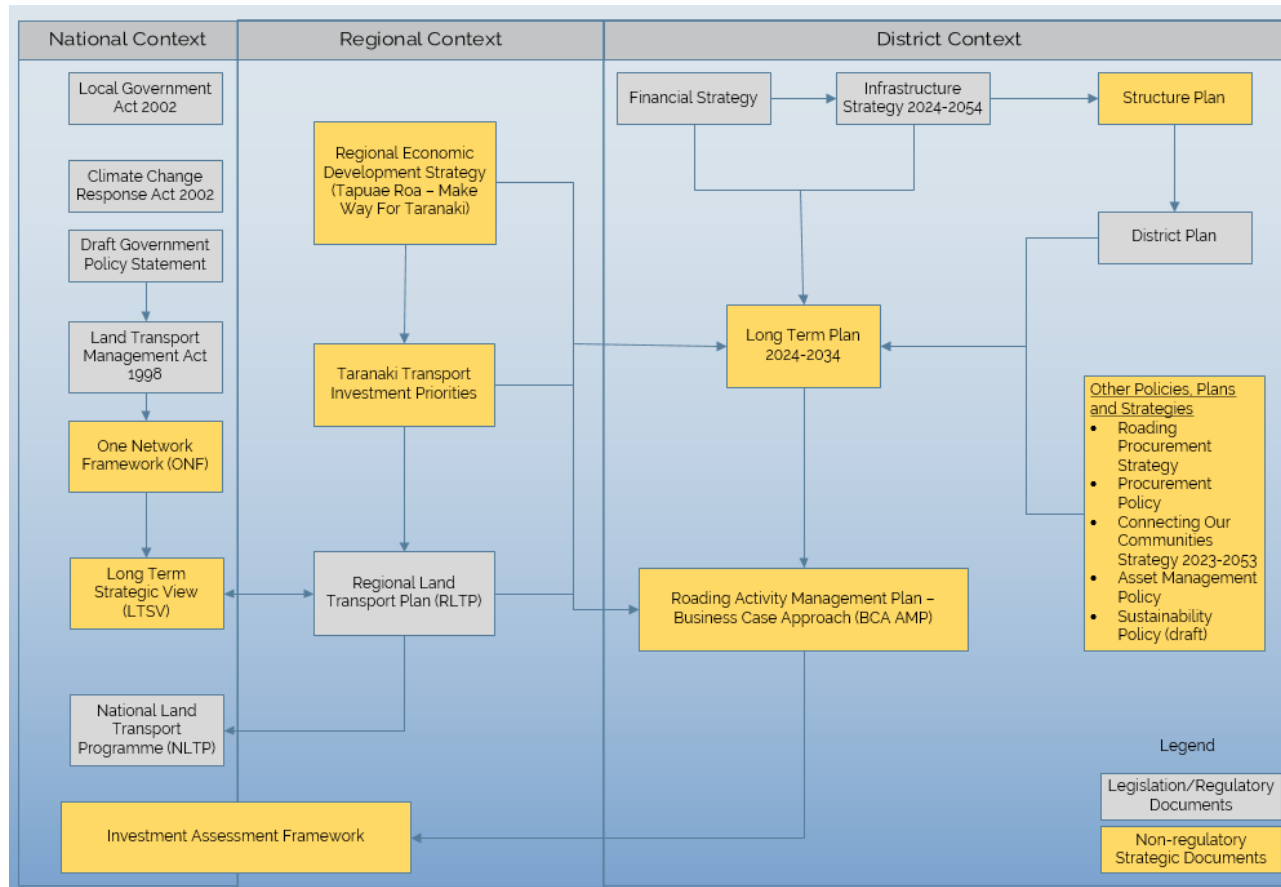


Figure 9 - Business Case Approach Activity Management Planning

The Government expects that this GPS will achieve the following outcomes:

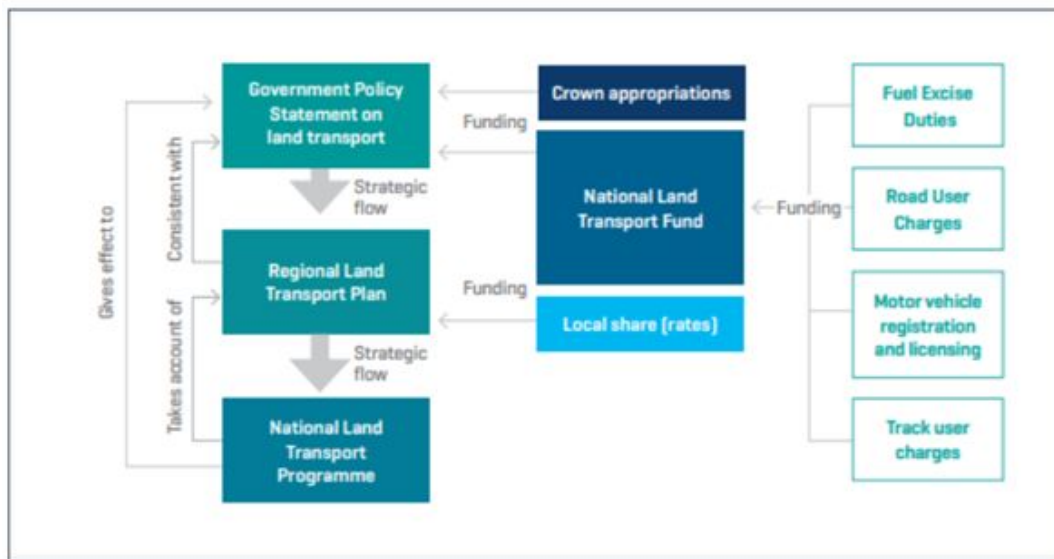
- Economic growth and increased Productivity
- Increased maintenance and resilience
- Improved Safety; and
- Value for Money

The *draft* Government Policy Statement strategic priorities for 2024 sets the balance between investing in new projects and ensuring we maintain and repair our existing infrastructure. It focusses on achieving four key strategic priorities: are:

- Economic Growth and Productivity
- Increased Maintenance and Resilience
- Safety
- Value for Money

The GPS has indicated that there will be major reforms to address the identified challenges with the Ministers of Transport, Infrastructure, and Regional Development working closely together to establish a new framework for investment in New Zealand's infrastructure, delivering on the Government's objectives. Below is a framework for delivering the priorities of the GPS.

The draft GPS is under consultation and can be found [here](#).



**Figure 10: Role of the GPS in the land transport planning and funding system**

**1. Strategic Priority – Economic Growth and Productivity**

This is the Government's top priority for investment through the GPS. "Efficient investment in our land transport system connects people and freight quickly and safely, supporting economic growth and creating social and economic opportunities including access to land for housing growth.

Core to this priority will be the re-introduction of the Roads of National Significance programme, which was started under the previous National Government in 2009. The Government will also invest in major public transport projects alongside local government to deliver more travel choices and reduced congestion in our major cities."

## **2. Strategic Priority – Increased Maintenance and Resilience**

The Government considers that 'access to markets is essential and this means having a resilient network that is well maintained. This GPS 2024 increases road maintenance funding by \$640 million, compared to the draft GPS released by the previous Government in August 2023, and this Government will be requiring road maintenance to be undertaken with a proactive rather than reactive approach.

The GPS 2024 establishes new activity classes to ensure that maintenance funds are prioritised and ringfenced to fix potholes, and to prevent potholes by ensuring that state highways, local and rural roads are maintained to a higher standard. The State Highway Pothole Prevention and Local Road Pothole Prevention activity classes will ensure that maintenance funds are prioritised and ringfenced, with clear outcomes that must be achieved by both central and local government. Funding from these activity classes will only be available for the following activities: road resealing, road rehabilitation and drainage maintenance.'

## **3. Strategic Priority - Safety**

The GPS 2024 directs investment towards road policing and enforcement, which is one of the most important tools for improving safety on New Zealand's roads. Safety on our transport networks is critically important. The steady decline in deaths and serious injuries we observed between the 1980s and early 2010s has slowed over the past decade.

Road deaths and serious injuries place a substantial burden on families, society, the economy, and the health sector each year, with significant direct costs incurred by the Accident Compensation Corporation (ACC) and other parties.

The Government proposes to make a number of reforms to improve road safety during the timeframe of this GPS. These reforms will be targeted towards the highest contributing factors in fatal road crashes. We will:

- Enact legislation to rollout roadside oral fluid drug testing and set targets for Police to undertake 50,000 roadside oral fluid tests per year once the provisions come into force.
- Increase central government's focus on drink driving and set targets for Police to undertake at least 3 million roadside alcohol breath tests per year.
- Review fines for traffic offences including consideration of indexing the value of infringements to inflation.
- Review the vehicle regulatory system to (among other objectives) enable better management of the safety performance of the vehicle fleet,
- reduce regulatory burden, and ensure our domestic rules are fit for purpose.
- Invest in road policing and road safety promotion to ensure an appropriate level of enforcement while promoting safer driving.

## **4. Strategic Priority – Value for Money**

The GPS 2024 proposes to ensure there is better translation of its significant investments to better outcomes. Therefore, the Government through the GPS 2024 will invest over \$20 billion into the transport network, which is a significant amount of road user and taxpayer money. This investment must deliver better outcomes for present and future generations of New Zealander.

All entities involved in providing for the land transport system are expected to work together to improve the system's performance.

**2.2.2 THE LOCAL GOVERNMENT ACT 2002, AMENDMENT ACT 2012**

The purpose of the Local Government Act (2002) Amendment Act (2012) (LGA) is *'to meet the current and future needs of communities for good quality local infrastructure, local public services, and the performance of regulatory functions in a way that is most cost-effective for households and businesses'*.

The LGA outlines the responsibilities of local authorities and the decision-making process for activities undertaken on behalf of their community, primarily through the requirement to adopt a Long Term Plan. It includes the principles that require Council to:

- Make itself aware of community views;
- Provide opportunities for Māori to participate in decision-making processes;
- Collaborate and cooperate with other local authorities as appropriate; ensuring prudent stewardship of resources; and
- Take a sustainable development approach.

**2.2.3 THE LAND TRANSPORT MANAGEMENT ACT 2003 (LTMA)**

The purpose of the Land Transport Management Act (2003) *'is to contribute to an effective, efficient, and safe land transport system'*. It sets out requirements for the operation, development and funding of the land transport system and:

- Provides an integrated approach to land transport funding and management that takes into account the views of affected communities, improves social and environmental responsibility in land transport funding, planning and management.
- Provides the NZ Transport Agency with a broad land transport focus
- Ensures options and alternatives are given full consideration at an early stage in the development of programmes
- Improves long-term planning and investment in land transport
- Ensures that land transport funding is allocated in an efficient and effective manner
- Improves the flexibility of land transport funding by providing for alternative funding mechanisms.

The LTMA provides for the development of a GPS on Land Transport, a National Land Transport Strategy (NLTS) and Regional Land Transport Strategies (RLTS).

**2.2.4 THE ONE NETWORK FRAMEWORK (ONF)**

Within the Stratford District we have five classifications based on the One Network Framework. These are:

- Local Streets
- Activity Streets
- Urban Connectors
- Peri-urban roads
- Rural Connectors
- Rural Roads

**2.2.5 SPEED MANAGEMENT PLAN**

With the change in government there is no mandated speed management plan. A report was shown to Councillors on the 30<sup>th</sup> of January 2024 and Option 2 of the report was adopted. This was: *'Wait for the new version of the Land Transport Rule: Setting of Speed Limits to become law. The Minister has advised RCA's to wait for this new Rule before developing or completing Speed Management Plans. This is outlined in the advice provided by Director for Land Transport's letter dated 13 December 2023.'*

**2.2.6 INTERIM SPEED MANAGEMENT PLAN**

In September 2023, the Director for Land Transport endorsed Stratford's Interim Speed Management Plan for all the schools in the district.

All urban schools have 30km/h speed limits outside the school, whilst rural schools are 60km/h. There is one exception to this which is Makahu School, which has been reduced to 30km/h. The reason for this is the school operates on a split site, using Makahu Hall for some school events and classes. The Hall is located on the opposite side of Mangaehu Road.

The speed limits will be changed by 30 June 2024.

**2.2.7 CLIMATE CHANGE RESPONSE ACT 2002**

National adaptation plan and Aotearoa New Zealand's first emissions reduction plan. From 30 November 2022 local government must 'have regard to' Aotearoa New Zealand's first emissions reduction plan when they prepare or change a regional policy statement, regional plan or district plan. This is a requirement under the Resource Management Act 1991 (RMA), made by the Resource Management Amendment Act 2020 (RMAA). This requirement was introduced to create a stronger link between the Climate Change Response Act 2002 (CCRA) and decision-making under the RMA. Further to this council is also required to report to the Climate Change Minister our adaptation preparedness. (Section 5ZW of the Climate Change Response Act.).

**2.3 REGIONAL DRIVERS**

**2.3.1 THE REGIONAL TRANSPORT NETWORK**

The Taranaki region covers an area of 7,258 km<sup>2</sup>. Taranaki lies on the west coast of the North Island and includes the New Plymouth, Stratford and South Taranaki Districts. The transport network for Taranaki includes:



The Taranaki road network forms part of the wider Central North Island and national land transport network. Important State Highway inter-regional connections for Stratford are north to New Plymouth and south to Hawera (SH3) and east to Ruapehu (SH43).



The New Plymouth domestic airport provides service to various locations within New Zealand and the Stratford Aerodrome owned by Stratford District Council provides for small private and commercial aircraft.



The Port at New Plymouth handles large volumes of cargoes, principally those of the farming, engineering and petrochemical industries. Additionally it is a servicing base for sea transport and related industries for the region and central New Zealand and is a significant destination for product and freight from Stratford, particularly for logging.



Walking and cycling are growing activities within the Stratford District. The Council have recently adopted the Council's Connecting our Communities Strategy, which is a 30 year plan to promote and provide walking and cycling infrastructure.

This project is for safety features outside, Stratford Primary School, St Joseph's Primary School and Avon School.

The project includes connecting these three schools with cycleways, as well as providing two crossings of State Highway 3 in the CBD and connections to Stratford High School via Fenton Street and Celia Street. The Taranaki Regional Council have undertaken a review of their "Regional Walkways and Cycleways Strategy for Taranaki 2007" by incorporating public transport as well as active modes of transport. This new strategy is called "Better Travel Choices 2023". The public consultation period for this strategy ends on 29 October 2023. Designs have been drafted to develop 3-year, 10-year, and 30-year plans to

upgrade our transport network as part of our Connecting Our Communities Strategy for Stratford.



Urban networks in New Plymouth provide a public transport option for commuting, and other daily travel needs. Commercial public transport options are available using State Highways for regional and national transport. Taranaki Regional Council runs a daily bus service from Hawera through Stratford to New Plymouth and back. This service is crucial to students that attend WITT or Taranaki Base Hospital in New Plymouth who live in Stratford.



Goods and freight are transported through the region by rail to other parts of the country. Freight trains utilise lines owned by Kiwirail run through the Stratford District.

**2.3.2 REGIONAL LAND TRANSPORT PLAN (RLTP) FOR TARANAKI 2022-2028**

The Regional Land Transport Plan (RLTP) for Taranaki 2022-2028 provides a strategic direction for the region for the next six year period.

This plan is currently being reviewed in light of the draft GPS 2024-2034 and that many of the projects listed with the 2022-2027 RLTP have been completed.



Figure 11 - Regional Connections

## 2.4 DISTRICT DRIVERS

The Roding Activity Management Plan has connected a number of district strategies. The Roding AMP forms a critical part of the planning framework as shown in figure 8. Table 5 provides a description of the District Strategic Drivers for the Roding AMP and how they influence or relate to the Roding AMP.

### 2.4.1 THE LONG TERM PLAN (LTP) 2024-2034

The Long Term Plan (LTP) 2024-2034 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2014 that:

- Describes the activities of Stratford District Council;
- Outlines Council's contribution to the community outcomes and describes how we will manage activities we are responsible for;
- Provides integrated decision making and co-ordination of resources; and
- Provides a long-term focus for Stratford District Council's decisions and activities

The LTP provides the direction and strategies that drive the RAMP. Programmes for Capital, Maintenance and Renewal works are linked to the LTP along with essential budgeting requirements. The LTP covers a planning period of 10 years and is reviewed three yearly.

#### 2.4.2 THE INFRASTRUCTURE STRATEGY (IS) 2024-2054

A regulatory document pursuant to Section 101B of the Local Government Act 2002 Amendment Act 2014 for the purpose of:

- Identifying significant issues over the period covered by the strategy; and
- Identifying the principal options for managing those issues and the implications of these options.

The IS Identified issues/opportunities from the 30-year strategy that inform the relevant AMP and is reviewed every 3 years.

#### 2.4.3 THE DISTRICT PLAN

The District Plan was developed in compliance with the requirements of the Resource Management Act 1991 (RMA) to assist Council to carry out their functions of sustainable management of natural and physical resources in a way that enables people and communities to provide for their social, economic, and cultural well-being and for their health and safety. The District Plan specifies land use policies aiming to mitigate and control the detrimental environmental effects of new developments. The RAMP sets out the Roding hierarchy and standards to be achieved including levels of service.

#### 2.4.4 THE ANNUAL PLAN

The Annual Plan is a regulatory document pursuant to Section 95 of the Local Government Act 2002 Amendment Act 2014. The Annual Plan is developed in compliance with section 95 of the LGA 2002 the Annual Plan updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure.

The Annual Plan shows how that year of the LTP will be funded. It provides detailed financial forecasts for the first 3 years, with summary forecasts provided for years 4 to 10. The AP provides annual KPI targets that are reported in the Annual Plan.

The Annual Plan for 2023 has recently been approved by the Office of the Auditor General and adopted by Council in October 2023.

Within this Annual Plan are roading Key Performance Indicators (KPI's) which are monitored and reported on a monthly basis.

**Table 5 – Key Performance Indicators (KPI's) monitored and reported on a monthly basis.**

Level of Service	Performance Measure	Target	2023/2024 YTD
Safe Roding 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. The number of DSI's for 2021/2022 was 6. Our target is 5 a reduction of 1.	-1	Achieved to date = 0 There were no DSI crashes in September
Road Condition	Urban Road condition – The average quality of ride on sealed urban road network, measured by smooth travel exposure.	≥ 60%	Not Achieved - 54% (as at 2022/23). NZTA is undertaking nationwide data collection surveys as a part of their Consistent Data Collection Strategy.



Level of Service	Performance Measure	Target	2023/2024 YTD
Road Maintenance	Rural Road condition- The average quality of ride on sealed rural road network, measured by smooth travel exposure.	≥ 91%	Achieved - 92% (as at 2022/23). See comment above.
	Sealed Road maintenance – The percentage of the sealed road network that is resurfaced:	≥5%	Not Achieved <sup>1</sup> The reseal programme for the year has not been started.
	Unsealed Road maintenance <sup>2</sup> - The percentage of the unsealed road network that has been metal dressed.	≥5%	0.6% Achieved to date. No maintenance metalling was undertaken in September. Given the expenditure on strengthening the main roads used by the forestry industry, it is highly unlikely that we will achieve this target length this year.
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%	The last survey achieved a result of 89% of the footpaths were above our intervention target of 10% defects per 100m of footpath.  No further survey has been undertaken or programmed. We need to determine if another survey is warranted given the financial constraints we are under this year.
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
Customer Satisfaction	• Rooding Network	>50%	Not Achieved – The results for the first quarter are 19% satisfied and 50% dissatisfied.
	• Footpaths	>60%	Not Achieved - The results of the first quarter are 50% satisfied and 19% dissatisfied.

#### 2.4.5 PROCUREMENT POLICY

Procurement for the purpose of implementing projects identified in the work programmes are undertaken in accordance with the Council's Procurement Policy. The Council's Procurement Policy for the purpose of procuring goods, works and services is aimed at ensuring that Council:

- achieves the right outcomes and value for money; manages risk effectively;
- allows council officers to exercise business judgement by enabling flexibility and fluid, innovative approaches to procurement;
- demonstrates fairness; and
- has health and safety risk management at the forefront.

<sup>1</sup> Our target length for resealing is 20km per year.

<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. To date we have re-metalled 1.3km of the unsealed network.

All personnel involved in procurement procedures are required to maintain the confidentiality of the process. The Council, as a public entity, must act fairly and consistently, in accordance with relevant legislation.

#### 2.4.6 ROADING PROCUREMENT STRATEGY

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.

#### 2.4.7 SUSTAINABILITY POLICY (UNDER DEVELOPMENT)

The Draft Sustainability Policy is expected to be completed by July 2025. The purpose of this Policy is to:

- Provide a framework and a set of principles to guide our actions to support and improve Council sustainability performance thereby reduce emissions - across all Council assets, activities and services.
- Developing this policy, the Council reinforces its commitment to build on its achievements in the efficient management of energy, water and key material resources, the minimisation of waste and emissions, and commits to continue to find new and innovative ways to demonstrate leadership in operations, partnerships, Te Tiriti obligations, capacity building and networking to advance sustainability in the District, by demonstrating leadership the policy is expected to
- Enable and build resilience and integrated council response to extreme weather events.

It is expected that there will be a council corporate Green House Gas (GHG) emissions baseline inventory undertaken soon after the Sustainability Policy approval and subsequently a ***Sustainability Strategy*** that is proposed to be developed with mana whenua and the Stratford Community.

#### 2.4.8 CONNECTING OUR COMMUNITIES STRATEGY 2023 - 2053

The Strategy is shown in Appendix 1 and is a plan of action for walking and cycling in Stratford. Over the next 3 decades, the Council's focus will be on fostering sustainable transport in the Stratford district. This strategy outlines our commitment to creating safe and reliable road transport infrastructure, ensuring that our communities are well-connected and secure.

Our commitment to sustainable transport will serve as a cornerstone for the future development of Stratford, fostering a resilient and prosperous community for generations to come. Through a coordinated effort, we aspire to build a greener, more connected, and thriving Stratford district, aligned with the principles of sustainability and environmental stewardship.

**Table 6 - District Strategic Drivers**

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
District Plan	Developed in compliance with the requirements of the Resource Management Act 1991(RMA), the District Plan specifies land use policies aiming to mitigate and control the detrimental environmental effects of new developments.	As applicable	Sets out the Rooding hierarchy and standards to be achieved including levels of service.
Economic Development Strategy	Sets the direction for economic development and identifies priorities and measurable goals.	Three yearly	Support asset management planning and good practice.
Procurement Policy	Procurement for the purpose of implementing projects identified in the work programmes are undertaken in accordance with the Council's Procurement Policy.  The Council's Procurement Policy for the purpose of procuring goods, works and services.	Three yearly	Provides the framework for the purchasing of goods, works and services for Stratford District Council
Structure Plan (to be developed)	Provide a long term planning framework for the future development and redevelopment of the Stratford District. The plan will set out in broad terms, the layout of land uses, key infrastructure and transport links.	Unknown at this stage	Support asset management planning.
Connecting Our Communities Strategy	This strategy outlines our commitment to creating safe and reliable road transport infrastructure, ensuring that our communities are well-connected and secure.	Three yearly	Suggests projects that can be included in the rooding work programme where able.
Significance and Engagement Policy	Developed in compliance with Section 76AA to set out Councils approach to: <ul style="list-style-type: none"> <li>The assessment of significance during decision-making. It provides direction on the consideration of community views and the level of community engagement that might be desirable to enable Council to develop a clearer understanding of community views and preferences on an issue or proposal.</li> <li>Regarding community engagement and the ways the community can influence and participate in the decision-making of the Council.</li> </ul>	Three yearly	Determines level of engagement required for asset management planning activities/projects
Sustainability Policy	A tool that guides and directs council officers on how to apply a Sustainability lens to all council functions, activities and planning documentation.	Every 3 years	An internal document to guide officers on sustainability initiatives- when and how to apply

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Provides annual KPI targets that are reported in the Annual Report.
Assessment of Water and Sanitary Services	Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.	Ten yearly	Informs the AMP with regard to services which could have an impact on the land transport network.
Other Council Policies, By-laws, etc.	<p>The tools that guide and direct Council activities. (see <a href="#">Appendix 6</a>)</p> <ul style="list-style-type: none"> <li>• Asset Management.</li> <li>• Procurement Policy</li> <li>• Temporary Road Closures</li> <li>• Stock Underpasses</li> <li>• Pegging and Maintenance of Roads and Bridges</li> <li>• Occupation of Unused Road Reserve</li> <li>• Fences on Road Reserves</li> <li>• Vehicle Crossings and Culverts</li> <li>• Traffic Count Policy</li> </ul>	As applicable	Support asset management planning and good practice.

## **3.0 Asset Information**

## Asset Information

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### 3.0: Asset Information

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## Asset Information

### 3.1 ASSETS OVERVIEW

The Stratford District Council is the Road Controlling Authority (RCA) under the Local Government Act 1974 with responsibility for all local roads in the Stratford District area. It provides an integrated, safe, responsive and sustainable local land transport system for the District.

The Roothing activity exists to meet the needs and requirements of its customers and stakeholders.

The goals and objectives of the Roothing activity are:

- To provide a safe land transport network.
- To provide a well maintained land transport network.
- Offer value for money through properly managed work programmes.

By meeting its goals and objectives the Roothing activity contributes to the achievement of national, regional and district goals and objectives:

- Government Policy Statement (GPS).
- One Network Framework (ONF).
- National Land Transport Plan (NLTP).
- Community Outcomes.

The land transport activity is significant and essential to the Stratford District. It provides for both urban and rural access across the District and contributes to the social and economic well-being of residents, visitors and businesses within the District through the provision of land transport services and infrastructure.

This activity encompasses the management, construction, maintenance and renewal of rural and urban roads, footpaths, kerb and channel, street lighting and associated infrastructure for the District excluding State Highways.

The Council manages the land transport infrastructure assets to provide services to its customers and stakeholders. Our inventory of existing land transport infrastructure is held within the Road Assessment and Maintenance Management system (RAMM). The Stratford District Roothing activity is comprised of:

**Table 7 - Overview of Infrastructure Assets**

Asset Group	Length/N°	Infrastructure	Length/N°
Sealed Roads	402km	Retaining Walls	259
Unsealed Roads	206	Signs (advisory and safety)	5525
Footpaths	73km	Markings	2.450
Bridges including large culverts	157	Guard Rails	910
Culverts	3976	Streetlights	755
Tunnels	5	Surface Water Channels	827km

**Note:** Infrastructure asset length/number as at 19 January 2024

## Asset Information

From March 2022 the road classification system for the district changed to the One Network Framework. Table 8 below shows the length of roads by their new classification.:

**Table 8 - SDC Road Network Hierarchy**

Road Classification	Length (km)	% of Network
Local Streets	41.6	6.79
Activity Streets	5.2	0.85
Urban Connectors	1	0.16
Rural Connectors	120.4	19.70
Rural Roads	434.9	70.98
Peri – Urban Roads	3	0.49
Unclassified	6.6	1.08
Total	612.7	100

**Note:** Road Network Hierarchy 2022/23 from Transport Insights, Te Ringa Maimoa, Transport Excellence Partnership.

### Network Characteristics



**Figure 12 – SDC ONF Network characteristics**

The land transport network consists of approximately 613km of roads covering the entire district. Based on market movement valuation undertaken in June 2023 the Optimised Depreciated Replacement cost (ODRC) is \$344,584,889. This is a 2.94% increase in the value of the asset from the 2022 valuation of \$334,746,129.

Included within the network road length is 14km of Special Purpose Roads (Manaia Road and Pembroke Road) located within Te Papakura o Taranaki, formerly Egmont National Park. These two roads provide access to the Maunga for tourism and recreational activities.



## Asset Information

**Table 9 - Operating and Capital Expenditure Annual Plan**

Expenditure	Council \$000	Roading \$000
Total Operating Expenditure	\$21,431	\$7,474
Total Capital Expenditure	\$17,415	\$6,260
<i>Note: As at 30 June 2023 – Annual Report.</i>		

**3.2 ASSET VALUATION**

The Local Government Act 2002, Section 111 requires that local authorities comply with statement of "General Accepted Accounting Practice" that are prepared by the New Zealand Society of Accountants (ICANZ) and included in the New Zealand Accounting Standards.

The Local Government (Financial Reporting and Prudence) Regulations 2014, Section 6 requires Local Authorities to disclose information about core assets in its annual report, including the local authority's most recent estimate of the replacement cost. The concept of intergenerational equity in the funding of infrastructure asset is included as one of the principles of financial management. Without accurate knowledge of serviceability of assets, local authorities will only be guessing when they attempt to spread the costs of infrastructure across present and future ratepayers.

As required under the Act Stratford District Council has its assets revalued every three years by independent qualified valuer. Valuations will be undertaken more regularly if necessary to ensure no individual item of property, plant or equipment within a class has a carrying value that is materially different from its fair value.

Table 10 shows the asset valuation as at 01 July 2021. The Rooding activity assets were revalued by Beca following a request from Audit New Zealand.

## Asset Information

Table 10 - Asset Summary table provided by Beca Projects NZ Limited, comparison of 2021 and 2018 values

Asset Class	Component	2021			2018			Change 2018-2021		
		ORC	ODRC	ADR	ORC	ODRC	ADR	ORC	ODRC	ADR
Berm	Berm	\$12,246,315	\$12,246,315	\$-	\$11,643,336	\$11,643,336	\$-	5.2%	5.2%	
Bridge	Bridge (Superstructure)	\$35,115,951	\$11,933,394	\$367,518	\$33,377,266	\$12,113,089	\$351,939	5.2%	-1.5%	4.4%
Drainage	Drainage	\$16,795,540	\$4,363,404	\$209,953	\$15,064,890	\$4,273,904	\$188,321	11.5%	2.1%	11.5%
Footpath	Footpath formation	\$7,289,078	\$4,118,905	\$88,359	\$6,241,626	\$3,288,230	\$77,510	16.8%	25.3%	14.0%
Railing	Railing	\$1,053,941	\$285,249	\$20,674	\$894,153	\$202,072	\$18,190	17.9%	41.2%	13.7%
Retaining Wall	Retaining Wall	\$12,815,123	\$8,296,984	\$160,189	\$4,724,071	\$3,109,080	\$59,051	171.3%	166.9%	171.3%
SW Channel	SW Channel	\$5,925,153	\$1,298,049	\$74,064	\$5,419,190	\$1,213,358	\$67,740	9.3%	7.0%	9.3%
Sign	Sign	\$1,495,107	\$466,458	\$98,083	\$1,324,778	\$164,207	\$72,177	12.9%	184.1%	35.9%
	Sign Post	\$497,579	\$121,244	\$25,483	\$406,521	\$46,413	\$22,616	22.4%	161.2%	12.7%
	<b>Sign Total</b>	\$1,992,686	\$587,702	\$123,566	\$1,731,299	\$210,620	\$94,794	15.1%	179.0%	30.4%
Streetlight	Street Light (Bracket)	\$103,322	\$16,086	\$4,135	\$96,745	\$22,401	\$3,870	6.8%	-28.2%	6.8%
	Street Light (Light)	\$503,456	\$338,991	\$20,507	\$517,110	\$392,189	\$21,284	-2.6%	-13.6%	-3.6%
	Street Light (Pole)	\$1,918,898	\$423,010	\$76,944	\$1,918,186	\$505,294	\$77,317	0.0%	-16.3%	-0.5%
	<b>Street Light Total</b>	\$2,525,676	\$778,087	\$101,587	\$2,532,041	\$919,883	\$102,471	-0.3%	-15.4%	-0.9%
Treatment Length	Basecourse	\$47,624,187	\$17,322,863	\$893,489	\$44,978,408	\$15,773,982	\$813,143	5.9%	9.8%	9.9%
	Formation	\$115,573,358	\$115,573,358	\$-	\$109,044,585	\$109,044,585	\$-	6.0%	6.0%	
	Land (see note below)	\$53,638,711	\$53,638,711	\$-	\$53,638,711	\$53,638,711	\$-	0.0%	0.0%	
	Subbase	\$59,609,770	\$59,609,770	\$-	\$53,801,878	\$53,801,878	\$-	10.8%	10.8%	
	Top Surface	\$11,673,093	\$5,585,040	\$873,962	\$12,187,973	\$6,352,589	\$926,802	-4.2%	-12.1%	-5.7%
	<b>TL Total</b>	\$288,119,118	\$251,729,741	\$1,767,451	\$273,651,555	\$238,611,745	\$1,739,945	5.3%	5.5%	1.6%
<b>Total</b>		<b>\$383,878,582</b>	<b>\$295,637,831</b>	<b>\$2,913,361</b>	<b>\$355,279,427</b>	<b>\$275,585,317</b>	<b>\$2,699,961</b>	<b>8.0%</b>	<b>7.3%</b>	<b>7.9%</b>

Note: Land values used in the table are those reported in the 2016 Land Valuation. The land under roads component has not been revalued in this 30 June 2021 valuation.

## Asset Information

### 3.3 ASSET USEFUL LIFE

For the purpose of this report, the useful life (or Base Life) refers to the period over which an asset or component is expected to be available for use by an entity.

The asset **Useful lives** are expressed as years. The asset **Age** is based on construction dates. The *Remaining useful life* is based on age and useful life of the assets.

With the increase in the number of HPMV commercial vehicles using the Stratford District's roading network, we are experiencing the accelerated consumption of the road pavement.

Combined with the acceleration in the forestry industry in the last three years, there are five key rural roads that have had significant repairs undertaken to them.

The key roads affected by both HPMV and forestry activities are:

**Table 11 – Key Roads affected by both HPMV Vehicles and Forestry Activity**

	HPMV Vehicles	Forestry Activity
1	Monmouth Road	Beaconsfield Road
2	Cardiff Road	Junction Road - unsealed
3	Opunake Road	Puniwhakau Road - unsealed
4	Beaconsfield Road	Mangaehu Road
5	Manaia Road	Brewer Road
6	Palmer Road	Mangaoapa Road - Unsealed
7	Climie Road	Matau Road

#### Roads

Stratford District Council manages 612.7km of roads within the Stratford District, consisting of 47.8km of urban roads, 558.3km of rural roads and 6.6km of unclassified roads as detailed in Table 12 - Roading Network Length

The Stratford District Roading network is a mix of urban and rural roads, under the new ONF the predominant road classification being local streets (urban) and rural roads (rural).

**Table 12 - Roading Network Length**

	Urban				Rural			Unclassified (km)	Total (km)
	Urban Connectors (km)	Activity Streets (km)	Local Streets (km)	Civic Spaces (km)	Rural Connectors (km)	Peri-urban Roads (km)	Rural Roads (km)		
Sealed	1	5.2	41.6	0	120.1	2.9	228.9	5.3	404.9
Unsealed	0	0	0	0	0.3	0.1	206.1	1.3	207.8
<b>TOTAL</b>	<b>1</b>	<b>5.2</b>	<b>41.6</b>	<b>0</b>	<b>120.4</b>	<b>3.0</b>	<b>435</b>	<b>6.6</b>	<b>612.7</b>

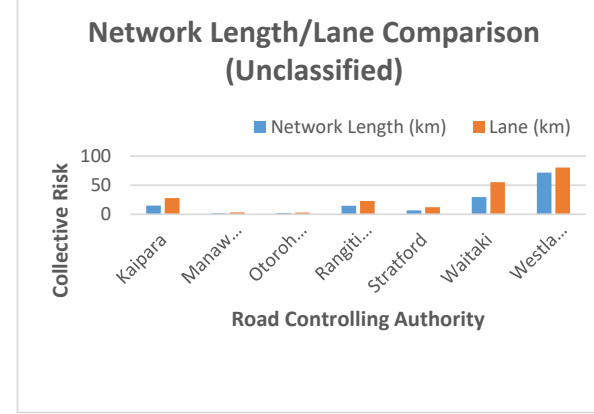
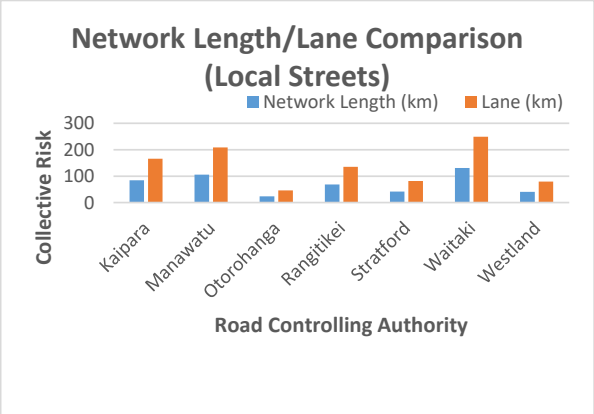
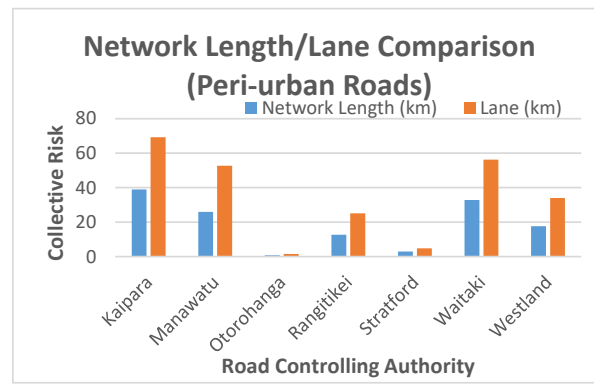
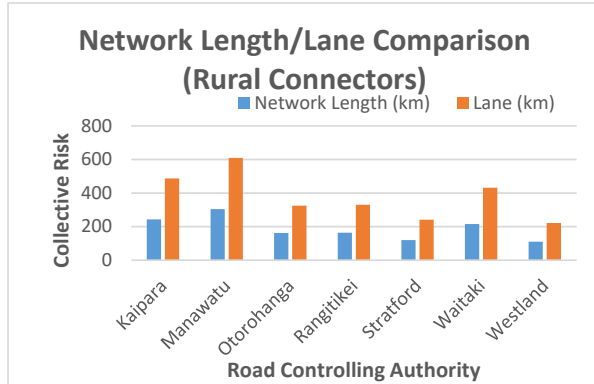
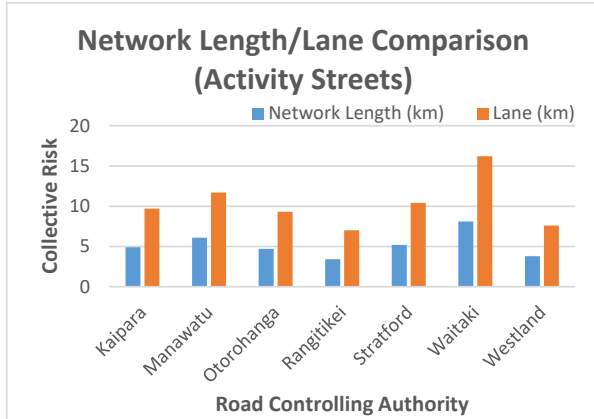
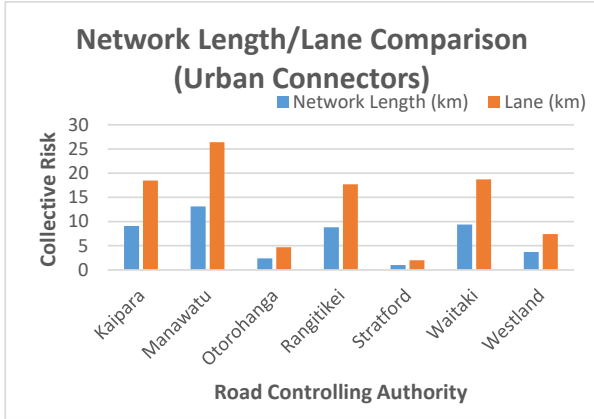
Note: 2022/2023 Roading Network Length from Te Ringa Maimoa. Transport Insights

## Asset Information

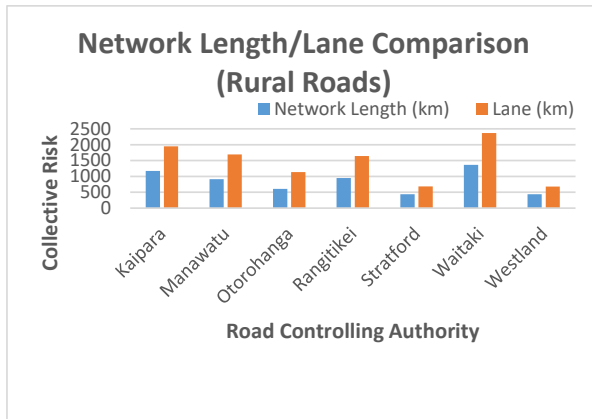
**Table 13 - SDC Network by ONF Road Classification**

	Classification	Network Length (km)	Lane (km)
Urban	Urban Connectors	1	2
	Activity Streets	5.2	10.4
	Local Streets	41.6	82
	Civic Spaces	0	0
Rural	Rural Connectors	120.4	240.8
	Peri-urban Roads	3	4.8
	Rural Roads	434.9	682.9
Unclassified		6.6	12

## Asset Information



## Asset Information



**Figure 13 – Network Length/Lane Comparison (by ONF Category)**

**Note:** Network Length/Lane Comparison 2022/23 Te Ringa Maimoa, Transport Insights



**Figure 15 - Oru Road**



**Figure 14 - Hastings, Cornwall and Finnerty**

## Asset Information



Figure 16 - Okau Road



Figure 17 - Upper Duthie, Rowan and Palmer Roads

**Note:** Boundary Roads at 01 July 2024 – GIS.

**Boundary Roads** - The Stratford District Roding network includes ten boundary roads, managed by the Council but maintained in agreement with our neighbouring Territorial Local Authority, as shown in Figures 13-16 and listed in Table 14 below:

**Table 14 - Boundary Roads**

District Council	Boundary Road
New Plymouth District Council	<ul style="list-style-type: none"> <li>Croydon Road</li> <li>Okau Road</li> <li>Junction Road</li> </ul>
South Taranaki District Council	<ul style="list-style-type: none"> <li>Oru Road</li> <li>Upper Duthie Road</li> <li>Rowan Road</li> <li>Palmer Road</li> <li>Hastings Road</li> <li>Cornwall Road</li> <li>Finnerty Road</li> </ul>

For those roads that cross the Stratford/South Taranaki boundary Stratford District Council invoices South Taranaki District Council a set amount each year for the routine maintenance of these boundary roads. This set amount covers 50% of our maintenance costs.

For renewal activities, we discuss the planned works with STDC beforehand, in order that STDC has appropriate funding available to meet their share of the costs.

The Stratford District Roding network also includes two special purpose roads as illustrated in the Figure 17 map. The Special Purpose Roads are:

- Upper Manaia Road (Dawson Falls)
- Pembroke Road

**Note:** Special Purpose Roads as at 01 July 2024 – GIS.



## Asset Information



**Figure 18 - Stratford District Special Purpose Roads**

**Footpaths** - Stratford District Council manages 69.704km of footpaths constructed in seal, concrete, or cobble. These are used in the residential, commercial, retail, industrial areas of the district.

**Table 15 – Footpaths**

Type	Location	Reason	Width (m)	Length (m)	Network proportion (%)
Asphalt	Higher amenity areas that adjoin the CBD	Due to the width of these footpaths and high pedestrian usage, seal is the most cost effective option	1.2 – 2	4,437	6.37
Seal	Commercial areas that adjoin the CBD	Due to the width of these footpaths and lower pedestrian usage seal is the most cost effective option	1.2 – 2	6,563	9.42
Slurry Seal	Commercial areas that adjoin the CBD	Due to the width of these footpaths and lower pedestrian usage, slurry seal is the most cost effective option	2.2-3.1	492	0.71
Concrete	Predominantly residential areas	Offer higher aesthetic amenity	1.2 – 1.5	57,270	82.15
Pavers	Located within CBD	Offer higher aesthetic amenity	3 – 4	942	1.35
<b>Total</b>				<b>69,704</b>	<b>100</b>

The latest footpath condition rating was undertaken in January 2024 of all the footpaths in the district. We are currently reviewing the survey results to determine the % of footpath that meet our minimum standard.



## Asset Information

### Structures

Structures include all bridges maintained by Council, culverts (greater than 3.4m<sup>2</sup> in cross-sectional end area), retaining walls and road tunnels.

### Bridges, Culverts and Tunnels

There are an estimated 157 bridges, culverts and tunnels within the Stratford District managed by Stratford District Council. Many of these bridges provide access to the rural community and enable the transportation of goods to market. Bridges that are not fit for purpose or resilient restrict access. They increase the risks of public health and safety and hinder economic growth and development for the Stratford District community.

Following the award of our bridge inspection contract in 2020, the consultant has undertaken an inspection of all our structural assets. From those inspections we have developed a 30 year replacement programme as outlined in the spreadsheet below.

Within the district we have six posted bridges and thirty one bridges that are not suitable for the new Vehicle Mass and Dimension Rule 2016.

**Figure 19 - Bridges and Estimated Replacement Dates**

Bridge Location ID Number	Road Name	Replacement Date
0006/0071	Barclay Road	2042
0010/0915	Bird Road	2040
0447/0004	Mangaehu Road - Buchanan's Access 10,000 kg (Axle); 10 km/hr (Speed limit)	2052
0446/0002	Upper Mangaehu Road - Curtis's Access	2053
0024/0017	Denbigh Road	2048
0149/0014	Tapuni Rd Bridge – Will Hopkirk (not posted but assessed to 30T capacity)	2022
0147/1016	Matau North Rd No. 5 - Jensen's Bridge – 3,000 kg (Axle); 10 km/hr (Speed limit)	2028
0033/0266	Finnerty Road	2069
0154/0005	Upper Mangaehu Road – Ford's Access	2053
0155/0010	Lower Kohuratahi Road – Gower's Access	2037
0048/0002	Jury Road	2052
0056/0026	Kota Road	2062
0133/0203	Lower Kohuratahi Road – Bellringer's Access 1,500 kg (Axle); 10 km/hr (Speed limit)	2033
0146/0011	Matau Road	2045
0153/0017	Mangaehu Road – McBride's Access 4 Tonne (Axle); 10 km/hr (Speed limit)	2034
0134/0375	Mt Damper Road 4,000 kg (Axle); 10 km/hr (Speed limit)	2035
0078/1118	Opunake Road	2060
0078/1566	Opunake Road	2055
0088/0025	Prospect Road - Culvert	2055
0094/0255	Radnor Road	2045
0094/0530	Radnor Road	2045
0096/0618	Raupuha Road	2062
0104/0271	Skinner Road - Culvert	2035
0107/0336	Standish Road	2049
0113/0008	Tahunaroa Road	2035
0118/0274	Toko Road	2060
0118/0468	Toko Road	2060
0120/0014	Tututawa Road	2046
0064/1868	Upper Mangaehu Road - Culvert	2035
0064/2033	Upper Mangaehu Road - Culvert	2040

## Asset Information

With many competing work activities, bridge maintenance is generally the work category that lags behind. This cannot continue for much longer into the future without putting the asset and community at risk. It is likely there will need to be an increase in the budget allocation within the next 3-10 years to address the backlog of repairs.

### Retaining Walls

Retaining walls are structures designed to restrain soil to unnatural slopes. They are used to bind soils between two different elevations often in areas of terrain possessing undesirable slopes or in areas where the landscape needs to be shaped severely and engineered for more specific purposes like hillside farming or roadway overpasses.

Having undertaken an initial survey of the retaining walls in 2016. Further work has been carried out on this asset since this date.

Our current stock of retaining walls are inspected every two years along with the bridge inspections. As we split the district into "Front Country" (West of Douglas) and "Back Country" (East of Douglas) this reduces the workload on the consultant.

Some of the current issues with retaining walls are as follows:

- Their condition ranges from excellent to very poor.
- There is a large stock of retaining walls around the district, in the order of 250.
- The construction of these retaining walls vary from railway iron and timber boards, second hand concrete street light columns, timber poles to corrugated tin sheets.
- Virtually no maintenance has been undertaken on those walls over the last 20 years plus.
- Increasing number of walls will be required following weather vents. We are planning to build three new walls on Whitianga Roads and one on Stanley Road during the term and this LTP period.

We have identified 58 retaining walls that are in a very poor condition, with an estimated replacement cost of between \$5,000,000 - \$6,000,000, over the next 10 years.

**Table 16 - Estimated costs for General Maintenance retaining wall repairs and replacements.**

Year		Walls	Replacement Cost
1	2024/25	Mangaowata Road, RP1979	\$250,000
		Mangaehu Road, RP7180	\$100,000
		Tawhiwhi Road RP366	\$80,000
2	2025/26	Junction Road, RP3690	\$100,000
		Mangaopapa Road, RP2324	\$100,000
		Mangaotuku Toad, RP2966	\$120,000
3	2026/27	Walter Road	\$200,000
		Mangaotuku Road, RP5000	\$300,000
<b>TOTAL</b>		<b>Incl. contingency</b>	<b>\$1,300,000</b>

## Asset Information

In addition to the retaining walls mentioned in Table 16 above, approximately 143 retaining walls have been identified as being 88 years old or older, 38 years past their design life of 50 years. The cost of replacing these retaining walls has been estimated at approximately \$12.7 million. Based on the average spend of \$400,000 per year, it would take 32 years to replace all these walls unless additional funding was received.

### Traffic Services

Traffic Services include signs, markers, railings and lighting.

**Signs** - Stratford District Council manages around 4802 regulatory, advisory and safety signs to provide awareness to road users within the Stratford District. Signs include road, street and information signage (regulatory and advisory) accepted by funding authority policy.

### Markings

The annual re-marking of all road markings is undertaken in February and March on a "measure and value" basis. The information gathered from the re-marking will be uploaded into the RAMM database.

### Railings

Stratford District Council manages around 828 railings within the Stratford District. Railings (Guardrails) are designed to help prevent vehicles running off the road and guide traffic safely along roads or identify roadside hazards, such as deep drains or drop-offs.

### Street Lighting

In July 2023 a new streetlight maintenance contract was awarded to NPE-Tech. This contract is a five-year contract with a 2-year extension. This contract is a joint contract with New Plymouth District Council (NPDC), for the reason of economy of scale. Given small expenditure for maintenance, we considered it was more beneficial to SDC to join with NPDC.

### State Highway Carriageway Lighting

We continue to maintain the State Highway Streetlighting assets on NZTA's behalf. This is undertaken using NPE-Tech. We invoice NZTA separately for the works undertaken.

### Drainage

Stratford District Council manages 3308 drainage assets within the Stratford District. Drainage assets include catchpits, culverts, flumes and sumps.

The cost of cleaning water tables has significantly increased over a 10-year period. This has resulted in a reduced quantity being undertaken each year.

Our target length for water table cleaning is 90km/yr or one seventh of the total network length.

Clearing inlet and outlets are undertaken as part of the rural patrols. Good drainage maintenance is essential to reduce the risk of pavement failures, underslips, flooding scouring of the unsealed road surface in order to provide a resilient and accessible land transport network.

## 3.4 ASSET MANAGEMENT MATURITY ASSESSMENT

The Council has assessed its Asset Management maturity across 5 key disciplines of asset management practice including:

- Setting the Strategic Direction;
- Establishing Levels of services;
- Forecasting Future Demand;
- Collecting Asset Information; and
- Monitoring Asset Performance and Condition.

The Asset Management Maturity Index assessment in Table 17 below provides a snapshot of where the Council is at in its asset management practices and, emphasises that seeking advanced

## Asset Information

practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.

**Table 17 - Roading Asset Management Maturity Index**

Asset Management Disciplines	Maturity Index	Maturity Description	What we do
1 Strategic Direction	Intermediate	<ul style="list-style-type: none"> <li>AM System scope is defined and documented.</li> </ul>	<ul style="list-style-type: none"> <li>This is part of the Strategic Business Case as required by Waka Kotahi in the AMP.</li> <li>The Council has adopted an <b>Asset Management Policy</b> to provide the overall direction for asset management in the district.</li> <li>Scope is also refined as a consequence of our Early Conversation discussions with Elected Members, which inform the LTP, and also during our regular workshops to define Strategic Direction for the Council.</li> </ul>
2 Defining Level of service	Intermediate to Advanced	<ul style="list-style-type: none"> <li>Level of service and cost relationship understood.</li> <li>Customers are consulted on significant service levels and options.</li> <li>Customer communications plan in place.</li> <li>Levels of service are integral to decision making and business planning.</li> </ul>	<ul style="list-style-type: none"> <li>The LOS are defined in the AMP for each of the work activities funded by Waka Kotahi.</li> <li>As part of the LTP process if there are significant changes to the LOS provided or stated in the AMP, these will be captured as part of the LTP planning.</li> <li>This will part of the LTP consultation process.</li> <li>The level of service provision will govern the funding request, for example, another round of grading of unsealed roads will add an additional \$80,000 to the budget.</li> </ul>
3 Forecasting future demands	Core to Intermediate	<ul style="list-style-type: none"> <li>Risk associated with demand change broadly understood and documented.</li> <li>Demand management considered as an alternative to major project development.</li> </ul>	<ul style="list-style-type: none"> <li>We have a broad understanding of the issues facing SDC. These are included in the AMP as "Problem Statements".</li> <li>Forecasting is based on population and economic growth statistics in addition to regulatory changes at the central government level.</li> <li>Demand Management is in its infancy, being associated with urban growth, rather than traffic growth and signalisation of intersections, or the construction of major arterial routes.</li> </ul>
4 Collecting Asset Information	Intermediate	<ul style="list-style-type: none"> <li>A reliable register of physical, financial and risk attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place.</li> </ul>	<ul style="list-style-type: none"> <li>RAMM is the database for the roading assets, including maintenance costs, replacement unit rates and design live.</li> <li>RAMM has the capability of reporting theoretical pavement replacements and reseal sites.</li> <li>Data is collected bi-annually for pavement roughness, annually for footpath condition. Also, any new assets are recorded in RAMM along with pavement information when undertaking sealed pavement repairs on the network.</li> </ul>
5 Monitoring Asset Performance and Condition	Core	<ul style="list-style-type: none"> <li>Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term.</li> </ul>	<ul style="list-style-type: none"> <li>The REG Data Quality Project is key to the quality of the data in RAMM for SDC. We have engaged GHD to use their Max.Quality software to run monthly reports that highlight any data errors that require correcting. The data accuracy will have a flow on effect for the forward works programme, eg reseals, or pavement rehabs.</li> </ul>

## Asset Information

### 3.5 ASSESSMENT OF ASSET CONDITION

Asset condition is a measure of an asset's physical integrity, while asset performance is a measure of whether the asset is delivering level of service requirements. Knowing the condition of an asset enables more accurate prediction of asset development, maintenance and renewal/replacement requirements. The Stratford District Council identifies the condition of Roading infrastructure assets by age and through visual targeted inspections, analysis of collected statistical data, and through maintenance monitoring.

Generally, the Council takes a risk-based approach to monitoring the condition of assets and conducts condition assessments of its critical assets. Where assets have low risk because they are in the first half of their life, condition monitoring is low. If the consequences of running an asset through to failure are high, the Council, through a more intensive monitoring regime and targeted inspections, hold more information on the asset condition.

The Council has no backlog or deferred maintenance in its work programme.

**Targeted inspections** are carried out on asset components that are considered critical to Council and the community, have the potential to impact on public health and safety; or where there is a specific requirement, for example to meet regulatory requirements or for asset acquisition, disposal, or justification.

Targeted inspections of Roading infrastructure assets are carried out by Council staff, the Maintenance Contractor, or specialist Consultant to identify the condition of specific asset components at intervals specified by the Asset Manager or upon request.

To identify the general condition of its Roading infrastructure assets Stratford District Council undertakes the following targeted inspections:

- Culverts – annually by Contractor
- Local road Condition Rating Surveys – annually by Contractor
- Footpath Condition Survey – annually by Contractor
- Bridges – two yearly general inspection and detailed inspection as required by Consultant
- Retaining walls – six yearly general inspection and detailed inspection as required by Consultant
- Large culverts – two yearly general inspection and detailed inspection as required by Consultant

Statistical data is collected by specialists and specialised equipment as per NZTA requirements and directly entered into the Roading asset management system for analysis and review by Council staff. Statistical data collected for analysis is:

- Crash Statistics – annually by Council staff
- Traffic Counts - annually by Council staff

**Maintenance monitoring** – The maintenance contract stipulates the frequency of inspections to be undertaken for the contractor. In summary these are as follows:

- Primary collector – Monthly
- Collector/Urban Roads – Monthly
- Rural Access Roads – One sixth of the network inspected monthly

**Condition Grading** - Visual targeted inspections, analysis of collected statistical data, and maintenance monitoring provide both qualitative descriptions and quantitative grading of asset component condition. Condition grading supports the development, maintenance, and renewal/replacement of an asset by enabling more accurate prioritisation of forward works programmes.

## Asset Information

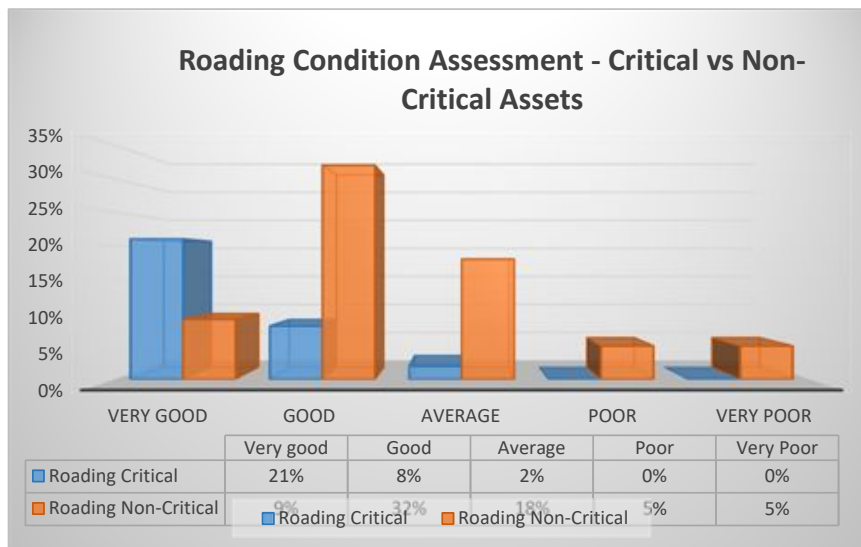
The International Infrastructure Management Manual (2020) provides guidance on assessing the condition of assets and approaches to grading the condition. In line with this Stratford District Council has developed a condition grading system to support identifying the condition of assets at the group level. Using the system assets are ranked from 1-5 as illustrated in Table 18 below.

**Table 18 - Condition Grading System**

Grade	Condition	Description	Proportion of network (%)
1	Very Good	Asset in structurally sound and excellent physical condition. No work required	30%
2	Good	Asset in structurally sound and acceptable physical condition. Minor work required (if any)	40%
3	Fair	Asset is structurally sound but shows deterioration. Moderate work required to return asset to agreed level of service	20%
4	Poor	Asset failure likely in the short term. Significant work required now to return asset to agreed level of service	5%
5	Very Poor	Asset has failed/is about to fail. Renewal/Replacement required Urgently	5%

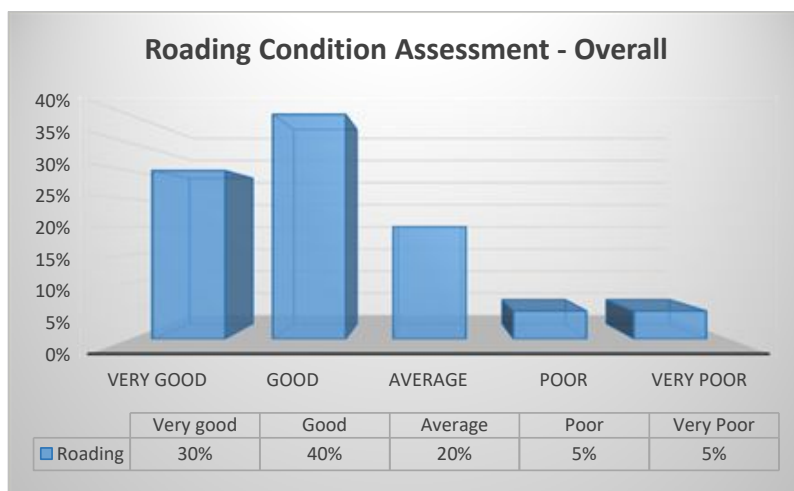
The Very Poor percentage relates to the condition of the water tables, culverts and old retaining walls. Generally, on the whole, the road pavements are in good condition, however the effects of the forestry industry on specific roads in the district have been seen over the last three years and are discussed later in this plan.

In 2022, we spent \$975,000 fixing roads affected by forestry. We have identified \$3.8 million of repairs required to be undertaken to five roads which will be affected by current and future harvesting.



**Figure 20: Roading Condition Assessment - Critical vs Non-Critical Assets**

## Asset Information



**Figure 21: Roading Condition Assessment – Overall**

### 3.6 DATA ACCURACY AND CONFIDENCE

The accuracy and currency of data is critical to effective asset management. Accurate data enables Council and the community to have confidence in decisions made about asset development, maintenance, and renewal/replacement.

To ensure accurate asset data is entered into the asset management system Stratford District Council has put in place the *Inspection Data Management Process* for managing targeted visual inspection data. Also, to determine the level of confidence Council has in targeted inspection data Stratford District Council has put in the *Data Confidence Grading System* in Table 19.

**Table 19 - Data Confidence Grading System**

Grade	Confidence Level	Description
1	Highly Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment - dataset is complete and estimated to be accurate +/- 2%
2	Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation - dataset is complete and estimated to be accurate +/- 10%
3	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available - dataset substantially complete but up to 50% extrapolated data and estimated to be accurate +/- 25%
4	Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis -  dataset may not be fully complete and most data is estimated or extrapolated and estimated to be accurate +/- 40%
5	Unknown	None or very little data held

## Asset Information

**Table 20 - Asset Confidence Grading by Asset Group**

Asset Group	Grade	Confidence Level
Sealed Roads	2	Reliable
Unsealed Roads	2	Reliable
Footpaths	2	Reliable
Bridges; Large culverts	1 - 2	Highly Reliable to Reliable
Culverts	4	Uncertain
Tunnels	3	Reliable
<b>Critical Assets Assessment</b>	<b>Highly Reliable to Reliable</b>	
<b>Non-Critical Assets Assessment</b>	<b>Reliable to Uncertain</b>	

While Council's overall confidence around its data quality is *'Reliable'*, the Council's confidence level for the Roding activity is *"highly Reliable to Reliable"* for its critical assets and *'Reliable to Uncertain'* for non-critical assets.

This uncertainty stems from data held around the age of the non-critical assets, which have been deduced from the approximate date of construction, and also from the quality of data held on our service connections. However, given these are non-critical assets, impact of premature asset failure or continued service delivery is very low, as any disruption to service is limited to a few properties. The associated financial impact is also very low.

It is important to note that these assets do not fail simultaneously, as they are individual assets - any failed part can be isolated and managed, so the risk and consequences of failure is very low. This is evidenced from our annual performance indicators reported every month to the Council and summarized in the Annual Report. Our track record is good. Our strategy to mitigate the impacts of this *Uncertainty* is to be ready at all times to respond to all asset failures. Therefore we have, on hand or ready access to, supplies to replace any failed asset. Our contractors are on board as per the requirements of their maintenance contract.

The Council continues to validate the data in the RAMM database - as assets are replaced. Our maintenance contractors interact directly with our asset management system and provide corrections and updates to the condition data which is reviewed and/or updated as new data becomes available. Assets that are frequently interacted with therefore, are generally better documented than others. Each month, the Council reviews the RAMM Hosting Reports that identify the data quality errors which have been resolved and the errors which require rectifying. Many of the errors relate to dates assets were constructed or the pavements of our roading network. As part of our improvement plan we will address these data errors over time.

It will take some time for the assessment of our 'confidence level' of our non-critical assets to be *'Reliable'*.

The charts above provide snapshots of the overall *Condition Grading Assessment* for all assets - critical and non-critical and a summary of the *Data Confidence Levels*.



## **4.0**

# **Strategic Assessment**

## Strategic Assessment

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## Strategic Assessment

### 4.1 OVERVIEW

The 'Strategic Assessment' section presents an assessment of the need for investment against strategic outcomes. It defines the problems facing the Stratford District Council; collates the evidence base for these problems and highlights the benefits of the investment in addressing these problems.

### 4.2 OUR BUSINESS CASE

Since writing the previous activity management plan our land transport problems remain, by and large, the same as they did in 2021. The slight change is associated with improvements to the drainage of our network.

The three remaining problem statements still hold true. These are:

**Problem Statement Number 1 – Increasing Heavy Commercial Vehicles (HCV) and forestry activity along with the current standard of the asset is resulting in an increase in reactive investment and inefficient use of resources. (30%).**

Logging continues to affect the low volume access roads and will do so for at least another five to ten years. Not only forestry activity, we have seen a significant increase in the number of overweight permits being requested for HPMV commercial vehicles.

**Problem Statement Number 2 - The geography and environmental conditions have led to poor damage controls and the inability of the roading network to cope with intense weather events. This restricts access to road communities and economic impacts (20%).**

With ongoing cost increase due to contract escalations (currently 20%) we can not afford to undertake required volume of roadside drainage cleaning. Coupled with the cost increases in culvert pipes (82% higher now than tender price in 2019), we have increased our funding request for drainage renewals, to maintain the same level of service.

**Problem Statement 3 - There is misalignment between Council and Community regarding the appropriate level of service to meet the expectations for a safe and resilient roading network (40%).**

We continue to upgrade footpaths to improve the level of service and to provide increased opportunity for more active modes of transport.

Council adopted our Connecting our Communities Strategy in August 2023 which promotes active transport within the Stratford District.

There is pressure on Council to minimise the impact of significant rate increases to the Community which must be balanced with the level of service which this AMP strives to deliver. This is at odds with the expectations of the community.

**Problem Statement 4 - Challenging Road conditions and unforgiving roads is resulting in death and serious injury crashes to our community. (10%).**

In the last five years we have had 21 death or serious injury crashes across our roading network. The speed limit change to Opunake Road (100km/h reduced to 80km/h) has seen a dramatic reduction in the number of DSI's along that road.

We will continue to address road safety through: -

1. Our partnership with NPDC and STDC via the Roadsafes Taranaki – Roadsafety Promotion
2. Targeted intervention treatments via the Low Cost Low Risk Minor Improvements work category.

#### 4.2.1 POINT OF ENTRY

Our point of entry for this activity management plan and 2024-2027 NLTP period is centred on the following points:

1. Affordability of maintaining and renewing the current roading infrastructure in the Stratford District.
2. Impacts of forestry on the network, both historical (last 3 years) and the future, next 5 years.
3. Maintaining and renewing drainage assets.

## Strategic Assessment

4. Targeting pavement rehabilitation projects to key HPMV routes.
5. Associated Improvements/shoulder widening to road corridors that are used by Waka Kotahi for alternative routes for planned or unplanned closures of State Highway 3.
6. Aging bridge stock. We have identified \$5.68million of bridge assets to be replaced in the next 10 years. See table 22 below.
7. Connecting our Communities Strategy – Providing the investment to encourage a greater uptake in active modes of transport.
8. Addressing the DSI crashes by investing in road safety programmes and treatments.

**Table 21 : 10-Year Critical Bridge Replacement Plan**

Item	Road Name	UL Useful Life (years)	RUL Remaining Useful Life (years)	Recommended Replacement Plan	Replacement Cost (\$)
1	Upper Mangaehu Road	50	0	Currently being worked on. To be concrete lined in 2023.	\$20,000
2	Brewer Road	50	0	Currently being worked on. To be concrete lined in 2023.	\$20,000
3	Wawiri Road	50	1	Replace culvert with a bridge.	\$300,000
4	Pembroke Road (2 Rural)	50	1	Invert in very poor condition. Design completed for concrete lining; however full replacement may be more cost-effective long term.	\$400,000
5	Finnerty Road	-	1	Recent water drive failure. Will likely need full replacement.	\$200,000
6	Barclay Road	100	2	Concrete repairs required. Spalling on RB transverse beam.	\$20,000
7	Upper Mangaehu Road	50	2	Structure in good condition. Rock apron at outlet is required.	\$20,000
8	Mcbrides Access	80	2	Floods regularly, generally in poor condition. Will need replacing at a higher level.	\$1,000,000
9	Matau North Road	95	2	Replace the timber land span beams and decking boards	\$300,000
10	Mauku Road	80	3	Structure is in good condition. Repairs to the handrail are required.	\$100,000
11	Lower Kohuratahi Road	100	4	Rebuild entire structure at a lower level but above the 100-year flood height.	\$2,000,000
12	Mount Damper Road	80	8	Paper road bridge. Average condition, fit for purpose.	\$350,000
13	Flint Road (East Of Sh3)	100	10	Concrete in relatively good condition.	\$600,000
14	Skinner Road	90	10	Concrete in good condition, monitor invert.	\$350,000
	<b>Total</b>				<b>\$5,680,000</b>

# Strategic Assessment

## 4.2.2 INVESTMENT LOGIC MAPPING

The Investment Logic Map in Figure 20 captures our four problem statements as well as the investment benefits of addressing these problems. The investment benefits that address the four problem statements will enable Council to provide:

- A safe, accessible, resilient, appropriate transport network that supports growth (60%)
- An affordable, sustainable, flexible investment programme that meets the needs of the community (40%)

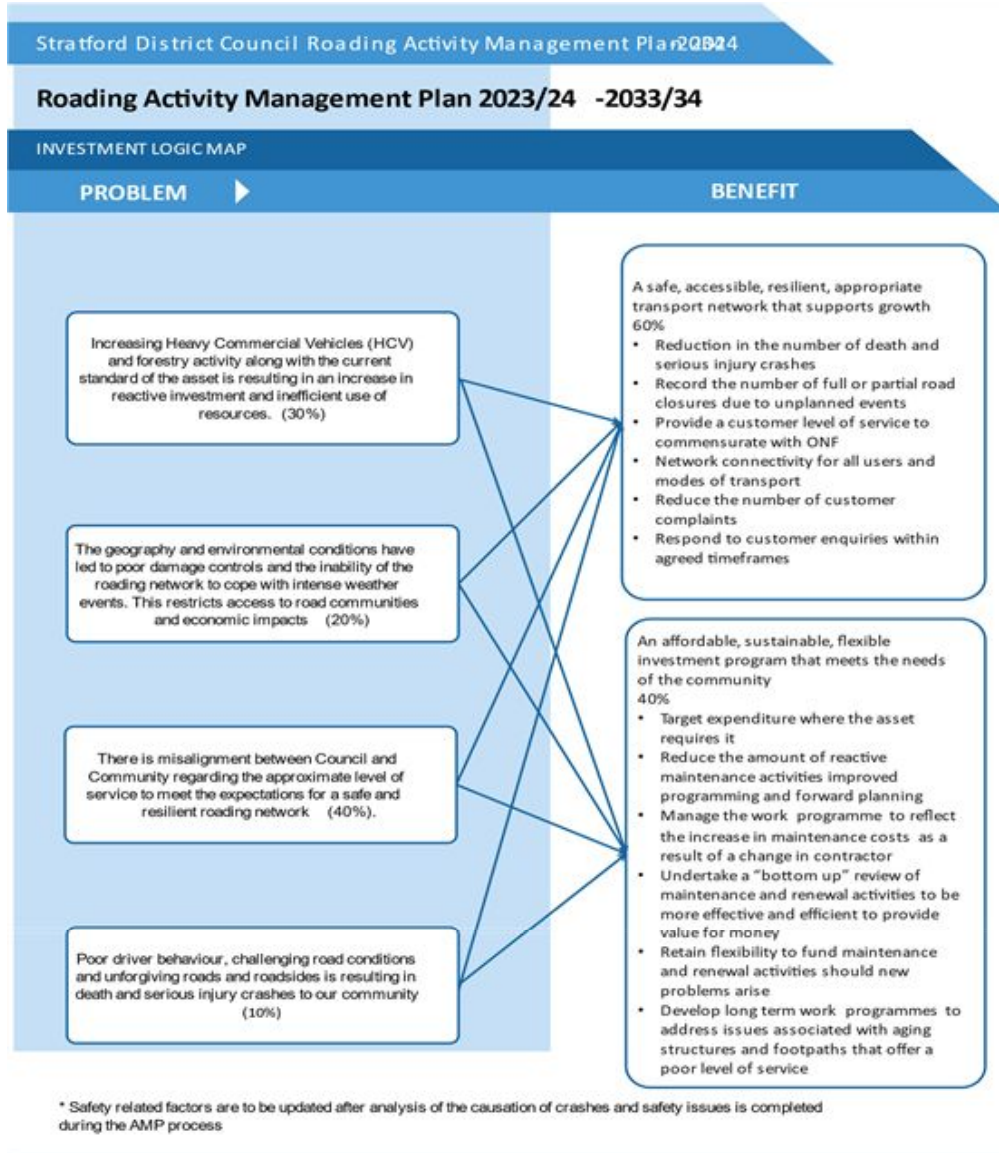


Figure 22 - Investment Logic Map

## Strategic Assessment

Work Activity	\$\$ Requested	Why we need it	Where we need it	Benefits	Consequences of not doing it
Sealed Pavement Maintenance	\$2,144,000				
Unsealed Pavement Maintenance	\$819,650				
Routine Drainage Maintenance	\$740,750				
Structures Maintenance	\$630,500				
Environmental Maintenance	\$757,000				
Traffic Services Maintenance	\$1,006,000				
Footpath Maintenance	\$157,625				
Minor Events	\$1,261,000				
Level Crossing Maintenance	\$94,600				
Network and Asset Management	\$2,760,000				
Unsealed Road Metalling	\$2,868,800				
Sealed Road Resurfacing	\$4,175,000				

## Strategic Assessment

Work Activity	\$\$ Requested	Why we need it	Where we need it	Benefits	Consequences of not doing it
Drainage Renewals	\$2,884,550				
Sealed Road Pavement Rehabilitation	\$2,049,100				
Structures Components Replacements	\$1,103,400				
Bridge and Structures Renewals	\$1,891,500				
Traffic Services Renewals	\$504,400				
Footpath Renewals	\$662,100				

The figures shown above are for 2024/25-2026/27 LTP period.

## **5.0 Levels of Service Performance**



## Levels of Service Performance

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### 5.0: Levels of Service Performance

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## Levels of Service Performance

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### 5.1 OVERVIEW

Levels of Service (LoS) define the form and quality of service that the Stratford District Council provides to the community. They are the balance between what the community wants and what the community is willing to pay for.

Based on our ability to meet our share for the next NLTP (37%) we amend our level of service to what is affordable. Considering the current maintenance contract rates are 19% higher than when tendered in 2019, we are getting less for our dollar.

The One Network Framework makes recognition to the Importance of Place when considering the function of a road. Within this framework are differential levels of service, whereby we can exercise a change to the service we provide, based on the ONF road classification.

Given both of these considerations, some low volume unsealed roads will have a different level of service to an Urban Activity Street.

With recent deterioration in the ride quantity for urban streets, latest STE = 54%, a greater focus will be made on improving the ride quality for our urban residents.

This is likely to come at the expense of some rural roads, which may not receive the current LoS into the future.

This section:

- Highlights the current LoS provided by the Stratford District Council;
- Defines the desired LoS for the futures; and
- Outlines performance measures that will be used to monitor the delivery of the agreed LoS.

### 5.2 PERFORMANCE MONITORING AND REPORTING

The Stratford District Council has undertaken to provide a safe and well maintained Roading network that provides access for all, is resilient and at a cost that is affordable to our community.

In order to achieve these goals we undertake contract monitoring to ensure the performance of our maintenance contractor achieves these outcomes.

Our maintenance contractor Fulton Hogan, has developed their own "Contract Workspace" programme which we have access to. This web based system monitors:

- Programme achievement – actual v programmed;
- Current jobs by staff;
- Priority breakdown – level 1 and 2 priorities;
- Maps programmed jobs – outstanding and completed;
- Programmed tasks by month and work activity;
- Reactive works completed – by number and activity;
- Programmed work categories. This is used for trend analysis;
- Job details

All of the above are represented graphically on a "dashboard".

## Levels of Service Performance

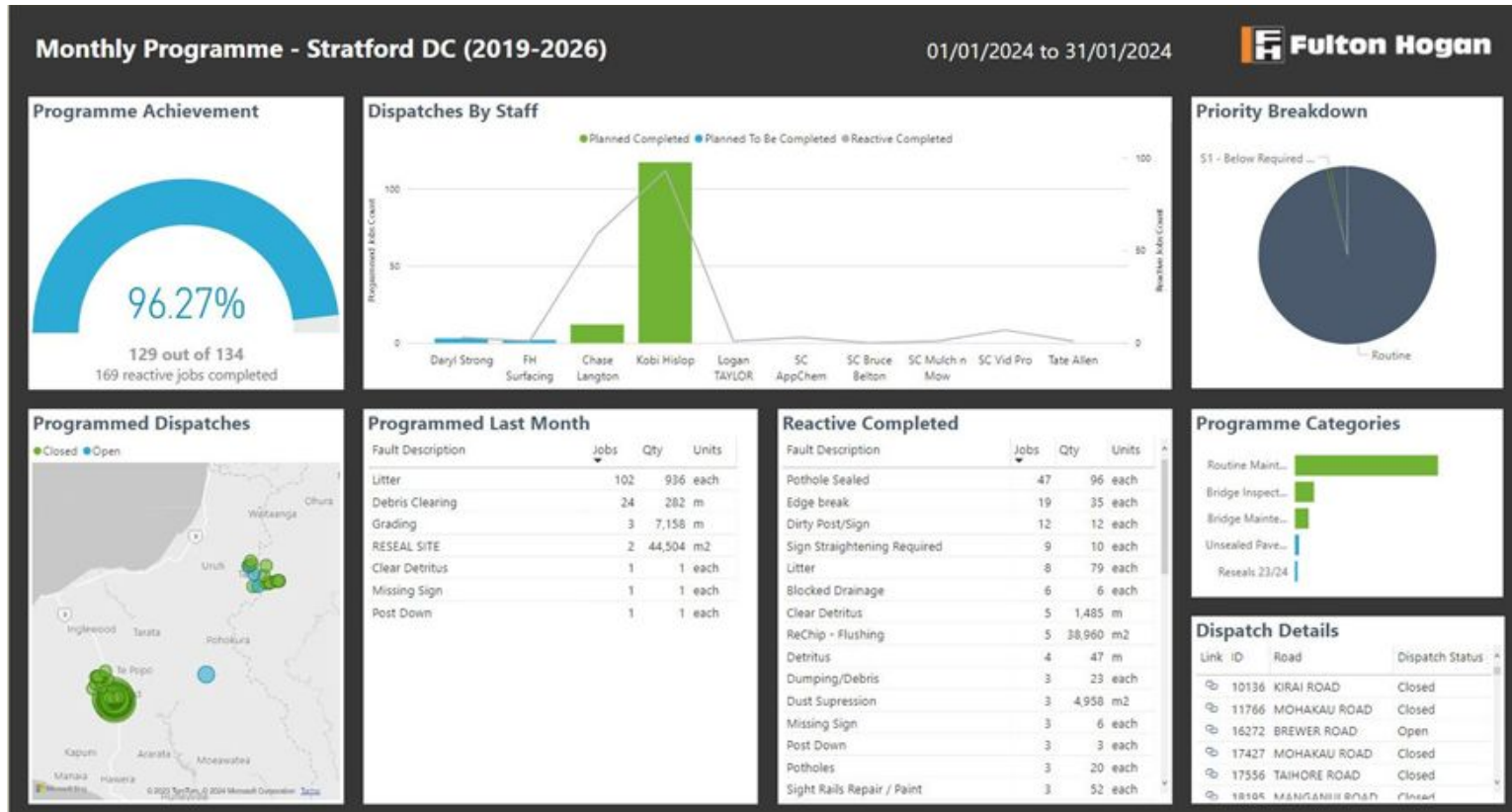


Figure 23 - Fulton Hogan Programme Achievement January 2024

## Levels of Service Performance

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We use this tool to monitor Fulton Hogan's performance and to identify where programmed works may be deferred to later months.

The results of the performance monitoring are reported internally and externally through:

- Monthly reports to Elected Members;
- Long Term Plan;
- Annual Plan;
- Auditors

### 5.3 CURRENT PERFORMANCE

Our current performance is monitored through the measures from two main sources:

- The ONF performance measures; and
- The Department for Internal Affairs (DIA) performance measures.

In maintaining its roads, the Council must deliver on three Outcomes indicated below:

- Healthy and Safe People;
- Inclusive Access; and
- Economic Prosperity.

**The Department of Internal Affairs (DIA) Performance Measures:** These measures are shown in Table 24. There is a cross over for some of these measures with ONF, for example the number of death and serious injury crashes and smooth travel exposure. Over and above these we have internal reporting measures which include:

- Responses to Customer Requests >88%
- The percentage of the network resurfaced each year >5%
- The percentage of the unsealed road re-metalled each year >7%
- Footpaths that meet our levels of service standard >70%
- Customer Satisfaction
  - I. Roothing Network >80%
  - II. Footpaths >80%
- Death and Serious Injury crashes expressed as a number each year.
- Smooth Travel Exposure for urban and rural roads.

The Data Quality Report provides an opportunity for improvement in the way both individual Road Controlling Authorities (RCA) and the industry collects, manages and uses data to support our decision-making processes. The report shows, for each measure, how the Council is positioned against what is considered good and where the industry sits, Figure 23 is Stratford District's results.

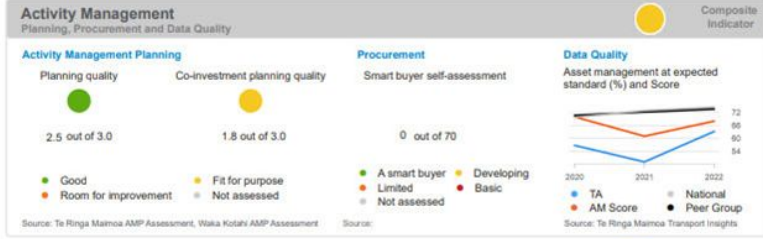
**Te Ringa Maimoa**

Transport Excellence Partnership

**2021/22 Stratford District Council RCA Report**

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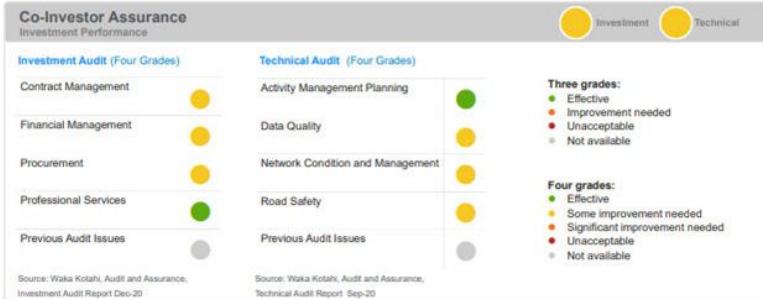
WAKA KOTAHI  
KŌI TRANSPORT  
AGENCY



**Service Performance**  
LGA Non-Financial Performance Measures

2021-24 LTP Targets Achieved

Annual Targets Achieved	2018/19	2019/20	2020/21	2021/22
Provision of roads and footpaths	●	●	●	●
Road safety	●	●	●	●
Condition of the sealed road network	●	●	●	●
Maintenance of the sealed road network	●	●	●	●
Condition of the footpaths within the local road network	●	●	●	●
Response to service requests	●	●	●	●



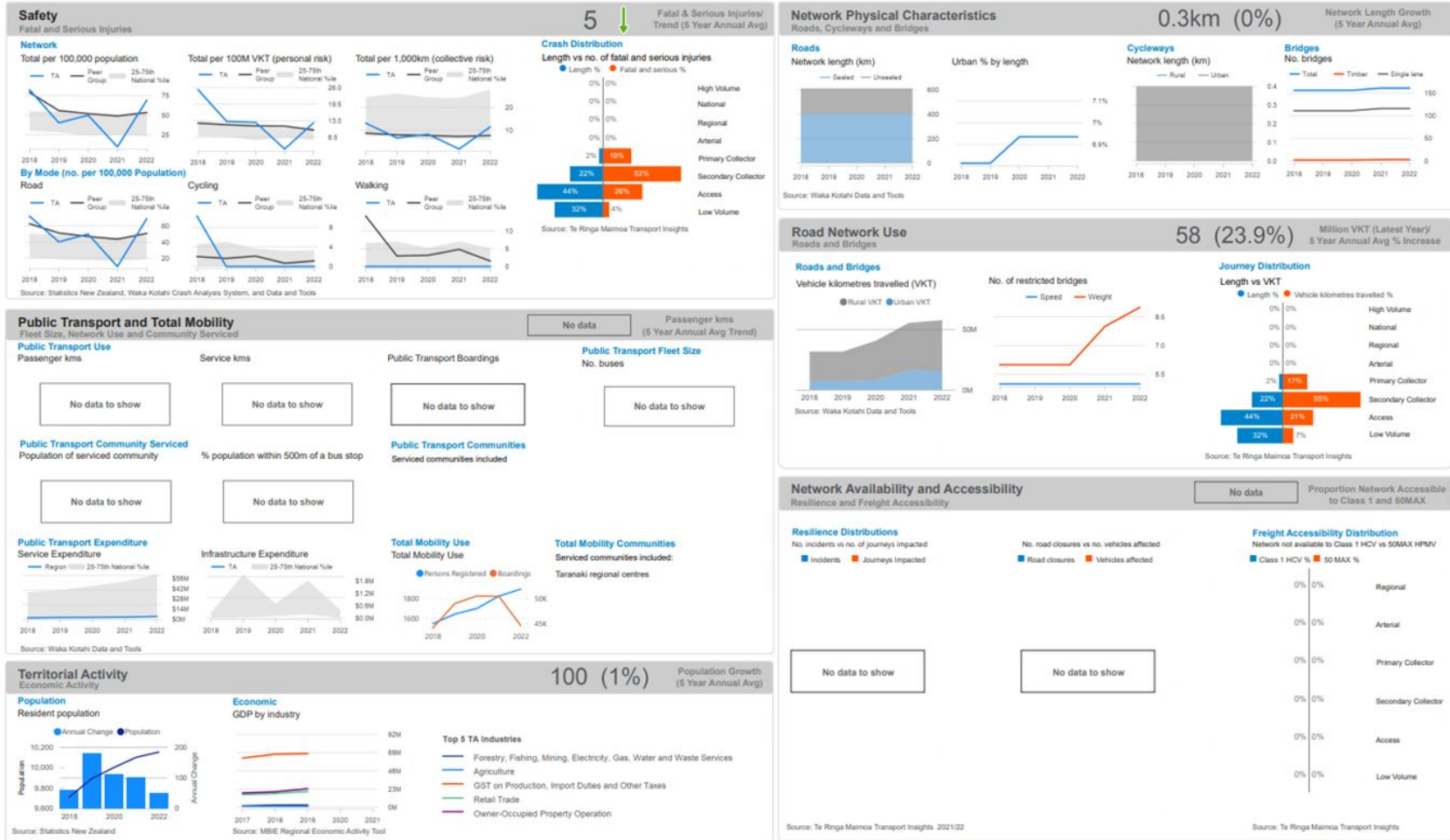
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**Te Ringa Maimoa**  
Transport Excellence Partnership

**2021/22 Stratford District Council RCA Report**



Status: Final for Publication

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Figure 24 - Road Controlling Authority (RCA) Report 2021/22



## Levels of Service Performance

**Table 22 : Roading Level of Service (LoS) and Performance Measures**

Level of Service	Performance Measure	Target	2023/2024 YTD
Safe Roading Network	Road safety - The change from the previous financial year in the number of deaths and serious injury crashes (DSI) on the local road network, expressed as a number. The number of DSI's for 2021/2022 was 6. Our target is 5 a reduction of 1.	-1	Achieved to date = 0 There were no DSI crashes in September
	Urban Road condition - The average quality of ride on sealed urban road network, measured by smooth travel exposure.	≥ 83%	Not Achieved - 54% (as at 2022/23). Waka Kotahi is undertaking nationwide data collection surveys as a part of their Consistent Data Collection Strategy.
Road Condition	Rural Road condition- The average quality of ride on sealed rural road network, measured by smooth travel exposure.	≥ 91%	Achieved - 92% (as at 2022/23). See comment above.
	Sealed Road maintenance - The percentage of the sealed road network that is resurfaced:	≥5%	Not Achieved <sup>3</sup> The reseal programme for the year has not been started.
Road Maintenance	Unsealed Road maintenance <sup>4</sup> - The percentage of the unsealed road network that has been metal dressed.	≥7%	0.6% Achieved to date. No maintenance metalling was undertaken in September. Given the expenditure on strengthening the main roads used by the forestry industry, it is highly unlikely that we will achieve this target length this year.
	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%	The last survey achieved a result of 89% of the footpaths were above our intervention target of 10% defects per 100m of footpath. No further survey has been undertaken or programmed. We need to determine if another survey is warranted given the financial constraints we are under this year.
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
Customer Satisfaction	• Roading Network	>80%	Not Achieved - The results for the first quarter will not be known until October.
	• Footpaths	>80%	Not Achieved - The results of the first quarter will not be known until October.

### 5.3.1 SAFETY

With the recent change in government, the Road to Zero initiative has been incorporated into Low-Cost Low Risk Improvements under the umbrella of Safety Improvements.

<sup>3</sup> Our target length for resealing is 20km per year.

<sup>4</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. To date we have re-metalled 1.3km of the unsealed network.

## Levels of Service Performance

### 5.3.2 ONF PERFORMANCE TOOL

#### Healthy and Safe People – Death and Serious Injuries



Figure 25 - Road Safety – Death and Serious Injuries



Following a peak in Death and Serious Injury (DSI) crashes in 2019 there was a marked drop in number, mainly due to the Covid-19 pandemic. Although the numbers have risen in the last two



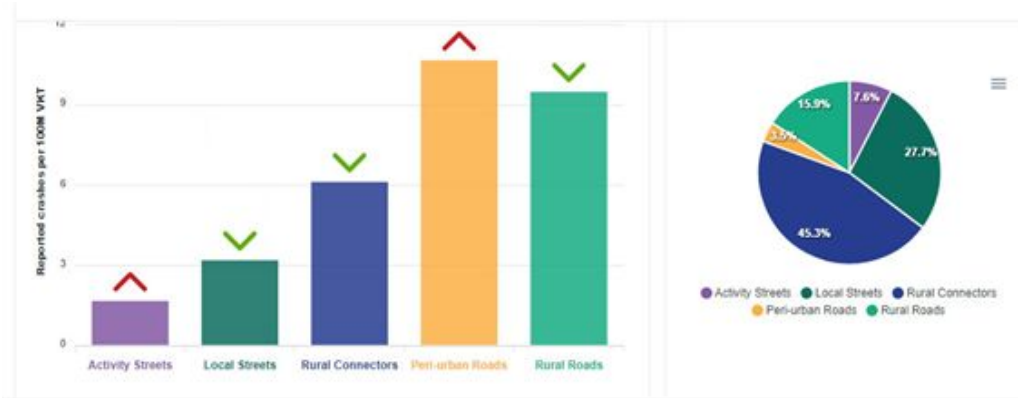
## Levels of Service Performance

years, our target remains to reduce the DSI's by -1 per year. To date for 2023/24 there has been one DSI, which is a marked reduction in the number from 2022.

When looking at the trends, rural roads is where the crashes are occurring. This is potentially due to the low volume of traffic on these roads and the road geometry.

Any potential safety improvements will form part of our Low Cost/Low Risk Safety Improvements programme for 2024-2027.

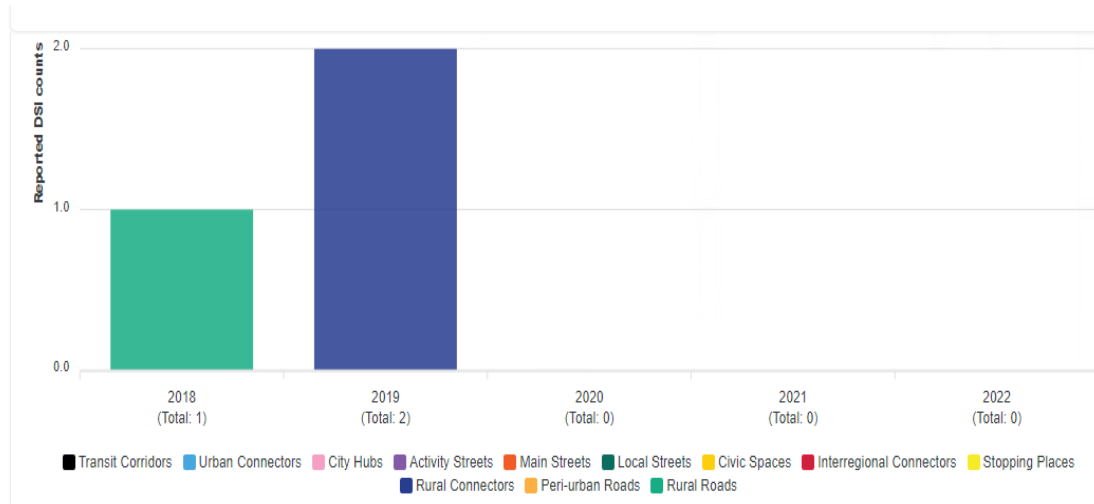
### Healthy and Safe People - Safe Travel – Personal/Collective Risk



**Figure 26 – Personal and Collective Risk**

Looking at the charts above, Activity Streets and Peri-Urban Roads appear to have an increasing trend. We have nominated safety improvement projects in our Low Cost Low Risk Improvements work category to address this issue.

### Healthy and Safe People - Wet Roads/Nights/Intersections



## Levels of Service Performance



**Figure 27 – Wet Roads/Nights/Intersections**

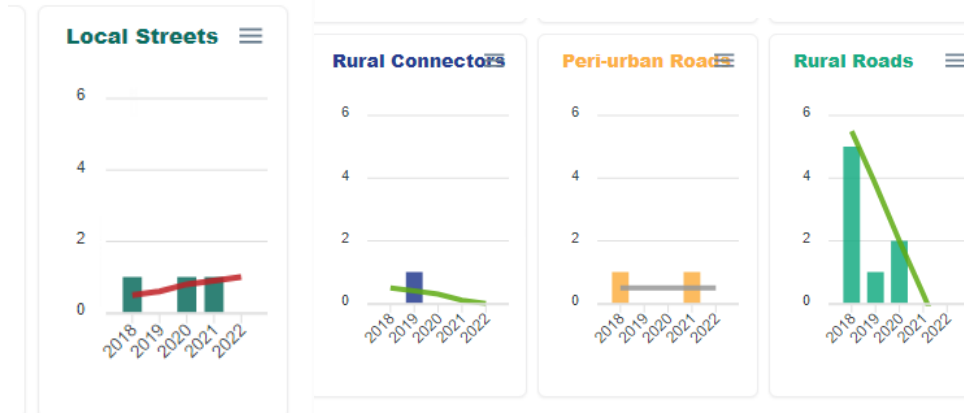
The data shown above show a reducing trend for this type of crash. The crashes that do occur on our network are very random with few crash "hotspots" developing. Further investigation of CAS to identify possible clusters of crashes or individual locations will be undertaken. This will lead to minor safety improvements at these crash locations. The treatments may vary from traffic services (signs and road marking) to more substantial geometric re-alignment.

### Healthy and Safe People - Vulnerable Road Users



## Levels of Service Performance

Figure 28 – Vulnerable Road Users

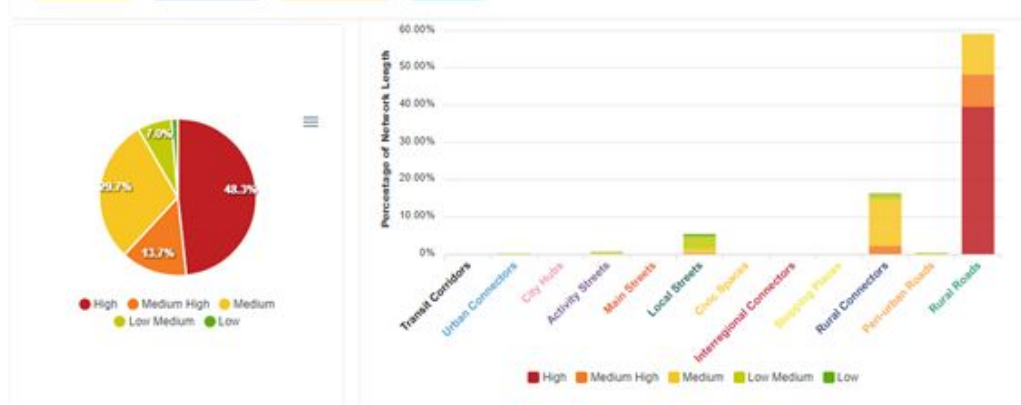


### Trend Heatmap

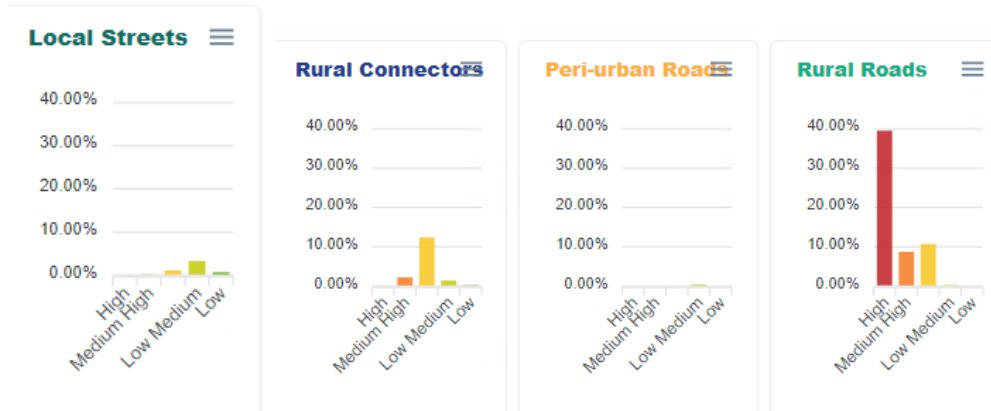


Based on the result indicated above urban streets shows an increasing trend. With urban road safety projects nominated in the LCLR Improvement work activity, these projects will address this trend.

### Healthy and Safe People - Infrastructure Risk Rating



## Levels of Service Performance



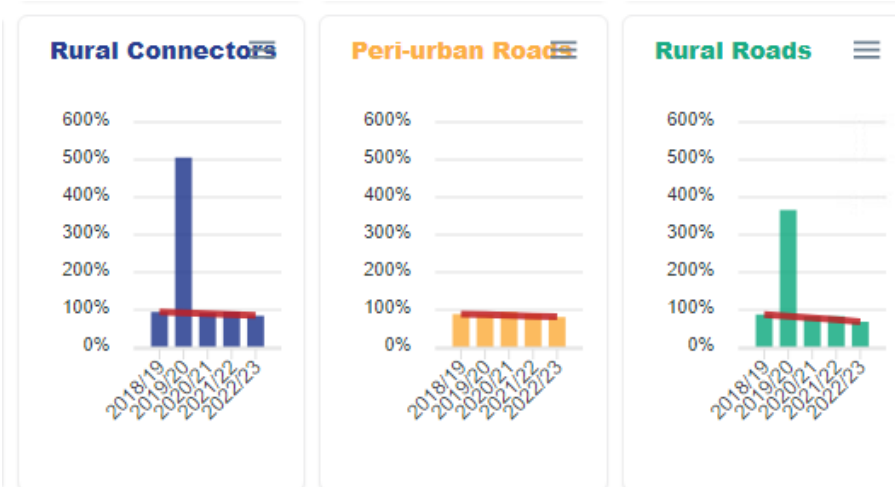
**Figure 29 – Infrastructure Risk Rating**

The above graphs clearly show that Stratford District has a safety issue on our rural roads. As mentioned above, we have nominated several safety projects for the rural road network in our requested funds for the LCLR Improvements work category.

### Inclusive Access - Smooth Travel Exposure



## Levels of Service Performance



**Figure 30 – Smooth Travel Exposure**

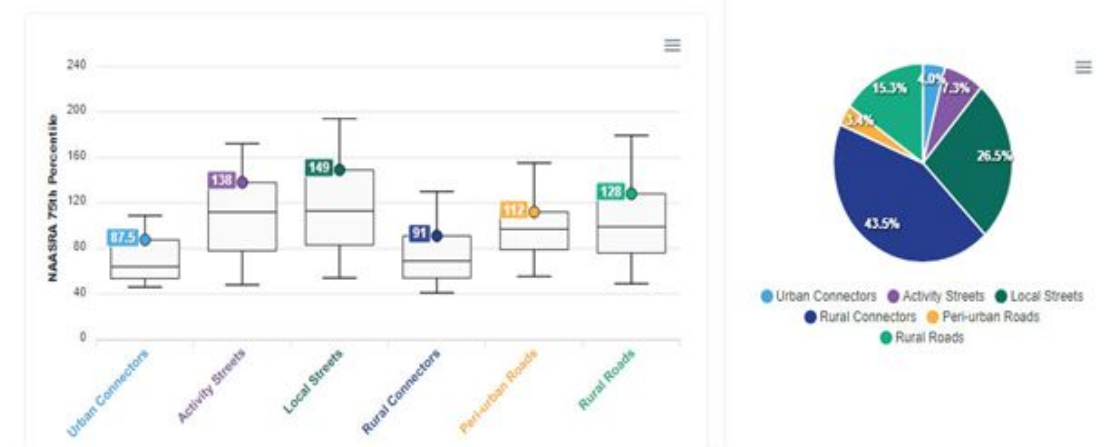
For this performance indicator, we can clearly show that the smooth travel exposure across all of the ONF road classifications are deteriorating. This is clearly a sign of the under investment in pavement maintenance and renewals over successive LTP's driven by the lack of funds, both within SDC and those from NZTA.

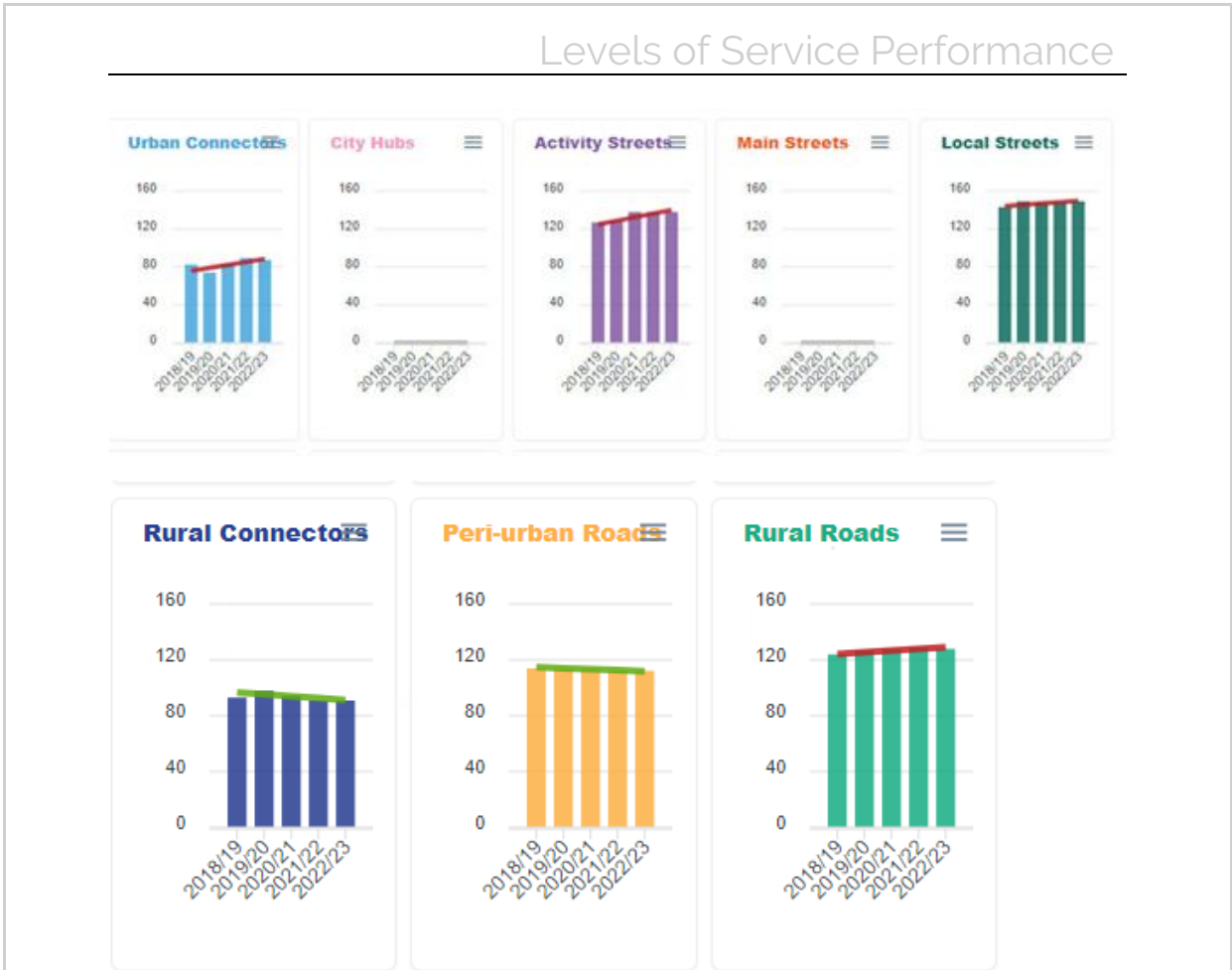
To address this trend we have increased our funding bid for sealed pavement maintenance.

With the increase in forestry activity across the district many of the access rural roads are, or have been, affected by HCV traffic.

### Inclusive Access - Peak Roughness

85th and 95th percentile to see the roughness count per Street Category.





**Figure 31 – Peak Roughness**

Our Peak Roughness results can be attributed to two contributing factors:

- The increase in the number of HPMV permitted vehicles using the network;
- The other factor is the forestry industry and the escalation in timber production. Many of the forestry blocks are located on the rural roads.

Stratford District Council's programme for sealed pavement maintenance will concentrate on some of the pre-approved HPMV routes in the first instance, along with repairing the damage caused by the forestry industry.

Given the level of funding for Stratford District Council, we have budgeted for one kilometre of sealed pavement rehabilitation per annum, as identified via routine inspections.

**5.3.3 ECONOMIC PROSPERITY.**  
**Heavy Vehicle Accessibility**

Based on our current knowledge of our bridge stock, there is 99% accessibility to class 1 heavy vehicles. We currently have seven posted bridges which restrict access. There are a further 26 50Max restricted bridges that will require specific assessment for HCV's to cross these structures. This is likely to be the case for the foreseeable future, as there insufficient funds locally and nationally to embark on a bridge strengthening programme.

## Levels of Service Performance

### 5.3.4 ECONOMIC PROSPERITY

#### **Economic Prosperity – Sealed Road Pavement Rehabilitation and Resurfacing**

Whilst the table from Company X does not show the cost of resurfacing, the table below is taken from our annual achievement return to the NZTA. The information is for chip sealing over the previous four financial years.

**Table 23 - Cost of Chip Sealing**

Year	Cost	Lane KM's	Cost Per Lane KM	Average Life (years)P
2019/2020	\$ 773,858.00	43.2	\$17,913.00	18.9
2020/2021	\$ 636,879.00	39.6	\$16,083.00	20.5
2021/2022	\$ 1,058,046.00	49.2	\$21,505.00	16.5
2022/2023	\$ 648,510.00	33.1	\$19,592.00	25.1

#### **Sealed Pavement Rehabilitation.**

The table below is extracted from the achievement returns for the previous four years.

**Table 24 – Cost of Pavement Rehabilitation.**

Year	Cost	Lane KM's	Cost Per Lane KM	Average Life (years)P
2019/2020	\$ 871,484	2.0	\$435,742	20-25
2020/2021	\$ 553,351	2.40	\$230,563	20-25
2021/2022	\$ 450,653	0.70	\$585,850	20-25
2022/2023	\$ 1,167,026	1.50	\$778,017	20-25

Note: The cost for 2022/23 is high relative to previous years as this was a pavement rehab on Monmouth Road which is one of the main HPMV routes around Stratford.

### 5.4 DESIRED PERFORMANCE

A summary of the Council's targets/desired performance levels are presented in Tables 27 and 28. This desire stems from the Council's resolve to maintain its agreed level of service delivery and strengthen the community's confidence in the Council's ability to deliver excellent Rooding Service to the users.

Over and above our own levels of service we are working to achieve the levels of services associated with the One Network Framework System (ONF) including the performance and monitoring tools mentioned earlier.

As a co-investor, NZTA want to ensure their co-investment is appropriately used to maintain the districts roading network to pre-determined levels of service.

#### **5.4.1 EXPECTED OUTCOMES BY ROAD CLASSIFICATION**

The aim of the One Network Framework (ONF) is to provide a consistent level of service which is commensurate with the form and function of the road classifications.

## Levels of Service Performance

The level of service provided to a rural road with a rating of P5/M5 would be different to that of an Activity Street P2/M3.

The following benefits will be achieved by embedding the ONF levels of service into maintenance programmes and activities. For example, large expenditure on maintenance metalling for an unsealed road, serving less than five properties should be avoided.

Whilst the road may require some additional metal, the quantum should be commensurate with the hierarchy and function of the road.

The table below provides a summary of the customer outcomes for the road classifications within the Stratford District.

**Table 25 - Expected Customer Outcomes by Road Classification**

ONF Outcome Area	Local Streets	Activity Streets	Urban Connectors	Rural Connectors	Rural Roads	Peri-Urban Roads
Healthy and Safe People	Variable road standards and alignment.					
	Lower speeds and greater driver vigilance required on some roads/sections particularly depending on topography, access, density, and use.					
	Road user safety guidance may be provided at high-risk locations.					
	Active road users should expect mixed use environments with some variability in the road environment, including vehicle speed.			All road users should expect mixed use environments with some variability in the road environment, including vehicle speed.		
Inclusive Access	Route is nearly always available except in major weather events or emergency event and alternatives may exist.			Route may not be available in moderate weather events and alternatives may not exist.		
	Clearance of incidents affecting road users will have a moderate priority.		Clearance of incidents affecting road users will have a Lower priority.	Clearance of incidents affecting road users will have the lowest priority.		
	Road users may be advised of issues and incidents.		Road user information will have a lower priority.	Road user information will have the lowest priority.		
Economic Prosperity	Moderate level of comfort, occasional areas of roughness.	Moderate level of comfort, longer areas of roughness.	Lowest level of comfort may include extended areas of roughness and unsealed surfaces (on rural roads).			
	Aesthetics of adjacent road environment reflects journey experience needs of all road users and adjacent land use.		Aesthetics of adjacent road environment strongly reflects land use and place function.			



## Levels of Service Performance

ONF Outcome Area	Local Streets	Activity Streets	Urban Connectors	Rural Connectors	Rural Roads	Peri-Urban Roads
	Urban roads reflect urban fabric and contribute to local character.					
	Specific provision where active road users present.		Strong shared space philosophy between active road users (if present) and vehicular traffic. Active road users expect environment appropriate to their needs.			
	Clean, safe and secure [lighting, reasonable cycle numbers, accessible parking facilities].		Urban areas clean, safe [low vehicle speed] and secure [lighting].			
	Land use access for road users generally permitted but some restrictions may apply.		Access to all adjacent properties for road users.			
	Road user connection at junctions with Arterial or Collector roads, and some restrictions may apply in urban areas to promote Arterials.	Road user connection at junctions with other Collectors or Access roads.				
	Active road users should expect mixed use environments with some variability in the road environment, including vehicle speed.					
	Traffic on higher classification roads generally has priority over lower classification roads.					
	Provision of quality information relevant to Collector road user needs.		Provision of quality information.			
	Efficiency measures are required to provide assurance that the work we do is necessary, is coordinated and is delivering value for money. We will improve efficiency by ensuring the work we do is done at the right time, i.e. it is not done too early, nor is it done too late.					

### 5.5 LEVEL OF SERVICE STATEMENTS

The level of service which the Stratford District Council will provide our community will be in accordance with the following guiding principles for the various work categories,

#### Level of Service Provision.

The summary table below outlines the level of service that Stratford District Council will provide for our community for the various work activities undertaken on the roading network:

## Levels of Service Performance

**Table 26 - Summary of level of service statements**

Activity	Description	Level of Service Statement
111	Sealed Pavement Maintenance	Pavement repairs to reseal sites, HPMV routes, other ONF road hierarchy roads as identified via inspections. Given the increase in forestry activity, there are Rural Roads that will require a significant level of investment to maintain a "basic" level of service for our community.
112	Unsealed Pavement Maintenance	Grading rounds to meet ONF road classification, pavement defects. The level of funding requested provides for 1.5 grading rounds per annum.
113	Routine Drainage Maintenance	Clearing water tables, repairing kerb and channel, clearing culverts, emptying roadside sumps twice per annum.
114	Structures Maintenance	Bridge deck cleaning, cleaning and painting wooden rail systems, replacing bridge end markers, removal of obstructions from waterways.
121	Environmental Maintenance	Management of Pest Plants, berm mowing, weed spraying around street furniture and invert of water tables, trimming high banks that obscure visibility.
122	Traffic Services Maintenance	Replacing edge marker posts where applicable, painting 60% of all road markings, repairing signs, replacing wooden posts with steel poles, clean and paint sight rails.
125	Footpath Maintenance	Removal of trip hazards by replacement of damaged sections of footpaths that are less than 10m long.
140	Minor Events	Removal of large slips, retreating from underslips where practicable, clearing fallen trees following significant storms. Where affordable construct small retaining walls. Larger events may qualify for Emergency Works (WC141) funding, providing the criteria is met for this funding stream.
211	Unsealed Road Metalling	Metalling 15km of the network, improvements to roads affected by logging traffic. The requested funds address some of this damage/strengthening works.
212	Sealed Road Resurfacing	Our target is 20km/annum, however a recent usual audit of our sealed network suggested 60km per annum. This is clearly un-affordable to our community, therefore we are proposing to seal 25km per year for the next three years.
213	Drainage Renewals	With recent increases in kerb and channel replacement we have reduced the quantity to 1000m per annum. Our target of 90km of water tabling remains, along with 400m of culverts to be replaced each year.
214	Sealed Road Pavement Rehabilitation	Strengthening 1 km of sealed roads each year – HPMV routes and roads affected by logging.
215	Structures Component Replacement	Replacement of structural components as identified during annual routine inspections cycles.
216	Bridge and Structures Renewals	This is for the complete replacement of bridges, large culverts (waterway area >3.40m <sup>2</sup> ) and retaining walls. We have identified \$5.68m of structures to be replaced in the next 10 years.
222	Traffic Services Renewals	Replacement of damaged or faded signage, repairs to guardrails where identified, replacement of sight rails.
341	Low Cost Low Risk Improvements	School safety and other road safety improvements, Walking and Cycling initiatives. This work activity includes geometric improvements such as intersection upgrades, road re-alignments and the installation of roadside barriers. Speed limit changes are carried out under this work activity.

## Levels of Service Performance

### 5.5.1 SEALED PAVEMENT MAINTENANCE

The Council's sealed road networks comprise of 394kms of sealed pavement across the district. The width of the road varies depending on the location. Urban roads vary between 8-12 meters between kerbs, whereas rural roads vary between 4-6 meters.

For the level of service that Stratford District Council will provide, will be primarily focused on:

- Pavement repairs to the known High Productivity Motor Vehicle routes
- Pavement repairs to annual reseal sites
- Pavement repairs to access and low volume roads as the need arises following routine inspections of the network
- Repairing pavement defects such as potholes, edgebreaks, crack sealing
- Water blasting to improve skid resistance of finished road surfaces. This will be very limited due to the cost of this specialised treatment.
- Roads damaged by the forestry industry which has been significant in the last three-year period.

### 5.5.2 UNSEALED PAVEMENT MAINTENANCE

The Council's unsealed network comprises of 205kms of roads across the district. These roads vary in width from 3 meters to 6 meters. Many of these roads are "no exit" roads that service the rural farming community, as well as access to forestry blocks.

In general terms our maintenance strategy for these roads will be as follows:

- In general terms every unsealed road is graded twice a year. We have allowed in our funding request to increase this frequency on some of the more heavily trafficked unsealed roads.
- Pavement repairs such as potholes, removal of corrugations, removal of soft spots, dig-outs of failed areas
- The grading will be undertaken on an area by area basis. SDC's roading network is divided into 6 maintenance areas.

### 5.5.3 ROUTINE DRAINAGE MAINTENANCE

Drainage maintenance provides a direct linkage to our problem statement number two. The purpose of providing good drainage is to protect the road edge and sub-structure from stormwater erosion and to direct stormwater run-off to defined discharge locations in a controlled way.

Typically, the drainage maintained by SDC comprises of water tables, deep roadside drains, culverts, catchpits, sumps and kerb and channel.

The level of service which Stratford District Council will provide to its community will be as follows:

- Cleaning 90kms of watertables per annum
- Repairing broken or damaged kerb and channels as identified following monthly inspections
- Emptying roadside sumps twice per year
- Roadside sweeping of urban streets within Stratford that are lined with trees
- Clearing inlet and outlets of culverts
- Removing small slips from watertables

### 5.5.4 STRUCTURES MAINTENANCE

Maintenance of our structural assets is in direct response to our problem statement number one. With the increasing numbers of HCV's and forestry activity, ensuring our structures remain functional is vital to ensure product can reach the market place.

The Council maintains 126 bridges, 5 tunnels, 34 large culverts ( $\geq 3.4m^2$  in area), numerous water drives and 251 retaining walls. All of these structures vary in construction, size and condition.

## Levels of Service Performance

The level of service SDC will provide to our community will, in general terms, comprise of the following:

- Cleaning bridge decks
- Cleaning and replacing bridge end marker posts
- Cleaning and painting wooden handrail systems
- Cleaning drainage outlets in bridge decks
- Removing obstructions from waterways, culverts that impede water flow
- Undertake a programme of anti-rust protection (as identified through general inspection reports)
- Undertake general and detailed inspections of all the structural assets on two yearly and six yearly cycles
- Carry out concrete repairs, as identified through inspection reports and subject to funding being available. Depending on the condition of the structure this could take priority over some other minor maintenance work

### 5.5.5 ENVIRONMENTAL MAINTENANCE

The assets to which this work category applies is the control of roadside vegetation. Whilst in the urban environment these assets provide an aesthetic benefit to residential dwellings, in the rural environment the issue is more focused on drainage control, visibility and reducing fire risk.

The levels of service which SDC will provide to our community for this work category will be as follows:

- Control of plants that are designated as pest plants by the Taranaki Regional Council
- Mowing of roadside berms – twice per year
- Weed control of the invert of the watertables
- Weed control around roadside markers
- Vegetation control to remove obstructions from roadside signs
- Cutting of high banks to remove vegetation from impeding traffic
- Clearing vegetation which encroaches into a visibility envelope as detailed in the Maintenance Contract
- Removal of litter

### 5.5.6 TRAFFIC SERVICES MAINTENANCE

The provision of good quality signage and road markings is key to wayfinding as well as road safety. Included in this asset group are signs, pavement markings, sight rails, roadside marker posts, traffic islands and streetlights.

The level of service which SDC will provide to our community is as follows:

- Replace damaged, leaning, broken roadside signs as identified through inspections or via customer responses;
- Clean and paint sight rails as identified by routine inspections. We will restrict the amount undertaken due to budgetary constraints. Our target will be 1000m per annum;
- Repaint all road markings annually. Some road markings may require more frequent painting such as Give Way or Stop markings;
- Edge marker posts (EMP) will be replaced where there is a safety issue to be highlighted. EMP's on straight roads will be phased out as and when they are damaged;
- Maintenance to streetlights will be generally associated with power supply faults.

### 5.5.7 FOOTPATH MAINTENANCE AND RENEWALS

Stratford District Council will continue with our long-term replacement programme for upgrading old footpaths throughout the district.

This programme will be focussed on two factors:

1. Condition of the asset
2. Usage – pedestrian/traffic

## Levels of Service Performance

Many of the comments received from this year's Customer Satisfaction Survey comment on the narrow width of our footpaths.

The level of service which SDC will provide to our community will be:

- Replace the damaged sections of footpath which are less than 10 meters in length;
- Remove or provide temporary repairs to trip hazards on footpaths;
- When replacing footpaths (typically a block between adjoining streets) these will be a minimum of 1.5 meters wide
- Replace asphalt footpaths with concrete as this is a more cost effective long term solution, providing good value for money
- Upgrade pedestrian crossing points to be "barrier free" or mobility scooter friendly.

### 5.5.8 MINOR EVENTS

This activity provides the Stratford District Council the opportunity to remediate minor slips that occur on the roading network annually. Some see this as our "Business as Usual" storm event management budget. This budget will only be used to remove slips that partially or totally block the road.

Typically, this funding category will cover the following:

- Removal of large slips which partially or totally block the carriageway – unplanned road closures
- A smaller minor events budget is available for winter maintenance, snow clearing on the two Special Purpose Roads – Pembroke Road and Manaia Road
- There will be situations where an underslip has occurred requiring remedial works. This could be in the form of a retaining wall or retreating into the opposite bank. In these situations the most cost effective, value for money option will be chosen

### 5.5.9 UNSEALED ROAD METALLING

The Stratford District Council maintains 205kms of unsealed roads within our district. The district is split into six geographical areas. This recognises the diverse nature of our district from the ring plain around Taranaki Maunga to the eastern hill country in the Whangamomona area of the district.

Within the maintenance contract, the schedule for this activity indicates to the Contractor a typical volume of metal spread in each area. The purpose of this was to reflect the travel distance involved, allowing the Contractor to price the schedule separately to reflect the additional travel time required.

Our key performance indicator is to re-metal 7% or 14km of unsealed roads per year. With the recent increase in forestry activity our focus for 2023 has been to strengthen the unsealed roads used by the forestry industry. This will have the knock on effect of reducing the amount of re-metalling that we can achieve this year.

Within the Stratford District we have many unsealed roads with few residents living along them. We aim to offer a modest level of service to our rural community, therefore the amount of metalling undertaken will be based on visual inspections.

### 5.5.10 SEALED ROAD RESURFACING

Within the Stratford District, the average age of reseals is 13 years across all five road categories. Currently we have approximately 25% of our sealed network that have seals which are 15 years or older, in some cases the seal age is 20 years or more, for very low volume roads.

Our aim is to address this backlog over the duration of the next two or three Long Term Plan periods. We have indicated in our funding request to increase our annual sealing quantity from 20km/annum to 30km/annum.

## Levels of Service Performance

We will continue to focus on HPMV routes, such as Opunake Road, logging routes, second coat seals and urban roads for this 2024-27 period.

### 5.5.11 DRAINAGE RENEWALS

Following the change in our maintenance Contractor, in 2019, we have reviewed the quantity of water tabling that we can achieve. Our intention is to clean 90km of water table per annum. This is the equivalent of one seventh of the network length.

Given cost escalations over the duration of our maintenance contract, we have reviewed the level of service and requested an increase in funding to meet this level of service.

Our level of service for this activity is:

- 90km of watertabling per annum
- 500m of 375mm diameter culverts installed annually to replace 225mm diameter culverts. This builds resilience into our networks.
- Replace 1000m of kerb and channel each year
- Replacement of a 1200mm diameter culvert on Wairiri Road with a 2m x 2m box culvert, to meet the new environmental standards for freshwater.

Should larger size culverts need replacing or we are required to install larger culverts to meet current fish passage requirements, the above quantities will be reduced in order to stay within budget.



Existing culvert that was removed



Newly installed culvert

**Figure 32 – Hollard Garden Culvert Renewals**

### 5.5.12 SEALED ROAD PAVEMENT REHABILITATION

Our current philosophy for identifying potential sealed pavement rehabilitation candidates comprise of some or all of the following defects:

- Excessive wheel tracking or rutting
- Pavement failures requiring dig outs
- Extensive surface cracking allowing water to penetrate into the foundation of the road



## Levels of Service Performance

- Evidence of surface staining resulting from "pumping" of the granular layers beneath the seal
- Poor ride quality – road roughness
- General shape of the road – undulations, poor ride quality for HCV's noise complaints
- High historical maintenance costs

With a reduced budget for the next NLTP period Stratford District Council will undertake 1km sealed pavement rehabilitation a year, focussing on key HPMV routes, such as Opunake Road, Cardiff Road, Beaconsfield Road.

### 5.5.13 STRUCTURES COMPONENT REPLACEMENT

The programme of replacements work activity is driven by our annual structural inspections. Given the diversity of our district we have split the inspections into "front country" and "back country". The inspections alternate between the two areas each year.

Having undertaken two inspection cycles within the previous LTP period, we have established that there are no significant components of our bridges that require replacing. We have however identified seven bridges that will require complete replacement within the next 10 years.

We have inspected all of our known retaining walls, some of which do require some maintenance, which is primarily replacing timber boards. Again there are several walls that will require replacement.

The majority of work identified during the inspections can be undertaken via the structures maintenance work category.

### 5.5.14 BRIDGE AND STRUCTURES RENEWALS

This work category is for the complete replacement of Stratford District Council's structural assets. We have identified 12 bridges which require replacement in the next 10 years.



**Figure 33 - Lower Kohuratahi Road Bridge**

Included in that list is a wooden swing bridge located on Lower Kohuratahi Road. Whilst this is not a heritage structure, our desire is to retain this bridge for historical purposes and to be used as a walking/cycling bridge.

## Levels of Service Performance

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A new bridge will be constructed alongside the existing. Due to the span of the bridge and the depth of the gorge, we estimate the cost will be in the order of \$2million.

### **5.5.15 TRAFFIC SERVICES RENEWALS**

This activity relates to the various delineation and wayfinding assets on the Stratford Districts roading network. These are a vital component to provide a safe roading network for our community.

In general terms this work activity provides for the replacement of:

- Roadside signs
- Roadside edge marker posts in accordance with RTS-5
- Renewing old or damaged sight rails and hazard markers
- Replacement of spalling concrete or rusted steel streetlight columns/poles
- Replacement of underground streetlight power cables as determined through fault investigations.

### **5.5.16 LOW COST/LOW RISK IMPROVEMENTS**

This activity class is commonly used to fund significant improvements to the road corridor. These improvements in the case of Stratford District Council will comprise of the following:

- Safety improvement projects; such as minor geometrical re-alignment or intersection upgrades
- Walking and Cycling Strategy initiatives and projects



## **6.0 Future Growth and Demand**

## Future Growth and Demand

### 6.0: Future Growth and Demand

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## Future Growth and Demand

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### 6.1 OVERVIEW

This section provides a description of population; economic growth trends forecasts and the demand drivers for the provision; development and sustainability of the Rooding services to the community. It also describes the Demand Management strategies to be employed in response to the forecast changes to ensure the continued delivery of the Rooding services to the community at the agreed level of service.

The demand for the provision of Rooding services is generally determined by the degree to which customers use the assets. The forecasting of future demand for services enables Stratford District Council to plan ahead and identify the best way to meet that demand.

Section 14 of the Local Government Act 2002 requires local authorities to take a sustainable development approach in conducting business. In doing this Stratford District Council must take into account;

- I. the social, economic, and cultural interests of people and communities; and
- II. the need to maintain and enhance the quality of the environment; and
- III. the reasonably foreseeable needs of future generations.

Stratford District Council is committed to planning for the changing needs of its community. As part of this commitment Council utilises demand forecasting in all asset management planning.

This section identifies the demand forecasting model used by the Council and highlights the factors that influence the demand for infrastructure and services and the associated impacts of each driver on the demand for the Rooding services.

### 6.2 DEMAND FORECASTING

Demand forecasting enables Stratford District Council to identify areas that are likely to experience significant pressures, and plan accordingly. Currently, the Stratford District Council uses a "basic" model for demand forecasting. It is a combination of formal and informal techniques. Central to this is an understanding of how growth and future demand trends will impact on Levels of Service and desired community outcomes.

As part of the planning process Council considers:

- the Asset use, demand, and capacity;
- the implementation and planning for quality and process improvements; and
- environmental impacts

Key Information gathered during the forecasting process includes:

- Historical data;
- Observed patterns and trends – use, demand, and popularity;
- Statistical estimates and projections;
- Commercial activity and anticipated business migration
- Pending legislative changes.

From this assumptions are formed about what could happen; enabling Council to better plan for the future needs of the community.

## Future Growth and Demand

### 6.3 DEMAND DRIVERS AND IMPACTS

Demand drivers are the factors that influence demand for services or the infrastructure that provides those services.

Future growth in the Stratford community can be attributed to a number of factors described in detail below, including:

- Population;
- Economic Development;
- Tourism;
- Changing Customer Needs and Expectations
- Regulatory Changes; and
- Land Use Changes

#### 6.3.1 POPULATION GROWTH

The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,679 by 2034, at an average of 0.4% per year. This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

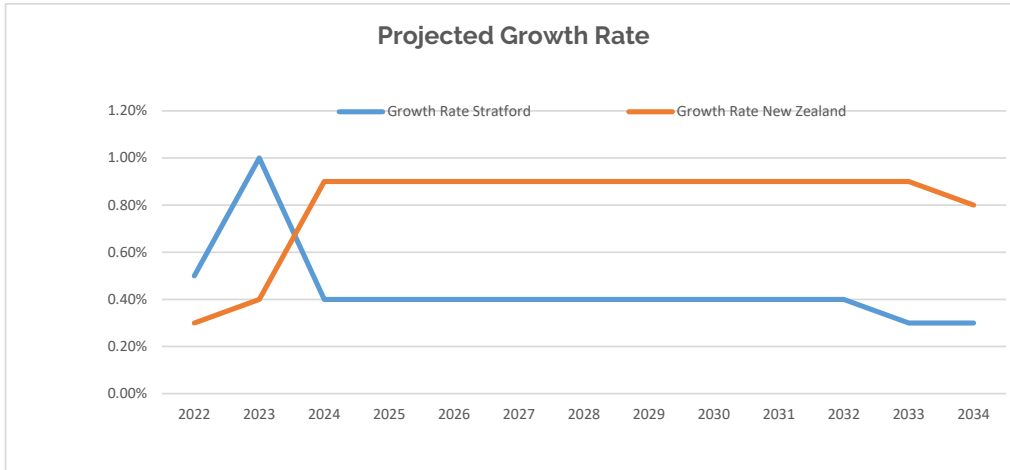
The growth in the Māori population of the district has been consistently higher than the growth of all other ethnicities for each of the last ten years. Stratford district's Māori population was 1,550 in 2022, up 2.6% from the previous year.

Table 27 and Figure 33 shows total population projections over ten years, against the growth projections of the total New Zealand population.

**Table 27 - Actions Identified for Improving Management of the Asset**

Year	Stratford District		New Zealand	
	Value	Growth	Value	Growth
2022	10,150	0.5%	5,123,100	0.3%
2023	10,256	1.0%	5,141,837	0.4%
2024	10,295	0.4%	5,185,924	0.9%
2025	10,334	0.4%	5,230,348	0.9%
2026	10,373	0.4%	5,275,448	0.9%
2027	10,414	0.4%	5,321,561	0.9%
2028	10,455	0.4%	5,369,026	0.9%
2029	10,497	0.4%	5,418,006	0.9%
2030	10,539	0.4%	5,467,976	0.9%
2031	10,579	0.4%	5,518,235	0.9%
2032	10,617	0.4%	5,568,085	0.9%
2033	10,650	0.3%	5,616,826	0.9%
2034	10,679	0.3%	5,663,921	0.8%

## Future Growth and Demand



**Figure 34 – Projected Growth Rate**

### 6.3.2 DEMOGRAPHIC CHANGES

The below graph shows the current population by age group. The Stratford district is generally trending higher than the New Zealand average in the 60+ year age brackets, and much lower in the 20-29 year age bracket. However, the district is much higher than the national average in the 0-9 year age bracket showing positive signs of households choosing to raise their families in this district, and supporting the claim that the increase in population is largely driven by natural increase.

The gap in the 20-50 year old age brackets is not new, and is likely to be a result of the lack of tertiary level training opportunities and graduate employment opportunities in the district. With the change in working and studying environments due to enhanced technology and online access, and the increased acceptance that employees can work from anywhere in the country, and even the world, it is likely that we will see changes in the age demographics in the future. Due to the uncertainty of the impact, it has not been factored into the projections.

**Figure 38. Population by broad age group, 2022**  
% of total, as at 30 June



**Figure 39. Population by 10-year age group, 2022**  
% of total, as at 30 June



**Figure 35 - Stratford District's Population Age Structure**

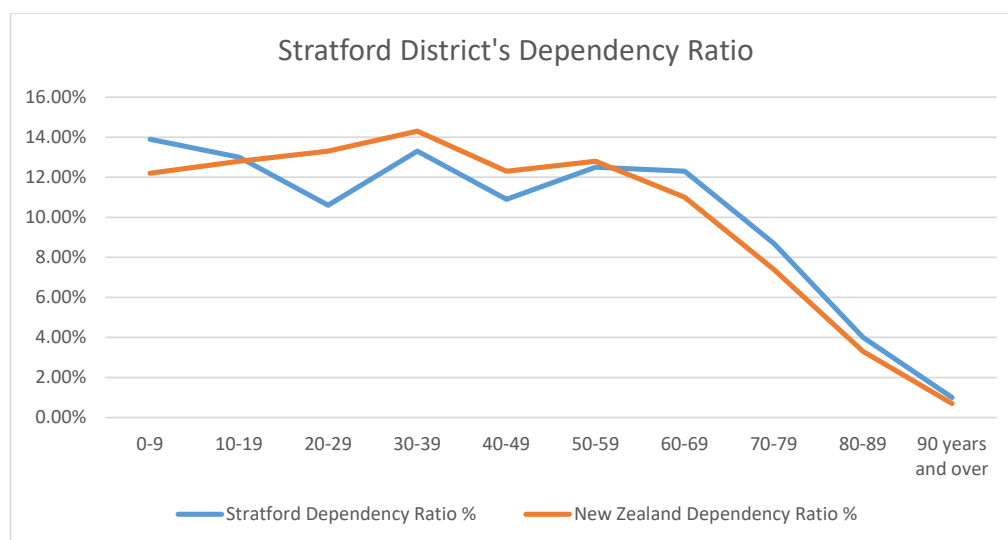
The Dependency Ratio calculates the average number of economically dependent population (0-14 year olds, and 65+) per 100 economically productive population at a specific point in time. A high ratio may indicate that the economically active population and the overall economy face a greater burden to contribute towards the rates requirement for the district.

## Future Growth and Demand

Table 28 and figure 35 shows the Stratford District's Dependency Ratio is 67%, compared to the national average of 54%. This is something Council must be mindful of when determining funding sources (increased reliance required for user pays and exacerbator pays funding sources), and areas (prioritisation) and levels of expenditure (affordability).

**Table 28 - Stratford District's Dependency Ratio**

Age Decade (years)	Stratford District		New Zealand	
	Level	% of total	Level	% of total
0-9	1,410	13.9%	625,490	12.2%
10-19	1,320	13.0%	655,720	12.8%
20-29	1,080	10.6%	679,450	13.3%
30-39	1,350	13.3%	733,760	14.3%
40-49	1,110	10.9%	631,220	12.3%
50-59	1,270	12.5%	654,040	12.8%
60-69	1,250	12.3%	561,800	11.0%
70-79	880	8.7%	380,170	7.4%
80-89	410	4.0%	167,640	3.3%
90 years and over	100	1.0%	34,790	0.7%
Dependency ratio	67.2%		54.4%	
<b>Total</b>	<b>10,150</b>	<b>100.0%</b>	<b>5,124,100</b>	<b>100.0%</b>



**Figure 36 – Dependency Ratio Stratford District and New Zealand**

### 6.3.3 ECONOMIC DEVELOPMENT

The four local authorities of the Taranaki region in association with Venture Taranaki, local business leaders, iwi and central government (the Ministry of Business, Innovation and Employment (MBIE)), have developed a new regional Economic Development Strategy and Action Plan for Taranaki. The Taranaki Regional Economic Development Strategy became official in August 2017 and is known as "Tapuae Roa - Make Way for Taranaki" - *Working together across the region to unlock opportunities for a thriving and successful Taranaki.*

## Future Growth and Demand

This strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure.

Anticipated impacts of the Regional Economic Development Strategy and any resulting growth in the Roothing activity and infrastructure are expected to include:

- Increased demand for property services
- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.
- Increased pressure to reduce emissions.

### **6.3.4 ECONOMIC HISTORY AND FORECAST**

Economic growth in the Stratford district is generally lower than the national average – averaging 1.7% per year over the 10 years to 2022, compared with an average of 3% in New Zealand. The estimated GDP for the district in 2022 of \$575m, makes up less than 1% of New Zealand's GDP.

There is some concern that the district is less diverse than average, with the largest industry being agriculture and forestry at 27%, the second largest industry being utilities (electricity, gas, water and waste) at 13%. The more concentrated a district's economic activity is within two or three industries, the more vulnerable it is to adverse effects such as those arising from climate conditions, or commodity price fluctuations.

Council intends to make significant investment in Economic Development over the life of the LTP to encourage diversification and provide opportunities to promote the Stratford District as a great place to do business. Under the Enabling Community Outcome, Council has committed to the following strategic goals:

- *We are a business friendly district*
- *We encourage a diverse and sustainable business community*
- *We enable economic growth by supporting business investment and development in our district*
- *We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)*
- *We carefully balance the needs and wants of our district when funding services and infrastructure*
- *We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district*

### **6.3.5 CLIMATE CHANGE**

Scientific evidence indicates the earth's climate is changing because of increases in greenhouse gases caused by human activities.

Anticipated impacts for New Zealand over the next 100 years include:

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events
- Decreased frost risk
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

At the regional and district level research indicates Taranaki could experience more extreme and varied rainfall patterns and severe weather events.

## Future Growth and Demand

Extreme weather events and heavy rainfall would see increases in flooding, landslides, avalanches and mudslides during heavy rainfall events while on the flip side a lack of rain during summer months could see prolonged periods of drought. Both extremes place increased pressure on government, private flood insurance schemes, and disaster relief.

The Government's principal policy response to climate change is the New Zealand Emissions Trading Scheme (ETS). In various sectors (such as energy), the Government is also undertaking a range of other policies and measures that are contributing to reducing greenhouse gas emissions while achieving other policy goals.

Council responds to and plans for impacts of climate change as part of asset management practices by monitoring NIWA data in order to plan for and make adjustments to infrastructure where and when needed. Where adjustments are needed, they are undertaken through New Works and/or Renewal/Replacement.

### 6.3.6 TOURISM

The Visitor Sector Action Plan is one of six action plans developed as part of the "Make Way for Taranaki" Tapuae Roa Regional Development Strategy. The action plan describes the current regional sector dynamic, growth objectives, challenges, opportunities and the actions required to achieve sector growth. It is anticipated that the Visitor Sector Action Plan will enable and support growth in the Stratford District Visitor Sector.

Council welcomes the Stratford District being seen as a visitor destination but is mindful that increases in visitor numbers may have an impact on infrastructure and the services it provides. Anticipated impacts of the Visitor Sector Action Plan and any increases in visitor numbers on the Water Supply Activity and infrastructure are expected to include:

- Increased demand for water services
- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.

In making the Stratford District a visitor destination, there is the likelihood for an increasing demand for limited transportation resources as traffic flows and traffic volumes increase.

Increased traffic volumes and traffic flows will lead to increased wear and tear on the network. This in turn will potentially result in increased maintenance and renewal costs.

At this time the anticipated growth in tourism for the Stratford District cannot be easily quantified. We have the benefits of local visitor offerings like Mt Taranaki, the Stratford Mountain House, the ski fields and Dawson Falls. Further afield other attractions such as the Forgotten World Adventures using the Stratford to Ohura rail line has attracted over 20,000 in the last three years.

Located in the east of the district are Whangamomona, Aotuhia Sheep Station and the Bridge to Somewhere. Linking the two is the Whangamomona Road. The road has national recognition as a '4 x 4' owners club route. It is also widely used by mountain bike riders and trampers who stay at the Whangamomona Hotel. With the sealing of the Tangarakau Gorge, there is an expectation that more visitors from central north island will visit the district and region.

Development of an increased traffic count programme has been added to our improvement plan. Our target is to undertake 100 traffic counts per year. At this time we expect to undertake a minimum of 30 traffic counts per year (summer and winter) on key tourist routes such as Mangaehu Road (Aotuhia Station – Bridge to Somewhere) and Mangapapa Road (Mt Damper Falls), Douglas Road (Forgotten World Adventures start point), Whangamomona Road, Pembroke and Manaia Roads (Mt Taranaki). These traffic counts will complement our routine traffic counts to monitor growth and need for developing traffic models for many of the low volume roads.

This information can then be used to pro-actively target specific routes to optimise our maintenance and renewal programmes.



## Future Growth and Demand

### **6.3.7 THE (DRAFT) STRUCTURE PLAN FOR STRATFORD**

The SDC is currently undertaking a Structure Plan of the Stratford District, which is in response to an increased demand for residential development sites in Stratford. This 30 year Plan long term Strategy Plan will feed into the District Plan review and the Infrastructure Strategy, to ensure that the growth areas identified herein are duly catered for as and when required.

The Plan will identify key growth areas in Stratford, in addition to areas that lend themselves to in-filing. Rooding, Water and Wastewater infrastructure will be planned to service these areas accordingly. Given its proximity and centrality to key employment generators and tourist areas in the New Plymouth and South Taranaki District, the creation of new and affordable residential lots is expected to support the growth forecast for the Town. To facilitate this strategy, the Stratford District Council is leading the creation of a quality and affordable subdivision in one of the identified growth areas. The subdivision will supply up to 35 Residential lots aiming to jumpstart the growth process and facilitate the development of quality affordable homes to the community. The uptake of the newly created lots is expected to be quick and attract homeowners from all parts of the Taranaki region as well as nationally.

### **6.3.8 CHANGING CUSTOMER NEEDS AND EXPECTATIONS**

The Stratford District is experiencing a change in customer needs and expectations. Changes are primarily driven by an increase in the older resident population and people moving to Stratford from larger metropolitan areas. Customers are expecting a higher level of service, which is clearly shown in the poor customer satisfaction survey results, shown in table 5 above.

#### **Roads**

The Council continues to receive request to seal roads and/or to apply dust suppression agents to unsealed roads, particularly in areas of increased HCV activities. Stratford District is no different in many respects to other rural Territorial Local Authorities. The urban residents want good quality sealed roads which are free from potholes and major pavement defects, whereas our rural customers want unsealed roads free of potholes and corrugations. There are members of the local rural community who are quite vocal regarding the condition of the roads, but the majority are supportive of what we aim to achieve given the funding levels available to us.

#### **Footpaths**

There is roughly 70km of footpath in the Stratford District. Approximately 65% of these are equal to or less than 1.4m wide with the remainder being equal to or wider than 1.5m wide.

With increase in micro-mobility the current footpath width is insufficient to meet the community needs.

Today our footpaths must cater for cyclists, skateboarders, scooter riders, wheelchair users and mobility scooter riders as well as the traditional pedestrian.

Footpath maintenance and renewal budgets are based on an assumed useful life expectancy of 60-80 years. With changes in how our footpaths are being used and the increased demand placed on them Council is concerned that:

- public health and safety will be put at risk due to shared use.
- footpath useful life will be reduced due to pressure from the different types of users.
- maintenance and renewal budgets will be set too low impacting on Council's ability to intervene at the right time.
- footpaths will fall below Levels of Service performance targets.

To improve the footpaths within Stratford to meet the communities' requirements. SDC is proposing \$820,000 for footpath maintenance and renewal for the term of this LTP.

#### **Bridges**

To preserve and grow our district's economy maintaining the bridges throughout the district is pivotal, as not only do these bridges provide access to arable productive farmland and forestry blocks, but these are also a key link to providing access to rural residents. These residents will

## Future Growth and Demand

expect the Stratford District Council to keep the roads maintained to a reasonable standard and the bridges to remain intact.

In November 2009, the Council passed a resolution to continue to maintain bridges that provide access to individual landowners. These "un-economical" bridges are:

- Lower Kohuratahi Road – wooden suspension bridge
- Buchanan's Access – wooden suspension bridge
- McBride's Bridge
- Matau North Road
- Tapuni Road
- Brewer Road (Curtis's Access)
- Lower Kohuratahi Road (Gower's Access)
- Wingrove Road (Maruarau Road)
- Murcott Road (Hopkirk's Access)
- Upper Mangaehu Road (Ford's Access)
- Pukeko Road

Our customers would expect Council to continue to maintain these bridges, as it is highly unlikely that the landowners in question would take on the responsibility for on-going maintenance and the eventual replacement of the bridges.

### **Streetlights**

Following the installation of LED luminaires in 2018, our customers may raise some concerns about personal safety and the "dark patches" in the road. This is primarily due to the width of the road reserve in Stratford.

To address these concerns SDC would have to undertake a streetlight improvement programme. At present Stratford District Council has not budgeted for the installation of additional lighting columns.

Our focus for this LTP is to replace the severely corroded lighting columns.

### **Drainage**

Urban and rural customers have deferring views on the levels of service SDC provides. Urban customers require the roadside channels to be kept clear of debris and the sump tops kept clear of detritus. This is more prevalent in the autumn during the leaf fall from the street trees within Stratford Township.

Rural customers require the watertables to be cleared, culverts to function properly so that water does not run across the road or scour out the roadside shoulders. As drainage is a vital activity to keep the road pavements dry to prolong it's life, we have recognised this and increased the funding for drainage maintenance and renewals throughout the term of this AMP.

### **Vegetation**

In the rural areas, SDC undertakes two rounds of roadside berm mowing per year, along with any additional isolated mowing at intersections for road safety purposes. Requests from residents for extra rounds of berm mowing would lead to an increase in the level of service and put pressure on the Environmental Maintenance budget.

### **6.3.9 REGULATORY CHANGES**

Changes to regulatory requirements and funding allocations (i.e. ONF and FAR) are resulting in uncertainty around funding for maintenance, renewal and improvement of the network. Where there is an increased demand for Roading services. A key change driver is NZTA's Arataki, and the Government Policy Statement for Land Transport. With a change in the government in October 2023, the draft GPS is being reviewed. At the time of writing this AMP, the outcome of this review is not known.

## Future Growth and Demand

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These areas of strategic focus for NZTA relevant to the Stratford District are:

Inter-regional Journeys	These are nationally significant journeys connecting regions that sustain our economy. They link major urban areas and production centres to international ports and other gateways. A safe, reliable and resilient network is needed to support economic growth and to provide confidence for investment. SH3 runs through the Stratford District and connects the Taranaki region with the Waitomo to the north and Whanganui to the south.
Regional Economic Development Areas	Through the Regional Growth Programme the Government has partnered with a number of regions to identify potential growth opportunities and help increase jobs, income and investment in regional New Zealand. The View considers the opportunities for transport to support and enable economic growth and productivity in these regions.
National Rail Network	National rail network: Shows active lines and some unused or inactive (mothballed) lines currently managed by KiwiRail. Some lines shown as unused by KiwiRail may be used for tourist purposes by private sector operators using very light rail vehicles, for example the Whakaahurangi Stratford to Okahukura line.

### 6.3.10 LAND USE CHANGES

One of our key problem statements is the change in land use around the Stratford district, particularly forestry, agricultural growth, and oil and gas. Each of these industries has an impact on the Roothing network to varying degrees.

#### **Forestry**

Further to the map shown in Figure 36, there has been an increase in forestry planting since 2020 for the purposes of carbon farming. However, as far as SDC is concerned, we take the view that this could be a potential forestry block which could be harvested as some time in the future. We have introduced a targeted roading rate for forestry block owners, to assist with the cost of repairs. In 2022/23 SDC spent \$975,000 repairing roads affected by forestry. We have identified a further \$3.8m of work required, of which \$3.125m remains outstanding. Our funding bid incorporates some of these repair costs.

The total accumulated area of pine forestry which could affect the rural road network is estimated to be 14,271 hectares. Commentary from Port Taranaki has indicated that there is log security (revenue for the port) until the early 2030's. This would indicate that there is a further eight to ten years of harvesting in the region, a good proportion of which will be within the Stratford district.

#### **Oil and Gas and Agriculture**

At present the oil and gas industry is going through a quiet period and agriculture is reasonably stable. With the focus on renewable energy sources, Contact Energy have submitted planning applications for solar panel farms which are near the Stratford Power Station. This will generate short term increases in traffic flows during the enabling phase of the sites.

The Council is aware that it needs to continue road strengthening works on identified roads during the 2024-2034 planning period to ensure affected roads remain fit for purpose and meet ONF Levels of Service requirements.

Future Growth and Demand

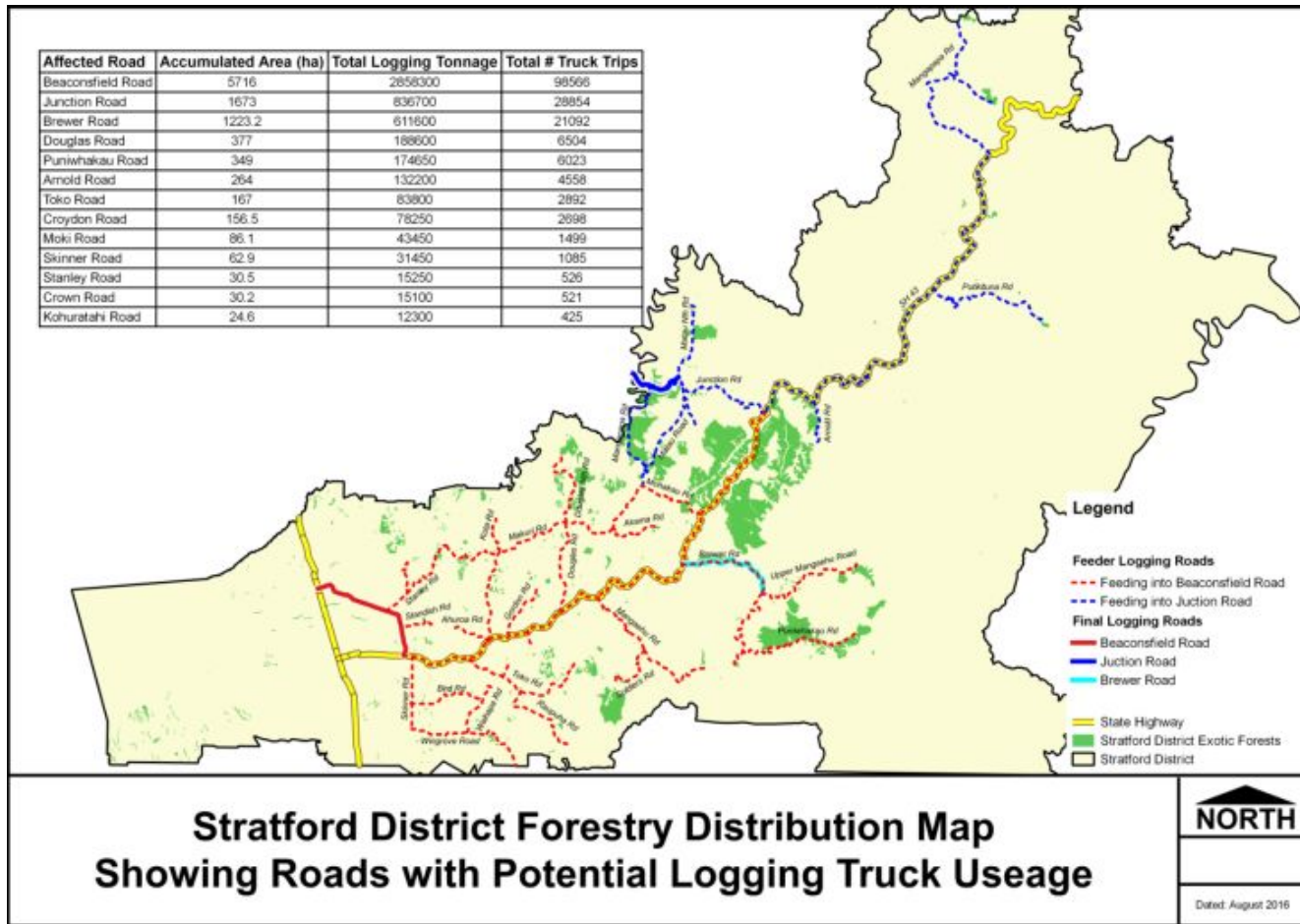


Figure 37 - Stratford Forestry Distribution Map as at 30 June 2016

# **7.0 Risk Management**

## Risk Management

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## Risk Management

### 7.1 OVERVIEW

Risk is the effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.

The main risk to asset management planning is the inability to deliver on agreed Levels of Service due to unplanned events and situations.

The Risk Management section highlights the Stratford District Council's risk management framework and process. It identifies significant negative effects and hazards linked to the Activity and infrastructure assets. The section also identifies critical assets and our approach to emergency response.

### 7.2 RISK MANAGEMENT FRAMEWORK

The Stratford District Council has prepared a *Corporate Risk Management Framework June 2018* which includes processes that identify, evaluate and manage all risks that may impact on the agreed Levels of Service to the Community. The purpose of this framework is to promote consistency and to describe the components of Stratford District Council's risk management system. The Council wide risk register allocates all council risks into the following 6 categories:

- Compliance and Legislation Risks;
- Data Information Risks;
- Financial
- Health and Safety Wellbeing
- Operational Risks
- Reputational and Conduct Risks;

The potential risks identified for the Rooding assets under these six broad categories are described in detail in this section.

The Council's risk management approach is underpinned by principles that will ensure the minimisation of risks for the principal asset systems through the non-achievement of critical business objectives and impact of system failure. The risk management principles are:

- Adds value by contributing to the achievement of Stratford District Council's objectives and improving performance;
- An integral part of the Stratford District Council's planning, processes, and decision making;
- Structured approach that is well-defined, transparent, and aligned with good practice;
- Responsive to change by monitoring, reviewing, and responding to the changing environment;
- Pragmatic by focusing on the most important risks and allowing informed risk taking;
- Explicitly addresses uncertainty based on best available information; and
- Continuous improvement as we get better at identifying and managing risks and opportunities.

The objectives of the Council's Risk Management framework are to establish a systematic and structured approach to managing risks across the Stratford District Council and to embed risk management practices into business strategy, planning and core operations to ensure that key risks are proactively identified, managed and communicated. Benefits from applying effective risk management include:

- Improved achievement of the Council's strategic direction, objectives and priorities;
- Reduced risks – significant risks are identified and managed and early warning of problems and emerging risks are addressed, with appropriate design and operation of internal controls;
- Improved decisions – decisions are made after analysis of risk;

## Risk Management

- Improved planning and resource allocation – risks are prioritised and included in business planning so that resources are better managed; and
- Increased accountability and transparency – clarity of key risks and the responsibility and accountability for their management.

### 7.3 RISK ASSESSMENT PROCESS

The Stratford District Council's Risk Management Process in Figure 37 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

- All significant operational and organisational risks are understood and identified;
- The highest risks that should be addressed within a ten year planning horizon are identified;
- Risk reduction treatments which best meet business needs are applied; and
- Responsibilities for managing risks are allocated to specific staff and reporting regimes are specified.

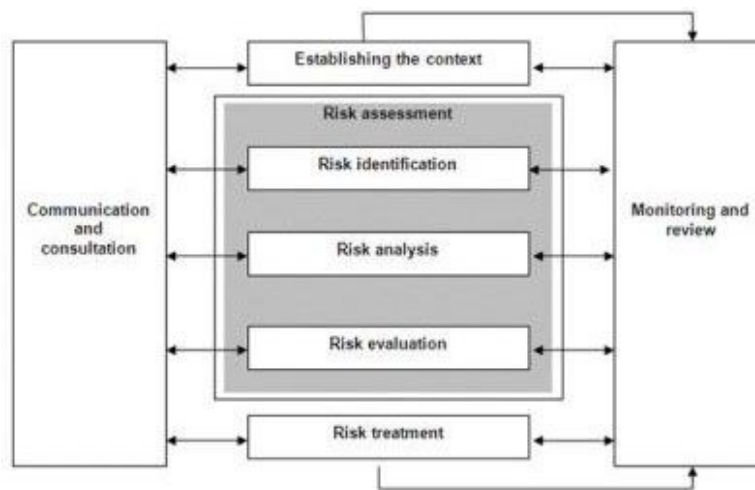


Figure 38 - Risk Management Process

A Risk Matrix allows for easy identification for the highest risks in the Council enabling appropriate resources to be allocated.

		Consequences				
		Minor	Important	Serious	Major	Catastrophic
Likelihood	Almost Certain	2- Moderate	5- High	7- High	20-Extreme	25-Extreme
	Likely	2- Moderate	4- Moderate	6- High	16-Very High	20-Extreme
	Possible	1-Low	3- Moderate	4- High	12-Very High	15-Very High
	Unlikely	1-Low	2- Moderate	3- Moderate	8- High	10-Very High
	Rare	1-Low	1-Low	1-Low	4- Moderate	5- High

Figure 39 - The Risk Matrix



## Risk Management

### 7.4 POTENTIAL RISKS

The Stratford District Council has made a number of risk assumptions<sup>5</sup> under the six broad risk areas of Compliance and Legislation, Data Information, Financial, Health and Safety Wellbeing, Operational, & Reputational and Conduct. These are presented in [Appendix 2](#).

#### 7.4.1 TOP TEN RISKS

The Stratford District Council has identified the top ten Roading risks from the 6 categories in the Risk Management Framework ([Appendix 2](#)), in Table 29.

While *Compliance and Legislation, Financial and Reputation and Conduct Risks* impact on the achievement of the Organisation's high-level objectives and actions in the Long Term Plan, *Operational Risks* impact people, processes and technologies that support the business-as usual delivery of activities. The *Control Description* is a set of management intervention/ mitigation measures applied in response to risks, while *Residual Risk* is the resulting risk following the application of the mitigation measures.

**Table 29 - Top Ten Identified Roading Risks**

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
1. <b>Activity Management Plans</b>	If AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised	6 High	AMPs are reviewed every 3 years to address current problems and issues at the time in order to develop work programmes for the next 3 years	4 High
2. <b>Heavy/Extreme Rainfall incidents</b>	If the Stratford District experiences heavy rainfall continually over a period then roads may flood, restricting accessibility, landslips and mudslides may restrict road access and cause property damage, productive land areas may flood reducing functions,	8 High	Activity Management Plans and Roading Incident Response Plan to document critical asset areas and response timeframes in the event of heavy rainfall incidents.	3 Moderate
3. <b>Maintenance Contractor fails to deliver</b>	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	4 High	Careful assessment of tender to ensure contract price viable for contractor to deliver level of service. Regular liaison with contractor to monitor performance and ensure compliance. Contractor pre-approval process must not be bypassed.	3 Moderate
	If Government Policy or Legislation significantly	12 Very High	Where a policy change may have a	8 High

<sup>5</sup> statements that are presumed to be true without concrete evidence to support them

## Risk Management

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
4.	<b>Government Policy or Legislation Impacting on Local Government TOP 10 RISK</b>		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. Any changes in rules around Overweight Permits means there is increased likelihood of on-going damage to the roading network, and a reduced life expectancy resulting in increased maintenance costs.	
5.	<b>Natural Disaster - Response preparedness</b>	15 Very High	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	12 Very High
6.	<b>Revenue Increasing age demographic on fixed income, how does SDC meet the cost of providing the level of services into the future?</b>	2 Moderate	High number of elderly on fixed income pensions. Could affect future levels of service for roading due to cost fluctuations within contractual arrangements	3 Moderate
7.	<b>Road Closures - unplanned</b>	4 High	Factor in to budgets reasonable and sustainable rates increases. Or seek further financial assistance from NZTA. Review fees and charges.	
			Asset criticality review to identify critical roading assets and increase monitoring activities. Ensure quality workmanship	

## Risk Management

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	access in/out of district could be lost and people could be injured as a result.		and contractors are aware of their obligations to report and repair any damages to roads. Resources diverted from other planned projects to remediate repairs to enable the road to be re-opened. Maintain a regular inspection regime of structures within road reserve.	3 Moderate
8.	<b>Attracting Qualified Staff</b> If Council is unable to attract suitably qualified personnel, then services may become under threat and may cease.	4 High	Internal training and succession planning programs. Ensure market wages are offered for all high demand positions. Recruit off shore option should be available for high-demand positions. Make greater use of consultants if necessary and/or shared services with neighbouring Councils.	2 Moderate
9.	<b>Elected Members - Decision Making</b> Elected members make significant decisions in relation to the Long Term Plan budget setting. This has an impact on the Rooding Activity Management Plan and the work programmes that are developed throughout the 3 year period. This could have an impact on the levels of service for the community.	12 Very High	Relies on the accuracy and quality of the advice given by staff to elected members -	4 High
10.	<b>Solvency of Contractor</b> If Council engage a contractor that could potentially be insolvent the risk to Council is that they abandon the contract.	12 Very High	Conduct the due diligence process for all contractors.	3 Moderate

### 7.5 RISK RESPONSE

The Stratford District Council has a suite of response strategies for the potential risks identified above; they include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 32 below.

## Risk Management

**Table 30 - Risk Response Strategies and Definitions**

Response	Definitions
Avoid	To terminate exposure to a potential risk, generally the organisation needs to exit the activity which gives rise to the risk, or not start an activity which would give rise to the risk
Exploit	For risks which present an opportunity for Stratford District Council, a legitimate approach is to increase Stratford District Council's exposure to the risk; generally this would represent a situation where Stratford District Council can gain an advantage through their management of this risk.
Transfer/ Share	Risk transfer is getting another party to undertake the activity generating the risk, or getting another party to take on all or part of the risk itself.
Reduce	For risks which present a threat to Stratford District Council, but which cannot be avoided, the development of additional controls or mitigation strategies will reduce the likelihood or impact of the risk.
Accept	Accepting the risk by informed decision. This means continuing with the business activity/project as currently defined, aware of how much risk is being carried, monitoring changes in overall risk, and ensuring appropriate levels of contingency at the Stratford District Council level.

### 7.6 SIGNIFICANT NEGATIVE EFFECTS

The Roding activity can have negative effects on the social, economic, environmental and cultural wellbeing of the District. The potential adverse effects from Roding Activity include Traffic Hazards/Accidents; Noise; Dust; Road Closures; and Environment.

The Council is actively involved in implementing regional road safety strategies such as 'Roadsafe Taranaki', and the 'Community Road Safety Programme'. Minor safety improvement programmes include regionally co-ordinated activities such as road safety education in addition to improvements in signage, pavement marking, safety structures and speed limiting. Where necessary, the Council investigates injury accidents in conjunction with the Police.

The State Highways are subject to the largest traffic volumes and a high percentage of heavy vehicles, particularly in Central Broadway where the impact of noise is most obvious. The rural roads also carry a high percentage of heavy traffic, but generally the noise impact is not significant because of the low traffic volumes.

The District has a large proportion of unsealed roads. Council is working with the rural community, and has a seal extension programme to mitigate the effects of dust. Consideration for seal extensions and dust coat seals will be given to this problem in future LTPs.

Unscheduled road closures, usually as the result of flood damage, can be of concern, particularly for isolated rural communities. When this happens, every effort is made to have the road or alternative routes open as soon as possible. Planned closures are always well notified to affected parties and usually these are not a significant problem, except for some organised motor sports that tended to target the same sections of roads on a regular basis. Council has discussed this with event organisers and it no longer appears to be such an issue.

All major project works are carried out under resource consents. General works are undertaken to avoid major impacts on stormwater run-off and drainage management.

## Risk Management

### 7.7 CRITICALITY

Critical assets are defined as those assets that are likely to have more significant consequences than other assets if they fail. Failure of critical assets has the potential to have significant economic, social and environmental impacts for the community and Council.

Roading assets are considered critical by Stratford District Council because they enable access to critical customers, lifeline utilities and/or lifeline evacuation routes.

#### 7.7.1 CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level. **Activity level criticality** is based on the criticality criteria shown in Table 32; Table 33 provides the Activity Level Criticality Rating with examples. **Corporate level criticality** ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated in Table 34 below.

The table below outlines the criteria we have used to assess critical assets.

**Table 31 - Activity Level Criticality Criteria**

<b>Customers affected</b>	Number of customers affected by asset failure.
<b>Redundancy</b>	Ability to replace or circumvent the failed asset.
<b>Health and Safety</b>	Direct or indirect impact of asset failure on the health of safety of individuals or the community.
<b>Cost of failure</b>	Cost to repair/ replace the asset including cost of temporary service provision.

**Table 32 - Activity Level Criticality Rating and Examples**

Rating	Rating	Description	Roads	Example
1	<b>Very High</b>	<p><b>Critical, no redundancy</b> - Failure of equipment compromises H&amp;S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).</p> <p>Note: In Civil Defence Emergencies, all roads leading to the critical lifelines – as identified in the Critical Assets GIS layer by the <i>Taranaki Lifelines Vulnerability Study (2018)</i>, escalates to Criticality 1 – Very High</p>	<p>Access to key facilities such as:</p> <ul style="list-style-type: none"> <li>Water Treatment Plant (WTP) and Stratford Trunk Water Main (375 mm) from the Reservoirs to the Hunt Rd connection;</li> <li>Wastewater Treatment Plant and pipe main with no redundancy – leading to the Oxidation Pond;</li> <li>Police Station;</li> <li>Fire Service;</li> <li>Health Centres;</li> </ul>	<p>Swansea Road bridge</p> <p>Cardiff Road bridges</p>
2	<b>High</b>	<p><b>Critical, no redundancy</b> - Failure of equipment does not compromise H&amp;S but affects production or Level of Service</p>	<p>Secure access to rescue vulnerable people/assets including:</p> <ul style="list-style-type: none"> <li>Rest Homes; Schools;</li> <li>Evacuation/Refuge Centres including Memorial Hall, churches;</li> <li>Escape/Detour routes, e.g. Pembroke to Mountain Road; Skinner Road;</li> <li>Parks used as Helicopter landing bases, e.g. cricket pitch;</li> <li>Bridges over Patea River;</li> <li>Collector Roads;</li> </ul>	<p>Juliet Street Bridge</p>

## Risk Management

Rating	Rating	Description	Roads	Example
			<ul style="list-style-type: none"> <li>As per 3-Waters Criticality Rating</li> </ul>	
3	<b>Medium</b>	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	<ul style="list-style-type: none"> <li>Secure Evacuation routes;</li> <li>Secondary Collector Roads;</li> <li>Junction Road;</li> <li>As per 3-Waters Criticality Rating</li> </ul>	Regan Street (West of Brecon Road)
4	<b>Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k	<ul style="list-style-type: none"> <li>All Access Roads</li> </ul>	Hamlet Street
5	<b>Very Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k	<ul style="list-style-type: none"> <li>All Local Roads including cul-de-sacs</li> </ul>	Margaret Street

### 7.7.2 CRITICAL ASSETS

The Road Assessment and Maintenance Management (RAMM) database holds a record of the critical Roading assets. The assets are shown in Table 35. The identified critical assets are ranked according to their functional criticality.

**Functional Criticality** is a product of the Activity Criticality and Corporate Criticality (i.e. Functional Criticality = Activity Criticality x Corporate Criticality). The functional criticality ranking ranks assets from 1 to 5, with 1 being the highest score (the most critical) and 5 being the lowest (least critical).

In 2017, Stratford District Council undertook an internal review of its critical assets. The review identified that there was a need to:

- Document the formula used for identifying criticality in the Activity Management Plans;
- Link criticality and critical assets to incident response; and
- Prioritise critical assets at the Activity level.

Following the review we have undertaken the following:

- Identified the formula used for identifying functional criticality. This formula is shown in the above paragraph in brackets.
- The linking of criticality and critical assets to incident response is currently being considered as part of reviewing our Incident Response Plans. *Refer: Section 7.8.4.*

## Risk Management

Table 33 - Critical Urban Roading Assets

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functional Criticality	Activity Criticality	Corporate Level		
1	1	1	1	Swansea Road Bridge	High vehicle count road bridge, servicing high school and heavy traffic; Redundancy via Juliet Street bridge and Broadway.
2	1	1	1	Juliet Street Bridge	Road bridge. Redundancy via Swansea Street bridge and Broadway (SH3).
3	1	1	1	Regan Street	Dead end, serves approximately 100 houses.
4	2	2	1	Hathaway Street	Dead end, serves approximately 50 houses.
3	2	2	1	Elizabeth Grove	Dead end, serves a Rest home and maternity unit plus less than 100 houses.
4	2	2	1	Brecon Road	Dead end, serves a Rest home and less than 20 houses.
5	2	2	1	Pembroke Road	Dead end, serves approximately 30 houses plus approximately 30 more in new subdivision.
5	2	2	1	Ferdinand Street	Dead end, serves approx. 40 houses.
5	2	2	1	Craig Street	Dead end, serves approx. 35 houses.

## 7.8 EMERGENCY RESPONSE

### 7.8.1 CIVIL DEFENCE

The Taranaki Region operates a CDEM (Civil Defence Emergency Management) Group Office, called the Taranaki Emergency Management Office (TEMO). TEMO is a shared service between all four councils in Taranaki. In 2017 The Taranaki CDEM group agreed to a constituting agreement that outlined the separate roles of the Group Office (TEMO), Taranaki Regional Council, and the three district councils. Funding for this arrangement comes from the 'Uniform Annual General Charge; (UAGC) Rates.

The Stratford District Council has plans and resources in place to ensure it can;

- Reduce the risk of emergencies occurring;
- Be ready for an emergency;
- Respond to any emergency; and
- Recover from any emergency.

### 7.8.2 FIRE

From 1 July 2017, Fire and Emergency New Zealand (FENZ), a single, unified fire services organisation, was formed for New Zealand's rural, urban, paid and volunteer firefighters. FENZ is an amalgamation of more than 40 rural fire authorities, including the former Taranaki Rural Fire

## Risk Management

Authority, along with the New Zealand Fire Service, the National Fire Authority and rural fire districts.

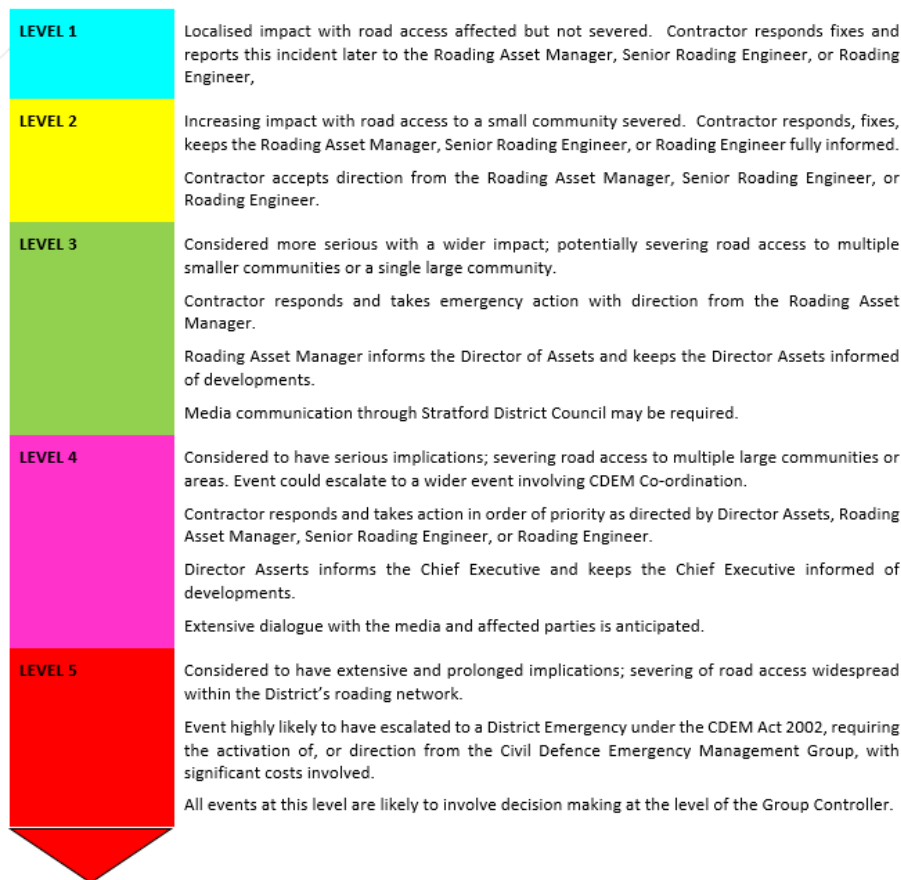
The FENZ Bill 2017 repeals the two Acts governing fire services, the Fire Service Act 1975 and the Forest and Rural Fires Act 1977. This Bill marks the most significant change to New Zealand's fire legislation in 70 years, with full integration expected to take four years.

### 7.8.3 LIFELINES

Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services. The Roding activity is a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act (CDEMA) 2002.

### 7.8.4 INCIDENT RESPONSE PLANS

Stratford District Council has an Incident Response Plan<sup>6</sup> for the Roding activity. The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level. See Figure 39.



**Figure 40 - Incident Response Plan**

<sup>6</sup> D19/23226



## Risk Management

### 7.9 RISK INSURANCE

The Local Government Act 2002 requires that from 2014 details of insurance of assets be included. This information is included in the following table. Insurance Arrangements as at 30 June 2023 are as follows:

**Figure 41 - Asset Insurance Valuations**

	<b>CARRYING VALUE</b> (as at 30 June 2023) <b>\$000</b>
<b>ASSETS FROM STATEMENT OF FINANCIAL POSITION</b>	
Property, plant and equipment	462,427
Investment property	303
<b>Total</b>	<b>462,780</b>
<b>LESS</b>	
Land component of operational assets	-9,374
Land under roads	-54,384
Land – restricted assets	-12,928
<b>Total</b>	<b>-76,686</b>
<b>NET NON-FINANCIAL ASSETS (EXCLUDING LAND)</b>	<b>386,094</b>

	<b>INSURED VALUE</b> (as at 30 June 2023) <b>\$000</b>	
<b>INSURANCE ARRANGEMENTS</b>		
Material damage cover for buildings, plant, contents	-66,313	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-216	Insured for market value – carrying value assumed for this purpose.
<b>RISK SHARING ARRANGEMENTS</b>		
Cover for infrastructure assets as a member of LAPP Central Government assistance	-44,441	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
<b>Council arrangements for covering deductibles and/or uninsured assets</b>	<b>110,970</b>	
<b>SUM NOT SPECIALLY INSURED</b>	<b>275,124</b>	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$6.6m.

The Council has no insurances relating to financial or intangible assets. The uninsured assets consist of the Roding Network, \$202m, which NZTA may assist with in the event of an emergency.

## Risk Management

### 7.10 SAFETY OF OUR COMMUNITY

#### 7.10.1 ROAD SAFETY

Road safety is integrated across the infrastructure, education and enforcement activities of Council. It is a key element across all Roading activities including:

- Road maintenance and renewal programmes;
- Minor improvements;
- Community road safety; and
- Corridor management activities.

**Road to Zero** is New Zealand's Road Safety Strategy for 2020-2030. It establishes a vision of "Developing a road transport system where no one is killed or seriously injured." This strategy applies the 'Safe System' approach which looks beyond the road user and examines the entire road system to improve road safety by creating:

- Safer road use;
- Safe roads and roadsides;
- Safer speeds; and
- Safer vehicles.

**Tackling Unsafe Speeds Programme** is about improving the way road controlling authorities plan and implement speed limit changes. This includes a framework to improve how councils and Waka Kotahi plan for, consult on and implement speed management changes. SDC will be required to develop a 10 year State Highway Speed Management Plan on the local road network which will be formally reviewed every 3 years. Speed Management Plans will:

- Improve the way road controlling authorities plan and implement speed limit changes;
- Transition to lower speed limits around schools.

#### 7.10.2 ROADS SAFE TARANAKI

The three District Councils in the Taranaki region work together to deliver road safety education programmes under the banner of "**Roadsafe Taranaki**". The programme is managed under a Memorandum of Understanding by the South Taranaki District Council. Previous Roadsafe Taranaki (RST) Strategies have noted "Areas of concern" or "High Risk" within individual TLA's; however, Roadsafe Taranaki delivers road safety as a cluster. Refer: [Appendix 3 - 2021-2024 Roadsafe Taranaki Strategic Plan](#)

# 8.0 Lifecycle Management

## Lifecycle Management

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### 8.0: Lifecycle Management

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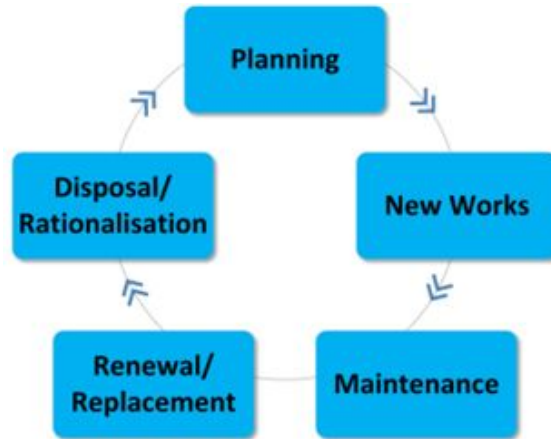
### 8.1 OVERVIEW

Lifecycle Asset Management focuses on management of options and strategies to minimise risks to assets and any potential failure of assets.

It considers all relevant consequences from initial planning through to renewal, replacement, disposal or rationalisation of assets.

Lifecycle Asset Management acknowledges that assets are always in a state of decay and their useful life is primarily influenced by;

- Physical characteristics;
- Operating environment; and
- Customer requirements.



Lifecycle Asset Management enables Stratford District Council to identify issues, determine appropriate response options and identify strategies and programmes for response to identified issues/opportunities in order to deliver Levels of Service and achieve both asset and organisational goals and objectives.

The Lifecycle Asset Management section contains current Stratford District Council procurement and contractual arrangements and the prioritisation of works:

- That meets the short and long term needs of our community;
- That offers value for money; and
- In a sustainable manner to the least whole-of-life cost.

This section presents a detailed plan of prioritised work over a 10-year planning period in response to the problem and benefit statements highlighted in Section 4.2 of this plan.

### 8.2 PROCUREMENT

The Stratford District Council procures various products and services across all aspects of our business. Such procurement is undertaken in accordance with the Council's Procurement Policy, Waka Kotahi Procurement Manual as well as the Roding Network Procurement Strategy.

#### 8.2.1 THE PROCUREMENT POLICY

This Procurement Policy 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.

This policy shall not be applied to invalidate Waka Kotahi's Competitive Pricing Procedure when applied to roads maintenance and construction. All personnel involved in procurement procedures are required to maintain the confidentiality of the process. The Council, as a public entity, must act fairly and consistently, in accordance with relevant legislation.

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### 8.2.2 ROADING NETWORK PROCUREMENT STRATEGY

The Roothing Network Procurement Strategy 2022-2025 (attached as Appendix 4) is based on a prescribed format provided in Appendix A of Waka Kotahi's own Procurement Manual.

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.

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.

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.

### 8.3 CONTRACTUAL ARRANGEMENTS

The Stratford District Council has in place contractual agreements for the delivery of the agreed levels of service. Service is delivered by three main contractual agreements:

- Professional Services;
- Physical Works; and
- Maintenance Contracts

Professional services are generally provided for through Short Term Agreements with local consultancy companies. This is dependent on the nature of the commission/engagement as this will draw on the particular skill set of the consultancy firm.

Currently the consultants that Stratford District Council use for technical design are as follows:

- Revolution Civil Engineering – Geometric Improvements.
- Red Jacket Consultants – Structures Inspections, School Safety projects, Transport Choices.
- AMTANZ – Traffic Counts and Traffic Impact Assessments.

Physical Works, which do not form part of the Roothing General Maintenance Contract are procured in accordance with Stratford District Council's Procurement Policy and Procedures. Typically, these projects are:

- Replacement of bridges and retaining walls
- Replacement of large culverts  $\geq 3.40\text{m}^2$  in area
- Road safety projects  $\geq \$100,000$
- Works in a technical nature that cannot be undertaken by our maintenance Contractor.

Maintenance Contracts covering Roothing and Streetlights currently in place are described below.

- **Road General Maintenance**  
This contract includes all routine maintenance and renewal work categories for roading assets. The contract has further separable portions, these being Sealed Pavement Resurfacing, Sealed Pavement Rehabilitation and Annual Road Marking. The contract is currently in its fourth year, with the type of contract being a Measure and Value contract.

## Lifecycle Management

With the increase in cost escalation since Covid-19, the current contract rates are in the order of 18% higher than tendered in 2019. There are also instances where specific items in the contract cannot be delivered for the rates therein, for example culvert renewals. Since the contract was awarded in 2019, the price to supply culvert pipes has increased by 82%.

Such an increase is unsustainable by the Contractor, therefore we have agreed to use the contract rate for removal, excavation and backfill, plus the actual cost of the culvert pipe.

With the contract coming to a close in 2026, we will be trialling a cost reimbursable model for the last 2 years of the contract duration.

- **Streetlight Maintenance Contract**

We have renewed this contract, commencing 1 July 2023. In order to find economy of scale, the new contract is a joint contract with New Plymouth District Council. The new contract covers the maintenance and renewals of all local road streetlights, as well as the routine maintenance of State highway Streetlights.

As all of our Sodium Oxide streetlights have been changed to LED's, the next issue for SDC is to focus on replacing old or poor condition streetlight poles. Given the relatively small budget for this activity, it is likely that we will be replacing no more than five streetlight columns per year.

Table 34 provides a snapshot of how the Council's delivery models for operational, maintenance and renewal works for the transport network. A 3+2+2 means that the maintenance contract covers an initial period of 3 years with the option of two 24 month extensions on satisfactory completion of the initial period.

**Table 34 - Operational, Maintenance and Renewal Delivery Model**

Work Type	Asset Group	Delivery Form	Terms of Contract
General Maintenance, operations and renewals	<b>Sealed pavement:</b> Maintenance repairs; Drainage maintenance; Environmental maintenance. Limited structural maintenance and Traffic services.	Measure and Value Contract. Programme currently delivered by Fulton Hogan.	3+2+2
	<b>Unsealed pavement:</b> Maintenance and renewal; Vegetation control; Drainage and Traffic Services		
	<b>Emergency Works:</b> Business as usual events ≤10% approved allocation value.		
Structures Maintenance	Minor repairs, cleaning, removing obstructions, replacing bridge ends markers, Bridge signs.	Measure and Value Contract. Programme currently delivered by Fulton Hogan.	3+2+2
	Specific repairs including guard rails, parapets, painting – Goldseal, replacement of components, Concrete repairs .	Specific one off contracts detailing specialised repairs.	As required following inspections
Street Lighting	Maintenance and renewal of streetlights (including state highways).	Measure and Value Contract.	3+1+1
	Maintenance and renewal of under veranda lighting.		
Street Cleaning	Routine cleaning of CBD and sweeping of urban streets.	Measure and Value Contract. Included in Rooding General Maintenance Contract.	3+2+2
	Annual clean of all roadside drainage sumps.		



## Lifecycle Management

Work Type	Asset Group	Delivery Form	Terms of Contract
Reseals	Sealed pavement resurfacing.	Included in General Roading Maintenance Contract. Programme currently delivered by Fulton Hogan.	3+2+2
Pavement Rehabilitation	Sealed and unsealed pavement rehabilitation projects.	Included in General Roading Maintenance Contract. Programme currently delivered by Fulton Hogan.	3+2+2
Structural Component Replacement	Replacement of components of bridges, large diameter culverts and retaining walls.	As required. Specific contract for the bridge, culvert or retaining wall to be replaced or components renewed.	As required
Low Cost Low Risk Improvements	Minor safety improvements across the transport network.	Small projects included in the General Roading Maintenance Contract. Typically < \$75,000.	3+2+2
		Large scale >\$100,000 contract documents prepared for the specific project.	As required
Minor Events and Emergency Works	Minor events deemed to be business as usual. ≤10% of approved allocation.	Measure and Value Contract. Programme currently delivered by Fulton Hogan	3+2+2
	Significant event ≥10% of approved allocation requiring specific approval from NZTA.	Measure and Value Contracts. Depending on the scope of the repairs these could be tendered and/or issued to Fulton Hogan	As required
Footpaths	Maintenance and renewal of footpaths	Measure and Value Contract. Included in roading contract currently delivered by Fulton Hogan.	3+2+2
Roadmarking	Maintenance of existing roadmarking	Measure and Value Contract. Included in General Maintenance Contract currently delivered by Fulton Hogan	3+2+2
Professional Services	Pavement designs, geometric designs, safety improvement designs	Short form agreement	As required
	Structural asset replacements, inspection of structural assets	Measure and value. To be tendered	2+2+2





## Lifecycle Management

**Table 35 - Programmed Works to Address Our Problem Statements**

Problem Statement	Planned Works	Benefits	Consequences of Not Undertaking the Works
<p>No: 1 – Increasing HCVs and forestry activity</p> 	<p>Pavement rehabilitation to:</p> <ul style="list-style-type: none"> <li>• Monmouth Rd</li> <li>• Beaconsfield Rd</li> <li>• York Rd</li> <li>• Opunake Rd</li> </ul> <p>Heavy maintenance and metaling of unsealed roads:</p> <ul style="list-style-type: none"> <li>• Puniwhakau Rd</li> <li>• Mangaehu Rd</li> <li>• Upper Mangaehu Rd</li> <li>• Mangaoupa Rd</li> <li>• Junction Rd</li> </ul> <p>Increase in reseal programme</p>	<p>Maintains the structural integrity of key HPMV routes to provide a reasonable level of service for our community.</p> <p>Prevents further deterioration of the road pavements.</p> <p>Maintain the waterproofing of the sealed network.</p> <p>Reduced number of faults generated by the ingress of water into the pavement.</p>	<p>Large maintenance costs to continue in order to provide a level of service to the community.</p> <p>Excessive number of pavement failures, potholes and corrugations that will affect our performance targets for ONF technical KPIs</p> <p>Potholes, poor skid resistance, loss of control crashes, increased seal pavement maintenance costs</p>
<p>No: 2 – Poor drainage and water tables</p> 	<p>Through routine inspections, identify 90km of watertables to be cleaned or re-constructed per year.</p> <p>Replace 500m of culverts per year.</p> <p>Replace 1500m of kerb and channel per year.</p> <p>Address underslips.</p>	<p>Improves the ability for the network to cope with intensive rainfall events.</p> <p>Reduces the likelihood of underslips occurring.</p> <p>Ensures the road pavement is dry to maximise road pavement lifestyles.</p> <p>Provides a level of service in the urban environment for stormwater control.</p> <p>Replacement of culverts to cater for climate change and remove flooding hazards.</p>	<p>Poor pavement condition leading to reduced pavement life.</p> <p>Pavement failures, both sealed and unsealed networks.</p> <p>Flooding occurs more frequently.</p> <p>Loss of amenity value for urban streetscape.</p> <p>Blocked or damaged culverts could result in underslips occurring thus putting the road at risk and higher repair costs.</p>
<p>No: 3 – Footpaths and safe and resilient roading networks</p>	<p>Replacement of footpaths throughout the urban areas based on the following criteria:</p> <ul style="list-style-type: none"> <li>• Use - highly used footpaths identified from surveys with the community.</li> </ul>	<p>Good quality footpaths to cater for multi-modal transport options.</p> <p>Support our Walking and Cycling Strategy.</p>	<p>Deteriorating footpaths leading to trip hazards and an increase in personal injury through falls</p> <p>Poor ride quality for mobility scooter users.</p>

## Lifecycle Management

	<ul style="list-style-type: none"> <li>Key corridors leading to community services eg: Medical Centre, doctors, CBD, schools.</li> </ul>	<p>Encourages increased use for active modes of transport.</p> <p>High quality amenity value for streetscapes</p>	<p>Reduced uptake of active modes throughout Stratford.</p> <p>Increasing number of customer complaints.</p> <p>Poor results from customer satisfaction surveys for footpaths.</p>
Problem Statement	Planned Works	Benefits	Consequences of Not Undertaking the Works
<p>No: 4 – Poor driver behaviour and challenging road conditions</p> 	<p>Safety improvements to Opunake Road will continue throughout the 2024/27 LTP period. These will complement the 80km/h speed limit introduced in June 2022.</p> <p>Other minor safety improvements across the network as they are identified.</p> <p>Geometrical improvements undertaken in conjunction with pavement rehabilitation projects.</p>	<p>Reducing the road toll on Stratford's roads to assist in meeting the GPS Strategic priority of Minor Improvements.</p> <p>Reduced social costs associated with Death and Serious Injury crashes.</p> <p>ONF KPIs for safety will improve.</p>	<p>We will not achieve our DIA targets for reducing DSI crashes annually.</p> <p>We will not meet the Safety KPIs for ONF.</p>

## Lifecycle Management

### 8.4 PROGRAMME BUSINESS CASE

This section covers how the problems identified in [Section 4.2](#) will be addressed through our planned works programme for the 2024-2027 period.

Table 36 shows how the proposed work programmes or renewal projects deliver on the ONF Customer Outcomes.

**Table 36 - Addressing Problems**

Problem Statement	Planned Projects	Timeframe	Benefits	Consequences of not doing
Increasing Heavy Commercial Vehicles (HCV) and forestry activity along with the current standard of the asset is resulting in an increase in reactive investment and inefficient use of resources.	<ul style="list-style-type: none"> <li>Beaconsfield Road pavement rehabilitation – Stanley Road to SH43</li> <li>Opunake Road Pavement Rehabilitation</li> <li>Mangaotuku Road</li> <li>Heavy Maintenance of unsealed roads</li> <li>Flint Road East – Level Crossing to A&amp;P Showground entrance</li> </ul>	2024-27 2025-26 2026-27 2027-28 2024-34 2024-25	HPMV defined routes and used by forestry.  HPMV defined routes Used by forestry Used extensively by forestry industry	Pavement failures Extensive Maintenance will be required  Significant deterioration of unsealed pavement Rutting Potholes Pavement failure
The geography and environmental conditions have led to poor damage controls and the inability of the roading network to cope with intense weather events. This restricts access to road communities and economic impacts	Clearing 90km of water table per year. Replacing culverts as identified through regular inspections. Replacing urban kerb and channel  Replacement of steel culvert on Wairiri Road with a concrete box culvert.	2024-27    2024-27	Improvements to roadside drainage. Replacing misaligned or blocked culverts. Replacement of old kerb and channel to improve drainage.  Existing culvert is failing. This new "bridge" is the minimum to meet new environmental standards.	Resilience   Failure of the existing culvert will require emergency replacement which is un-budgeted.
There is misalignment between Council and Community regarding the	Continue with footpath replacement programme.		Improvement to customer satisfaction survey results.	Access, Amenity

## Lifecycle Management

Problem Statement	Planned Projects	Timeframe	Benefits	Consequences of not doing
appropriate level of service to meet the expectations for a safe and resilient roading network	Target length is 1500 meters per annum. Sites to be confirmed through inspections and customer surveys.		Improvement in the level of service provided. Removal of narrow footpaths	
Poor driver behaviour, challenging road conditions and unforgiving roads and roadsides is resulting in death and serious injury crashes to our community.	Speed limit review. Installation of active warning signs at crash hotspots Minor geometric improvements. Installation of road signs and road markings. District Wide Speed Management Plan A six year programme to review the speed limits throughout the District.		Assist in the Minor Improvements vision	Road Safety

## Lifecycle Management

**Table 37 - Relationship Between Works Categories and the ONF Performance Measures**

Work Category	Description	Urban Streets			Rural Roads		
		Local Streets	Activity Streets	Peri-Urban Streets	Rural Connectors	Rural Roads	
Operations/Maintenance	111	Sealed Pavement Maintenance	X	X	X	X	X
	112	Unsealed Pavement Maintenance				X	X
	113	Routine Drainage Maintenance	X	X	X	X	X
	114	Structures Maintenance		X		X	X
	121	Environmental Maintenance	X	X	X	X	X
	122	Traffic Service Maintenance	X	X	X	X	X
	125	Footpath Maintenance	X	X	X		
	131	Level Crossing Warning Devices	X	X			X
	140	Minor Events				X	X
	151	Network and Asset Management	X	X	X	X	X
Renewal/Replacement	211	Unsealed Road Metalling					
	212	Sealed Road Resurfacing	X	X	X	X	X
	213	Drainage Renewals	X	X	X	X	X
	214	Sealed Road Pavement Rehabilitation	X	X	X	X	X
	215	Structures Component Replacement		X		X	X
	216	Bridge and Structures Renewals		X		X	X
	222	Traffic Services Renewals	X	X	X	X	X
Level of Service Improvement	341	Low Cost/Low Risk Improvements	X	X	X	X	X

## Lifecycle Management

### 8.4.1 DELIVERING COST EFFECTIVE ROAD INFRASTRUCTURE

The draft Government Policy Statement (GPS) 2024/25 – 2033/34 has six focus areas:

- Maintaining and Operating the system
- Increasing resilience
- Reducing emissions
- Safety
- Integrated freight system
- Sustainable urban and regional development.

In order to deliver a cost effective level of service to our community, our Corporate Procurement Policy / Strategy and the Roading Procurement Strategy provides the guidance to achieve this goal.

We use the following guiding principles for our delivery:

- Robust planning to identify forward work programmes
- Appropriate selection procedure for specialised works that cannot be undertaken through the maintenance contract.
- Maintaining the local supply chain market using local contractors and suppliers.
- Delivery of the works at the right time within the approved allocation to deliver a quality product.
- Packaging similar work types together to provide cost efficiencies.
- Staged approach to larger scale projects over multiple financial years.

Whilst we have an eye on the costs, our emphasis is on a good quality "product" that will stand the test of time.

### 8.4.2 OPTIONS FOR DELIVERING THE PROGRAMME

There are three options available for delivering the programme. These being:

- Response to customer calls → Reactive approach
- Prioritised programme focussed on known strategic problems
- Enhanced programme

#### **Option 1: Reactive Approach**

This methodology will only provide a maintenance programme that is solely customer driven following customer calls and complaints. The programme will not take a "whole of network" approach. This will not be a cost effective model for maintaining the road network.

#### **Option 2: A Prioritised Programme**

This is a pro-active approach to maintaining the network based on regular inspections that develop a rolling three month programme of work.

This programme can be directly targeted to strategic problems affecting the roading network, for example roads used by logging industry.

Within this methodology there is the flexibility to react to customer requests, depending on the urgency of the request.

#### **Option 3: Enhanced Programme**

This will require a significant increase in the investment for roading, one which the Stratford District Council is unlikely to pursue due to the likely increase in household rates.

## Lifecycle Management

**Table 38 - Option 2 - A Prioritised Programme**

Transport Activity	How Desired Outcomes Will Be Delivered	Level of Investment	Risk Impact	Key ONF CLoS Impact
Movement of passenger vehicles and freight management within the Stratford District.	Sealed pavement maintenance increases on roads affected by HCVs	Increase of \$260,000 per annum	Reduces the risk of pavement failures. Pro-active approach to maintenance.	Improved STE and roughness prior to sealing
	Pavement strengthening projects to known HPMV routes	This will remain at a similar level of expenditure as previous years.	Reduces the risk of pavement failures to known HPMV routes. Development of a continual work programme can be achieved.	Keeps pace with deterioration of roads used by HPMV's
	Increase to structures maintenance to reduce the backlog of maintenance works identified during inspections. Estimated to be in the order of \$650,000-\$700,000.00	Increase of \$25,000 per annum	Increase to address backlog of maintenance to bridges and retaining walls	Provides for specific maintenance repairs and corrosion treatments
	Unsealed pavement maintenance on roads affected by forestry	This will remain at a similar level of expenditure as previous years.	Increase in contract rates for this work category	Addresses issues on roads used by logging traffic e.g.: Puniwhakau Road – soft spots. Pavement repairs.
	Bridge replacement of old structures	A new work category for Bridge and Structure Renewals to replace structures noted in our 30-year bridge replacement programme	Reduces the risk by virtue of replacing old buildings Provides greater access for HCVs	Improved accessibility to HCVs across the network Improved connectivity for the community
	Retaining wall replacements	Included in low-cost low risk improvements as outlined in 10 year retaining wall replacement programme and has been site specific developed	Reduces the risk of a road failure due to collapse of the structure	Improved route resilience across the network
	Traffic Services	LED Conversion to streetlights has been completed. Replacement of damaged and corroded streetlight columns to commence in 2021-24 LTP	Reduced streetlight maintenance and power changes have been achieved	Improved value for money for operating the streetlight network
	Walking and Cycling	Increase in budget to replace and maintain footpaths.	Reduces the total length of footpaths that are less than 1.5 meter wide.	Improved CLoS for all user groups

## Lifecycle Management

### 8.5 ROAD MANAGEMENT STRATEGIES

The overall management of infrastructure will be driven through strategies aimed at:

- Complying with the legislative and strategic requirements;
- Meeting customer expectations and agreed levels of service; and
- Delivering value for money for ratepayers, funding partners and the Council.

These strategies presented in Figure 41 are either under review or currently being prepared and include:

- Unsealed Roads Strategy;
- Bridge Strategy; and
- Footpath Strategy



**Figure 42 - Roding Management Strategies**



## Lifecycle Management

### **8.6 PRIORITISATION AND COST EFFICIENCY**

An important factor in the delivery of our maintenance, operations and renewals (MOR) programmes will be to ensure we prioritise the work flow in order to stay within our approved allocation.

There will never be sufficient funds to maintain the Land Transport System, so we must focus on what's important based on the ONF road classification system.

There will always be reactive work, generated by customer service requests, or following routine inspections. Our aim is to work effectively and efficiently with our Contractor by pre-approving work programmes jointly.

Moving towards a cost reimbursable contract, if we can be more efficient in our programming and planning, then there will be savings in time and cost. This can be achieved by undertaking several work activities simultaneously when working in an area or on a road within the District.

For example a section of Opunake Road was closed for six weeks to facilitate some bridge repairs. We took the opportunity to undertake water table cleaning during this time, thus avoiding the need for temporary traffic management.

### **8.7 DETAILED BUSINESS CASE**

#### **8.7.1 OPERATION AND MAINTENANCE**

Our long term goal is to develop along with our Contractor a Maintenance Intervention Plan. This will call on best practice and local knowledge to help work crews to use the right treatment in the right situation, e.g. Crack sealing verses a dig-out. If we can squeeze a bit more life out of the assets, we can make the dollar go further.

There will always be the "unknowns" or "unplanned" events, but with proactive maintenance programmes which utilise the efficiencies of the contracts resources, we endeavour to minimise these as much as possible.

As indicated previously in this AMP, the continuing issue of forestry and its effects on our roading network is taking valuable resources (money, labour & plant), away from other planned works. In 2022/23 we spent in the order of \$975,000 repairing roads damaged by forestry. We have identified \$3.8million of repairs that are necessary to five low volume rural roads, all affected by forestry.

This year alone we have spent \$500,000 on strengthening unsealed roads that are currently or will be impacted by forestry.

## Lifecycle Management



**Figure 43 - Photo of Mangaehu Road**



**Figure 44 - Photo of Mangaoapa Road**

## Lifecycle Management



**Figure 45 - Photo of Mangaoapa Road**



**Figure 46 - Photo of Mangaoapa Road**



## Lifecycle Management



**Figure 47 - Photo of Puniwhakau Road**



**Figure 48 - Photo of Puniwhakau Road**

## Lifecycle Management

The table below provides an overview of our funding proposal for the 2024/27 NLTP period. The level of funding is to address some of the \$3.8million required for forestry, to replace old bridges, address the replacement of culverts and to keep up with cost escalations.

**Table 39 - Lifecycle Management Costs**

Activity	2024/25	2025/26	2026/27	2027-34	Total
Sealed Pavement Maintenance	\$680,000	\$714,000	\$750,000	\$6,411,832	\$8,555,832
Unsealed Pavement Maintenance	\$260,000	\$273,000	\$286,650	\$2,450,602	\$3,270,252
Routine Drainage Maintenance	\$235,000	\$246,750	\$259,000	\$2,214,219	\$2,954,969
Structures Maintenance	\$200,000	\$210,000	\$220,500	\$1,885,079	\$2,515,579
Environmental Maintenance	\$240,000	\$252,000	\$264,600	\$2,262,094	\$3,018,694
Traffic Services Maintenance	\$320,000	\$336,000	\$352,800	\$3,016,126	\$4,024,295
Footpath Maintenance	\$50,000	\$52,500	\$55,125	\$471,270	\$628,895
Level Crossing Warning Devices	\$30,000	\$31,500	\$33,075	\$282,762	\$377,337
Minor Events	\$400,000	\$420,000	\$441,000	\$3,770,157	\$5,031,157
Network and Asset Management	\$875,000	\$918,750	\$964,688	\$8,247,218	\$11,005,656
Unsealed Road Metalling	\$910,000	\$955,500	\$1,003,275	\$8,577,107	\$11,445,882
Sealed Road Resurfacing	\$1,260,000	\$1,323,000	\$1,389,150	\$11,875,995	\$15,848,145
Drainage Renewals	\$915,000	\$960,750	\$1,008,788	\$8,624,234	\$11,508,772
Sealed Road Pavement Rehabilitation	\$650,000	\$682,500	\$716,625	\$6,126,505	\$8,175,630
Structures Component Replacement	\$350,000	\$367,500	\$385,875	\$3,298,887	\$4,402,262
Bridge and Structures Renewals	\$600,000	\$630,000	\$661,500	\$5,655,236	\$7,546,736
Traffic Services Renewals	\$160,000	\$168,000	\$176,400	\$1,508,063	\$2,012,463
Footpath Renewals	\$210,000	\$220,500	\$231,525	\$1,979,332	\$2,641,357
Low Cost Low Risk Improvements	\$3,720,000	\$2,820,000	\$2,770,000	\$18,955,000	\$28,265,000
<b>Overall Totals</b>	<b>\$12,065,000</b>	<b>\$11,582,250</b>	<b>\$11,970,576</b>	<b>\$97,611,718</b>	<b>\$125,061,459</b>

Notes:

1. A cost escalation percentage of 20% has been included in the proposed funding request.

**Road Pavement**

Our number one problem is the increasing numbers of heavy commercial vehicles using the districts roading network.

## Lifecycle Management



**Figure 49 - Photo of (Opunake Road)**

The maintenance and renewal of road pavements is a direct response to the strategic problem statement one. Pavement maintenance plays a vital role to address safety issues, amenity levels of service and accessibility levels of service.

Pavement maintenance is critical in terms of the response to connectivity and resilience issues to meet the expectations of the community and CLoS.

### **Sealed Pavement Maintenance**

Council's sealed road network consists of 392km of sealed pavements across the district. These vary in width and are typically 4.5-6m wide in the rural area and 10-12m wide in urban areas. The surface type is predominantly chipseal.

Repairs are carried out as a result of routine inspections, or as a result of customer service requests which both feed into planned works that cover planned maintenance and any pre-reseal repairs ahead of the sealed road resurfacing programme.

General maintenance of roads includes:

- Repair of potholes;
- Repair of edge breaks;
- Repairing failed pavement by rip and remake or dig outs depending on the severity of the pavement failure;
- Crack sealing to keep the top surface waterproof;
- Adjusting service covers;
- Water blasting to remove excessive bitumen;
- Maintenance of unsealed shoulders;
- Emergency and call centre responses including out of hours; and
- Maintenance of roadside shoulders.

## Lifecycle Management

### **Unsealed Roads**

Council's unsealed road network consists of 205.8km of roads across the district. These unsealed roads vary in width and are typically 4.5m wide. Mangaehu Road provides access to forestry and dairy/beef farming. The road also provides access to a tourist destination, that being 'The Bridge to Somewhere' at Aotuhia Station.

Many of the unsealed roads serve farmland as well as forestry blocks. There are three unsealed roads that form loop roads for other roads to connect to them. These roads are Mangaehu Road, Kohuratahi Road and Whitianga Road.

An important inter-district road is Junction Road. This unsealed road connects State Highway 43 at the Pohukura Saddle to New Plymouth District at Purangi. As well as being an important connecting route between districts, this road is also part of the National Cycle Trails network.

Repairs are carried out as a result of routine inspections, or as a result of customer service requests. The general maintenance of unsealed roads includes:

- Removal of potholes;
- Grading;
- Removal of corrugations;
- Removal of soft spots; and
- Dig outs in failed areas.

Aggregate used for the maintenance of our unsealed roads is sourced from local quarries; Vickers Quarry located on York Road, Midhirst and Awakino Quarry located in Waitomo.

For the unsealed roading network located in the most eastern area of the Stratford District, we do use the Awakino metal supplied by Jones Quarries. This metal has been extensively used by NPDC in recent years, as the metal forms a hard crust on the unsealed road which proves to be very durable.

### **Structural Assets**

Structures include all bridges maintained by Council, culverts, retaining walls and road tunnels. Maintenance and renewal of bridges, retaining walls and large scale culverts or tunnels provide a direct response to the strategic core problems of land use changes and connectivity resilience as well as meeting the ONF outcomes of:

- Accessibility – Ensuring that heavy commercial vehicles have access to all areas of the land transport network that require it; and
- Resilience – Providing support to lifeline routes and the impact of unplanned events on journeys is minimised and access to properties is available

The Council maintains 157 bridges, 5 tunnels and 251 retaining walls. These structures vary in construction from high standard concrete to railway iron and timber boards used for retaining walls.

The delivery of the lifecycle management for structures is provided by external consultants. This includes the preparation of bridge maintenance work packages that are beyond the scope of works confirmed in the Roding General Maintenance Contract. These works tend to be more specific or require a technical specialist, for example anti-corrosion treatments or parapet wall repairs.

The issues that face the Stratford District Council in relation to the structural assets we are the custodians for, are outlined in table 40.

## Lifecycle Management

**Table 40 - Key Issues and Risks - Structures**

Key Issue	Strategy to Address Issue
Maintain bridge at road ends	The 14 bridges that serve single properties located at the end of a maintained or unmaintained road, which Council have agreed to maintain via a Council resolution. The legal opinion is that SDC is still liable for repairs and any personal injury should maintenance cease.  Consider divesting bridge to property owner.  Demolish bridge – may cause issues with access to property, e.g. Lower Kohuratahi Road swingbridge.
Aging bridge stock	Aging bridge stock is going to require a renewal programme to address weight restrictions and bridges that are in poor structural condition.
Earth drives	These hard excavated tunnels in Taranaki ash or papa sedimentary rock are not engineered and we do not know how strong the ash or rock is. Some have started to fail or partially collapse. These earth drives are included in the annual inspection programme.
ARMCO Culverts	ARMCO Culverts have a limited life. Due to the acidic nature of the water (papa rock) this life has been foreshortened, thus the inverts of these culverts have corroded. The life can be extended by lining the invert with concrete. Our bridge replacement programme for the next three years is to replace three of this type of structure.
Replacement funding for low traffic volume bridges.	SDC has identified which bridges require replacing over the next 30 years. Four of these bridges provide access to single land owners. Eleven other bridges are located on low volume roads. Replacement will be based on condition, freight load, traffic, availability of alternative routes. Some of these bridges may not meet these criteria which may result in weight restrictions being applied.
HPMV and 50MAX	There has been a significant increase in the number of HPMV permits issued during the 2021/24 LTP period. The 32 bridges which are 50 max restricted are likely to remain as such, due to the unavailability of funds to strengthen them.
Resilience	All bridges fall within an inspection regime. Faults are identified and prioritised as budgets allow. Further seismic assessment of our bridges will be required. This will be included in our Improvement Plan.
Retaining Structures	We have identified and recorded the condition of 251 retaining walls. These have been recorded in RAMM. We are aware of the possible existence of more retaining structures that have become overgrown with native bush or vegetation. SDC is currently clearing this vegetation to determine if a retaining wall exists. If so an inspection will be undertaken and the retaining wall will be added to the asset register in RAMM.

The condition and estimated replacement dates for our bridge stock is based on regular two-yearly inspections of the bridges. These inspections are the general inspections with a more detailed inspection undertaken as required or recommended in the general inspection report.

The table below provides a list of the number of bridges that are to be replaced within the next 30-year period.



## Lifecycle Management

**Table 41 - Bridge replacements in the next 30 years**

Time for Replacement	Number of Bridges to Replace	Estimated Cost for Replacement
0-10 years	7	\$7.8m
11-20 years	14	\$7.0m
21-30 years	36	\$18.2m

The Stratford District Council has identified 14 bridges which we consider critical in accordance with our Criticality Risk Profile. The cost of replacing these structures has been estimated to be \$7.78m. Table 42 Lists the bridges.

**Table 42 – Bridges to be replaced**

Item	Road Name	UL Useful Life (years)	RUL Remaining Useful Life (years)	Recommended Replacement Plan	Replacement Cost (\$)
1	Upper Mangaehu Road	50	0	Currently being worked on. To be concrete lined in 2023.	\$20,000
2	Brewer Road	50	0	Currently being worked on. To be concrete lined in 2023.	\$20,000
3	Wawiri Road	50	1	Replace culvert with a bridge.	\$300,000
4	Pembroke Road (2 Rural)	50	1	Invert in very poor condition. Concrete lining has been completed. In order to meet the NES for freshwater the culvert is likely to be replaced with a bridge.	\$1,500,000
5	Finnerty Road	-	1	Recent water drive failure. Will likely need full replacement.	\$200,000
6	Barclay Road	100	2	Concrete repairs required. Spalling on RB transverse beam.	\$20,000
7	Upper Mangaehu Road	50	2	Structure in good condition. Rock apron at outlet is required.	\$20,000
8	Mcbrides Access	80	2	Floods regularly, generally in poor condition. Will need replacing at a higher level.	\$2,000,000
9	Matau North Road	95	2	Replace the timber land span beams and decking boards	\$300,000
10	Mauku Road	80	3	Structure is in good condition. Repairs to the handrail are required.	\$100,000
11	Lower Kohuratahi Road	100	4	Rebuild entire structure at a lower level but above the 100-year flood height.	\$2,000,000
12	Mount Damper Road	80	8	Paper road bridge. Average condition, fit for purpose.	\$350,000
13	Flint Road (East Of Sh3)	100	10	Concrete in relatively good condition.	\$600,000
14	Skinner Road	90	10	Concrete in good condition, monitor invert.	\$350,000
<b>Total</b>					<b>\$7,780,000</b>

## Lifecycle Management

### **Retaining Walls**

To date SDC has recorded/inspected 251 retaining walls. We believe there are more retaining walls on the Roding network but are obscured by vegetation. Retaining walls include and are not limited to the following structure types:

- Crib walls.
- Gabion walls.
- Rock walls.
- Steel columns and timber boards.
- Timber pile and boards.
- Railway iron and timber boards.
- Railway iron and concrete power poles.
- Willow bush walls.

Included in the Structural Assets Inspection Contract are the 251 retaining walls. These are inspected every six years, therefore approximately one sixth are inspected each year as the inspection contract is a six year contract.

A report from Calibre commissioned in 2020, identified that 58 retaining walls were in a very poor condition and should be replaced within the next 10 year period. We have estimated the cost to replace these walls will be in the range of \$5.50m to \$6.0m.

We have allowed a nominal amount in our funding proposal for the maintenance of our retaining walls, as identified by the inspections. Figure 49 shows examples of retaining walls that require replacement.

**Figure 50 - Examples of retaining walls to be replaced**



Wall #382: Mangaowata Road



Wall number 227: Mangaehu Road



Wall #280: Tawhiwhi Road



Wall #305: Junction Road

## Lifecycle Management



Wall #332: Mangaoapa Road



Wall #178: Mangaotuku Road



Wall #196: Walter Road



Wall #236: Mangaotuku Road

### **Drainage**

Maintenance and renewals of drainage provides a direct line of sight to our problem statement number two. By addressing the drainage problem you will increase its life of your road pavement thereby continuing to provide a resilient road network that supports the connectivity the community requires.

The drainage managed by Stratford District Council includes shallow and deep drains, kerb and channel, culverts, catchpits, roadside sumps, connecting laterals to stormwater systems or nearby streams.

Some of the key lifecycle management issues that affect drainage facilities are described in Table 43.

## Lifecycle Management

**Table 43 -Key Management Issues - Drainage**

Key Issue	Strategy to Address Issue
Undersized culverts	<p>Increased capacity as part of renewal programme. Where a resource consent is required to replace a failing culvert, we are encountering a requirement to significantly increase the size of culverts.</p> <p>A culvert that was washed out by Hollard Gardens on Manaia Rd is a prime example of the impacts of the new environmental standards.</p> <p>A previously 900mm culvert had to be replaced with either a 2m diameter culvert or a 2m by 2m box concrete culvert.</p> <p>Due to the unavailability of these units we installed a 2.40m diameter culvert as these were available at very short notice.</p>
Deep drain adjacent to road edge	<p>Reposition in conjunction with pavement rehabilitation projects when these are undertaken. It will take a long time to relocate these drains.</p> <p>Fill with rock rip rap as an interim measure or if drain cannot be repositioned.</p>
Global warming	<p>Increase the size of culverts to take into account the effects of global warming, for example our policy is to replace 225mm diameter culverts with 375mm diameter culverts.</p>
Blocked culverts	<p>Cleared as part of the routine cycle of zoned maintenance undertaken two times a year.</p>

The Council approach to the delivery of drainage works is "basic"; however, we are working to improve certain aspects of the activity. Investment in drainage assets is essential because these assets:

- Provide an essential service to the integrity of the pavement network whether sealed or unsealed.
- Provide a level of protection to property and road infrastructure from flooding.
- Provides good drainage to areas with steep topography such as the eastern hill country which requires good drainage to reduce the risk of washouts occurring.

Drainage maintenance is delivered through the General Road Maintenance Contract. This includes road sweeping of all urban streets, sump clearing, cleaning 200km of roadside watertables, clearing inlet/outlet of rural culverts.

With the recent change in our maintenance contractor, we have adopted a different approach to the management of our drainage assets. This is purely driven by contract rates and the budgets available.

The level of funding requested (\$976,000pa) provides for maintenance and renewal of drainage assets, split in the following proportions.

- 25% Kerb and channel maintenance and renewals
- 25% Culvert maintenance and renewals
- 50% Watertable maintenance and renewals

We see this activity as a key component to keep our road pavements dry, thereby reducing maintenance costs associated with pavement repairs.

### **Traffic Services**

Safety is the primary problem for Traffic Services. These assets are designed to assist road users to use the road safely. Included in this asset group are signs, pavement markings, sight rails, roadside marker posts, traffic islands and streetlights. Some of the key lifecycle management issues that affect traffic services are:

## Lifecycle Management

**Table 44 - Strategies to Address Traffic Services Issues**

Key Issue	Strategy to Address Issue
Signs in poor condition due to age and lichen growth.	Renew as required. Cleaning of signs is included in cyclic maintenance activity.
Inconsistent use of curve warning signs.	Address this through interrogation of CAS to identify crash stats. Include in low cost/low risk improvements as funds permit. Replace any damaged signs to meet the current design guide.
Condition of edge marker posts – broken or lichen growth.	Many are damaged by locals on their quad bikes or tractors. Where this is occurring remove, but highlight particular hazards. Replace EMP's that are in poor condition as required via cyclic maintenance activity.
Sight rails in poor condition.	Replace as funding permits. Re-paint those that are in good condition as part of the cyclic maintenance activity.
Traffic islands not very visible	As the paint deteriorates consider re-painting over the period of the 2024-2027 LTP period. The first priority will be islands at known crash sites / intersections. For example, Fenton St/Juliet St and Regan St/Miranda St. These need to be painted to highlight their presence at night.

### Delivery

Currently traffic services are delivered through two maintenance and renewal contracts.

Investment in traffic services assets is required as these assets provide safety features on the road network, including streetlighting of intersections, and delineation on the rural roading network.

**Table 45 - Current Contracts for Delivery of Traffic Services**

Contract Name	Activities
General Roding Maintenance	<ul style="list-style-type: none"> <li>• Sight rail cleaning and paint</li> <li>• Repairs and replacement of road signs</li> <li>• Annual roadmarking</li> <li>• Painting of pedestrian refuges</li> <li>• Replacement of roadside markers</li> <li>• Painting wooden sign posts</li> </ul>
Streetlight Maintenance and Renewals	<ul style="list-style-type: none"> <li>• Replacement of streetlight columns</li> <li>• Replacement of streetlight cabling</li> <li>• Maintenance of under veranda lighting</li> <li>• Maintenance of LED streetlights</li> </ul>

### Streetlighting

The Stratford District Council has completed the installation of LED streetlights. We have undertaken a visual inspection of the free standing streetlight columns, assessing their condition from good to very poor. From this inspection we have identified 12 very poor condition streetlight columns.

These will be replaced during the 2024-27 period.

## Lifecycle Management

Currently, under an MOU with NZTA, Stratford District Council manages the maintenance of the streetlights along State Highway 3 and State Highway 43. We are to believe NZTA have expressed a desire to take this role back in-house however, this is still to be confirmed.

### Road Signs and Road Markings

With the increasing cost of maintenance activities, we cannot afford to replace all of the road markings every year. Therefore, we are taking a targeted approach to focus on road markings which are key for road safety, for example intersection control markings.

Other road markings such as parking restrictions and on-road parking bays, will be re-marked every two years.

Any damaged or faded road signs will be replaced, whereas signs which are "functional and legible" but are dirty can be cleaned or replaced as budgets allow.

### Environmental Services

In the main, the asset group to which this work category applies in roadside berms. SDC maintains approximately 1100 turn of roadside berms for three main purposes:

1. Drainage control
2. Safety – visibility
3. Reduction of fire risk

Our problem statement number two refers to poor drainage that will lead to pavement failure of the road network. Therefore, it is vital that we clear vegetation from the invert of water tables, the mouths of culverts and stormwater structures to ensure we provide adequate roadside drains.

Other activities which are part of environmental services are:

- Removal of small slips from water tables. These are < or equal to 10m<sup>3</sup> in size.
- Removal of roadside litter or "fly tipping".
- Removal of graffiti.
- Removal of fallen trees which are not a result of a storm event.
- Treatment of "pest plants" as designated by the Taranaki Regional Council.
- Spraying around roadside furniture.
- Spraying of kerb and channels.
- Trimming of high banks on the roadside for example, sections of Opunake Road.
- High trim of the roadside vegetation on Manaia Road and Pembroke Road – SPR's.

### Level Crossing Warning Devices

The management of railway crossings are the responsibility of Kiwi Rail to maintain within 4m either side of the centre line of the railroad tracks. The black on white "railway crossing" sign RG31 to RG33 inclusive and poles are also the responsibility of Kiwi Rail.

Advance warning signs and road markings are Council's and are maintained as part of traffic services maintenance.

Within the Stratford District, there are 17 level crossings on local roads that cross the railway line from New Plymouth to Hawera (parallel to State Highway 3). There are a further 11 level crossings on the disused rail line which connects Stratford to Ohura. This formal railway line has been leased by Kiwi Rail to the Forgotten World Adventures Company for 30 years. The Forgotten World Adventures operate a tourist attraction for visitors who can travel this abandoned rail line on modified golf carts. Maintenance of these 11 level crossings is Forgotten World Adventure's responsibility by virtue of a condition of their lease.

### Minor Events

Management of minor events contributes to the resilience of the network, providing access to our community and road safety.

The funding level requested is an increase on previous years as it is evident that New Zealand is subject to more short but intense rainfall events than in previous years. The increase is to reflect these climatic changes to deal with regular small scale storm events.

### Network and Asset Management

*Roading Activity Management Plan 2024-2034*

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*D21/19790*



## Lifecycle Management

This activity covers the business system that operates within the Stratford District Council to manage our roading assets. In brief this covers:

- The funding of the in-house business unit
- The hosting fees for RAMM
- Inspections of structural assets
- Approving overweight permit applications
- Inspections, reporting and programming of works by our maintenance contractors
- Payment of fees associated with GHD's Max Quality data management software
- Undertaking 50 traffic counts per annum

### Managing the Asset through ONF

With the funding restrictions we are all facing, we have to take a more risk based approach to maintenance, operations and renewals. In simple terms, there is not enough money to go around. We have delayed rehabs and reseals in the past to focus on sites that are crying out for treatment. This approach will unfortunately have to continue.

Our biggest issue for next NLTP is the increase in the number of heavy haulage freight across the district. This is either HPMV traffic on defined routes or logging traffic on the minor rural roads. During the last two financial years (2022/23 and 2023/24) we have spent \$1.5m on repairing damage to minor rural roads affected by forestry/logging traffic.

We have identified \$3.8m of work to be undertaken, some has been completed, but \$3.125m remains.

Our community are not concerned about the purists of Te Ringa Maimoa, all they concern themselves on are:

- Potholes are repaired in a timely manor
- Drains are kept clear of leaves, silt and debris
- The streets are swept
- Rural roadside berms are mowed
- Unsealed roads are graded regularly to remove corrugations.

Stratford District Council has a very small budget compared to others, our philosophy is to manage this budget based on the condition and needs of the network and good old engineering know-how, working collaboratively with our maintenance contractors, Fulton Hogan.

### Footpaths

This asset has a direct connection to our community outcomes or problem statement number 3 – Customer Expectations. As shown below, the customer satisfaction survey for footpaths is average with a score of 60% over the four quarters of the 2022/23 year. Our target is greater than or equal to 80% satisfied. Clearly there is a long way to go. As shown in Table 47 on page 167 you can see the footpaths that we have replaced in the last four years.

This programme of work was underwritten by additional funds from SDC to accelerate the footpath replacement programme. At the beginning of 2021 we had 49.50km of footpath less than 1.50m wide. This has now been reduced to 45km.

The purpose of footpaths is to promote a safe, healthy, convenient corridor for active modes of transport which connects local amenities for the enjoyment of the community.

### Key Issues

Investing in our footpaths is one of Stratford's core assets to provide safe walking corridors for multi-modal transport. With an aging population, more elderly residents are continuing to remain mobile, even though they are using mobility scooters.

Many of these footpaths will from the walking and cycling routes as defined in Stratford's "Connecting Our Communities" Strategy.

A map of these routes can be found in Figure 52 on page 174.





## Lifecycle Management

### 8.8 RENEWAL/REPLACEMENT

#### 8.8.1 PAVEMENT RENEWALS

Pavement renewals include the following activities:

- Sealed road surfacing including chipseal.
- Pavement rehabilitation – sealed and unsealed pavements.
- Unsealed road metaling, including the application of base course material to strengthen the road.

#### 8.8.2 RESEALS

The Treatment Selection Algorithm (TSA) (RAMM) identifies the length of the sealed network which is to be resurfaced based on age and condition of the current surface treatment.

The TSA is a tool to identify an initial list of suitable sites nominated for resealing. Over and above this, nominated sites can be derived from:

- Customer complaints – scabbing, flushing
- Roughness – rating surveys (bi-annual)
- Low skid resistance – SCRIM test results
- Previously sealed sections of road – 1<sup>st</sup> coat seals on pavement rehabilitation sites
- Overdue reseal sites. Approximately 25% of our sealed network is more than 2 years overdue for another reseal.
- Other sites as identified during routine inspections

Currently the average age of our reseal is 13 years. Following a technical in 2019, the auditors informed SDC there was a significant proportion of our sealed road network which was more than 15 years old.

This has also been verified by a visual inspection undertaken by Craig McKay Consulting. This report can be found in the appendices.

One of the recommendations from this report was to increase the length of road resealed each year. The recommended length was 60km/yr, however this is not affordable (Approx \$3m/pa based on current contract rates).

A more modest approach is to increase the length of reseals over time. Therefore, we are proposing to undertake 30km or 60 lane km's per annum for the duration of this LTP period.

If funds permit we can increase this length slightly but not to the extent suggested in the report.

#### 8.8.3 SEALED PAVEMENT REHABILITATION

The focus for SDC over this NLTP period will be key for HPMV corridors. These are:

- Beconsfield Road – SH3 to SH43
- Cardiff Road – Pembroke Road to Opunake Road
- Opunake Road – Elizabeth Grove to Manaia Road
- Flint Road East – Outside the A & P Showground
- Orlando Street – Outside New World Supermarket

These roads nominated above are primarily our pre-approved HPMV routes. There are other rural roads such as Mangaotuku Road that have suffered from logging activity, but at this stage we are taking the approach to maintain them until forestry work has been completed.

Potential future rehabilitation sites could be:

- Mangatuku Road
- Brewer Road
- Mangaehu Road
- Matau Road

All of these are currently used extensively by logging / forestry traffic. This is likely to continue for the next five years.

## Lifecycle Management

We will apply the following criteria to determine our pavement rehabilitation programme for this LTP period.

- Excessive wheel trenching/rutting.
- Pavement failures that will require dig outs.
- Surface cracking that allows water to permeate the foundation of the road.
- Evidence of surface straining from the pumping action of base course through the failed road surface.
- Poor ride quality – road roughness.
- General shape of the road surface – undulation, poor ride quality for HCVs.
- Previous maintenance historical costs/expenditure for the section of road to be rehabilitated.

Whilst the criteria listed above is generalised and could apply to any sealed road on our network, we will be very targeted in the sites we choose. This is due to the costs involved and the level of funding we have requested, \$700,000 per annum.

Our focus is on unsealed roads (metalling to be covered later) and sealed road resurfacing.

Where possible and at a reasonable cost we review the condition of any culverts with the intention of replacing them as part of the rehabilitation project. Similarly, we take the opportunity to improve the road's geometry, both vertically and horizontally so that we improve the safety of the road corridor.

### **8.8.4 UNSEALED ROAD METALING**

Stratford District Council's unsealed network is 207km long. Our own KPI reported to the Department of Internal Affairs states that we will re-metal a minimum of 7% by length of the network.

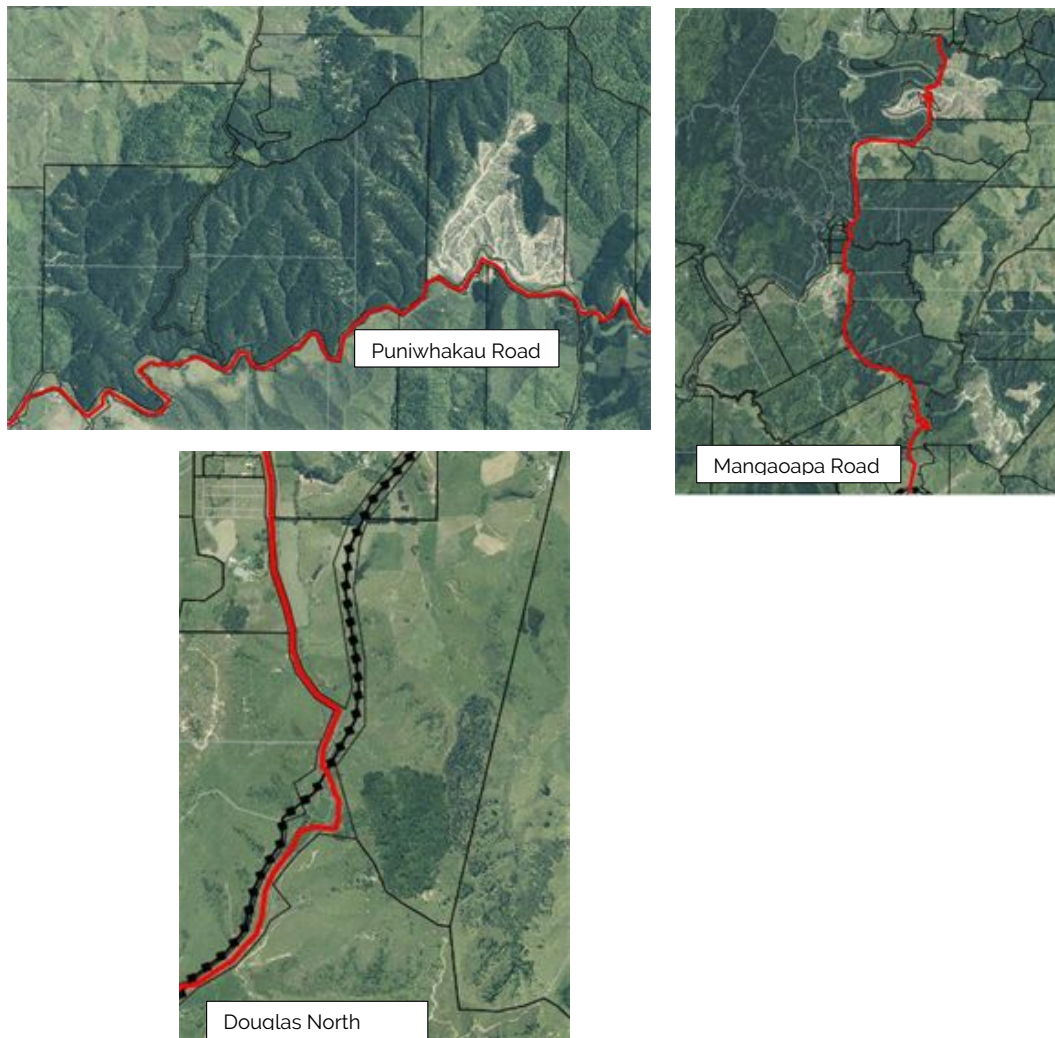
This equates to 15km of road or 6000m<sup>3</sup> of metal assuming 4m width and a 100mm overlay.

This is a modest target given the funding level we are requesting. However, our current issue, as with the previous activity management plan, is forestry.

The majority of the funding requested is to repair and to keep on top of, the pavement failures on a few known forestry roads. These are:

- Mangaehu Road
- Puniwhakau Road
- Mangaopa Road
- Junction Road – this is an inter-district road joining New Plymouth District at the Waitara River.
- Douglas North Road

## Lifecycle Management



**Figure 52 - Aerials of Roads with Forestry Blocks Being Harvested in the Next 5 Years**

Dc  
Nc

## Lifecycle Management

### **8.8.5 DRAINAGE RENEWALS**

This activity allows for the renewal of our drainage structures including:

- Urban kerb and channels
- Rural water tables
- Rural culverts
- Urban sumps and sump tops
- Manholes / Risers

### **8.8.6 RENEWAL OF ROADSIDE WATERTABLES**

We have approximately 1000km of watertables along the rural roading network. Our programme and level of funding allows for the renewal of 90m of watertables per year.

### **8.8.7 KERB AND CHANNEL REPLACEMENT**

The replacement of our kerb and channel will be based on either:

- The condition of the existing kerb and channel
- Does the kerb and channel form an integral part of the footpath i.e. no roadside berm between the footpath and kerb.

When the kerb is part of the footpath, if the footpath is being replaced, then we will replace the kerb and channel at the same time.

Our planned and budgeted programme is to replace 1000m of kerb and channel per annum where necessary.

### **8.8.8 CULVERTS**

The Stratford District Council maintains 2950 culverts of various sizes. Of these, there are 100 that are 225mm in diameter. With current climatic conditions these culverts are not capable of conveying large volumes of water during heavy rainfall events. This is particularly true for the culverts located in the eastern hill country.

Our plan is to start replacing these 225mm culverts but only if they are in a poor or very poor condition following a visual inspection. To date we have noted that nine are in poor or very poor condition, the remainder will be inspected over the next 12 months.

As Stratford district is split into six geographical areas, we inspect all the culverts in one area each year. This spreads the workload for the Contractor and the cost of the inspections.

### **8.8.9 STRUCTURES**

Having completed an inspection of our entire bridge stock, we have developed a 30-year bridge replacement programme. This has been included in Appendix 5.

With regard to replacing components of these bridges, nothing of significance was noted in the inspection reports. The majority of the items noted are general maintenance issues, such as cleaning, replacing rotten timber handrails and painting the end of the bridges for better visibility.

### **8.8.10 TRAFFIC SERVICES**

Having replaced our 70 watt sodium oxide streetlights with LED's, our next asset to look at are the free standing light columns.

From a recent inspection undertaken by NPE-Tech, there are 12 streetlight columns that are in very poor condition.

These will be replaced throughout the duration of the 2024-27 LTP period.

### **8.8.11 FOOTPATHS**

Footpath renewals are defined as the replacement of continuous sections exceeding 20m in length. Where possible, Stratford methodology is to consider replacing the footpath along an entire block if the condition of the footpath can justify that decision. In many cases this will not be the case, so the minimum length of 20m will apply.

## Lifecycle Management

The types of renewal work undertaken to restore footpaths to the required condition are:

- Overlaying with similar material: Careful consideration of threshold levels of private properties is required before this method is used.
- Overlaying the surface with an alternative material such as slurry seal.
- Replacement of the surface by removing it and replacing it with either concrete or asphaltic concrete.

Reconstruction of new footpaths is generally undertaken when:

- It is not practical to overlay the existing surface due to its condition or issues with levels and crossfalls.
- Where the footpath is to be widened.
- Where the footpath is to be re-designed.
- Where different materials are being used.
- Where it is more cost effective to remove a longer length rather than remove small lengths that are a few metres apart.

The required level of renewals will vary depending on:

- The age of the footpath.
- The condition of the footpath.
- Proximity of street trees.
- The cost of on-going maintenance.
- The differing economic lives of various materials used for footpaths.

**Table 46 – Footpaths replaced in the last Four Years**

		Location	Length (m)
1	Essex Street	Both sides of the street – full length	250
2	Fabian Street	Both sides of the street – full length	400
3	Montjoy Street	Both sides of the street – full length	220
4	Ferdinand Street	Margaret Street to Montjoy Street	208
5	Elsinore Street	Both sides of the street – full length	224
6	Miranda Street	Regan Street to Seyton Street - Western side	276
7	Fenton Street	Both sides from Cordelia Street to Swansea Road	850
8	Swansea Road	Fenton Street to Patea Bridge – Western Side Cloten Road to Patea Bridge Eastern on School side	220
9	Broadway - Northern Dairy	Seyton Street to just north of the dairy	180
10	Lysander Street	Both sides of the street – full length	317
11	Seyton Street	Cul-de-sac end	397
12	Cordelia Street	Regan Street to Fenton Street – Victoria Park side	348
13	Ajax Street	Both sides of the street – full length	284
14	Archilles Street	Both sides of the street – full length	817

## Lifecycle Management

	Location		Length (m)
15	Regan Street	opposite Stratford Primary School Hamlet Street to Brecon Road	405
16	Surrey St	Essex Street to Hamlet Street south side	154
17	Broadway South	Outside railway station	
18	Regan Street	Hamlet Street to Miranda St – North side	
19	Juliet St	Seyton St to Pembroke Rd – Western side	
20	Cordelia St	Fenton St to Cloten Rd – Western side	

### 8.9 LOW COST LOW RISK IMPROVEMENTS

This work category will be used to undertake the following work activities:

- Walking and Cycling Upgrades
- School safety improvement projects – Stratford Primary School, St Joseph's Primary School, Avon Primary School, Midhurst School.
- Road Safety Improvements including:
  - Roadside barrier installation along Opunake Road
  - Shoulder widening on Opunake Road
  - Geometric improvements on Cardiff Road
  - Speed limit signage
  - Intersection upgrade of Fenton Street and Juliet Street
  - Geometric improvements on Palmer Road
  - Construction of a roundabout at Pembroke School
  - Construction of three retaining walls on Whitianga Road – underslip sites
  - Construction of retaining walls on Stanley Road and Opunake Road (opposite the possum factory) – underslip sites
  - Shoulder widening of Salisbury Road, Climie Road and Brookes Road. These roads are used as State Highway 3 diversions for both planned and un-planned events on SH3.
  - Geometric improvements on Junction Road and interdistrict road connecting SH43 to New Plymouth District.
  - Generally minor geometrical improvements as identified.

#### Bridge Strengthening

Given the current financial climate with restricted budgets, it is unlikely that SDC will begin a bridge strengthening programme.

Should the Government release funding for bridge strengthening programmes we will consider strengthening the bridges listed in Figure 52 below.

For any detailed structural assessments required on the 50Max restricted bridges will require additional funding in work category 151 or 216, before any physical works can be undertaken, It is highly likely that such funding for structural assessments will not be forthcoming in the 2024/27 LTP period or for any subsequent LTP's, due to financial constraints.

Therefore, any strengthening work required can be incorporated into the 30-year bridge replacement programme.





## Lifecycle Management

### Footpaths

Stratford District Council has identified 16km of urban streets where no footpaths exist. Given Councillors decision not to fund new footpaths, this will remain the case for this long term plan period.

### Connecting our Communities Strategy

Stratford's walking and cycling strategy known as "Connecting our Communities" was adopted by Council in September 2023 and is included in Appendix 1.

The **Connecting our Communities Strategy** (the Strategy) is developed in alignment with the Government Policy Statement (GPS) to guide the Stratford District Council (the Council) in several key areas, including:

- Developing a transport system where no-one is killed or seriously injured.
- Providing transport options to our communities for accessing social and economic opportunities.
- Developing a low carbon transport system that supports emissions reductions, safety, and inclusive access.
- Facilitating improvements in freight connections to drive economic development.

Over the next three decades, our focus will be on fostering sustainable transport in the Stratford district. This strategy outlines our commitment to creating safe and reliable road transport infrastructure, ensuring that our communities are well-connected and secure.

By promoting sustainable transport, we aim to contribute significantly to the realisation of the Stratford district's social, environmental, cultural, and economic objectives. This approach will not only enhance the overall well-being of our residents but also positively impact the surrounding environment, preserving our cultural heritage, and supporting local businesses and industries.

Our commitment to sustainable transport will serve as a cornerstone for the future development of Stratford, fostering a resilient and prosperous community for generations to come. Through a coordinated effort, we aspire to build a greener, more connected, and thriving Stratford district, aligned with the principles of sustainability and environmental stewardship.

This Strategy focuses on the gradual implementation of enhanced sustainable transport facilities in the district, with a priority on connecting schools to key community destinations and urban residential areas. It also prioritises improvements for vulnerable road users who do not rely on private vehicles (cars, motorbikes, trucks, vans, etc.). This Strategy is designed to increase connectivity, accessibility and the safety of our road infrastructure such as footpaths, cycle lanes, cycleways and roads.

The costs for this project are \$400,000 per annum for the next 10 years.

### 8.10 DISPOSALS

Assets may need to be disposed of for a number of reasons, particularly if they fall under some criteria, including those identified below:

- Underutilisation;
- Obsolescence;
- Cost Inefficiency;
- Policy change;
- Provision exceeds required Levels of Service;
- Service provided by other means (e.g. private sector involvement); and
- Potential risk of ownership (financial, environmental, legal, social).

As part of the lifecycle asset management process, Council considers the costs of asset disposal in the long-term financial forecasts. These costs are generally incorporated in the capital cost of Level of Service increases or asset renewals.

While there are assets that fit under one or more of the above criteria, the Local Government Act provides clear instances when assets can be disposed of. At this time, the Stratford District Council



## Lifecycle Management

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has no plans to dispose of any Roading assets other than those that become obsolete as a result of renewal or upgrading works.

## **9.0 Investment Funding Strategy**

## Investment Funding Strategy

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### **9.0: Investment Funding Strategy**

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## Investment Funding Strategy

### 9.1 OVERVIEW

Our Investment Funding Strategy (IFS) incorporates our *Funding Impact Statement* and sets out how the Stratford District Council plans to finance its overall operations to meet its objectives now and in the future. A key objective of the strategy is the future-proofing of delivery of the Roothing Activities.

This IFS provides the long term financial forecasting for all Roothing Activities and projects described in this RAMP. The IFS presents the funding sources determined for each of these to ensure a sustainable long-term approach to planning and asset management.

This section presents the Council's Investment Strategy for the Roothing Activity for the next ten years and the financial standards and policies used in developing the strategy.

### 9.2 FINANCIAL STANDARDS

All prospective Financial Statements (financial statements) within this plan comply with the requirements of FRS 42 issued by the New Zealand Accounting Standards Board of the External Reporting Board (XRB), and the New Zealand equivalent of International Reporting Standard for Public Benefit Entities (NZ IFRS PEB), with Council designating itself as a Tier 2 public benefit entity for the purposes of compliance with these standards.

### 9.3 FUNDING AND FINANCIAL POLICIES

The Local Government Act in Section 102 requires that the Stratford District Council *'must, in order to provide predictability and certainty about sources and levels of funding, adopt the funding and financial policies listed'* below:

- A *Revenue and Financing Policy*; and
- A *Liability Management Policy*; and
- An *Investment Policy*; and
- A policy on *Development Contributions (CD) or Financial Contributions (FC)*; and
- A policy on the *Remission and Postponement of Rates on Maori freehold land*.

The Council may also adopt either or both the *Rates Remission Policy* and a *Rates Postponement Policy*.

The Council has adopted all the relevant funding and financial policies described below. These policies guide the funding and financial decisions relating to the management of the Council's Roothing Assets.

#### 9.3.1 REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017. The funding sources are detailed in the LTP 2024-2034 and include general and targeted rates, borrowing, grants and subsidies, etc.

#### 9.3.2 TREASURY MANAGEMENT POLICY

The Council's Treasury Management Policy incorporates the *Liability Management Policy* and the *Investment Policy* requirements of the LGA. It guides the Council to prudently manage its revenue, expenditure, assets, liabilities, reserves and investments, in the interest of the Council and district ratepayers.

## Investment Funding Strategy

### 9.3.3 DEVELOPMENT AND FINANCIAL POLICY

The Council's *Development and Financial Contribution Policy* is consistent with the purpose as set out in Section 106 of the LGA. The Council does not require *Development Contributions*, however, the *Financial Contributions Policy* meet the requirement as set out in Section 108 (g) of the *Resource Management Act* (RMA) 1991.

### 9.4 FUNDING OUR INVESTMENT STRATEGY

Capital projects and activities carried out on the land transport network, including Renewal or Replacement projects and Level of Service Improvements for the next 10 years will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

- Loans;
- Reserves; and/or
- Subsidies/ Grants by other Partners.

Given the present funding regime, the Council anticipates that the Rooding Activity projects will continue to be 100 % funded through NZTA Subsidies and Reserves. Presently, the NZTA *Financial Assistance Rate (FAR)* is 63%. The remaining 37% is funded by the Council through rates and other revenue streams such as fees and charges. From 1 July 2024, the two Special Purpose Roads (Manaia and Pembroke Roads), will be funded at the new FAR of 63%.

For *Emergency Reinstatement (Work Category 141)* the *Business as Usual (BAU)* level of funding is at our base FAR rate of 63%. However, should a significant storm event occur, the Council may apply for an increase in financial assistance depending on the severity of the damage. This will be specific to the event where the cost to respond and repair the rooding network is greater than 10% of the approved allocation.

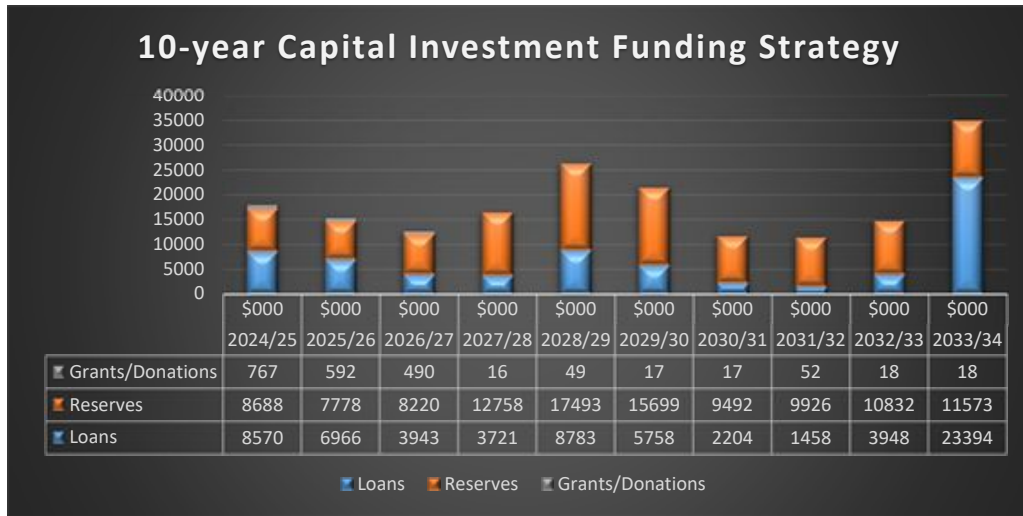
A summary of Council's Investment Funding Strategy is shown in Figures 53 - 58. Tables 47 - 50 provide the financial projections for the Rooding activity.

### 9.5 RELIABILITY OF OUR INVESTMENT STRATEGY

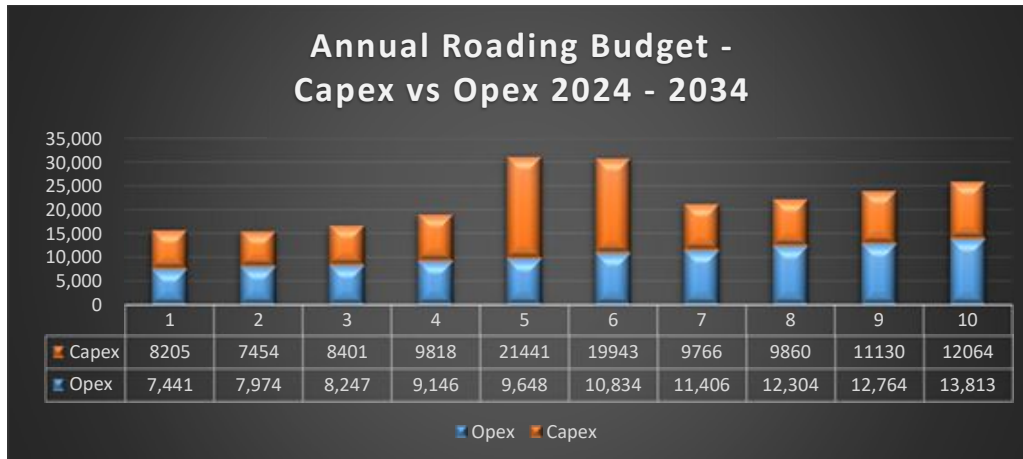
The Council provides an assessment of the reliability of its Investment Strategy below – overall, the forecast is considered a reliable estimate of the financial investment in the Rooding Activity:

- NZTA has confirmed the short-term funding at a FAR of 63% for the 2024- 2027 year. This is a reliable funding source;
- The Council's remaining funding source of 37% is largely from rates. Rates will be confirmed for the 2024-2027 period via the appropriate processes for inclusion in the LTP 2024-2034. Once adopted, the rates in the LTP 2024-2034 will constitute a reliable funding source for the delivery of Rooding services;
- The short-term budget for Years 1-3 (2024 – 2027) are as approved by NZTA; funding forecast for Years 4 – 10 (2028 – 2034) has been escalated using the 5% inflation rates; and
- The Council does not rely on *Fees and Charges* or *Development Contributions* to deliver Rooding services. Any new demand for new assets to be vested in Council or services will generally be funded by the direct beneficiary of the assets/service.

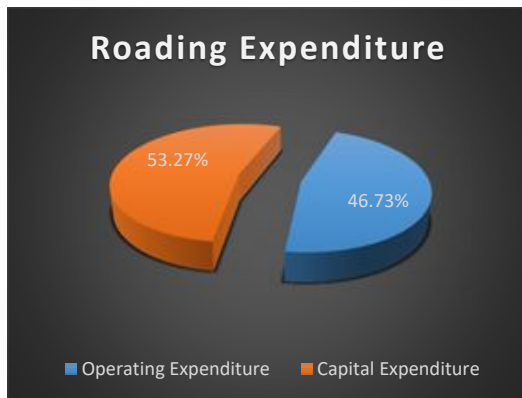
## Investment Funding Strategy



**Figure 54 - All Assets Capital Investment Funding Strategy**



**Figure 55 – Annual Roading Budget – Capital vs Operating Expenditure**



**Figure 56- Total Expenditure - Capital vs Operating**

## Investment Funding Strategy

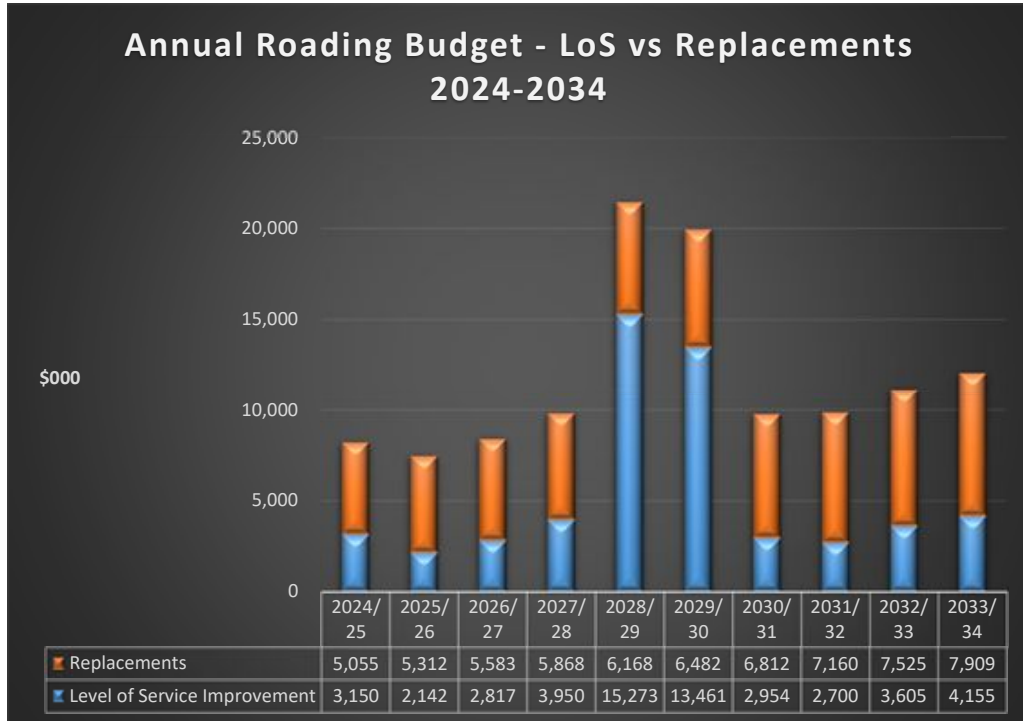


Figure 57: Annual Roding Budget - LoS vs Replacements 2024-2034

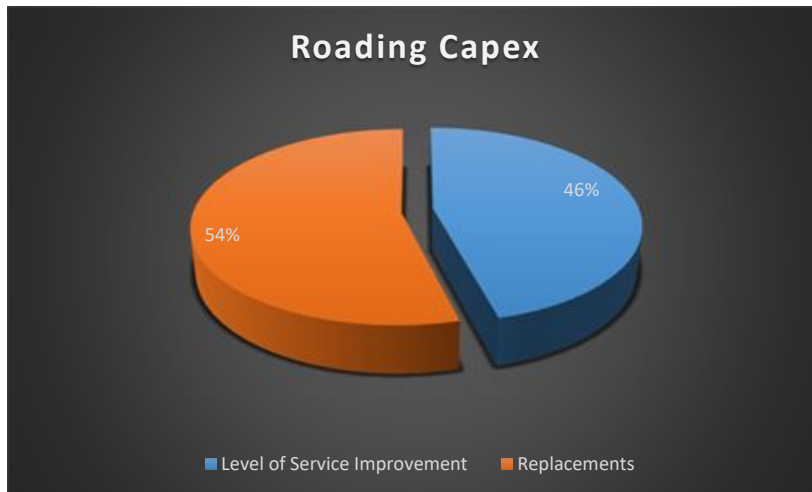


Figure 58: Capital Expenditure - LoS vs Replacement

## Investment Funding Strategy

### 9.6 FINANCIAL STATEMENTS AND PROJECTIONS

**Table 47 - Council Level of Service versus Replacement Funding**

	Forecast					Projection				
	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>Roading</b>										
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909
<b>Stormwater</b>										
Level of Service Improvement	450	0	158	0	0	198	116	0	181	0
Replacements	100	103	126	108	111	113	139	118	121	247
<b>Water Supply</b>										
Level of Service Improvement	1,367	246	0	1,026	166	119	0	0	1,330	12,466
Replacements	2,770	2,229	211	427	244	289	487	231	266	833
<b>Solid Waste</b>										
Level of Service Improvement	20	20	162	330	1,098	11	0	0	0	596
Replacements	40	10	10	11	11	11	0	0	0	0
<b>Wastewater (Sewerage)</b>										
Level of Service Improvement	50	513	158	216	0	0	232	118	725	6,418
Replacements	735	343	363	3,602	426	413	400	633	647	475
<b>Parks and Reserves</b>										
Level of Service Improvement	220	490	52	53	0	55	226	57	0	60
Replacements	45	102	104	341	239	22	45	46	23	24
<b>Property</b>										
Level of Service Improvement	629	587	1,790	197	1,614	94	39	75	99	1,472
Replacements	315	240	110	138	619	72	79	75	123	95
<b>Community Development</b>										
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0
Level of Service Improvement	70	77	26	27	27	28	28	29	29	30
Replacements	0	0	0	0	0	0	0	0	0	0
<b>Administration</b>										
Replacements	408	267	148	202	330	105	156	192	122	205
<b>TOTAL PROJECTS (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>
<b>FUNDING</b>										
Loans	8,570	6,966	3,943	3,721	8,783	5,758	2,204	1,458	3,948	23,394
Section sales (subdivision loan-funded)	0	0	0	0	0	0	0	0	0	0
Cash from Investments	0	0	0	0	0	0	0	0	0	0
Reserves	8,688	7,778	8,220	12,758	17,493	15,699	9,492	9,926	10,832	11,573
Grants/Donations	767	592	490	16	49	17	17	52	18	18
Rates	0	0	0	0	0	0	0	0	0	0
NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<b>TOTAL (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>



Investment Funding Strategy

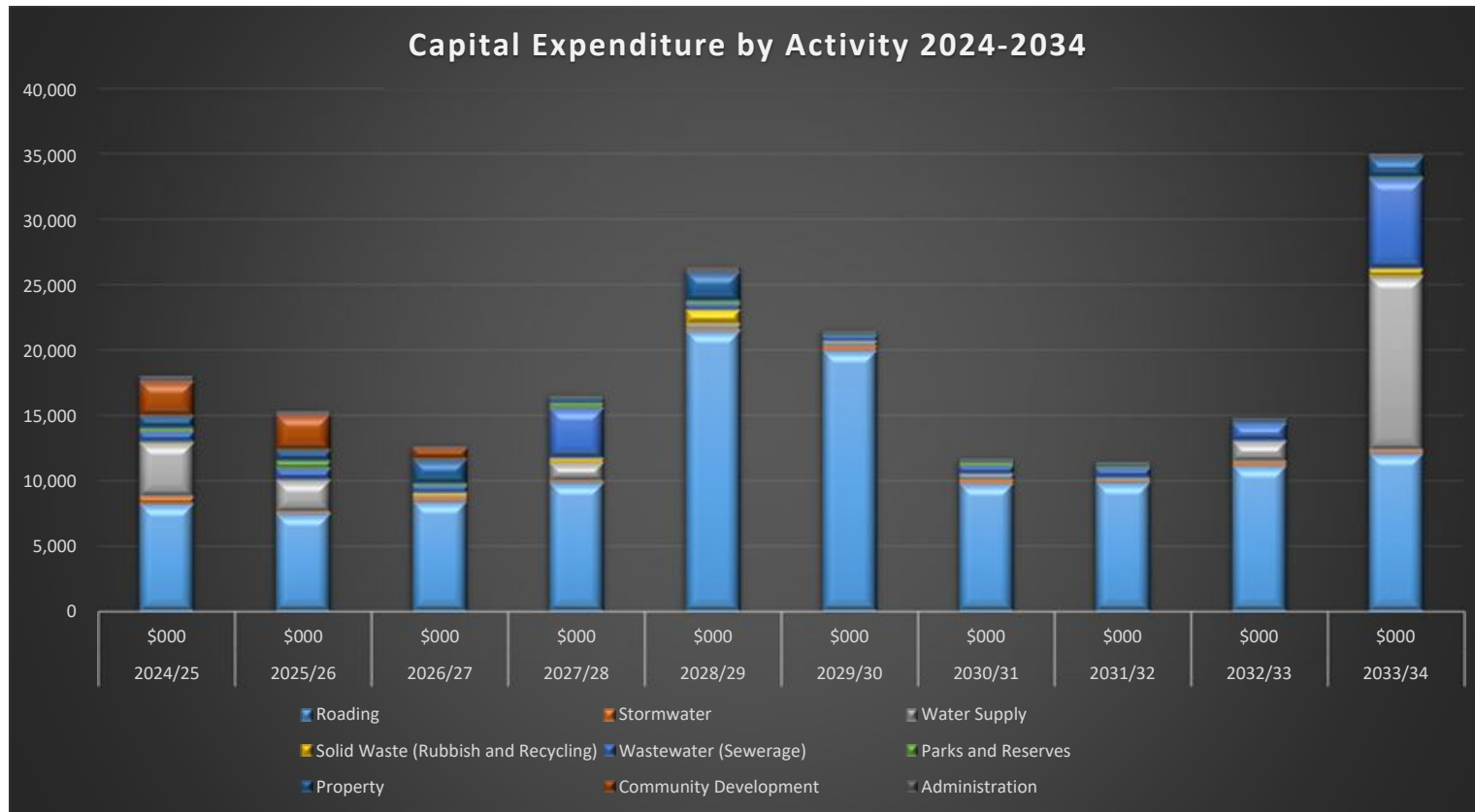


Figure 59 - Capital Expenditure by Activity - All Assets

## Investment Funding Strategy

**Table 48: Roading Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast	Projection								
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
7,176	<b>Operating Expenditure</b>	7,441	7,974	8,247	9,146	9,648	10,834	11,406	12,304	12,764	13,813
4,738	<b>Revenue</b>	7,586	7,223	7,935	9,107	16,623	15,882	9,686	9,974	11,020	11,867
2,494	<b>Net Cost of Service</b>	(146)	751	312	39	(6,975)	(5,048)	1,720	2,330	1,744	1,946
<b><u>EXPENDITURE</u></b>											
3,436	Operating Costs	3,906	4,086	4,277	4,727	5,043	5,374	5,722	6,096	6,496	6,917
39	Interest	92	120	146	183	302	482	573	584	601	632
3,493	Depreciation	3,171	3,540	3,576	3,980	4,046	4,705	4,840	5,353	5,380	5,979
208	Allocated Overheads	272	227	248	255	257	273	271	271	287	286
7,176	<b>Total Operating Expenditure</b>	7,441	7,974	8,247	9,146	9,648	10,834	11,406	12,304	12,764	13,813
45	Principal Loan Repayments	90	125	157	201	335	534	634	651	671	702
12,311	Capital Expenditure	8,205	7,454	8,401	9,818	21,441	19,943	9,766	9,860	11,130	12,064
<b>19,532</b>	<b>Total Expenditure</b>	<b>15,735</b>	<b>15,553</b>	<b>16,805</b>	<b>19,165</b>	<b>31,424</b>	<b>31,312</b>	<b>21,806</b>	<b>22,815</b>	<b>24,566</b>	<b>26,579</b>
<b><u>FUNDED BY:</u></b>											
168	Charges for Services	160	161	163	165	167	169	171	173	175	177
4,570	NZTA Financial Assistance	7,427	7,062	7,772	8,942	16,455	15,713	9,515	9,801	10,845	11,690
4,738	<b>Revenue</b>	7,586	7,223	7,935	9,107	16,623	15,882	9,686	9,974	11,020	11,867
3,410	Targeted Rates	4,229	4,893	4,864	4,611	5,534	5,966	6,531	6,844	6,845	7,451
1,941	Depreciation funded from Reserves	1,823	2,038	2,061	2,297	2,338	2,732	2,817	3,117	3,134	3,486
1,774	Transfer from Reserves - Capital	1,586	2,091	2,223	2,372	2,617	2,933	3,155	3,300	3,456	3,628
(446)	Transfer (to) from Reserves	(669)	(1,501)	(1,334)	(695)	(1,352)	(1,192)	(1,483)	(1,425)	(1,226)	(1,391)
1,696	Loan Funding - Capital	1,166	793	1,042	1,461	5,651	4,981	1,093	999	1,334	1,538
6,160	Grants/Donations - Capital	0	0	0	0	0	0	0	0	0	0
250	Grants/Donations - Operating	0	0	0	0	0	0	0	0	0	0
8	Other Funding	15	15	14	12	12	10	8	5	3	1
<b>19,532</b>	<b>Total Funding</b>	<b>15,735</b>	<b>15,553</b>	<b>16,805</b>	<b>19,165</b>	<b>31,424</b>	<b>31,312</b>	<b>21,806</b>	<b>22,815</b>	<b>24,566</b>	<b>26,579</b>

## Investment Funding Strategy

**Table 49 – Work Category Summary – Local Roads****79% Budget – Maintenance and Renewals – This is the Draft LTP Scenario****Maintenance and Renewal Budgets – Proposed Year 1 Budget**

	Work Category	Maintenance and Renewal Budget	Comments	SPR Component
	<b>Operational Activities</b>			
1	Unsealed Pavement Maintenance	\$260,000	Based on 1.5 grading rounds per year, contract LS items, reducing forestry damage repairs from 11,000m <sup>2</sup> to 3000m <sup>2</sup> per year.	\$10,000
2	Sealed Pavement Maintenance	\$680,000	Contract LS items, halving pavement repairs to sealed network.	\$20,000.00
3	Routine Drainage Maintenance	\$235,000	No real savings in this work activity without adversely affected the network.	\$10,000.00
4	Structure Maintenance	\$200,000	Contract monthly LS items, plus an allowance of \$80,000 for repairs identified by inspections	\$0.00
5	Environmental Maintenance	\$240,000	Contractual monthly LS for vegetation control, halving the amount of additional work.	\$50,000.00
6	Traffic Services Maintenance	\$320,000	Contractual monthly LS items for roadside signs, 60% of roadmarking, streetlight maintenance and power.	\$5,000.00
7	Level Crossing Warning Devices	\$30,000	As invoiced by KiwiRail	\$0.00
8	Footpath Maintenance	\$50,000	Halve the programme of work.	\$5,000.00
9	Minor Events	\$400,000	For recovery from more frequent heavy rainstorm events - climatic change. Similar level of expenditure as previous year.	\$20,000.00
10	Network and Asset Management	\$875,000	Contract LS items for inspections, reports, RAMM fees, Bridge Inspection Contract fees, traffic counts, Business Unit fees	\$5,000.00
	<b>Total</b>	<b>\$3,290,000</b>		<b>\$125,000</b>
	<b>Renewals</b>			
1	Unsealed Road Metalling	\$910,000	Metalling to cover 15km of road (current KPI), halve the repairs to forestry damage identified.	\$10,000
2	Sealed Road Resurfacing	\$1,260,000	Sealing 25km per year	\$50,000
3	Drainage Renewals	\$915,000	90km of watertable renewals, replacement of culvert on Wawiri Rd, replacement of 750m of K&C, replacing 400m of culverts	\$10,000
4	Sealed Road Pavement Rehabilitation	\$650,000	1 km of rehab per year	\$0
5	Structures Component Replacement	\$350,000	Replacement of bridge components as identified by inspections	\$0
6	Bridge and Structures Renewals	\$600,000	Replacement of 3 Retaining walls one on each of the following Mangaowata, Mangaehu and Tawhiwhi Rds.	\$0
7	Traffic Services Renewals	\$160,000	Replacement of 3 streetlight columns per year and damaged roadside signage as required.	\$5,000
8	Footpath Renewals	\$210,000	Replacement of 1300m of footpaths per year.	
	<b>Total</b>	<b>\$5,055,000</b>		<b>\$75,000</b>
	<b>GRAND TOTAL</b>	<b>\$8,345,000</b>		<b>\$200,000</b>

## Investment Funding Strategy

Table 50 – Low Cost Low Risk Workbook LTP 2021-2034 – Local Roads

Project Name	Estimated Budget	2024/25	2025/26	2026/27
Midhirst school safety project	\$300,000			\$300,000
St Joseph's school safety project	\$400,000		\$400,000	
Avon School Safety Project	\$250,000		\$250,000	
Stratford Primary School safety project	\$600,000	\$600,000		
Opunake Rd RP7530 - RP7560 - Roadside barrier	\$35,000			
Opunake Rd RP5085 - RP5350 - Shoulder widening Poto Rd to Hastings Road	\$600,000			
Opunake Rd - RP980 - RP1200 - Shoulder widening	\$150,000			
Beaconsfield Rd RPO - RPO.8 - Safety improvements	\$300,000			\$300,000
Cardiff Rd RPO.5 - RP1.0 - Geometric safety improvements - out of context curve	\$300,000			
Juliet St/Fenton St intersection upgrade	\$1,000,000			
Opunake Rd RP1220 - RP17580 - Roadside barriers at multiple locations.	\$900,000			\$200,000
Palmer Rd RPO.1 - RPO.4 - Geometric realignment of the road - DSI Crash site	\$400,000	\$400,000		
Pembroke Rd/Monmouth Rd/Cardiff Rd - Roundabout	\$1,500,000			
Salisbury Rd - Croydon Rd to Beaconsfield Rd - Shoulder widening for SH3 traffic diversion	\$3,500,000	\$300,000	\$300,000	\$300,000
Skinner Rd/Bird Rd - intersection safety improvements	\$100,000			
Whitianga Rd - RPO.58, RPO.65, RPO.92 - New retaining walls at slip sites	\$650,000			\$250,000
Stanley Rd RP4.97 - New retaining wall at slip site	\$250,000		\$250,000	
Opunake Rd RP9.50 - Opposite the Possum Factory - New Retaining wall	\$600,000	\$600,000		
Warwick Rd RP2.6 - 2.8 - Shoulder widening over blind brow	\$80,000			
Climie Rd RP2.7 - 6.35 - Shoulder widening for SH3 traffic diversion	\$1,200,000			\$200,000
Junction Rd RPO - RP15.0 - Bank trimming and sight benching safety improvements	\$1,200,000			
Brookes Rd RP1.4 - RP4.40 - Shoulder widening for SH3 traffic diversion	\$1,000,000			
District Wide Minor safety improvements as identified by inspections or DSI's	\$6,000,000	\$600,000	\$600,000	\$600,000
Walking and Cycling Infrastructure	\$4,000,000	\$400,000	\$400,000	\$400,000
Monmouth Rd RP1.44 - Installation of roadside barrier	\$100,000	\$100,000		
Geometric improvements to Manaia Rd - SPR	\$450,000	\$30,000	\$30,000	\$30,000
Geometric improvements to Pembroke Rd - SPR	\$600,000	\$40,000	\$40,000	\$40,000
Dust coat seals	\$900,000	\$150,000	\$150,000	\$150,000
Opunake Rd Shoulder Widening - RP7700 - RP8000	\$500,000	\$500,000		
Beaconsfield Rd RP2150 - RP2380 - Safety improvements	\$400,000		\$400,000	
<b>Total</b>	<b>\$28,265,000</b>	<b>\$3,720,000</b>	<b>\$2,820,000</b>	<b>\$2,770,000</b>

# **10.0**

## **Asset Management Practices and Improvement Plan**

## Asset Management Practices and Improvement Plan

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### **10.0: Asset Management Practices and Improvement Plan**

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## Asset Management Practices and Improvement Plan

### 10.1 OVERVIEW

Asset management improvement planning is a process. It enables Council to improve the way it manages infrastructure assets and the services they provide.

The Asset Management Practices and Improvement Plan section identifies the maturity of Stratford District Council asset management practices, improvements made since the last Activity Management Plan review and a plan for future asset management improvements resulting from areas for improvement identified in earlier Sections of this plan.



Figure 60 - Asset Management Improvement Process

### 10.2 ASSET MANAGEMENT PRACTICES

#### 10.2.1 ASSET MANAGEMENT POLICY

Stratford District Council developed and adopted its inaugural Asset Management Policy in 2016. The Policy establishes the first level of Council's asset management framework for managing infrastructure assets in a structured, coordinated, and financially sustainable manner. The objectives of this Policy are:

- Provide for a consistent approach to asset management planning within Council and ensure plans reflect the strategic direction of Council.
- Demonstrate to the community that Council recognises the critical importance of managing the District's assets and related activities in an effective and sustainable manner in order to deliver appropriate Levels of Service to current and future generations.
- Confirm a coordinated process for each asset/activity area that links their contribution to the Community Outcomes with specific Levels of Service performance requirements and desired improvement priorities and strategies.

The Council's Asset Management Policy can be viewed on the Stratford District Council website.

#### 10.2.2 ASSET MANAGEMENT GOALS AND OBJECTIVES

Stratford's asset management goals and objectives are guided by the Asset Management Policy to drive best practice. The Asset Management goals and objectives for Stratford District Council are to:

- Provide for good quality infrastructure and local public services that are efficient, effective and appropriate for current and future generations.
- Meet the foreseeable needs of the community.
- Ensure that assets are planned for, created, replaced and disposed of in accordance with Council priorities as determined in the Long Term Plan.
- Ensure all legal delegations are met.
- Ensure customer expectations are properly managed.
- Provide technical and professional advice that enables elected members to make sound well informed decisions concerning the management of assets.
- Assets are managed to meet agreed customer levels of service.
- Assets are managed and delivered in accordance with the strategies stated in the Activity Management Plans.

## Asset Management Practices and Improvement Plan

- Ensure data collection systems are in place to collect, store, maintain and use for prudent management of Council owned assets.

Stratford District Council's overarching principles for sound asset management are:

- Asset management goals and objectives will be aligned with corporate objectives and community outcomes.
- Capital, operation and maintenance, and renewal/replacement works will be aligned with asset management objectives.
- Sustainable and suitable development will be considered in the options for asset development and service delivery.
- Optimal replacement/lifecycle asset management strategies will be developed.
- Asset replacement strategies will be established through the use of optimised lifecycle management and costing principles.
- Funding allocation for the appropriate level of maintenance in order for assets to deliver required Levels of Service.
- Growth and demand forecasting will be integrated as part of all asset management planning to meet current and future needs of the community.
- Ensure the design, construction and maintenance of assets, so far as reasonably practical, are without risk to the health or safety of any person.

### **10.2.3 ACTIVITY MANAGEMENT PLAN DEVELOPMENT**

Planning processes tend to be circular with built in reviews. The AMP and LTP need to have regular review cycles so that they remain current and deal with issues at the time. An important function of the review cycle is to monitor performance against the goal levels of service and KPIs that were set some years before.

The AMPs are reviewed every three years in line with the 10 year long term planning cycle but work programmes can change annually. These changes can be brought about by outside pressure, weather events, budget constraints and new projects becoming apparent. The ability to become responsive each year is through the annual planning process. The AMP details goals, levels of service, goals, KPIs and targets which contribute to Stratford's organisational vision for the district and community.

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the on-going development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. An example of this for Stratford is the planned increase in sealed road pavement rehabilitation to cater for the surge in forestry throughout the period of this AMP.

The proposed increase in this activity will be specifically targeted to the roads affected by the forestry industry, rather than being applied across the entire land transport network. For example, Beaconsfield Road, Mangaotuku Road, and Brewer Road are three roads which have been identified as being particularly affected by the increase in forestry activity. Figure 61 below shows a graphical display of the AMP development process.

### **10.2.4 ASSET MANAGEMENT MATURITY**

We have assessed that our asset management system maturity is predominantly at the Core level. It is largely based on the long-term knowledge of the asset management team. It contains asset data that has been collected over time and held in asset management information systems.

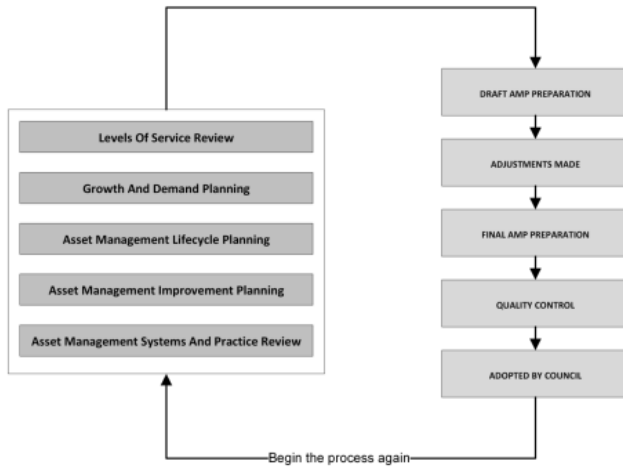
Through continual improvement and development of asset management practices and processes it is our intention that the activity management plans progressively improve.

Our target is to develop our asset management practices and processes to an Intermediate level of maturity where appropriate. The Council in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking

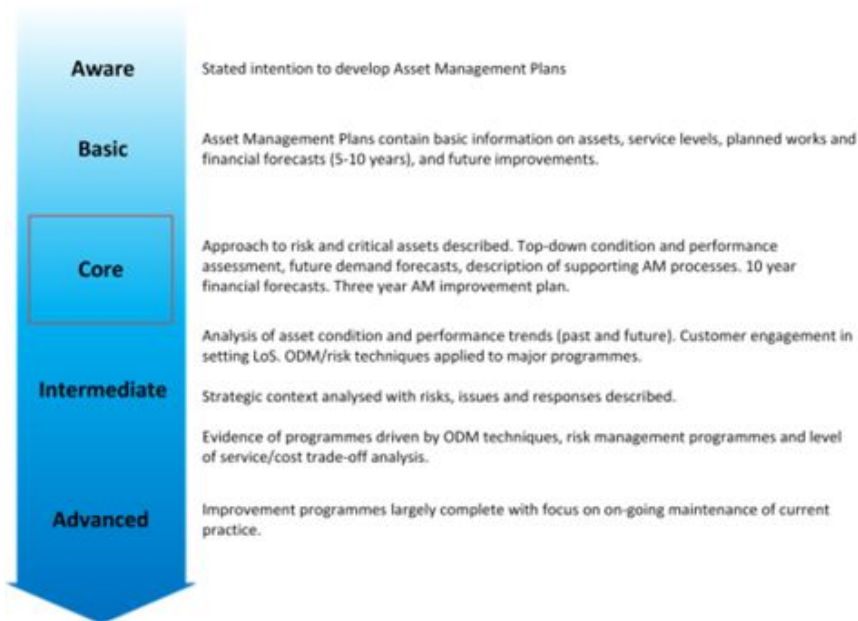


## Asset Management Practices and Improvement Plan

a formal assessment of our asset management maturity. The five levels of activity management plan maturity are shown in Figure 67 and are Aware, Basic; Core; Intermediate and Advanced.



**Figure 61 - Activity Management Plan Development Process**



**Figure 62 - Asset Management System Maturity Index**

## Asset Management Practices and Improvement Plan

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### **10.3 OPTIMISED DECISION-MAKING**

#### **10.3.1 TOOLS AND TECHNIQUES**

The following tools and techniques are used by Council to ensure that the decision of future maintenance requirements is both optimal in terms of the intersection timing and lowest whole-of-life costs.

#### **10.3.2 TREATMENT SELECTION ALGORITHM**

The condition information gathered from RAMM condition rating surveys is used in the treatment selection algorithm (TSZ) within RAMM. The tool aids in the decision making for the identification and scheduling of:

- Resealing – sealing in budget, sealing next treatment.
- Smoothing overlays - in budget.
- Strengthening overlays – in budget.

At present Stratford District Council does not use the deterioration modelling software for identifying projects beyond year five.

#### **10.3.3 CRASH ANALYSIS SYSTEM (CAS)**

Crash records are collected by the NZ Police and entered into the NZTA's CAS system. This information is used to identify crash trends and "hot spots" within the Stratford District. Mapping functionality within CAS can highlight graphically location where low cost/low risk improvements could be beneficial in reducing New Zealand's road toll.

#### **10.3.4 TRAFFIC COUNTS**

Traffic count information is collected and stored in RAMM. To date, the numbers of traffic counts that Stratford has undertaken are minimal. As part of our improvement plan our intention is to undertake 100 traffic counts per annum throughout the district, on all road categories. Further individual traffic counts will be taken on reseal sites to aid with the design of the reseal. The information can also be used for bridge replacements, capital (improvement and renewal) works that require justification.

#### **10.3.5 NET PRESENT VALUE (NPV)**

With the implementation of our measure and value contract we can build up a history of maintenance costs. These can be used to determine the least whole-of-life costs for various treatments such as pavement rehabilitation projects.

## Asset Management Practices and Improvement Plan

### 10.4 CURRENT AND FUTURE IMPROVEMENTS

**Table 51 - Current and Future Improvements**

	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
1	<b>AM Policy Development</b>	Asset Management Strategy or Strategic Activity Management Plan development		Ongoing	Director of Assets Asset Managers
2	<b>Levels of Service and Performance Management</b>	Unplanned Road Closures - Development of internal database to record unplanned road closures. Traffic Counts – Annual programme for 100 traffic counts per year in place. To be reviewed annually to identify if 100 traffic counts is sufficient.		Ongoing Ongoing	Asset Manager Asset Manager
3	<b>Demand Forecasting</b>	Analysis of growth and demand impacts – Analyse CRMs, consumption of assets, growth in Rooding network		Ongoing	Asset Management Team
4	<b>Asset Register Data</b>	Verify existing data held in RAMM against hard copy inspection forms and data captured in RAMM Contractor. Analysis of condition of bridges within the Stratford District Analysis of condition of retaining walls within the Stratford District Collection of data for record keeping		Ongoing	Asset Manager Rooding Engineer
5	<b>Asset Condition</b>	Collect more data to identify the condition of asset components. Seismic assessment of our bridges. Develop joint inspection programme with contractor		Ongoing	Rooding Engineer Asset Manager

## Asset Management Practices and Improvement Plan

	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
6	<b>Decision Making</b>	Target is to reconstruct 90km per annum. Subject to funding levels.		Ongoing	Asset Manager Roding Engineer
7	<b>Operational Planning</b>	Collect data to calculate overall network cost of sealed pavement and unsealed pavement maintenance and the average life of unsealed road metalling.			Asset Manager Roding Engineer
8	<b>Capital Works Planning</b>	FWD testing of HPMV routes			Asset Manager Roding Engineer
9	<b>Financial and Funding Strategies</b>	Develop strategy to fund replacement of structures that have previously not been depreciated. Development of a Maintenance Intervention Strategy. Development of a delineation devices strategy to be consistent with the ONF road hierarchy, e.g.: Primary collection fully conforms, through to Low volume access to highlight hazards only. Finalise and adopt the Walking and Cycling Strategy to ensure active mode work programmes align with both Council and Waka Kotahi investment objectives.		Ongoing	Asset Manager Finance Department
10	<b>AM Plans</b>	Continue the formal process for developing the Activity Management Plan with timeframes. Continue to improve the document format and information presentation. ONF is embedded into the AMP, Council's business systems, planning documents, management practices and reports as well as maintenance contracts.		Ongoing	Director of Assets Asset Manager Asset Management Coordinator
11	<b>Information Systems</b>	Review data held in RAMM to identify accuracy and completeness. Pocket RAMM for direct input of data into AMIS		Ongoing	Director of Assets Asset Manager

## Asset Management Practices and Improvement Plan

Asset Management Practice Area		Improvements	Section Identified	Date	Responsibility
		Collect additional data associated with forest harvest timing to strengthen our strategic programme and investment response to these challenges.			Asset Management Coordinator
12	<b>Improvement Planning</b>	Develop a monitoring regime for the AMP Improvement Plan Identify AM performance gaps		Ongoing	Director of Assets Asset Manager Roding Engineer Asset Management Coordinator

## **Appendices**

**Appendix 1 – Connecting our Communities Strategy 2023-2053 - refer D21/31674**

**Appendix 2 - Roading Potential Risk Register -refer D21/30134**

**Appendix 3 - Road Safe Taranaki Strategic Plan 1 July 2024 – 30 June 2027 – refer D24/7218**

**Appendix 4 – Road Network Procurement Strategy 2022-2025 – refer D22/34311**





## Water Supply Asset Management Plan 2024-2034



TE KAUNIHERA Ā ROHE O  
WHAKAAHURANGI  
**STRATFORD**  
DISTRICT COUNCIL

**DOCUMENT QUALITY ASSURANCE**

	NAME/ROLE	DATE
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<b>Reviewed By</b>	Victoria Araba, Director Assets	February 2024
<b>Approved By</b>	Sven Hanne, Chief Executive	

**DOCUMENT CONTROL**

VERSION	DATE	DESCRIPTION	UPDATED BY
1.0	March 2024	Audit Reviews incorporated	Victoria Araba
2.0		2 <sup>nd</sup> Audit Reviews incorporated	
3.0		LTP Reviews incorporated	



# THE WATER ASSET MANAGEMENT PLAN (WAMP) 2024-2034

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# **EXECUTIVE SUMMARY**

## Executive Summary

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### The Stratford District

The Stratford (Whakaahurangi) District is a land locked area encompassing 2170km<sup>2</sup> located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui Districts in the Horizons Regional Council. Within the district there are four distinct geographical areas:

- The alpine and bush environment of Te Papakura o Taranaki
- The ring plain around Taranaki Maunga
- Hill country located between the ring plain and the eastern hill country; and
- Eastern hill country to the boundary with Ruapehu District Council.

The rural landscape supports large farming, forestry and Department of Conservation reserves. Stratford, Whakaahurangi is a growing tourist destination owing to key attractions such as the Te Papakura o Taranaki, the Manganui Ski Field, Forgotten World Highway (SH43), Whangamōmona, Dawson and Mt Damper Falls. Three main townships make up the Stratford District. They are: Stratford; Midhirst and Toko.

### The Water Asset Management Plan

The purpose of the Water Asset Management Plan (WAMP) is to describe the financial, engineering and technical strategies and practices that Stratford District Council uses to meet its strategic obligations to provide a level of service for water users in a way that is cost effective for households and businesses.

Based on forecasted growth and demand for the service, the WAMP sets out how the provision of the facilities will be managed over its lifecycle to ensure the optimal delivery of the service within the financial constraints set by the Council in its Long Term Plan (LTP) 2024-2034 and the Infrastructure Strategy (IS) 2024-2054. The levels of service to be delivered are as per the priorities and performance measures set by both the Council priorities; Regional Council resource consent conditions and Central Government initiatives and performance measures.

The WAMP is a living document reflecting Council's practice, central and local government requirements, policies and guidance. This WAMP is used to inform the Council's Long Term Plan and the Infrastructure Strategy. The AMP details Council owned assets and is used for communicating complex asset management information/strategies with stakeholders, elected members, service managers and other interested parties.

### The Strategic and Legislative Context

The Strategic and Legislative Context for the WAMP is as per the framework below. The key central, regional and local government drivers include the:

- The Local Government Act 2002 (and amendments);
- The National Policy statement for Freshwater Management 2020 (FWNPS);
- The Resource Management Act; and
- The National Environmental Standards for Sources of Human Drinking Water.

### Our Community Outcomes

The Council's vision for the 2024-2034 Long Term Plan (LTP) is A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki. Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki.' The Council's identified *Community Outcomes* to achieve the vision are:

- Welcoming
- Resilient
- Connected
- Enabling



## Executive Summary

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The delivery of good quality infrastructure and the provision of services in a cost-effective manner via effective activity management planning will ensure the achievement of Council's Community Outcomes.

## Executive Summary

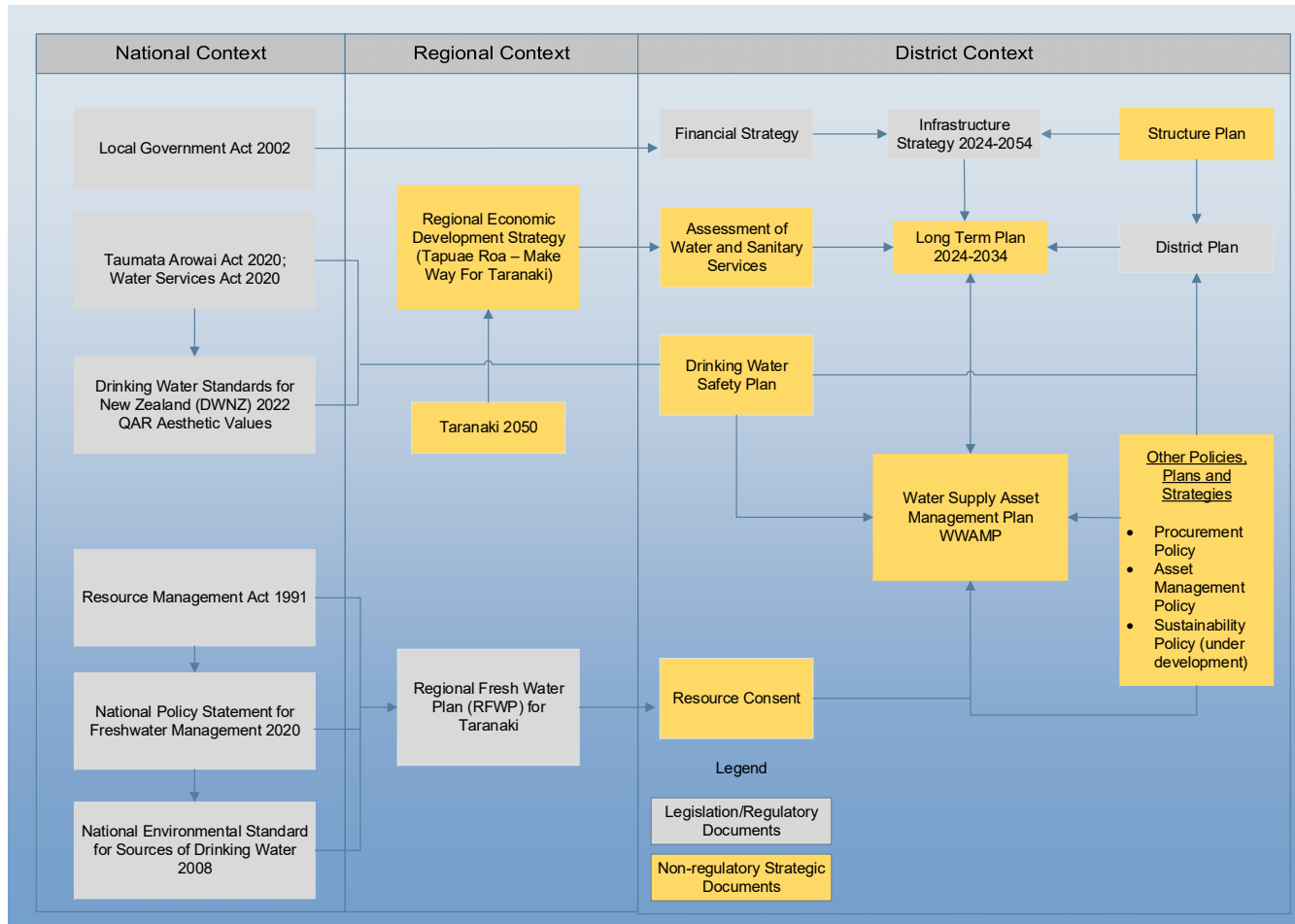


Figure 1 - Legislative and Strategic Context

## Executive Summary

### Our Problem and Benefit Statements

The Council has identified key problems to be addressed in the coming years. Projects have also been highlighted alongside statements of their benefits, which outline how identified problems will be solved. A summary of our *Problem and Benefit Statements* along with projects identified to deliver the benefits, are provided in the Table below.

Table 1 - Problem and Benefit Statements

Problem Statements	Identified Projects	Benefit Statements
<p><b>Problem Statement 1 -</b> Water Infrastructure Upgrade</p>	Construct of a new raw water intake line and grit tank for the Stratford Water Treatment Plant	<p>This project is primarily driven by the need to upgrade key water supply infrastructure to maintain the reliability and resilience of Stratford's water treatment system. Constructing a new raw water intake line and grit tank will:</p> <ul style="list-style-type: none"> <li>• Improve security and quality of raw water supply to the water treatment plant</li> <li>• Reduce operational risks from use of aged intake infrastructure</li> <li>• Enhance pretreatment capabilities to safeguard treatment processes</li> <li>• Provide resilience to ensure uninterrupted water supply during maintenance/outages/natural events</li> <li>• Support continuity and growth of water supply capacity long-term</li> <li>• Ensure compliance with extraction consent conditions and NPSFM 2020</li> </ul> <p>Upgrading these critical assets will ensure Stratford can continue delivering safe, secure, high quality drinking water to its residents and businesses into the future.</p>
<p><b>Problem Statement 2 -</b> Treated Water Supply Capacity Increase</p>	Construct a new trunk main for future southern subdivisions	<p>This project is primarily driven by the need to increase capacity in the city's treated water supply to support future residential and commercial growth in southern subdivisions. Constructing a new trunk main will help optimize water delivery and use for the following reasons:</p> <ul style="list-style-type: none"> <li>• It will provide infrastructure needed to enable development of planned southern subdivisions in line with council's land use priorities.</li> <li>• It supports council's obligations around supplying capacity for projected growth and demand.</li> <li>• It allows for more equitable distribution of water supply costs across present and future users.</li> <li>• It improves the flow path and therefore supply of water to the southwestern area of town.</li> <li>• It proactively addresses forecast increases in water demand before capacity deficits occur.</li> </ul> <p>The new infrastructure will be designed and built in ways that also promote sustainable use of water resources over the long term.</p>
<p><b>Problem Statement 3 -</b> Emergency Water Supply</p> <ul style="list-style-type: none"> <li>• Additional water storage at the</li> </ul>	Construct new water reservoirs in Stratford, Toko and Midhirst	<p>This project is primarily driven by the need to improve resilience and continuity of Stratford District's water supply system to ensure reliable delivery of safe clean drinking water. New water reservoirs will specifically support:</p>

## Executive Summary

Problem Statements	Identified Projects	Benefit Statements
<p>Stratford Water Treatment Plant</p> <ul style="list-style-type: none"> <li>Capacity Issues;</li> <li>Criticality</li> </ul>		<ul style="list-style-type: none"> <li>An additional day of water storage capacity in Stratford to mitigate risks from potential failure at the existing water intake site and treatment plant.</li> <li>Several additional days storage for Midhirst in case of prolonged discolouration in the water source causing prolonged water treatment plant shutdown.</li> <li>This backup supply will provide critical contingency for provision of drinking water and industrial process water to Stratford District's residents and businesses during crisis events.</li> <li>Planning for both steady-state and unexpected population growth and economic development across Stratford district by proactively adding storage capacity to meet future water security needs. Reliable and sufficient water capacity signals Stratford's readiness for residential, commercial and industrial growth, providing confidence for investments and growth planning.</li> </ul>
<p><b>Problem Statement 4 - Alternative Water Supply</b></p> <ul style="list-style-type: none"> <li>Resilience;</li> <li>Criticality</li> <li>Water quantity and quality in the Patea River and Konini Stream</li> </ul>	<p>Commission a feasibility report to explore the alternative water supply options available for the Patea River/Konini Stream Water Take</p>	<ul style="list-style-type: none"> <li>Provide redundancy in the water supply source to this critical service; and in turn</li> <li>Allow the Council to continue to perform its duties and responsibilities, under the Local Government Act, to the people of Stratford</li> </ul>
<p><b>Problem Statement 5 - Backflow Prevention</b></p> <ul style="list-style-type: none"> <li>Drinking Water quality</li> <li>Public Health Risk Water Supply Bylaw Implementation</li> </ul>	<p>Implement a Backflow Prevention campaign for all properties identify as being at risk of contaminating their water supply.</p>	<p>This project primarily for health and safety purposes and is being achieved in conjunction with the universal water metering project. It is driven by the requirements of Section 18 of Council's Water Supply Bylaw, which requires a backflow prevention device be installed where there is a risk of contamination entering the potable water supply through backflow or syphoning.</p> <p>Once implementation is complete, the Council can be sure that the risk of contamination as a result of backflow or syphoning is minimised. This risk is part of the corporate Risk Register that must be minimised by Council for the health and safety of its residents.</p>
<p><b>Problem Statement 6 - Resource Consent Renewal</b></p> <ul style="list-style-type: none"> <li>Criticality</li> <li>Water take and distribution;</li> </ul> <p>Public Health</p>	<p>Undertake to renew the Expired Resource Consent to take water from the Te Popo Stream at Midhirst. This consent expired in June 2021.</p>	<p>This process is required to satisfy the requirements of the Resource Management Act (1991) for expiring consents. The Council currently takes water from the Te Popo Stream under an authorisation consent from the Taranaki Regional Council, which expired in June 2021..</p> <p>This resource consent renewal process has commenced and it is expected to take 12 to 18 months to complete in conjunction with stakeholders and regulatory authority. Supporting documentation will need to be commissioned and submitted to the TRC for</p> <p>At the completion of this process, the Council will be able to continue to take water from the Te Popo Stream to supply the residents of Midhirst.</p>

## Executive Summary

Problem Statements	Identified Projects	Benefit Statements
<p><b>Problem Statement 7 -</b></p> <ul style="list-style-type: none"> <li>Improvements to the reticulation network</li> </ul>	<p>Continue with the Implementation of rider mains in the water network</p>	<p>Rider mains represent a cost-effective way of distributing water within the network</p>
<p><b>Problem Statement 8 -</b> Universal Water Metering</p>	<p>Implement Universal Water metering including electronic water meter reading to all properties in the district connected to the Council's water reticulation system.</p>	<ul style="list-style-type: none"> <li>The optimisation of water use and consumption to ensure and support spare capacity for future growth etc.</li> <li>Compliance with council's water take resource consent;</li> <li>Equity in water tariff system; and most importantly,</li> <li>Reduction in water loss and revenue through leakages and the achievement of Department of Internal Affairs (DIA) requirements;</li> <li>Extension of water assets life;</li> <li>Associated reduction in the costs and requirement for wastewater treatment systems to the Council;</li> <li>Effective identification of high water-use areas</li> </ul>

## Executive Summary

### Our Levels of Service Performance Measures

In 2013, the central government introduced a range of mandatory, non-financial performance measures (DIA measures) to provide for a national standardisation of key performance indicators.

The Council monitors its performance through the use of these DIA measures, in addition to 'Internal' performance measures set by the Council. The targets for these measures have been developed by the Council and they measure how well the Council is delivering on Levels of Service (LoS) and the performance of each activity / asset. A summary of the LoS performance measures is provided below. A snapshot of Council's performance trends and targets is detailed in Section 5 of this WAMP.

Table 2 - Our Level of Service Performance Measures

Level of Service		Performance Measure	Outcome Category
1.	Drinking Water Standards	<b>DWSNZ Bacterial compliance</b> 100% Compliance with Part 4 of the Drinking-water standards (bacteria compliance criteria)	DIA measure
2.		<b>DWSNZ Protozoal compliance</b> 100% Compliance with Part 5 of the Drinking-water standards (protozoal compliance criteria)	DIA measure
3.	Maintenance of Reticulation	<b>Water Loss</b> – The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this) is <25%.	DIA measure
4.	Response Times	<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 – 1 hour</li> <li>Resolution for urgent call-out – 8 hours</li> </ul>	DIA measure
5.		<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 – 2 working days;</li> <li>Resolution non urgent call-out – 5 working days</li> </ul>	DIA measure
6.	Customer Satisfaction	<b>Number of complaints</b> - The performance measure target for customer satisfaction is <32 per 1,000 complaints received for: <ul style="list-style-type: none"> <li>Drinking Water Clarity;</li> <li>Drinking Water Taste;</li> <li>Drinking Water Odour;</li> <li>Drinking Water Pressure or Flow;</li> <li>Continuity of Supply;</li> <li>Council's response to any of these issues.</li> </ul>	DIA measure
7.	Demand Management	<b>Water Consumption</b> - The performance measure target for the average consumption of drinking water per day per resident within the district (in litres) is <275L/resident/day.	DIA measure
8.	Unplanned Disruptions	<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) is &lt;5;</li> <li>Major disruptions (more than 50 connections affected) it is &lt;2.</li> </ul>	SDC measure
9.	Water Pressure	<b>Water Pressure</b> - The performance measure target for 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) is 100%.	SDC measure
10.	NZFS Conditions	<b>Fire Hydrants</b> – The performance measure targets the percentage of hydrants meeting the NZFS Code of Practice conditions regarding supply is 100%.	SDC measure

## Executive Summary

### Our Programme Business Case

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in the Table below and shows how our identified projects address the identified problems and achieve the DIA and Internal/Other performance measures.

Table 3 - Identified Projects and Performance Measures

Work Category	Identified Projects	Performance Measures							
		DWSNZ Compliance	Water Loss	Response Times	Unplanned Disruptions	Demand Management	Customer Satisfaction	Water Pressure	NZFS Conditions
Operations/ Maintenance	Water conservation (calibrate mode)l		✓			✓		✓	✓
	Water conservation (leak surveys)		✓			✓			
	Reservoir Clean	✓				✓			
	W Midhirst emergency supply	✓			✓	✓	✓	✓	
	W Toko bore review (new bore/aquifer review/upgrades)	✓			✓	✓	✓	✓	
	W Universal water metering	✓	✓			✓		✓	✓
	W Stratford new Reservoir				✓				
	W Toko new Reservoir				✓				
	W Midhirst new Reservoir				✓				
Level of Service Improvements	W New 300mm second trunk main south			✓	✓	✓	✓	✓	
	W Backflow prevention assessment and installations	✓					✓		
	W street work rider mains		✓	✓	✓			✓	
	W Midhirst Resource consent	✓							✓
	W Toko Storage tank				✓				
	W Stratford Grit tanks	✓	✓		✓				✓

## Executive Summary

Work Category	Identified Projects	Performance Measures							
		DW/SNZ Compliance	Water Loss	Response Times	Unplanned Disruptions	Demand Management	Customer Satisfaction	Water Pressure	NZFS Conditions
Renewal/Replacement	W Reticulation modelling		✓			✓		✓	
	W Automated reticulation monitoring			✓			✓	✓	
	W New Patea crossing for old trunkmain		✓	✓	✓				✓
	W Water renewals			✓	✓	✓			
	W Toko Resource consents	✓							✓
	W alternative power supply for Midhirst and Toko			✓	✓			✓	
	W Stratford Bore				✓	✓			✓
	W Fuel Tank for Generator				✓	✓			
	W Hydrants		✓		✓	✓			
	W Laterals		✓		✓	✓			
	W Meter renewal		✓		✓	✓			
	W street work ridermains		✓		✓	✓			
	W reservoir cleaning				✓	✓			
	W infrastructure general		✓		✓	✓			
	W Membranes	✓			✓	✓			
	W Toko bore review	✓					✓		✓
W Fluoride plant upgrade	✓					✓		✓	



## Executive Summary

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### **Funding Our Investment Strategy**

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets.

Capital projects and activities carried out to maintain the Water Supply service for the next 10 years - including Renewal/ Replacement projects and Level of Service Improvements - will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

- Loans;
- Reserves; and/or
- Subsidies/ Grants by other Partners.

Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

A summary of Council's Capital Investment Funding Strategy over a 10-year period is shown in table 4 and figure 2 below.

## Executive Summary

Table 4: 10-Year Capital and Operational Expenditure Projection

Budget 2023/24 \$000		Forecast 2024/25 \$000	Projection								
			2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>2,293</b>	<b>Operating Expenditure</b>	<b>2,417</b>	<b>2,507</b>	<b>2,591</b>	<b>2,614</b>	<b>2,633</b>	<b>2,692</b>	<b>2,691</b>	<b>2,696</b>	<b>2,767</b>	<b>2,752</b>
<b>491</b>	<b>Revenue</b>	<b>614</b>	<b>650</b>	<b>687</b>	<b>708</b>	<b>727</b>	<b>758</b>	<b>773</b>	<b>790</b>	<b>826</b>	<b>837</b>
<b>1,802</b>	<b>Net Cost of Service</b>	<b>1,803</b>	<b>1,857</b>	<b>1,904</b>	<b>1,906</b>	<b>1,905</b>	<b>1,933</b>	<b>1,918</b>	<b>1,906</b>	<b>1,941</b>	<b>1,914</b>
<b><u>EXPENDITURE</u></b>											
597	Operating Costs	846	864	884	903	922	941	959	978	997	1,015
318	Interest	420	503	519	517	522	515	508	496	506	478
797	Depreciation	797	803	803	808	808	815	815	821	821	828
581	Allocated Overheads	353	338	385	385	379	422	409	401	444	431
<b>2,293</b>	<b>Total Operating Expenditure</b>	<b>2,417</b>	<b>2,507</b>	<b>2,591</b>	<b>2,614</b>	<b>2,633</b>	<b>2,692</b>	<b>2,691</b>	<b>2,696</b>	<b>2,767</b>	<b>2,752</b>
401	Principal Loan Repayments	447	564	599	611	627	622	618	611	626	902
878	Capital Expenditure	4,137	2,475	211	1,453	410	408	487	231	1,596	13,300
<b>3,572</b>	<b>Total Expenditure</b>	<b>7,001</b>	<b>5,547</b>	<b>3,400</b>	<b>4,678</b>	<b>3,669</b>	<b>3,721</b>	<b>3,795</b>	<b>3,538</b>	<b>4,989</b>	<b>16,953</b>
<b><u>FUNDED BY:</u></b>											
491	Charges for Services	614	650	687	708	727	758	773	790	826	837
<b>491</b>	<b>Revenue</b>	<b>614</b>	<b>650</b>	<b>687</b>	<b>708</b>	<b>727</b>	<b>758</b>	<b>773</b>	<b>790</b>	<b>826</b>	<b>837</b>
1,579	Targeted Rates	1,783	1,837	1,886	1,891	1,890	1,920	1,908	1,899	1,937	1,914
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
804	Transfer from Reserves	447	564	599	611	627	622	618	611	626	902
199	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Cash From Investments	0	0	0	0	0	0	0	0	0	0
475	Loan Funding - Capital	4,137	2,475	211	1,453	410	408	487	231	1,596	13,300
0	Grants/Donations - Capital	0	0	0	0	0	0	0	0	0	0
23	Other Funding	19	20	18	15	16	13	10	7	4	1
<b>3,572</b>	<b>Total Funding</b>	<b>7,001</b>	<b>5,547</b>	<b>3,400</b>	<b>4,678</b>	<b>3,669</b>	<b>3,721</b>	<b>3,795</b>	<b>3,538</b>	<b>4,989</b>	<b>16,953</b>

Executive Summary

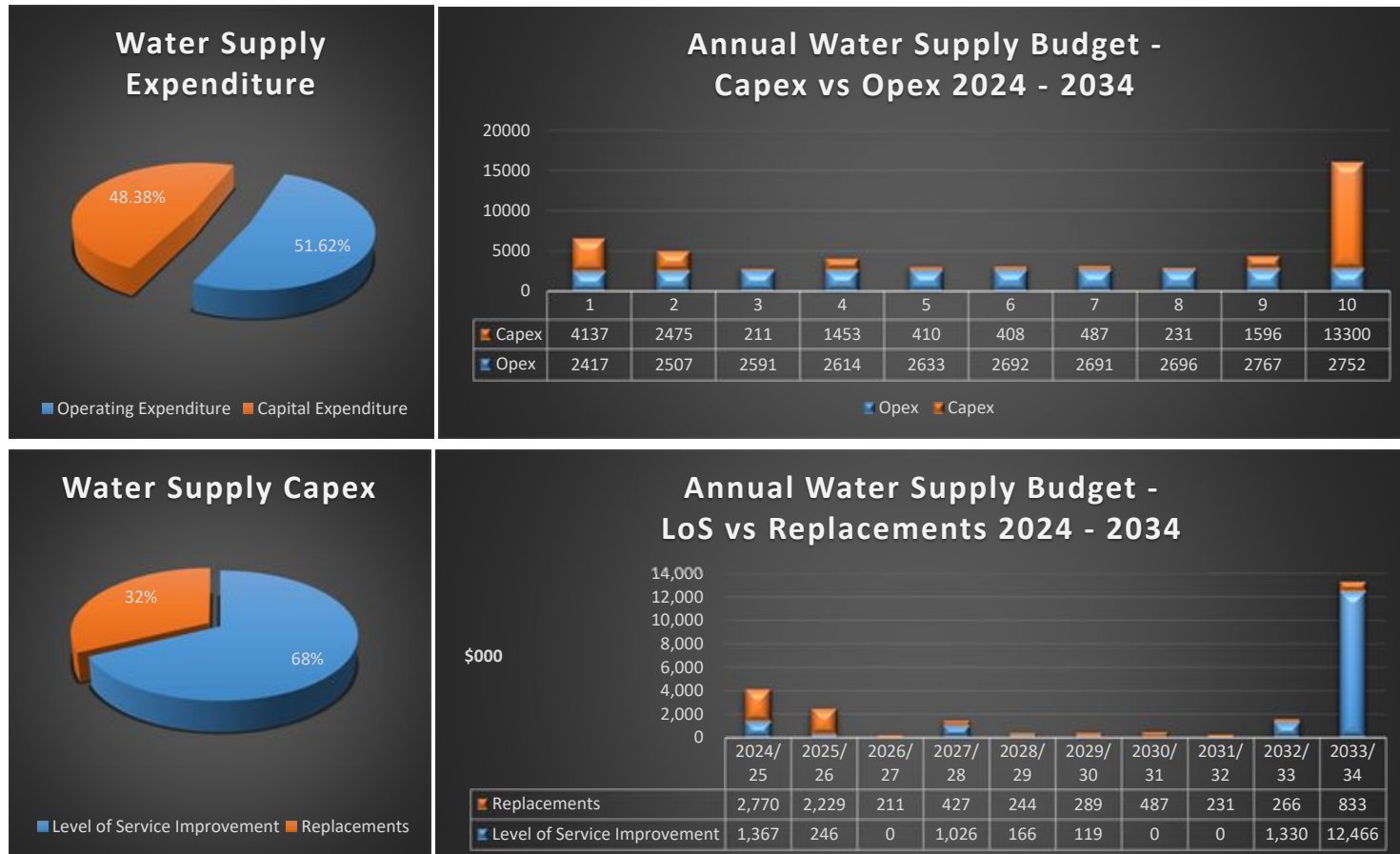


Figure 2 - 10 Year Expenditure Projection

# **1.0**

## **Introduction**

## Introduction

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### 1.0: INTRODUCTION

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## Introduction

### 1.1. PURPOSE OF THIS PLAN

The Water Asset Management Plan 2024-2034 ('the WAMP') is a 10 Year Strategic Plan for the Stratford District Council ('the Council'), Te Kaunihera ā Rohe o Whakaahurangi. It details how the Council will manage the Water activity, assets and services in an efficient, safe, reliable and sustainable manner to provide value for money our customers and investors.

The plan informs the development of the Council 2024-2034 Long Term Plan ('the LTP'). It shows how the Council will prioritise and address key water issues, in the face of competing projects and constrained resources. The prioritisation of competing projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS) and also meet legislative objectives and requirements. The WAMP proposes work programmes that deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times, for the right price and in the right ways.

The audience for this plan includes our Investment Partners, Customers and Stakeholders, the Council representatives, Council staff, contractors, consultants, developers and members of the public who will take an interest in the future of levels of service the Council will be offering.

The WAMP is reviewed every three years in line with the long term planning process and in compliance with the Council's Asset Management Policy.

### 1.2. THE STRATFORD DISTRICT

Initial settlements in the Stratford District, Whakaahurangi, were small Māori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities. While New Plymouth and other coastal regions of Taranaki were settled by Europeans in the 1840s, the densely-forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars, the land of Stratford District was both compulsorily purchased and freely sold (see figure 4 for those that hold Mana Whenua in the District).

The Stratford District is home to many settlements, with the main centres being Stratford, Midhirst, Toko and Whangamōmona.

#### 1.2.1. STRATFORD

Stratford, Whakaahurangi, is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District. The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

The site for Stratford Township on the north bank of the Patea River was cleared in 1877 and was originally named Stratford-on-Patea. It was named after Stratford-Upon-Avon, Shakespeare's birthplace, and the streets were named after Shakespearean characters. By 1906 the population of Stratford numbered almost 6,000. Other towns throughout the district sprung up as the bush was cleared and new farming districts developed. Schools, hotels, stores and other community facilities were established; however, the Stratford Township remained the hub of the area.

From early in the twentieth century there was rapid development of the dairy industry, with most communities having their own factory. Roads through the district were still relatively basic, which meant travelling any distance was difficult. As roads improved throughout the 20th century, communities in the district gradually began to lose their facilities. It was cheaper and easier to travel to larger towns for services than to maintain those services in smaller settlements.

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamōmona which was first settled in 1895, with no road or rail access. Today the village has approximately 25

## Introduction

full-time residents, a hotel, a handful of historic buildings and the odd goat. (*Refer: Stratford District Council Website.*)

### 1.2.2. MIDHIRST

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km (11 mi) north of Midhirst and New Plymouth is 35 km (22 mi) to the northwest. Midhirst was a private settlement serving those who took up land in a 2,000-hectare block and made by a settlement promotor, Albert C Fookes. AC Fookes named Midhirst after his wife's family, the Hirst Family. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

### 1.2.3. TOKO

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. Toko was established in 1891, to serve as an important centre for access to land east of Stratford.

### 1.2.4. WHANGAMŌMONA

Whangamōmona is a rural settlement 65km North East of Stratford on State Highway 43, which opened in 1894. Once quite a thriving settlement and the headquarters of the Whangamōmona County Council with a hotel, a number of stores and a post office, it suffered decline from the mid-20<sup>th</sup> Century with only the hotel remaining as a business in town. Today an estimated 126 people live in and around Whangamomona (Statistics NZ 2018).

### 1.2.5. MANA WHENUA/TANGATA WHENUA – WHAKAAHURANGI DISTRICT

Ngā Iwi/Hapū that hold mana over the whenua in the Stratford District (as defined by the Stratford District Council and central government) are seven of the eight Iwi in the region of Taranaki. Mana whenua and tangata whenua for the purposes of this activity plan can be described as *those that hold the customary authority exercised by an Iwi or hapū in a rohe, or area. Tangata whenua, in relation to a particular area, is defined as meaning 'the Iwi or hapū that holds mana whenua over that area.*

We acknowledge the following seven Iwi as tangata whenua of the Whakaahurangi rohe: Ngāti Maru, Ngāti Mutunga, Ngāti Tama, Ngā Rauru, Ngāruahine, Ngāti Ruanui and Te Atiawa. Council also recognises the role of Whakaahurangi Marae within the district. Given that the Stratford District Boundaries also abut the Ruapehu, Waitomo, and Whanganui Regions, there are likely more Iwi/Hapu from these rohe with customary interest in the district, especially where assets may be close to these boundaries.

### 1.2.6. DISTRICT GEOGRAPHY

The Stratford District is one of three territorial authorities ('TA') in the Taranaki region, overlying of which is the administrative area of the Taranaki Regional Council. The far eastern portion of the Stratford District is also overlain by the administrative area of the Horizons (Manawatu/Whanganui) Regional Council. The political division between the two regional councils lies along the Whangamōmona Saddle.

Taranaki Maunga, and Te Papakura o Taranaki, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an "apron" or a "ring plain" around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying. East of the ring plain lies the rolling topography of the frontal hill country and further east, the deeply dissected hill country. These hills are not volcanic but consist of sedimentary rocks (mudstone, sandstone and siltstone). Soil properties in the eastern hill country are closely linked to the differences in rock hardness and composition. Most are steepland soils, ie, are shallow soils which have developed on steep, relatively unstable slopes. (*Refer: Stratford District Plan 2014.*)

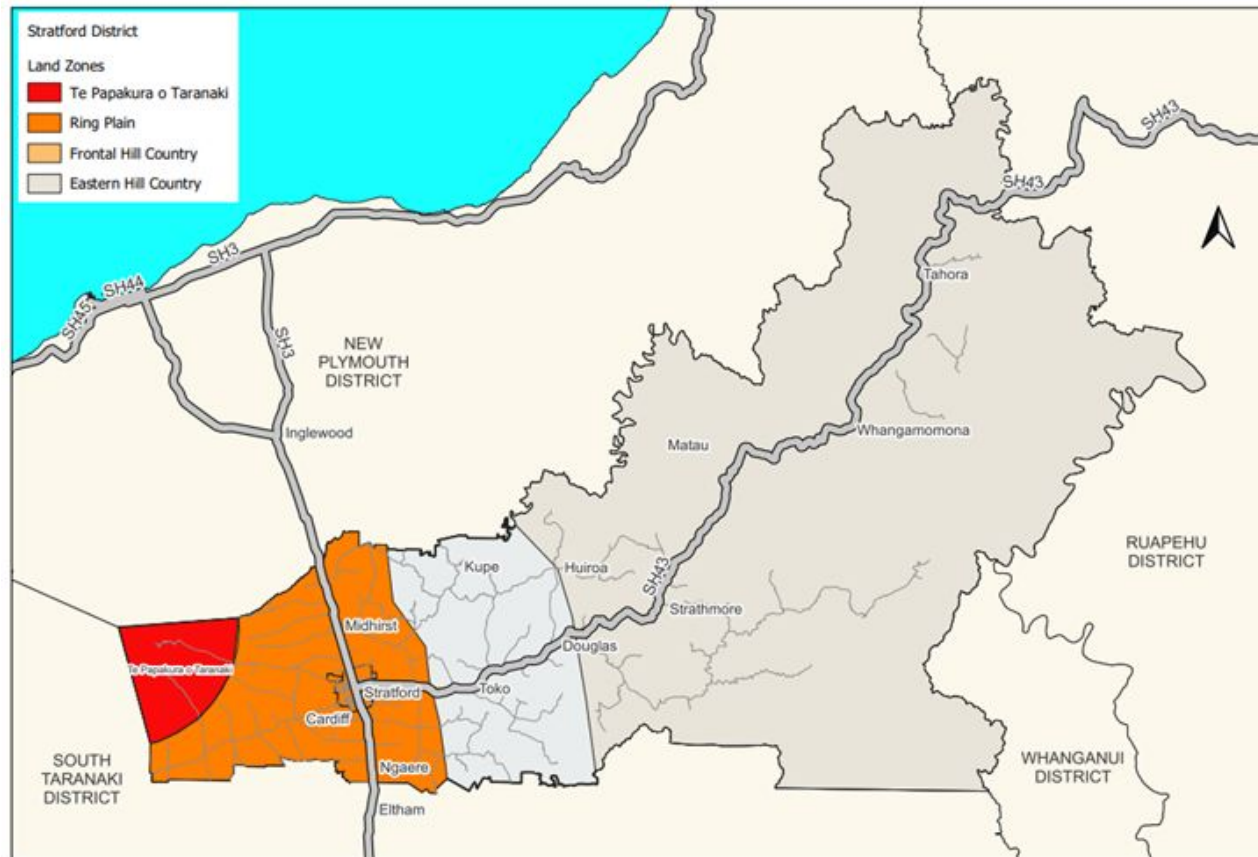


Figure 3 - The Stratford District



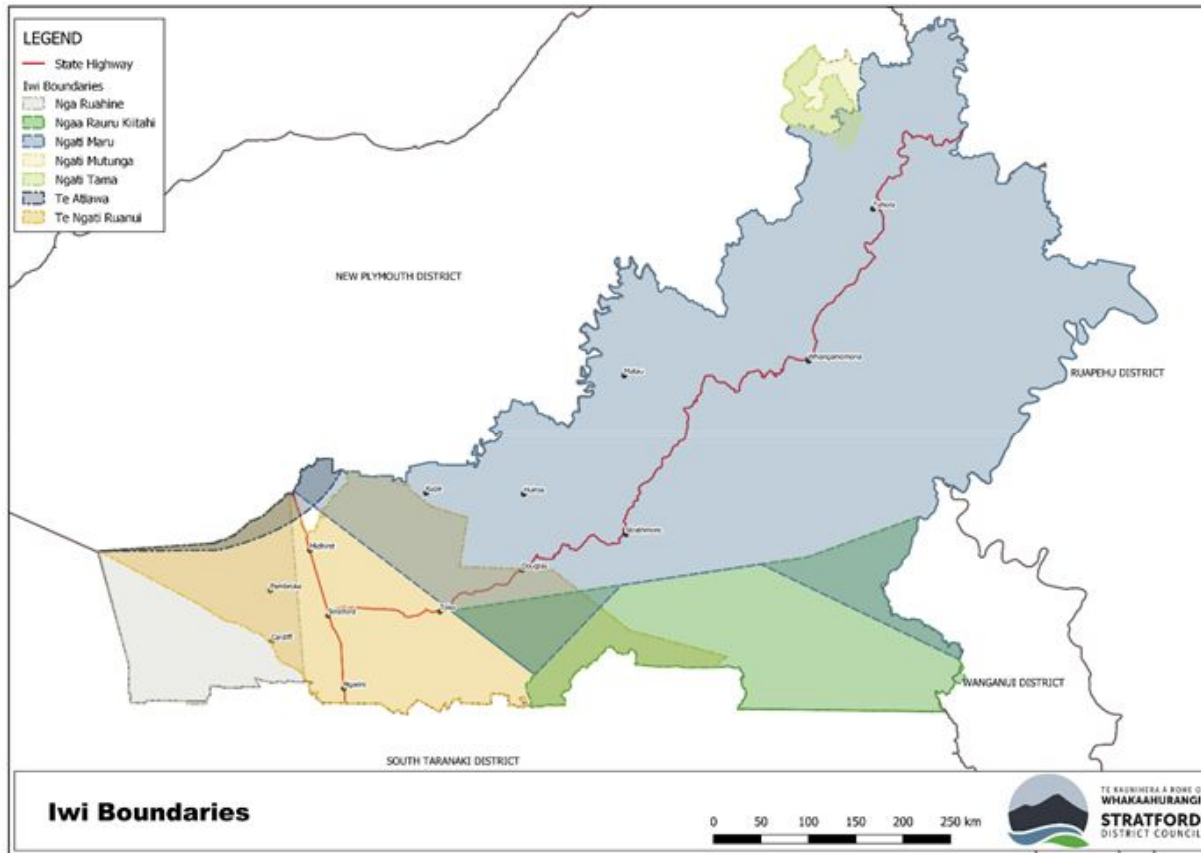


Figure 4 – Iwi Boundaries within the Stratford District

## Introduction

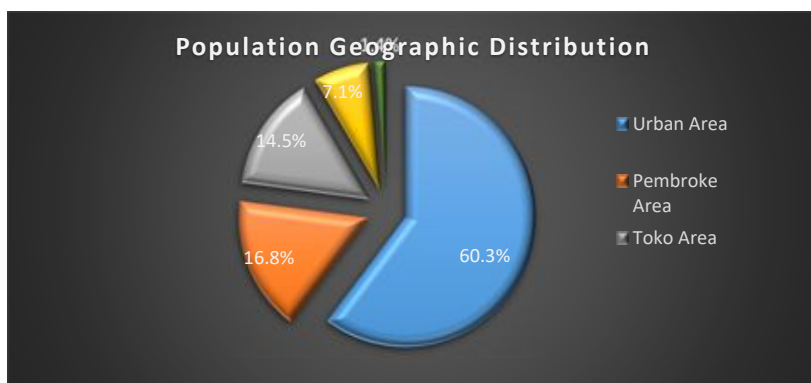


Figure 5 – Current Population Geographic Distribution

### 1.3. OUR MISSION, VISION AND VALUES

Stratford District Council is local territorial authority for the Stratford District. Council's role in accordance with the Local Government Act 2002 (LGA) is to:

- Enable democratic local decision-making and action by, and on behalf of, communities; and
- Promote the social, economic, environmental, and cultural well-being of communities in the present and for the future

The Stratford District Council's **Mission Statement** is:

*'To serve the district and its communities through advocacy, promotion, services, facilities and positive leadership'*

The Stratford District Council's **Vision Statement** is:

*"A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki"*

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'

The Stratford District Council's **Values** are:

- Integrity:** *Be loyal to the organisation and trustworthy, honest and courteous with everyone we deal with.*
- Teamwork:** *Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.*
- Excellence:** *Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost effective and ensure prudent management of public money and assets.*
- Pride:** *Take pride in our performance and our organisation.*
- Commitment:** *Have commitment and respect for each other, our business and our customers.*
- Innovation:** *Examine alternatives, challenge the obvious and have a flexible attitude.*

## Introduction

The Stratford District Council carries out its duties under the LGA (2002) through two key Management Teams:

- The *Senior Leadership Team*, comprising the Senior Leaders of the Council and headed by the Chief Executive. This team sets the overall direction for delivery of Roading activities and services; and
- The *Assets Management Team*, comprising the operational and maintenance staff who carry out the direction set by the *Executive Management Team*.

The structure for each Management Team is provided in Figures 6 and 7.

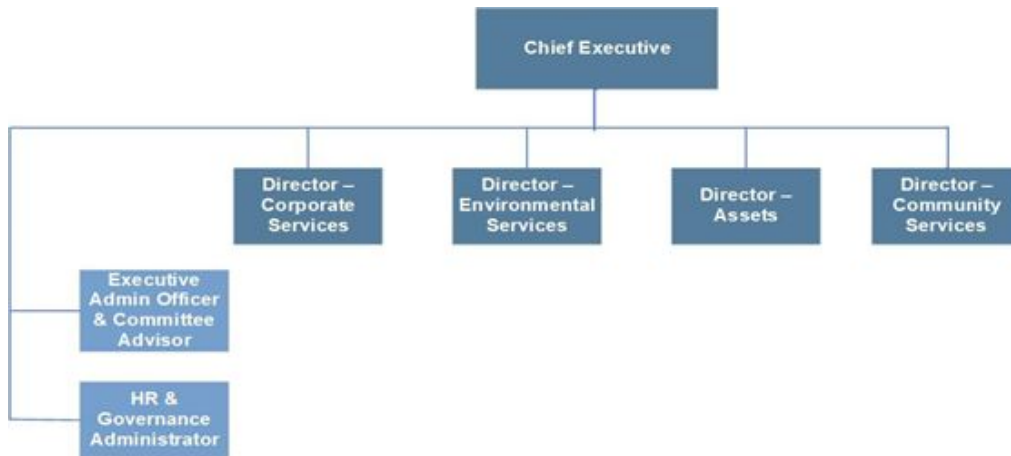


Figure 6 - The Senior Leadership Team

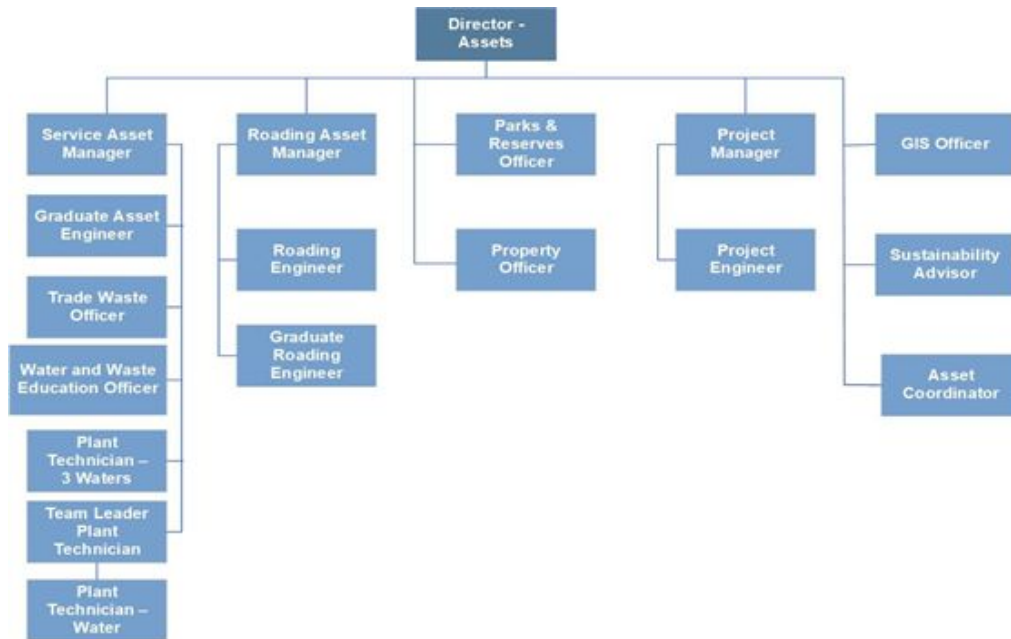


Figure 7 – The Assets Department

## Introduction

### 1.4. THE WATER SUPPLY ACTIVITY

The Water Supply activity encompasses the planning, provision, operation, maintenance and renewal of water treatment and reticulation systems, and all associated infrastructure. The Stratford District Council operates three water supplies servicing the Stratford, Toko and Midhirst townships, with river fed sources for Stratford and Midhirst and a bore supply for Toko.

### 1.5. THE IMPORTANCE OF THE WATER SUPPLY ACTIVITY

A safe supply of drinking water is crucial to public health and the wellbeing of the community. As required under Part 2 of the Local Government Act 2002 and Part 2 of the Health Act 1956, Stratford District Council provides water supply infrastructure to provide all properties in the water supply zones with a potable and sustainable supply of treated water.

The Council provides the Water Supply service to meet the needs and requirements of its customers and stakeholders. The goals and objectives of the Water Supply activity are:

- Water is safe to drink;
- A reliable water supply is provided;
- Water has a pleasant taste and odour;
- Water flow and pressure is appropriate for its intended use; and
- Water supply meets firefighting requirements.

By meeting its goals and objectives the Water Supply activity contributes to the achievement of national, regional and district goals and objectives. Table 5 shows how the Water Supply Activity contributes to the Stratford District's Community Outcomes.

Table 5 - Water Supply Contribution to Community Outcomes

	Community Outcomes	Water Activity Contribution
Welcoming	<ul style="list-style-type: none"> <li>• We celebrate the unique stories of our district</li> <li>• We are inclusive, and value our diversity.</li> <li>• Stratford is a friendly place where our visitors feel welcomed</li> <li>• Our diverse community feels safe and supported</li> <li>• We promote the district as the place to visit, live, play, learn and work.</li> </ul>	<ul style="list-style-type: none"> <li>• Water is safe to drink;</li> <li>• A reliable water supply is provided;</li> <li>• Water has a pleasant taste and odour;</li> <li>• Water flow and pressure is appropriate for its intended use; and</li> <li>• Water supply meets firefighting requirements.</li> </ul>
	<ul style="list-style-type: none"> <li>• We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them.</li> <li>• We support a low-emissions future for our community.</li> <li>• We enable our rangatahi (youth) to be sustainable leaders</li> <li>• We strive to have resilient infrastructure that meets the current and future needs of the district</li> <li>• We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work).</li> </ul>	
	<ul style="list-style-type: none"> <li>• We provide opportunities for families and people of all ages to connect with others in the community</li> <li>• Our community is engaged and actively participates in democracy</li> <li>• We value local knowledge when making decisions</li> <li>• We advocate for the services that our community needs to live safe and healthy lives</li> <li>• We welcome opportunities to work in partnership with others to help achieve our community outcomes.</li> <li>• We are committed to fostering meaningful and genuine partnerships with Mana Whenua</li> </ul>	
Resilient		
Connected		

## Introduction

	Community Outcomes	Water Activity Contribution
Enabling	<ul style="list-style-type: none"> <li>We are a business friendly District</li> <li>We encourage a diverse and sustainable business community</li> <li>We enable economic growth by supporting business investment and development in our district</li> <li>We support the growth of employment opportunities within our community; with a particular focus on our rangitahi (youth)</li> <li>We carefully balance the needs and wants of our district when funding services and infrastructure</li> <li>We encourage partnerships to collaborate with Mana Whenua for the benefits of the Stratford district.</li> </ul>	

### 1.6. OUR CUSTOMERS, PARTNERS AND KEY STAKEHOLDERS

The Water Supply activity exists to meet the needs and requirements of our customers, partners and key stakeholders. These groups help us focus our strategic planning on the right things. They have information and knowledge that helps us make more informed decisions. Table 6 shows how our partners, customers and key stakeholders are involved in our planning activity.

Table 6 - Customers, Partners and Key Stakeholders

	Stakeholder Groups	Involvement
1	Home Owners and Occupiers; Businesses and Organisations; Health and medical facilities; Education facilities and community groups; Tourists and Visitors; etc.	These customers use services provided by the Water Supply activity to get a supply of potable water for primarily domestic purposes (drinking and general sanitation). Other uses include commercial operations (including water tankers), tourists and firefighting.
2	New Plymouth District Council	Neighbouring water supplier with whom some operations and maintenance functions are contracted to (NPDC – instrumentation and electrical)
3	Taranaki Regional Council	Administers and enforces effective resource management in the Taranaki region. Applications from SDC are processed through TRC. TRC also supplies information of other applications that could affect existing water supplies to SDC.
4	Taranaki District Health Board	Primary regional regulatory authority for water supply potability (Drinking Water Assessors).
5	Audit New Zealand	Carries out annual audits of Council on the Auditor-General's behalf to give ratepayers assurance that Council is appropriately reporting on how they spend public money and on the services they have provided.
6	Other Government agencies; Ratepayers Associations; Iwi groups	These groups liaise with Council in relation to water supply services.
7	Utility Owners	New Zealand Utilities Advisory Group (NZUAG) requirements for co-ordinating networks.
8	Department of Conservation (DOC)	Key stakeholder for the protected portion of the Stratford raw water catchment. Offers Council opportunity for consultation when using pest control measures that have the potential to effect the water supply (i.e. 1080).

## Introduction

Stakeholder Groups		Involvement
9	Taranaki Emergency Management Office (TEMO)/Civil Defence <ul style="list-style-type: none"> <li>• Risk Reduction Advisory Group (RRAG)</li> <li>• Readiness and Response Advisory Group (RARAG)</li> <li>• Lifelines Advisory Group (LAG)</li> <li>• Volcanic Futures; <a href="https://www.volcanicfutures.co.nz">https://www.volcanicfutures.co.nz</a></li> </ul>	In the event of a Civil Defence emergency they provide advice and work alongside emergency services, lifeline utilities and government departments.
10	Venture Taranaki Tourism Network	Provides quarterly reports for tourism, economic growth, expenditure and trends within the district and region.
11	Local Iwi; Environmental groups	Affected parties to Council's resource consents
12	Emergency services (fire service)	Provides information to Council of callouts required municipal water supply usage. Allows Council to monitor water usage more accurately.
13	Elected Members; Committees; CEO, Management and Staff	Key internal stakeholders responsible for the management and operation of the Stratford, Midhirst and Toko water supplies.

### 1.6.1. THE CUSTOMER CHARTER

Following an internal review an organisation-wide *Customer Charter* was developed and introduced in 2015. The Customer Charter states that Stratford District Council is dedicated to having commitment and respect for each other, our business and our customers. We will be honest, courteous and efficient and use our knowledge and experience to be effective by doing the right thing at the right time. We support a culture of innovation by examining alternatives, challenging the obvious and having a flexible attitude.

Our Customer Service Charter establishes a consistent customer service standard across all Council business, regardless of whether our customer is borrowing a book, going to the pool, or lodging a building consent. Our philosophy is to provide quality service to all our customers in line with the Service Standards stated in the Customer Charter.

### 1.6.2. THE SIGNIFICANCE AND ENGAGEMENT POLICY

The Stratford District Council uses its Significance and Engagement Policy in its decision-making to determine the level of community engagement needed for an issue or proposal, to gain a clearer understanding of community views and preferences and the ways the community can influence and participate in the decision-making of the Council. The Significance and Engagement Policy is currently under review.

## **2.0**

# **Legislative and Strategic Context**

## Legislative and Strategic Context

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### **2.0: LEGISLATIVE AND STRATEGIC CONTEXT**

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## Legislative and Strategic Context

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### 2.1. OVERVIEW

This section describes the legislative and strategic context of the Water AMP at the national, regional and district levels. The legislative and Strategic framework for the WAMP is presented in Figure 8.

### 2.2. NATIONAL CONTEXT

There are a number of national legislative requirements that drive the Water Supply level of service (LoS) and influence the operation and management of the Water Supply Assets. While many are listed below; the key drivers are described in detail in the following section.

- The Local Government Act 2002 (and amendments);
- Taumata Arowai Act 2020;
- Water Services Act 2021;
- The National Policy statement for Freshwater Management (FWNPS) 2020;
- The Resource Management Act 1991;
- The National Environmental Standards for Sources of Human Drinking Water;
- Civil Defence Emergency Management Act 2002;
- New Zealand Firefighting Code of Practice;
- Public Works Act 1981;
- Electricity Act 1992;
- Health and Safety at Work Act 2015.

#### 2.2.1. THE LOCAL GOVERNMENT ACT 2002 AMENDMENT ACT 2019

The Local Government Act 2002 Amendment Act 2019 amended the purpose of the Act to be: *"to provide for democratic and effective local government that recognises the diversity of New Zealand communities"*.

The purpose of the Local Government Act is now amended thus:

- *to enable democratic local decision-making and action by, and on behalf of, communities; and*
- *to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.*

The LGA outlines the responsibilities of local authorities and the decision-making process for activities undertaken on behalf of their community, primarily through the requirement to adopt a Long Term Plan. The LGA includes the principles that require Council to:

- make itself aware of community views;
- provide opportunities for Māori to participate in decision-making processes;
- collaborate and cooperate with other local authorities as appropriate; ensuring prudent stewardship of resources; and
- and take a sustainable development approach.

The LGA in Section 125, requires the Council to at least every 3 years complete assessments of drinking water and other sanitary services for communities throughout their district. The purpose of the assessment is to determine, from a public health perspective, the adequacy of drinking water and other sanitary services available to communities. In making such an assessment the following matters need to be considered:

- the health risks to communities arising from any absence of, or deficiency in, the services; and
- the quality of the services currently available to communities within the district; and
- the current and estimated future demands for any of those services; and
- the actual or potential consequences of stormwater and sewage discharges within the district.

An assessment of water and sanitary services was undertaken by the Stratford District Council in 2022..

## Legislative and Strategic Context

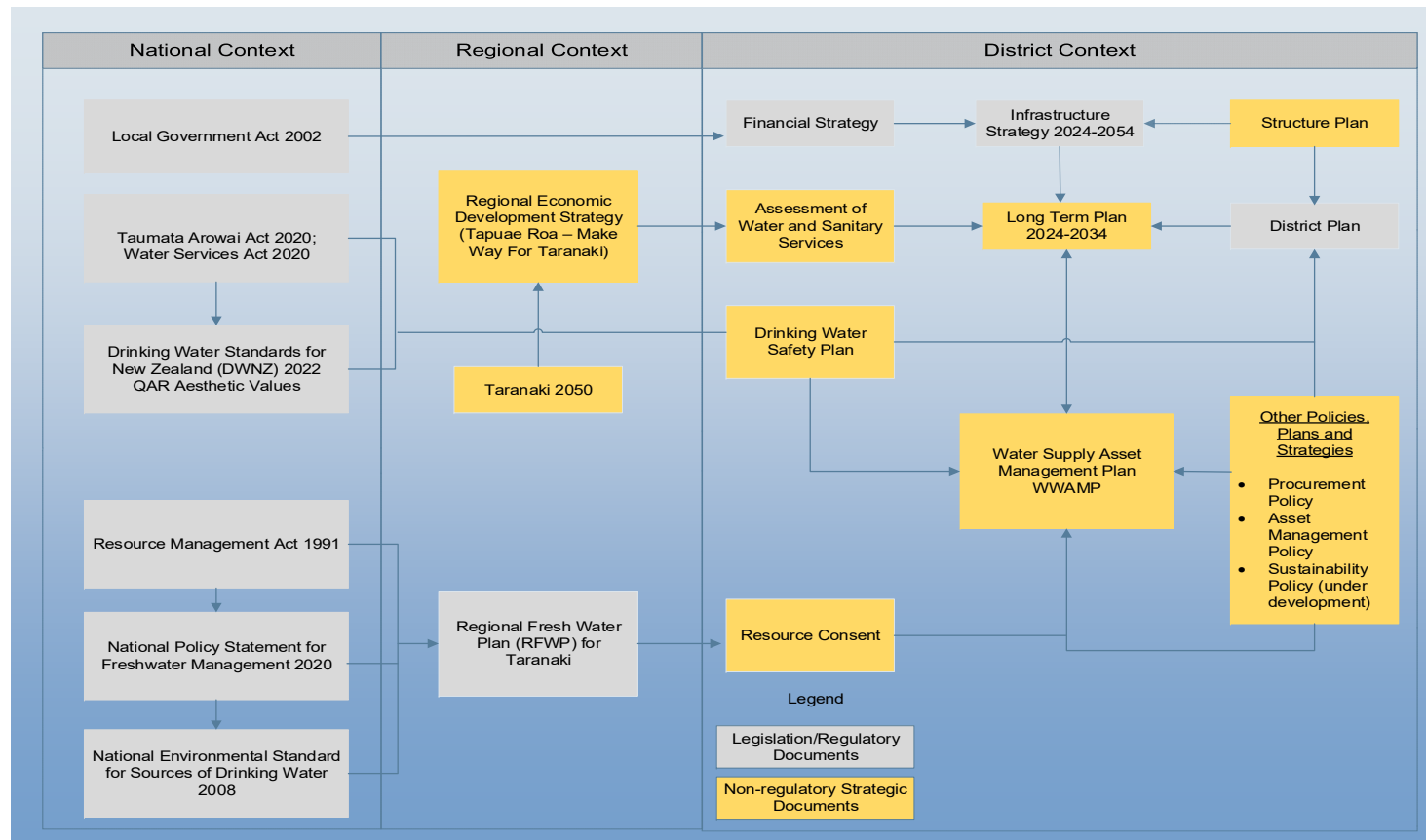


Figure 8 - Strategic and Legislative Framework

## Legislative and Strategic Context

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### 2.2.2. TAUMATA AROWAI - THE WATER SERVICES REGULATOR ACT 2020

The Water Services Regulator Act was passed in July 2020. It establishes Taumata Arowai as a Crown Agent and provides for its objectives, functions, operating principles, and governance arrangements, including the appointment of an independent Board and a Māori Advisory Group. It provides the new drinking water regulator - Taumata Arowai - with significant new powers to give effect to the Government's expectation that New Zealanders are "able to drink the water that comes out of the tap knowing that it is safe"

The establishment of Taumata Arowai is one of three pou (pillars) of the previous Government's Three Waters Reform programme, alongside the regulatory reforms outlined in the Water Services Act, and the reforms to water delivery services. These reforms are intended to address issues and opportunities that were highlighted by the Government Inquiry into the Havelock North Drinking Water, and in the Government's Three Waters Review.

The reforms are designed to:

- Provide clear leadership for drinking water regulation through a new, dedicated regulator;
- Significantly strengthen compliance, monitoring, and enforcement relating to drinking water regulation, and equip the new regulator with the powers and resources needed to build capability, support suppliers of all kinds to meet their regulatory obligations, and take a tougher, more consistent approach to enforcement where needed;
- Manage risks to drinking water safety and ensure source waters are protected;
- Ensure more people can access water that is safe to drink, by requiring all suppliers (except individual domestic self-suppliers) to be part of the regulatory system, and to provide safe drinking water on a consistent basis;
- Lift the environmental performance and transparency of wastewater and stormwater networks; and
- Improve national-level leadership, oversight, and support relating to wastewater and stormwater.

The role of Taumata Arowai is to:

- Oversee and administer an expanded and strengthened drinking-water regulatory system, to ensure all New Zealand communities have access to safe drinking water. That includes holding suppliers to account, if need be; and
- Oversee from a national perspective the environmental performance of waste water and storm water networks. (Regional councils will remain the primary regulators of waste water and storm water).

### 2.2.3. THE WATER SERVICES ACT 2021

The Water Services Act 2021 aims to ensure drinking water suppliers provide safe drinking water to our community. This was done by setting out a new regulatory framework, requiring water suppliers to:

- Prepare and implement a drinking water safety plan (DWSP) for each supply.
- Comply with legislative requirements (eg drinking water standards).
- Provide a source water risk management plan for each water supply.
- Report performance of drinking water networks to Taumata Arowai.

The Water Services Act 2021 Part 2 Subpart 2 lays out the requirements for the Drinking Water Safety Plans (formerly Water Safety Plans), and how they will be monitored by Taumata Arowai to ensure compliance. Part 2 Subpart 5 is around the risks and hazards of source water, requiring water suppliers to prepare a Source Water Risk Management Plan (SWRMP).

Stratford District Council has prepared Drinking Water Safety Plans and Source Water Risk Management Plans for the Stratford, Toko, and Midhirst supplies, and have submitted them to Taumata Arowai as of November 2023. The Council plans to review the DWSP at least every five years, more often if substantial changes occur or issues are identified.

## Legislative and Strategic Context

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### 2.2.4. THE THREE WATERS REFORM

The Council previously signed a Memorandum of Understanding (MoU) with central government to work together with the intent to form Entity D with South Taranaki District Council (STDC) and New Plymouth District Council (NPDC) to share water assets to guarantee funding. With the repeal of the Water Services Entities Act 2022, Water Services Entities Amendment Act 2023, and Water Services Legislation Act 2023, the plan to form this entity is currently on hold as of the writing of this AMP. Previous legislation related to the provision of water services will be reinstated (including local government legislation).

The new government has indicated its plan to institute a new reform called "Local Water Done Well," a letter by Hon. Simeon Brown was sent to Mayor Neil Volzke laying out the key principles of their plan including:

- Introducing greater central government oversight, economic and quality regulation.
- Fit-for-purpose service delivery models and financing tools, such as improving the current council-controlled organisation model and developing a new class of financially separate council-owned organisation.
- Setting rules for water services and infrastructure investment.
- Ensuring water services are financially sustainable. Financial sustainability means revenue sufficiency, balance sheet separation, ring-fencing and funding for growth.

### 2.2.5. THE NATIONAL POLICY STATEMENT FOR FRESHWATER MANAGEMENT 2020

The National Policy Statement for Freshwater Management 2020 sets out the objectives and policies for freshwater management under the Resource Management Act 1991. It comes into effect on 3 September 2020 and replaces the National Policy Statement for Freshwater Management 2014 (amended 2017). The new policy directions which are of relevance to, and have a direct impact on, how the Council manages its water and wastewater activities. The key requirements of the Freshwater NPS include:

- Managing freshwater in a way that 'gives effect' to Te Mana o te Wai through:
  - involving tangata whenua;
  - working with tangata whenua and communities to set out long-term visions in the regional policy statement and
  - prioritising the health and wellbeing of water bodies, then the essential needs of people, followed by other uses.
- Improving degraded water bodies, and maintaining or improving all others using bottom lines defined in the Freshwater NPS;
- An expanded national objectives framework:
  - two additional values - threatened species and mahinga kai - join ecosystem health and human health for recreation, as compulsory values
  - councils must develop plan objectives that describe the environmental outcome sought for all values (including an objective for each of the five individual components of ecosystem health)
  - new attributes, aimed specifically at providing for ecosystem health, include fish index of biotic integrity (IBI), sediment, macroinvertebrates (MCI and QMCI), dissolved oxygen, ecosystem metabolism and submerged plants in lakes; councils will have to develop action plans and/or set limits on resource use to achieve these attributes.
  - tougher national bottom lines for the ammonia and nitrate toxicity attributes to protect 95% of species from toxic effects (up from 80%)
- Identifying and working towards target outcomes for fish abundance, diversity and passage and address in-stream barriers to fish passage over time.
- Setting an aquatic life objective for fish and addressing in-stream barriers to fish passage over time; and
- Monitoring and reporting annually on freshwater (including the data used); publish a synthesis report every five years containing a single ecosystem health score and respond to any deterioration.

## Legislative and Strategic Context

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### 2.2.6. THE RESOURCE MANAGEMENT ACT 1991

The [Resource Management Act 1991](#) regulates the management and use of land and other natural resources and empowers local authorities to make rules, standards, policy statements and plans in this regard. It therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

The RMA regulates the volume, rate, timing of the taking of water from streams, rivers or bores, through the resource consent process. The Stratford District Council holds Resource Consent 0195-3 for the taking of water from the Patea and Konini Rivers for the Stratford Water Scheme, Resource Consent 1276-3 for the taking of water from the Te Popo stream for the Midhirst Water Scheme and Resource Consent 1337-3 for the taking of water from a bore for the Toko Water Scheme.

The Midhirst Resource Consent 1276-3 expired in June 2021 and the Toko Resource consent 1337-3 expired in June 2022. An application to renew these consents has been lodged with the Taranaki Regional Council. All Stakeholders, including Ngāti Ruanui, Ngāruahine, Te Atiawa, Ngati Māru and Fish & Game NZ, have been engaged in early conversations and initial discussions with Cultural Impact Assessments commissioned for both consents.

In February 2021, the Government announced it would repeal the [Resource Management Act 1991](#) (RMA) and enact new legislation in the form of three new acts. The new administration (Late 2023) has announced it will repeal the three Acts introduced by the previous administration but keep the fast tracked consent process introduced during the Covid-19 pandemic and then repeal the RMA sometime over their tenure.

A summary of the three Acts to be repealed is as follows:

- The Natural and Built Environment Act (NBA), as the main replacement for the RMA, to protect and restore the environment while better enabling development. Introduced to Parliament on 15 November 2022. It provides an integrated framework for regulating both environmental management and land use planning and works in tandem with the Spatial Planning Act;
- The Spatial Planning Act (SPA), provides for the development and implementation of long-term strategic spatial planning across New Zealand through the development of regional spatial strategies (RSS). RSS will set out a vision and objectives for a region's development and change over a 30-year plus time span and integrate planning across different legislative frameworks associated with the management of the natural and built environment. Introduced to Parliament on 15 November 2022.; and
- The Climate Adaptation Act (CAA), to address complex issues associated with managed retreat. This bill is expected to be introduced to Parliament in 2023.

As stated on the Ministry for the Environment website<sup>1</sup>: The Natural and Built Environment Act and the Spatial Planning Act will be phased in over the coming years. A small number of changes apply from August 2023. Many parts of the Resource Management Act 1991 (RMA) are still in force for now.

The RMA and Resource Management System Reform therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

### 2.2.7. THE NATIONAL ENVIRONMENTAL STANDARDS FOR SOURCES OF HUMAN DRINKING WATER 2007

The National Policy Statement for Freshwater Management 2020 sets out the objectives and policies for freshwater management under the Resource Management Act 1991. It comes into effect on 3 September 2020 and replaces the National Policy Statement for Freshwater Management 2014 (amended 2017). The new policy directions which are of relevance to, and have a direct impact on, how the Council manages its water and wastewater activities. The key requirements of the Freshwater NPS include:

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<sup>1</sup>Ref: <https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/>

## Legislative and Strategic Context

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- Managing freshwater in a way that 'gives effect' to Te Mana o te Wai through:
  - involving tangata whenua;
  - working with tangata whenua and communities to set out long-term visions in the regional policy statement and
  - prioritising the health and wellbeing of water bodies, then the essential needs of people, followed by other uses.
- Improving degraded water bodies, and maintaining or improving all others using bottom lines defined in the Freshwater NPS;
- An expanded national objectives framework:
  - two additional values - threatened species and mahinga kai - join ecosystem health and human health for recreation, as compulsory values
  - councils must develop plan objectives that describe the environmental outcome sought for all values (including an objective for each of the five individual components of ecosystem health)
  - new attributes, aimed specifically at providing for ecosystem health, include fish index of biotic integrity (IBI), sediment, macroinvertebrates (MCI and QMCI), dissolved oxygen, ecosystem metabolism and submerged plants in lakes; councils will have to develop action plans and/or set limits on resource use to achieve these attributes.
  - tougher national bottom lines for the ammonia and nitrate toxicity attributes to protect 95% of species from toxic effects (up from 80%)
- Identifying and working towards target outcomes for fish abundance, diversity and passage and address in-stream barriers to fish passage over time.
- Setting an aquatic life objective for fish and addressing in-stream barriers to fish passage over time.; and
- Monitoring and reporting annually on freshwater (including the data used); publish a synthesis report every five years containing a single ecosystem health score and respond to any deterioration.

### 2.3. REGIONAL CONTEXT

#### 2.3.1. THE REGIONAL FRESH WATER PLAN FOR TARANAKI (RFP)

The Regional Fresh Water Plan promotes sustainable management of the region's freshwater resources by applying rules and conditions to various activities. The Taranaki Regional Council was preparing a Natural Resources Plan to encompass their Regional Freshwater, Air, and Soil Plans, however this has been deferred with the Taranaki Regional Council instead preparing a Freshwater and Land Plan.

The Plan identifies how the freshwater resources of the region (both surface water and groundwater) are to be managed. It does this by identifying important issues from state of the environment monitoring relating to the use, development and protection of the freshwater resources of Taranaki. Objectives, policies and methods are set out for addressing these issues. Ongoing state of the environment monitoring will enable the Taranaki Regional Council to assess the effectiveness of the Plan and review policy direction where necessary.

In particular the Plan contains regional rules which categorise activities into different classes (permitted, controlled, discretionary or prohibited), with different standards, terms or conditions which apply to them, depending on the effects on the environment of that activity. Activities have been classified in this way to facilitate the processing of resource consents and to provide certainty for the community.

In relationship to this document the RFP supplies the framework for setting the conditions under which the Stratford, Midhirst, and Toko Water Supply Treatment plants must operate to achieve the goals of the plan.

## Legislative and Strategic Context

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### **2.3.2. THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY – TAPUAE ROA - MAKE WAY FOR TARANAKI**

The Regional Economic Development Strategy - Make Way for Taranaki was developed in 2017 by the four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE). The strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable, Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure.

### **2.3.3. THE REGIONAL LONG TERM VISION/ROADMAP – TARANAKI 2050**

The Taranaki 2050 Roadmap was first launched in 2019 with the goal of guiding how Taranaki will transition to a low emissions economy. To this end various Transition Pathway Action Plans (TPAPs) were prepared with the community, highlighting short- and medium-term actions to reach the long term vision.

The TPAPs related to water supply are the Regulatory, Environmental, and Infrastructure & Transport.

## **2.4. DISTRICT CONTEXT**

The WAMP feeds, and in turn is fed into, a number of district strategies. The WAMP forms a critical part of the planning framework, as shown in Figure 8. Table 8 provides a description of the District Strategic Drivers for the WAMP, and how they influence or relate to the WAMP. The key district drivers are provided in more detail below.

### **2.4.1. THE LONG TERM PLAN (LTP) 2024-2034**

The Long Term Plan (LTP) 2024-2034 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2019 that:

- Describes the activities of Stratford District Council;
- Outlines Council's contribution to the community outcomes and describes how we will manage activities we are responsible for;
- Provides integrated decision making and co-ordination of resources; and
- Provides a long-term focus for Stratford District Council's decisions and activities.

The LTP provides the direction and strategies that drive the WAMP. Programmes for Capital, Maintenance and Renewal works are linked to the LTP along with essential budgeting requirements. The LTP covers a planning period of 10 years and is reviewed three yearly.

### **2.4.2. THE INFRASTRUCTURE STRATEGY 2024 – 2054**

The Infrastructure Strategy (IS) is a regulatory document pursuant to Section 101B of the Local Government Act 2002 Amendment Act 2019 for the purpose of:

- Identifying significant issues over the period covered by the strategy; and
- Identifying the principal options for managing those issues and the implications of these options.

The identified issues and opportunities from the 30-year strategy inform the relevant AMP and is reviewed every 3 years. Like the LTP, the IS provides the direction and strategies that drive the WAMP but, in this case, the planning period primarily focussed on is for 10-30 years.

This strategic document allows Council to make informed decisions and place Council in a better position to understand and plan for major infrastructure investments.



## Legislative and Strategic Context

### 2.4.3. THE DISTRICT PLAN

Developed in compliance with the requirements of the Resource Management Act 1991(RMA), the District Plan specifies land use policies aiming to mitigate and control the detrimental environmental effects of new developments. These areas of growth and development need to be accounted for within the WAMP through the use of water modelling reports, levels of service increase works and forward works programming.

### 2.4.4. THE ANNUAL PLAN

The Annual Plan is a regulatory document pursuant to Section 95 of the Local Government Act 2002 Amendment Act 2014. The Annual Plan is developed in compliance with section 95 of the LGA 2002 and updates information reported on within the Long Term Plan including its objectives, intended activities, performance, income and expenditure. The Annual Plan shows how that year of the Long Term Plan will be funded.

### 2.4.5. DRINKING WATER SAFETY PLANS

Drinking Water Safety Plans (DWSPs) are prepared in compliance with Section 30 of the Water Services Act for the Stratford, Midhirst and Toko Water Supplies. These plans identify risk-mitigating projects which feed into the WAMP and are reviewed at least every 5 years, as per table below.

Table 7 – Planned reviews for Drinking Water Safety Plans

Water Supply	Last Review	Next Review
Stratford	November 2023	September 2028
Midhirst	November 2023	November 2028
Toko	November 2023	November 2028

Table 8 - District Strategic Drivers

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Asset Management Plan
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.
Infrastructure Strategy	Prepared for the purposes of identifying significant issues over the period covered by the strategy and identifying the principal options for managing those issues and the implications of these options.	Three yearly	Provides a core infrastructure asset management framework over a 30-year planning horizon.
Economic Development Strategy	Sets the direction for economic development and identifies priorities and measurable goals.	Three yearly	Support asset management planning and good practice.
Structure Plan	Provide a long term planning framework for the future development and redevelopment of the Stratford District. The plan will set out in broad terms, the layout of land uses, key infrastructure and transport links.	Unknown at this stage	Support asset management planning.



## Legislative and Strategic Context

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Asset Management Plan
Significance and Engagement Policy	<p>Developed in compliance with Section 76AA to set out Councils approach to:</p> <ul style="list-style-type: none"> <li>• The assessment of significance during decision-making. It provides direction on the consideration of community views and the level of community engagement that might be desirable to enable Council to develop a clearer understanding of community views and preferences on an issue or proposal.</li> <li>• Regarding community engagement and the ways the community can influence and participate in the decision-making of the Council.</li> </ul>	Three yearly	Determines level of engagement required for asset management planning activities/projects
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Provides annual KPI targets that are reported in the Annual Report.
Assessment of Water and Sanitary Services	Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.	Ten yearly	Identified issues and required actions feed into the relevant AMP
Other Council strategies, Policies, By-laws, Programmes, etc.	<p>The tools that guide and direct Council activities (see <a href="#">Appendix 2</a>)</p> <ul style="list-style-type: none"> <li>• Water Supply Strategy;</li> <li>• Water Supply Bylaw;</li> <li>• Policy on Water Supply to Rural Properties;</li> <li>• Backflow Prevention Programme;</li> <li>• Incident Response Plans</li> </ul>	As applicable	Support asset management planning and good practice.

## **3.0**

# **Asset Information**

## Asset Information

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### **3.0: ASSET INFORMATION**

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## Asset Information

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### 3.1. ASSET OVERVIEW

The Stratford District Council owns and operates three urban water supplies servicing the Stratford, Midhirst and Toko communities.

This section details the WAMP activity, the current asset valuation summary and provides details about infrastructure asset components. It identifies the general condition of assets and any issues/opportunities Council will need to consider. It highlights how asset condition is identified and Council's level of confidence in asset data.

### 3.2. ASSET VALUATION

The Local Government Act 2002, Section 111 requires that the local authorities comply with statement of "General Accepted Accounting Practice" that are prepared by the New Zealand Society of Accountants (ICANZ).

The Local Government (Financial Reporting and Prudence) Regulations 2014, Section 6 requires Local Authorities to disclose information about core assets in its annual report, including the local authority's most recent estimate of the replacement cost. The concept of intergenerational equity in the funding of infrastructure asset is included as one of the principles of financial management. Without accurate knowledge of serviceability of assets, local authorities will only be guessing when they attempt to spread the costs of infrastructure across present and future ratepayers.

As required under the LGA, the Council has its assets re-valued every three years by independent qualified valuers. Valuations will be undertaken more regularly if necessary to ensure no individual item of property, plant or equipment within a class has a carrying value that is materially different from its fair value.

The asset valuations contained in Table 9 were carried out by Beca Projects NZ Ltd. Please note that:

- **Replacement Cost (RC)** is the cost of constructing a new asset using present day technology and maintaining its original service potential.
- **Optimised Depreciated Replacement Cost (ODRC)** is the optimised replacement cost after deducting an allowance for wear or consumption to reflect the remaining or economic service life of an asset; and
- **Annual Depreciation (AD)** is the systematic allocation of an amount over an asset over its useful life

The Asset information and asset registers used for the re-valuation undertaken by Beca Projects NZ Ltd included:

- Network asset data provided from SDC (from AssetFinda database for the three waters);
- The information received has been discussed with the Asset Manager to ascertain the accuracy and completeness of the information.
- Unit rates and effective lives as agreed with SDC.

Asset information excluded from the re-valuation were:

- All land related to water infrastructure assets;
- Any assets not included in the asset registers supplied by SDC; and
- Abandoned assets

Financial Reporting Standards (PBE IPSAS 17) and International Valuation Standards (IVS) apply to all SDC water infrastructure assets considered in the re-valuation for the general purpose of financial reports.

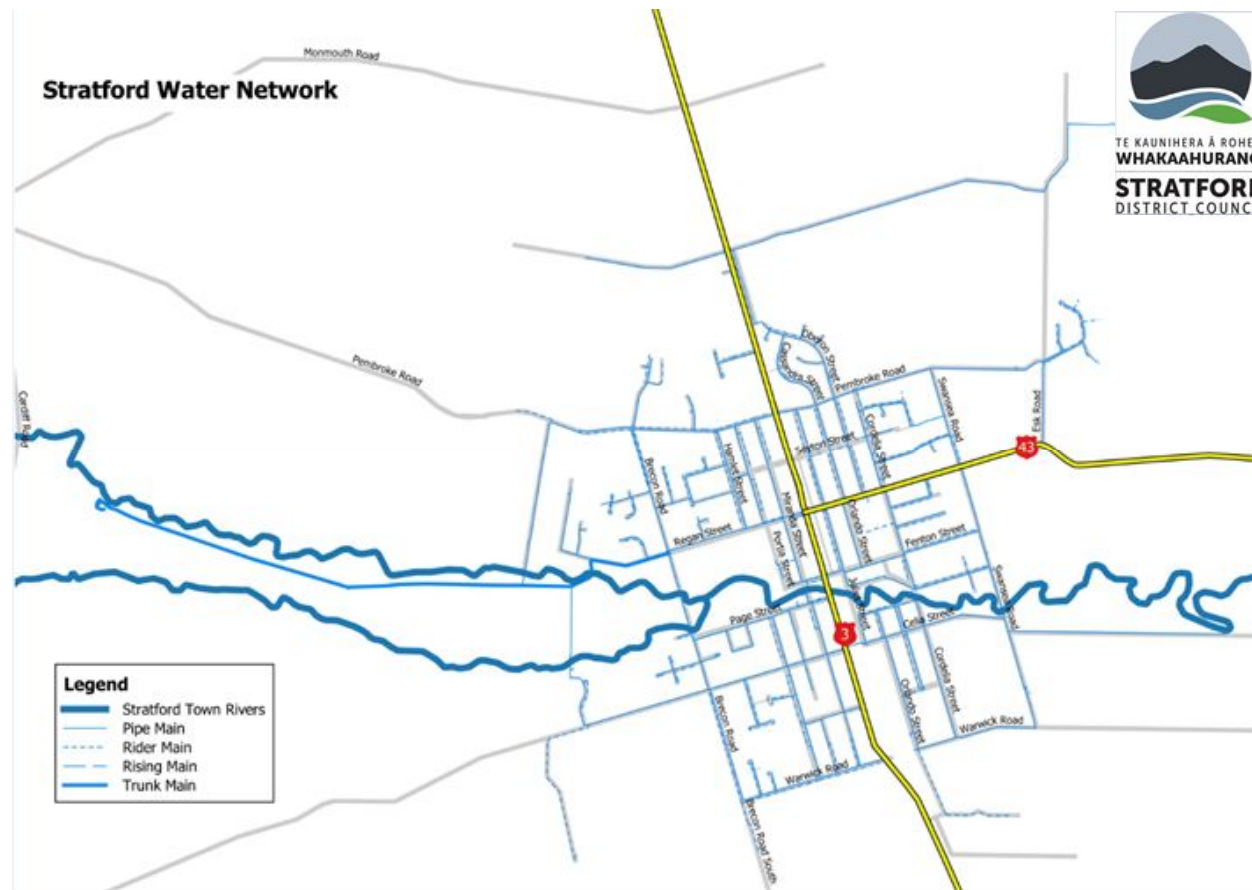


Figure 9 - Water Reticulation Area of Benefit Stratford

## Asset Information

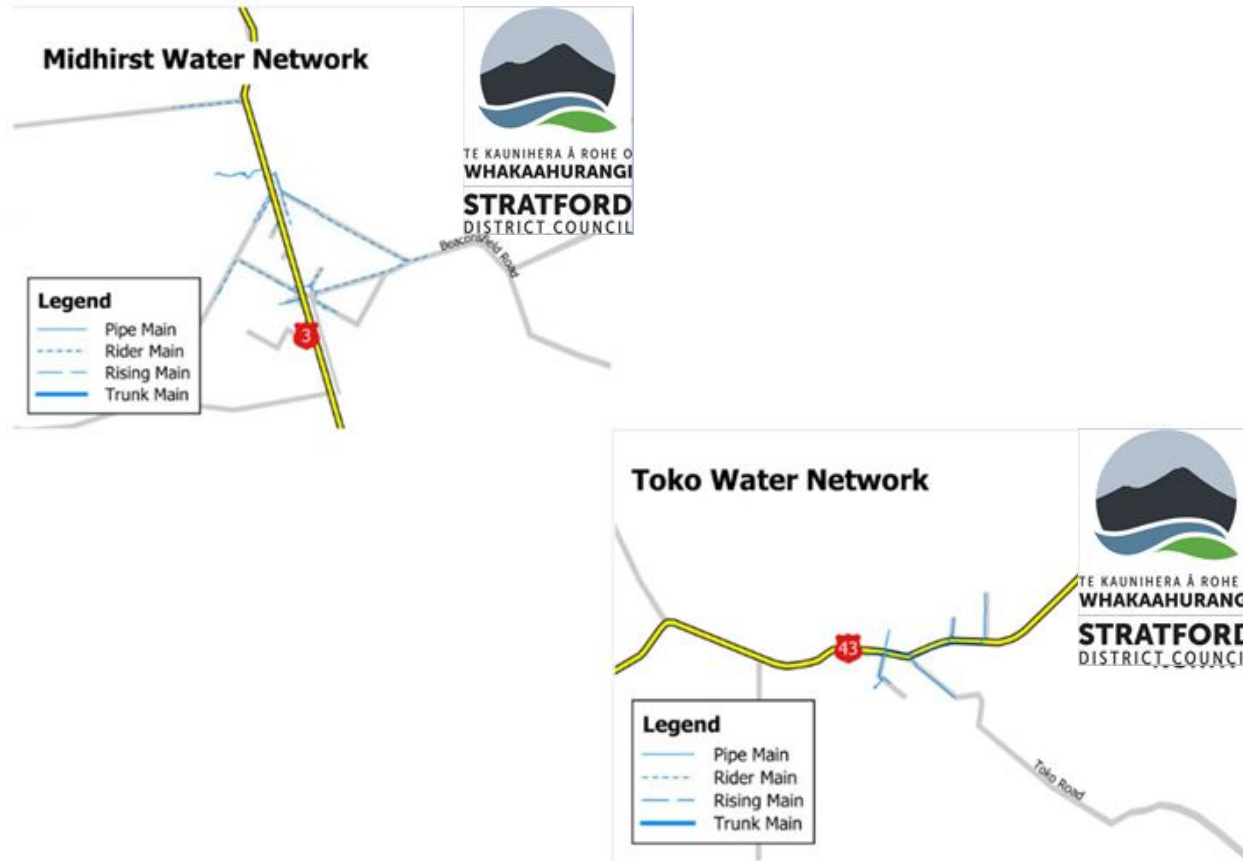


Figure 10 - Water Reticulation Area of Benefit Midhirst and Toko

## Asset Information

Table 9: Summary of Asset Information

Asset Group	Asset Description	Quantity	Unit	Values (\$)		
				RC	ODRC	AD
<b>Pipes</b>	Pipework	102,651	m	31,535,141.68	17,075,180.25	312,003.20
<b>Total Pipes</b>				<b>31,535,141.68</b>	<b>17,075,180.25</b>	<b>312,003.2</b>
<b>Fittings</b>	Hydrants	451	No.	1,360,685.04	935,859.47	18,143.73
	Valves	700	No.	1,619,669.98	1,001,316.85	21,610.66
	Toby	1,349	No.	910,628.96	297,217.29	9,922.50
	Service Connections	1,601	No.	1,902,141.48	1,143,143.16	23,816.51
	Point of Supply	3,871	No.	689,854.36	523,480.46	22,174.66
<b>Total Fittings (7,972)</b>				<b>6,482,979.82</b>	<b>3,901,017.23</b>	<b>95,668.06</b>
<b>Treatment</b>	Intakes	N/A	N/A	476,876.26	196,999.46	4,054.97
	Ground Features	N/A	N/A	309,072.29	268,480.78	5,659.46
	Infrastructure	N/A	N/A	1,230,260.85	844,138.35	55,597.66
	Filtration	N/A	N/A	1,602,502.80	546,374.15	65,019.40
	Storage	6	No.	15,427,504.17	10,728,441.34	154,800.07
<b>Total Treatment</b>				<b>19,046,216.37</b>	<b>12,584,434.08</b>	<b>285,131.56</b>
<b>Grand Total</b>				<b>25,529,196.19</b>	<b>16,485,451.31</b>	<b>380,799.62</b>
<i>Note: Asset Valuation Summary as at 01 July 2021 – Prepared by Beca Projects NZ Ltd - Three Waters Infrastructure Valuation 2021</i>						

## Asset Information

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### 3.3. USEFUL LIFE

For the purpose of this report, the useful life (or Base Life) refers to the period over which an asset or component is expected to be available for use by an entity.

The asset **Useful lives** are expressed as years. The asset **Age** is based on construction dates. The *Remaining useful life* is based on age and useful life of the assets.

### 3.4. ASSET INFORMATION SYSTEM

The Stratford District Council uses a number of information systems to manage its water assets.

- General Asset Information is managed in the 'AssetFinda' system to support management of the Water Supply Activity. Data on infrastructure assets is collected during inspections and monitoring using both paper based and electronic methods. All data collected is entered into 'AssetFinda' directly by the maintenance contractor and followed up by the Engineering Officer and GIS Officer.
- Operational performance is managed in 'Water Outlook' and the reporting tools within the 'SCADA' system. 'Water Outlook' imports both continuous online data and manual sampling information from the 'SCADA' servers and assists management of the water supply activity by producing pre-formatted reports. These reports can be used to monitor compliance or operational parameters but is not typically used to operate the water supplies.
- Operational control is managed in the 'SCADA' control system for all three Council water supplies. This system receives the most up to date information from all supplies, allowing the operator to intervene and optimise the safe and reliable production of drinking water. Alarms are activated through the SCADA system allowing for a prompt response by the operator if necessary.

### 3.5. THE WATER SUPPLY SCHEMES

The Stratford District has three separate water supply schemes servicing the Stratford, Midhirst and Toko Townships, as described below.

All schemes are administered at the main Council office, operated and monitored by SDC and STDC staff, and share support services to minimise costs (SCADA, Water Outlook etc.). The management, maintenance and operation of all three water schemes are the responsibility of the Director Assets, Services Asset Manager and Team Leader Plant Technician.

#### 3.5.1. THE STRATFORD WATER SUPPLY

Stratford District Council provides water to 2788 properties in the Stratford Township.

The main water source for Stratford is the Patea River, with a secondary intake from the Konini Stream used during periods when the Patea River flow rate reduces below consent limits. Raw water is extracted from the sources by means of weirs and gravity fed into a grit tank before being pumped to the treatment plant. Once at the treatment plant the raw water is fed through a hollow fibre membrane system, with coagulant added to assist filtration. Filtered water is then dosed with chlorine, caustic soda (for pH adjustment) and fluoride.

Treated water is pumped into two reservoirs (4262 m<sup>3</sup> and 3982 m<sup>3</sup>) which have enough capacity to hold up to two days supply. From the reservoirs treated water is gravity fed to the reticulation system and distributed to properties connected to the supply.



## Asset Information



Figure 11 - Stratford Water Treatment Plant Photos

## Asset Information

The critical points for the Stratford water supply treatment process are shown in Figure 12, as taken from the *Stratford Drinking Water Safety Plan, 2022*.

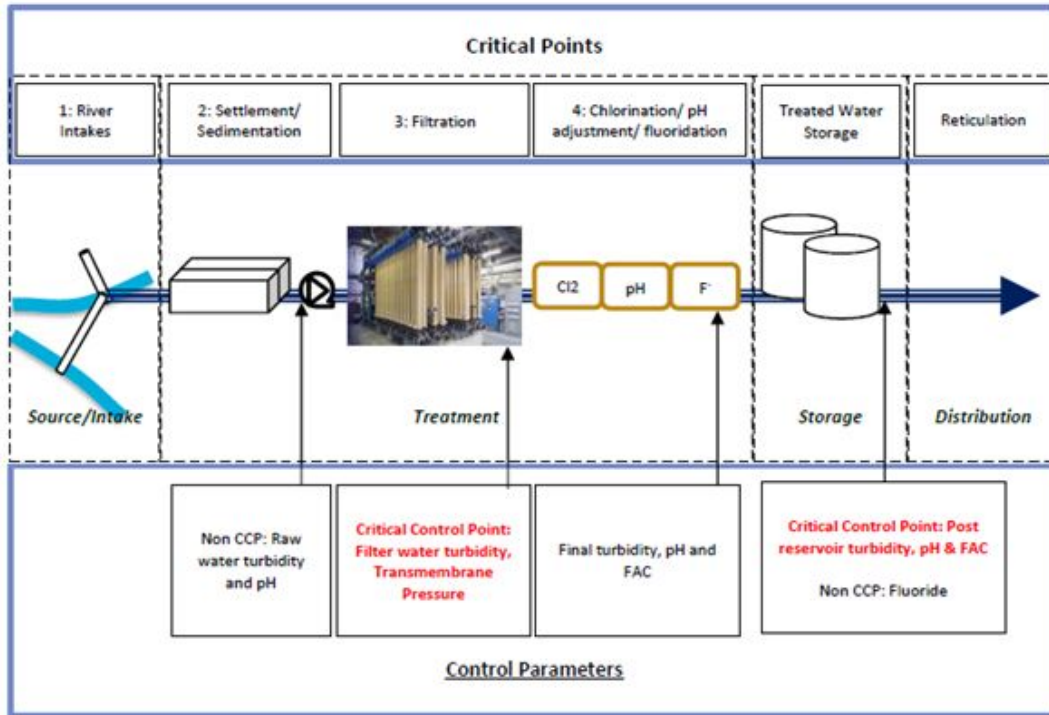


Figure 12 - Stratford Water Treatment Process

The Stratford water treatment plant building and one reservoir were constructed in 2013. Data in the asset management information system (AssetFinda) reports the condition of these assets as excellent. The condition of the original existing reservoir is identified as excellent due to a condition assessment and upgrades being completed during the 2015/2016 year. The condition of reticulation assets is recorded in AssetFinda with most of the data being reliable for asset management purposes. However as new data is collected it will be entered into 'AssetFinda' and the confidence of reticulation infrastructure condition will improve over time.

Due to its automation, the water treatment plant can be operated and monitored remotely. Currently a technician checks the system multiple times daily, however once Council is satisfied the system is functioning as expected the frequency of checks will be reduced. Any irregularities in plant operations are detected by the management system which alerts the technician.

### 3.5.2. THE MIDHIRST WATER SUPPLY

Stratford District Council provides water to 110 properties in the Midhirst town. The water source for Midhirst water supply is the Te Popo Stream. Raw water is pumped through a small screen attached to a flexible hose from the stream to the treatment plant.

Once at the treatment plant a coagulant is added to assist filtration before the water is fed through two pressure sand filters. Following filtration the water is subjected to UV light to inactivate microbiological contaminants, then dosed with chlorine to maintain a sterile supply throughout the reticulation before being delivered to a reservoir. Filter backwashing is fully automated and occurs once fouling in the filters reaches a set pressure. Wastewater from the backwash is delivered to an underground soakage system.

## Asset Information

Treated water is pumped into a 1392 m<sup>3</sup> reservoir. The reservoir has enough capacity to hold up to ten days supply of treated water. From the reservoir treated water is gravity fed back to the treatment plant where the chlorine levels are retested and adjusted (if required) before being pumped to the reticulation system and distributed to properties connected to the supply. The delivery pump is automated to maintain at least 450kPa within the reticulation system.



Figure 13 - Midhirst Water Plant Photos

The critical points for the Midhirst water supply treatment process are shown in Figure 14, as taken from the *Midhirst Drinking Water Safety Plan, 2023*.

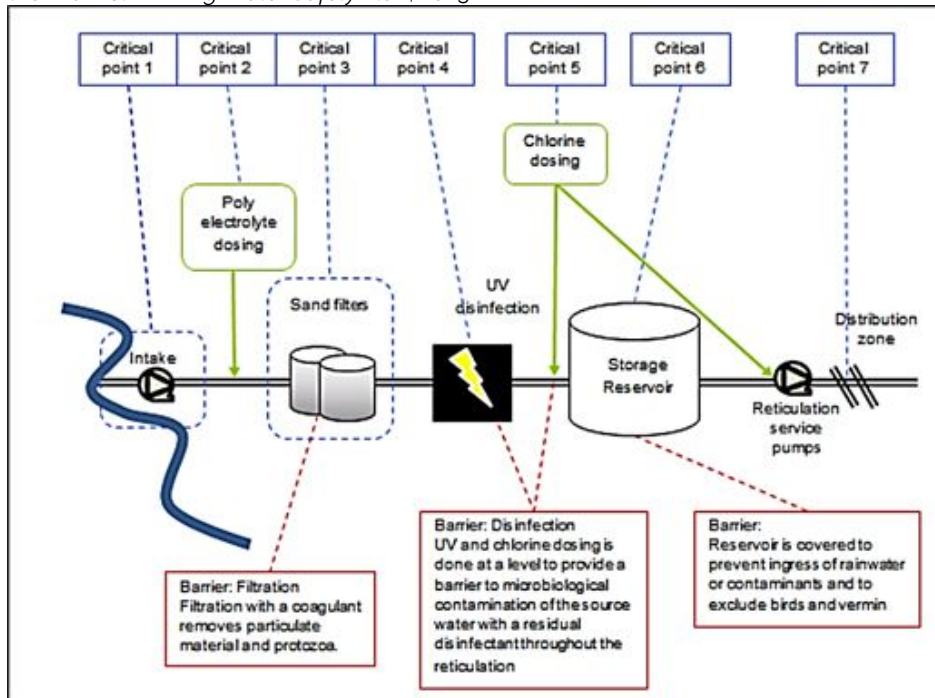


Figure 14 - Midhirst Water Treatment Process

## Asset Information

The Midhirst water treatment plant (including building) was constructed in 2014. Data in the asset management information system (AssetFinda) identifies its condition as excellent while condition of the reservoir is identified as good. The condition of reticulation assets is recorded in AssetFinda with most of the data being reliable for asset management purposes. However as new data is collected it will be entered into 'AssetFinda' and the confidence of reticulation infrastructure condition will improve.

Due to its automation, the water treatment plant can be operated and monitored remotely. Currently a technician checks the system multiple times daily, however once Council is satisfied the system is functioning as expected the frequency of checks will be reduced. Any irregularities in plant operations are detected by the management system which alerts the technician.

### 3.5.3. THE TOKO WATER SUPPLY

Stratford District Council provides 32 properties in the Toko township.

The Toko drinking water supply abstracts water from a shallow bore next to the Manawawiri Stream. Raw water is drawn from the bore and dosed with an oxidising additive before being pumped through a fully pressurised treatment system consisting of two sand filters, a cartridge filter and UV disinfection. The water filter is backwashed every six days (unless manually instructed) with wastewater from this process discharged into a soak hole adjacent to the plant.

Treated water is pumped into one of three 25 m<sup>3</sup> reservoirs located 24 m above the township. The reservoirs have enough capacity to hold up to one day's supply of treated water. Treated water is then gravity fed and distributed to properties connected to the supply.

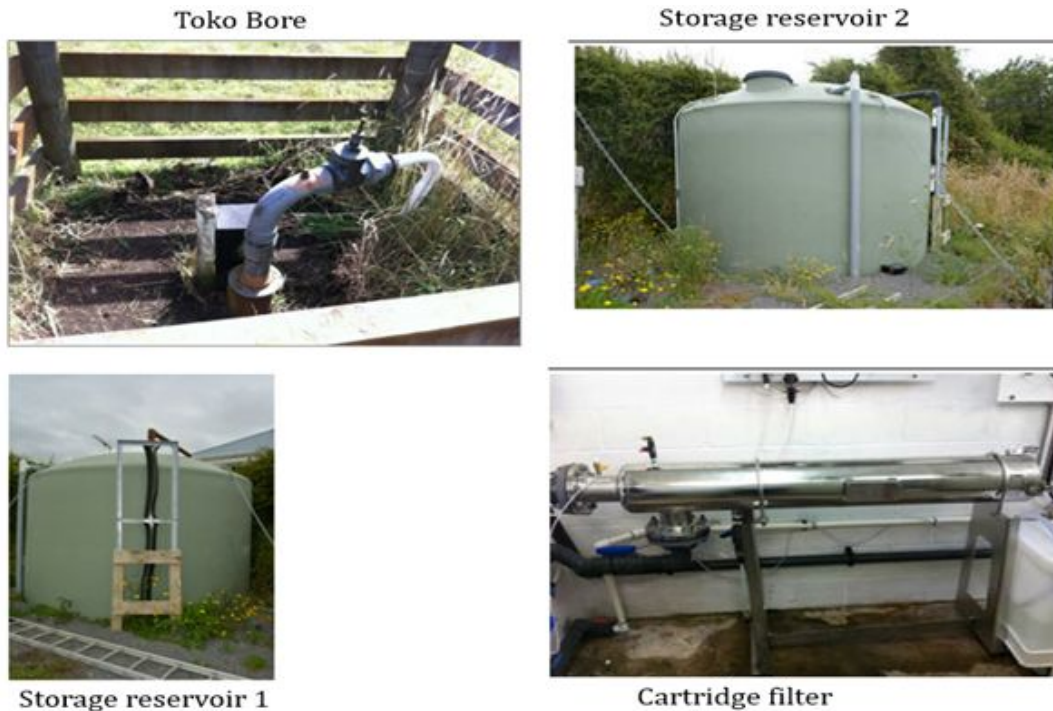


Figure 15 - Toko Bore and Plant Photos

The critical points for the Toko water supply treatment process are shown in Figure 16, as taken from the *Toko Drinking Water Safety Plan, 2023*.



## Asset Information

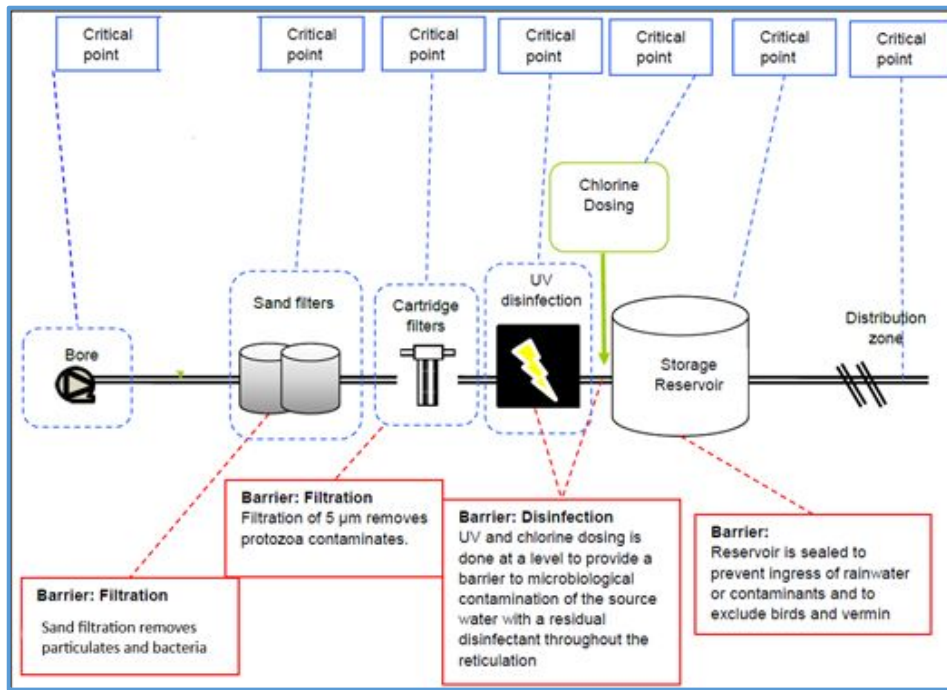


Figure 16 - Toko Water Treatment Process

The Toko water treatment plant was upgraded in 2015. Data in the asset management information system AssetFinda identifies its condition as excellent with Condition of the three storage tanks also identified as excellent.

The condition of reticulation that distributes treated water to the community is largely unknown due to a lack of reliable data. As new data is collected it will be entered into 'AssetFinda' and the confidence of reticulation infrastructure condition will improve.

The Toko water treatment plant is semi-automated and monitored by on-site telemetry that transfers information to the Stratford Water Treatment Plant. Currently a technician checks the system daily, however once Council is satisfied the system is functioning as expected the frequency of checks will be reduced. Any irregularities in plant operations are detected by the management system which alerts the technician.

### 3.6. ASSET MANAGEMENT MATURITY ASSESSMENT

The Council has assessed its Asset Management maturity across 5 key disciplines of asset management practice including:

- Setting the Strategic Direction;
- Establishing Levels of services;
- Forecasting Future Demand;
- Collecting Asset Information; and
- Monitoring Asset Performance and Condition.

The Asset Management Maturity Index assessment in **Table 10** below provides a snapshot of where the Council is at in its asset management practices and in particular, emphasizes that seeking advanced practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.

## Asset Information

Table 10: 3-Waters Asset Management Maturity Index Assessment

Asset Management Disciplines		Maturity Index	Maturity Description	What we do
1	Strategic Direction	Intermediate	<ul style="list-style-type: none"> <li>AM System scope is defined and documented.</li> </ul>	<ul style="list-style-type: none"> <li>The Council has adopted an <b>Asset Management Policy</b> to provide the overall direction for asset management in the district.</li> <li>Scope is also refined as a consequence of our Early Conversation discussions with Elected Members, which inform the LTP, and also during our regular workshops to define Strategic Direction for the Council.</li> </ul>
2	Defining Level of service	Intermediate to Advanced	<ul style="list-style-type: none"> <li>Level of service and cost relationship understood.</li> <li>Customers are consulted on significant service levels and options.</li> <li>Customer communications plan in place.</li> <li>Levels of service are integral to decision making and business planning.</li> </ul>	<ul style="list-style-type: none"> <li>Again, existing levels of service is are generally maintained, however, can be re-defined as result of either legislative requirements; customer feedback or in response t new technology. Re-definition is done as an outcome of our discussions with Elected Members, either prior to the LTP year or as and when required during the year.</li> <li>The LOS are defined in the AMPs for each work activity.</li> <li>Redefined levels of service in previous years include:                             <ul style="list-style-type: none"> <li>Network Planning and modelling</li> <li>Pipe work – increase the size;</li> <li>New management of the trade waste discharges</li> <li>Reduction in the wastewater pipe inflow/infiltration</li> <li>Addition of new back flow devices;</li> <li>More staff to implement higher LOS defined;</li> <li>Universal metering;</li> <li>Higher wastewater discharge quality;</li> </ul> </li> </ul>
3	Forecasting future demands	Core to Intermediate	<ul style="list-style-type: none"> <li>Risk associated with demand change broadly understood and documented.</li> <li>Demand management considered as an alternative to major project development.</li> </ul>	<ul style="list-style-type: none"> <li>We have a broad understanding of the issues for each work activity and these are documented in the AMP as "Problem Statements".</li> <li>Forecasting is based on population and economic growth statistics in addition to regulatory changes at the central government level.</li> <li>Demand Management has been used in the water and wastewater activities, enforced by the Water Supply and Wastewater and Trade Waste Bylaws. Our resource consents also support our demand management initiatives. DM initiatives employed include:                             <ul style="list-style-type: none"> <li>Universal metering to encourage water conservation; and</li> <li>New PRVs for flow and pressure managements;</li> </ul> </li> </ul>

## Asset Information

Asset Management Disciplines		Maturity Index	Maturity Description	What we do
4	Collecting Asset Information	Intermediate	<ul style="list-style-type: none"> <li>A reliable register of physical, financial and risk attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place.</li> </ul>	<ul style="list-style-type: none"> <li>AssetFinda is the database for our 3-waters assets for recording the physical, financial and risk attributes.</li> <li>Data is collected, updated and validated on an ongoing basis, particularly when new assets are being installed and maintenance occurs on existing assets.</li> </ul>
5	Monitoring Asset Performance and Condition	Core	<ul style="list-style-type: none"> <li>Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term.</li> </ul>	<ul style="list-style-type: none"> <li>The condition - physical integrity - of an asset is deduced based on the age, material type and analysis of collected statistical data.</li> <li>The performance, being a measure of whether the asset is delivering level of service requirements – is monitored during routine inspections and asset upgrade.</li> </ul>

### 3.7. ASSESSMENT OF ASSET CONDITION

Asset condition is a measure of an asset's physical integrity, while asset performance is a measure of whether the asset is delivering level of service requirements. Knowing the condition of an asset enables more accurate prediction of asset development, maintenance and renewal/replacement requirements. The Stratford District Council identifies the condition of Water Supply infrastructure assets by age and through visual targeted inspections, analysis of collected data, and through maintenance monitoring.

Generally, the Council takes a risk-based approach to monitoring the condition of assets and conducts condition assessments of its critical assets. Where assets have low risk because they are in the first half of their life, condition monitoring is low. If the consequences of running an asset through to failure are high, the Council, through a more intensive monitoring regime and targeted inspections, hold more information on the asset condition.

The Council has no backlog or deferred maintenance in its work programme.

**Targeted inspections** are carried out on asset components that are considered critical to Council and the community, have the potential to impact on public health and safety; or where there is a specific requirement, for example to meet regulatory requirements or for asset acquisition, disposal, or justification.

Targeted inspections of water supply infrastructure assets are carried out by Council staff, the Maintenance Contractor, or a specialist Consultant to identify the condition of specific asset components at intervals specified by the Asset Manager or upon request.

To identify the general condition of its water supply assets Stratford District Council undertakes the following targeted inspections:

- Buildings – annually by the Contractor
- Carparks – annually by the Council Roading Engineer
- Reservoirs – Detailed inspection (as part of reservoir clean) every 10 years by the Consultant
- Underground reticulation – by the Contractor during works or as issues are identified
- Underground reticulation – annual videoing of sample section
- Pipe Bridges – Detailed inspection as required by Consultant

## Asset Information

**Maintenance monitoring** is carried out by the Contractor at intervals specified in the Maintenance Contract. Maintenance monitoring is carried out to identify the condition of infrastructure and any item(s) that needs attention or could affect the integrity of the asset and the service it provides. Maintenance monitoring of water supply includes:

- Underground reticulation
- Valves and hydrants
- Pipe Bridges
- Water Meters

**Condition Grading:** Visual targeted inspections (including sampling), and maintenance monitoring provide both qualitative descriptions and quantitative grading of asset component condition. Condition grading supports the development, maintenance, and renewal/replacement of an asset by enabling more accurate prioritisation of forward works programmes.

Both the New Zealand Infrastructure Asset Grading Guidelines (1999) and the National Asset Condition Grading Standards (2005) provide examples of standard condition grading schedules for infrastructure assets. In line with these the International Infrastructure Management Manual (IIMM) 2015 provides guidance on assessing the condition of assets and approaches to grading the condition.

The IIMM provides guidance on assessing the condition of assets and approaches to grading the condition. In line with this Stratford District Council has developed a condition grading system to support identifying the condition of assets at the group level. Using the system, the expected condition of assets is ranked from 1-5 as illustrated in Table 11 below.

In the last 3 years new water supply assets were installed. 33 sections have been added to the water supply infrastructure with the creation of the new subdivision on Pembroke Road.

Grade	Condition	Description	Indicative Network Assessment
1	Very Good	Asset in structurally sound and excellent physical condition. No work required	39%
2	Good	Asset in structurally sound and acceptable physical condition. Minor work required (if any)	18%
3	Fair	Asset is structurally sound but shows deterioration. Moderate work required to return asset to agreed level of service	13%
4	Poor	Asset failure likely in the short term. Significant work required now to return asset to agreed level of service	14%
5	Very Poor	Asset has failed/is about to fail. Renewal/Replacement required Urgently	16%

Table 11 - Condition Grading System



## Asset Information

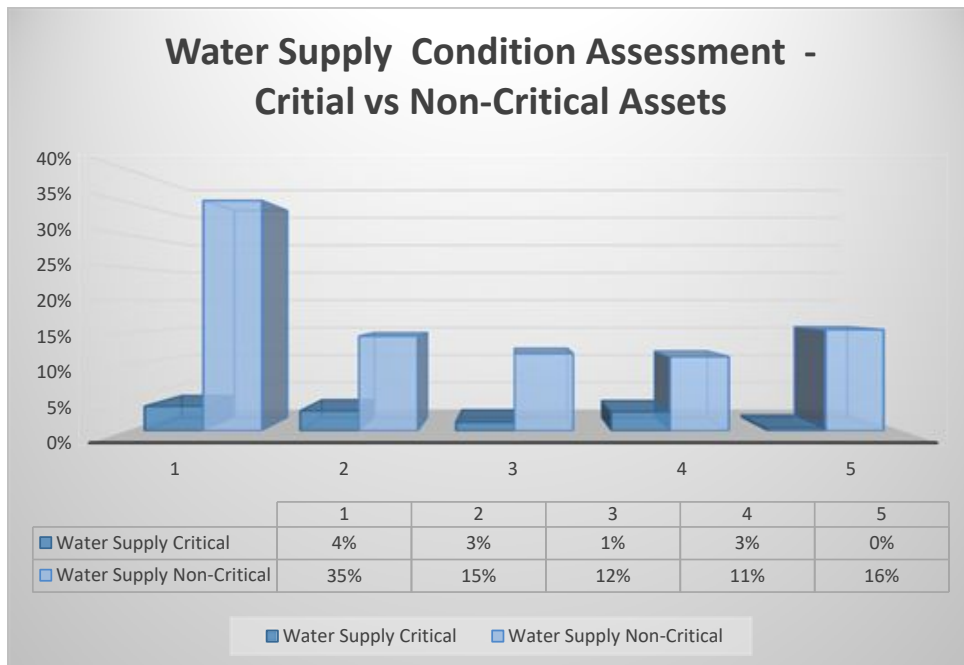


Figure 17: Water Supply Condition Assessment - Critical vs Non-Critical Assets

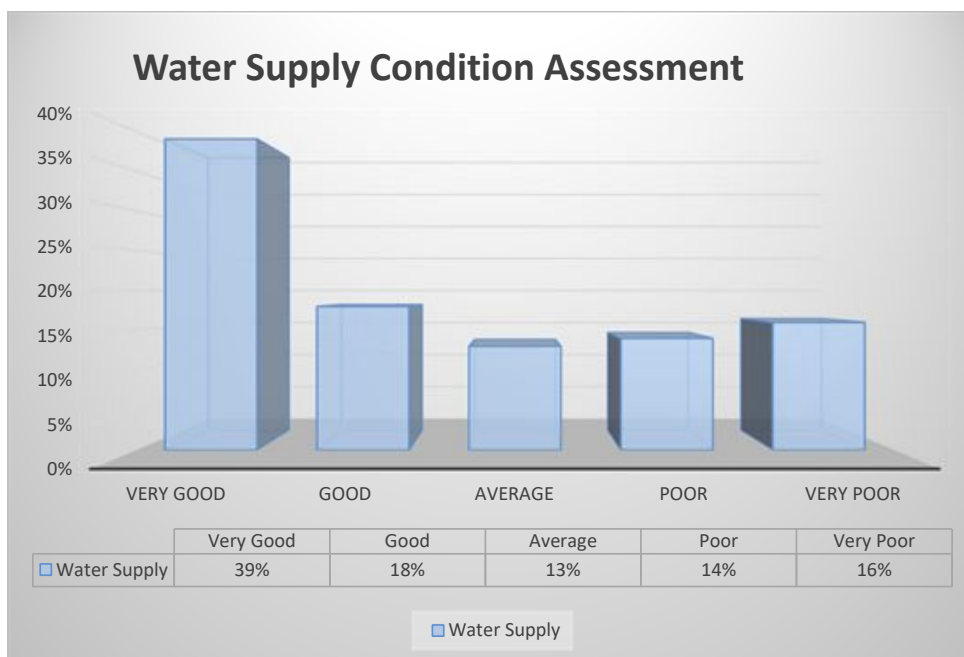


Figure 18: Water Supply Condition Assessment

## Asset Information

### 3.8. DATA ACCURACY AND CONFIDENCE

The accuracy and currency of data is critical to effective asset management. Accurate data enables Council and the community to have confidence in decisions made about asset development, maintenance, and renewal/replacement.

To ensure accurate asset data is entered into the asset management system Stratford District Council has put in place the *Inspection Data Management Process* (Table 12) for managing targeted visual inspection data. Also, to determine the Council's level of confidence in targeted inspection data.

The Stratford District Council has implemented the *Data Confidence Grading System* in Table 13. Asset Grading by asset group is provided in Table 14.

Table 12 – Inspection Data Management Process

Step	Management process	Description
1	Collect Data	Data is collected and documented about asset and asset condition.
2	Hold Data	Where feasible data is stored in a temporary place until enough is gathered for sample auditing.
3	Audit a sample of Collected Data	Where applicable a sample of collected data is checked against the asset by authorised Council staff/Consultant – minimum 5%.
4	Enter Data into Asset Management System	Data is entered into the Asset Management System by the staff member responsible for the system.

Table 13 – Data Confidence Grading System

Grade	Confidence Level	Description
1	Highly Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment. dataset is complete and estimated to be accurate +- 2%
2	Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation. dataset is complete and estimated to be accurate +- 10%
3	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available. dataset substantially complete but up to 50% extrapolated data and estimated to be accurate +- 25%
4	Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis. dataset may not be fully complete and most data is estimated or extrapolated and estimated to be accurate +- 40%
5	Unknown	None or very little data held

## Asset Information

Table 14 – Asset Confidence Grading by Asset Group

Asset Group	Key Confidence Attributes Percentage (%)				Average	Assessed Confidence Level	Confidence Grading
	Location	Diameter /size	Material	Age			
All Scheme pipes	95	90	85	75	<b>86</b>	Reliable to Uncertain	2-3
Service connections	55	80	80	65	<b>70</b>	Uncertain to Very Uncertain	3-4
Points	95	92	86	85	<b>90</b>	Reliable	2
Treatment Plants	98	98	97	97	<b>98</b>	Very Reliable	1
<b>Critical Assets Assessment</b>	Very Reliable						
<b>Non-Critical Assets</b>	Reliable to Uncertain						
<b>OVERALL ASSESSMENT</b>	Reliable to Uncertain						

While Council's overall confidence around its data quality is *'Reliable to Uncertain'*, the Council's confidence level for the 3-Waters is *'Reliable'* for its critical assets and *'Reliable to Uncertain'* for non-critical assets. For other non-critical assets, the confidence is uncertain. This uncertainty stems from data held around the age of the non-critical assets, which have been deduced from the approximate date of construction, and also from the quality of data held on our service connections. However, given these are non-critical assets, impact of premature asset failure on continued service delivery is very low, as any disruption to service is limited to a few properties. The associated financial impact is also very low.

It is important to note that these assets do not fail simultaneously, as they are individual assets - any failed part can be isolated and managed, so the risk and consequences of failure is very low. This is evidenced from our annual performance indicators reported every month to the Council and summarized in the Annual Report. Our track record is good. Our strategy to mitigate the impacts of this *Uncertainty* is to be ready at all times to respond to all asset failures. Therefore, we have, on hand or ready access to, supplies to replace any failed asset. Our contractors are on board as per the requirements of their maintenance contract.

The Council continues to validate the data in the AssetFinda database - as assets are replaced. Our maintenance contractors interact directly with our asset management system and provide corrections and updates to the condition data which is reviewed and/or updated as new data becomes available. Assets that are frequently interacted with therefore, are better documented than those that only get dug up as part of upgrades, renewals or repair work. It will take some time for the assessment of our 'confidence level' of our non-critical assets to be *'Reliable'*.

The charts above provide snapshots of the overall *Condition Grading Assessment* for all assets – critical and non-critical and a summary of the *Data Confidence Levels*.

## Asset Information

### 3.9. IMPROVEMENT PLAN

Actions identified in this Section for improving management of the asset are as follows:

Table 15 - Assets Improvement Plan

Sub Section	Task	Due Date
3.4	<b>Asset Register Data</b> AssetFinda and SCADA programmes maintained and kept up to date with information.	Ongoing
3.7	<b>Information Systems</b> Tablets fully integrated for Three Waters data collection and entry into AssetFinda.	Ongoing
3.7	<b>Asset Condition</b> Condition Grading System now in place and documented in Asset Management Plans.	Ongoing
3.7	<b>Update asset condition data</b> Continue to use information collected from maintenance tasks to update asset condition data.	Ongoing
3.7	<b>Improve condition data accuracy and reliability</b> The issues related to condition data for <u>below ground</u> water supply assets does not allow Council to accurately forecast remaining useful life. However, using the information collated from both 'scheduled' and 'reactive' maintenance (under the Services Maintenance Contract), Council is able to update asset condition data regularly. Over time as maintenance and renewals are carried out, the condition information will improve.  Therefore, the implementation of additional major projects to assist Council in improving condition data information is not priority.	Ongoing

## **4.0**

# **Future Growth and Demand**

## Future Growth and Demand

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## Future Growth and Demand

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### 4.1. OVERVIEW

This section provides a description of population; economic growth trends forecasts and the demand drivers for the provision; development and sustainability of the Water Services to the community. It identifies the demand forecasting model used by the Council and highlights the factors that influence the demand for infrastructure and services and the associated impacts of each driver on the demand for the Water Services.

The demand for the provision of Water Supply services is generally determined by the degree to which customers use the service. The forecasting of future demand for services enables Stratford District Council to plan ahead and identify the best way to meet that demand.

Section 14 of the Local Government Act 2002 requires local authorities to take a sustainable development approach in conducting business. In doing this Stratford District Council must take into account;

- I. the social, economic, and cultural interests of people and communities; and
- II. the need to maintain and enhance the quality of the environment; and
- III. the reasonably foreseeable needs of future generations.

Stratford District Council is committed to planning for the changing needs of its community. As part of this commitment Council utilises demand forecasting in all asset management planning. Information on future growth forecast has been supplied by Infometrics NZ.

### 4.2. DEMAND FORECASTING

Demand forecasting enables Stratford District Council to identify areas that are likely to experience significant pressures, and plan accordingly. Currently, the Stratford District Council uses a "basic" model for demand forecasting. It is a combination of formal and informal techniques. Central to this is an understanding of how growth and future demand trends will impact on Levels of Service and desired community outcomes.

As part of the planning process Council considers:

- the Asset use, demand, and capacity;
- the implementation and planning for quality and process improvements; and
- environmental impacts

Key Information gathered during the forecasting process includes:

- Historical data;
- Observed patterns and trends – use, demand, and popularity;
- Statistical estimates and projections;
- Commercial activity and anticipated business migration;
- Pending legislative changes.

From this, assumptions are formed about what could happen; enabling Council to better plan for the future needs of the community.

### 4.3. DEMAND DRIVERS AND IMPACTS

Demand drivers are the factors that influence demand for services or the infrastructure that provides those services. Future growth in the Stratford community can be attributed to a number of factors described in detail below, including:

- Population;
- Economic Development;
- Tourism;
- Regulatory Changes;
- Land Use Changes via the Structure Plan; and
- Changing Customer Needs and Expectations.

#### 4.3.1. POPULATION GROWTH

## Future Growth and Demand

The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,679 by 2034, at an average of 0.4% per year. This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

The growth in the Māori population of the district has been consistently higher than the growth of all other ethnicities for each of the last ten years. Stratford district's Māori population was 1,550 in 2022, up 2.6% from the previous year.

Table 16 and Figure 19 shows total population projections over ten years, against the growth projections of the total New Zealand population.

Table 16 - Actions Identified for Improving Management of the Asset

Year	Stratford District		New Zealand	
	Value	Growth	Value	Growth
2022	10,150	0.5%	5,123,100	0.3%
2023	10,256	1.0%	5,141,837	0.4%
2024	10,295	0.4%	5,185,924	0.9%
2025	10,334	0.4%	5,230,348	0.9%
2026	10,373	0.4%	5,275,448	0.9%
2027	10,414	0.4%	5,321,561	0.9%
2028	10,455	0.4%	5,369,026	0.9%
2029	10,497	0.4%	5,418,006	0.9%
2030	10,539	0.4%	5,467,976	0.9%
2031	10,579	0.4%	5,518,235	0.9%
2032	10,617	0.4%	5,568,085	0.9%
2033	10,650	0.3%	5,616,826	0.9%
2034	10,679	0.3%	5,663,921	0.8%

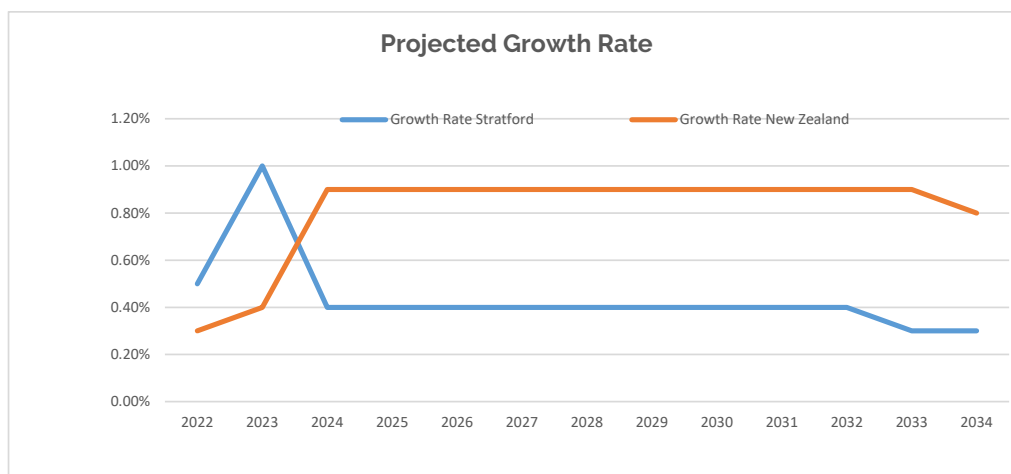


Figure 19: Water Supply Condition Assessment

### 4.3.2. DEMOGRAPHIC CHANGES

The below graph shows the current population by age group. The Stratford district is generally trending higher than the New Zealand average in the 60+ year age brackets, and much lower in the 20-29 year age bracket. However, the district is much higher than the national average in the 0-9



## Future Growth and Demand

year age bracket showing positive signs of households choosing to raise their families in this district, and supporting the claim that the increase in population is largely driven by natural increase.

The gap in the 20-50 year old age brackets is not new, and is likely to be a result of the lack of tertiary level training opportunities and graduate employment opportunities in the district. With the change in working and studying environments due to enhanced technology and online access, and the increased acceptance that employees can work from anywhere in the country, and even the world, it is likely that we will see changes in the age demographics in the future. Due to the uncertainty of the impact, it has not been factored into the projections.

Figure 38. Population by broad age group, 2022  
% of total, as at 30 June



Figure 39. Population by 10-year age group, 2022  
% of total, as at 30 June



Figure 20: Stratford District's Population Age Structure

The Dependency Ratio calculates the average number of economically dependent population (0-14 year olds, and 65+) per 100 economically productive population at a specific point in time. A high ratio may indicate that the economically active population and the overall economy face a greater burden to contribute towards the rates requirement for the district.

Table 17 and Figure 21 show the Stratford District's Dependency Ratio is 67%, compared to the national average of 54%. This is something Council must be mindful of when determining funding sources (increased reliance required for user pays and exacerbator pays funding sources), and areas (prioritisation) and levels of expenditure (affordability).

Table 17 - Stratford District's Dependency Ratio

Age Decade (years)	Stratford District		New Zealand	
	Level	% of total	Level	% of total
0-9	1,410	13.9%	625,490	12.2%
10-19	1,320	13.0%	655,720	12.8%
20-29	1,080	10.6%	679,450	13.3%
30-39	1,350	13.3%	733,760	14.3%
40-49	1,110	10.9%	631,220	12.3%
50-59	1,270	12.5%	654,040	12.8%
60-69	1,250	12.3%	561,800	11.0%
70-79	880	8.7%	380,170	7.4%
80-89	410	4.0%	167,640	3.3%
90 years and over	100	1.0%	34,790	0.7%
Dependency ratio	67.2%		54.4%	
Total	10,150	100.0%	5,124,100	100.0%

## Future Growth and Demand

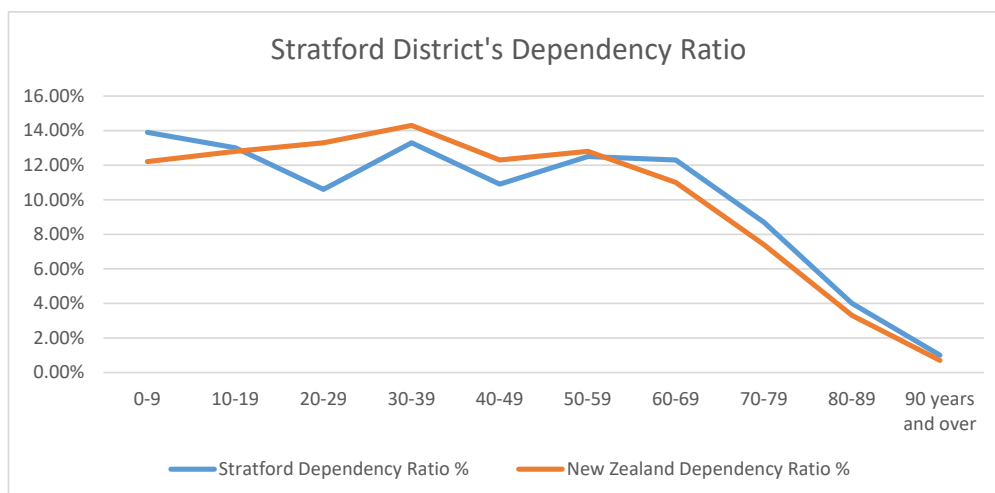


Figure 21: Dependency Ratio Stratford District and New Zealand

### 4.3.3. ECONOMIC DEVELOPMENT

The four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE) have developed a new regional Economic Development Strategy and Action Plan for Taranaki. The Taranaki Regional Economic Development Strategy became official in August 2017 and is known as "Tapuae Roa - Make Way for Taranaki".

This strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure.

Anticipated impacts of the Regional Economic Development Strategy and any resulting growth on the Water Supply activity and infrastructure are expected to include:

- Increased demand for water services
- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.
- Increased pressure to reduce emissions.

### 4.3.4. ECONOMIC HISTORY AND FORECAST

Economic growth in the Stratford district is generally lower than the national average – averaging 1.7% per year over the 10 years to 2022, compared with an average of 3% in New Zealand. The estimated GDP for the district in 2022 of \$575m, makes up less than 1% of New Zealand's GDP.

There is some concern that the district is less diverse than average, with the largest industry being agriculture and forestry at 27%, the second largest industry being utilities (electricity, gas, water and waste) at 13%. The more concentrated a district's economic activity is within two or three industries, the more vulnerable it is to adverse effects such as those arising from climate conditions, or commodity price fluctuations.

Council intends to make significant investment in Economic Development over the life of the LTP to encourage diversification and provide opportunities to promote the Stratford District as a great

## Future Growth and Demand

place to do business. Under the Enabling Community Outcome, Council has committed to the following strategic goals:

- *We are a business friendly district*
- *We encourage a diverse and sustainable business community*
- *We enable economic growth by supporting business investment and development in our district*
- *We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)*
- *We carefully balance the needs and wants of our district when funding services and infrastructure*
- *We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district*

### 4.3.5. CLIMATE CHANGE

Scientific evidence indicates the earth's climate is changing because of increases in greenhouse gases caused by human activities.

Anticipated impacts for New Zealand over the next 100 years include:

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events
- Decreased frost risk
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

At the regional and district level research indicates Taranaki could experience more extreme and varied rainfall patterns and severe weather events.

Extreme weather events and heavy rainfall would see increases in flooding, landslides, avalanches and mudslides during heavy rainfall events while on the flip side a lack of rain during summer months could see prolonged periods of drought. Both extremes place increased pressure on government, private flood insurance schemes, and disaster relief.

The Government's principal policy response to climate change is the New Zealand Emissions Trading Scheme (ETS). In various sectors (such as energy), the Government is also undertaking a range of other policies and measures that are contributing to reducing greenhouse gas emissions while achieving other policy goals.

Council responds to and plans for impacts of climate change as part of asset management practices by monitoring NIWA data in order to plan for and make adjustments to infrastructure where and when needed. Where adjustments are needed they are undertaken through New Works and/or Renewal/Replacement.

### 4.3.6. TOURISM

The Visitor Sector Action Plan is one of six action plans developed as part of the "Make Way for Taranaki" Regional Development Strategy. The action plan describes the current regional sector dynamic, growth objectives, challenges, opportunities and the actions required to achieve sector growth. It is anticipated that the Visitor Sector Action Plan will enable and support growth in the Stratford District Visitor Sector.

Council welcomes the Stratford District being seen as a visitor destination but is mindful that increases in visitor numbers may have an impact on infrastructure and the services it provides.

## Future Growth and Demand

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Anticipated impacts of the Visitor Sector Action Plan and any increases in visitor numbers on the Water Supply Activity and infrastructure are expected to include:

- Increased demand for water services
- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.

### 4.3.7. THE (DRAFT) STRUCTURE PLAN FOR STRATFORD

The SDC is currently undertaking a Structure Plan of the Stratford District, which is in response to an increased demand for residential development sites in Stratford. This 30 year Plan long term Strategy Plan will feed into the District Plan review and the Infrastructure Strategy, to ensure that the growth areas identified herein are duly catered for as and when required.

The Plan will identify key growth areas in Stratford, in addition to areas that lend themselves to in-filling. Rooding, Solid Waste Services, Water and Wastewater infrastructure will be planned to service these areas accordingly. Given its proximity and centrality to key employment generators and tourist areas in the New Plymouth and South Taranaki District, the creation of new and affordable residential lots is expected to support the growth forecast for the town. To facilitate this strategy, the Stratford District Council has led the creation of a quality and affordable subdivision to jumpstart the growth process and facilitate the development of quality affordable homes to the community. The uptake of the newly created lots was quick and has attracted homeowners from all parts of the Taranaki region as well as nationally.

### 4.3.8. REGULATORY CHANGES

The SDC regularly reviews regulatory changes that may or will affect the SDC water supplies. This primarily includes updates to resource consents and changes to drinking water legislation and standards. The recent three waters reform which included a suite of changes to legislation, standards, and compliance methodology

### 4.3.9. CUSTOMER NEEDS AND EXPECTATIONS

Council has indicated a desire to promote growth in Stratford by developing new residential subdivisions with sections serviced by municipal water supply and wastewater schemes. Inherently, this will have an effect on the Stratford water supply whereby water demand in these areas will increase. To alleviate these effects on the network, the secondary trunk main installed in 2022 has reduced the burden on the original trunk main and ensured acceptable supply and pressure to town, Council is evaluating the need for a third trunk main.

## 4.4. IMPROVEMENT PLAN

Table 18 - Future Growth Improvement Plan

Sub Section	Task	Due Date
4.3.1	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing water reticulation system.	On-going

## **5.0**

# **Levels of Service Performance**

## Levels of Service Performance

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### **5.0: LEVELS OF SERVICE PERFORMANCE**

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## Levels of Service Performance

### 5.1. OVERVIEW

Levels of Service (LoS) define the form and quality of service that the Stratford District Council provides to the community. They are the balance between what the community wants and what the community is willing to pay for.

Through asset management planning, the relationship between the LoS and the cost of service is determined. Once determined, the relationship is evaluated in consultation with the community to define the agreed LoS, which are then used to:

- Inform customers of the proposed LoS;
- Develop AM strategies to the deliver LoS;
- Develop targets to measure performance;
- Identify and evaluate the costs and benefits of services offered; and
- Enable customers to assess customer values such as accessibility, quality, safety, and sustainability.

The LoS section details legislative and regulatory requirements affecting the operation, management and LoS for the Water Supply activity and infrastructure assets. This section:

- Highlights the current LoS provided by the Stratford District Council;
- Defines the desired LoS for the future; and
- Outlines performance measures that will be used to monitor the delivery of the agreed LoS.

### 5.2. LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

LoS review is an on-going process which can be triggered by a variety of drivers. The development and review of the LoS will be undertaken following the process diagram in Figure 22 (Source: IIMM (2015)).

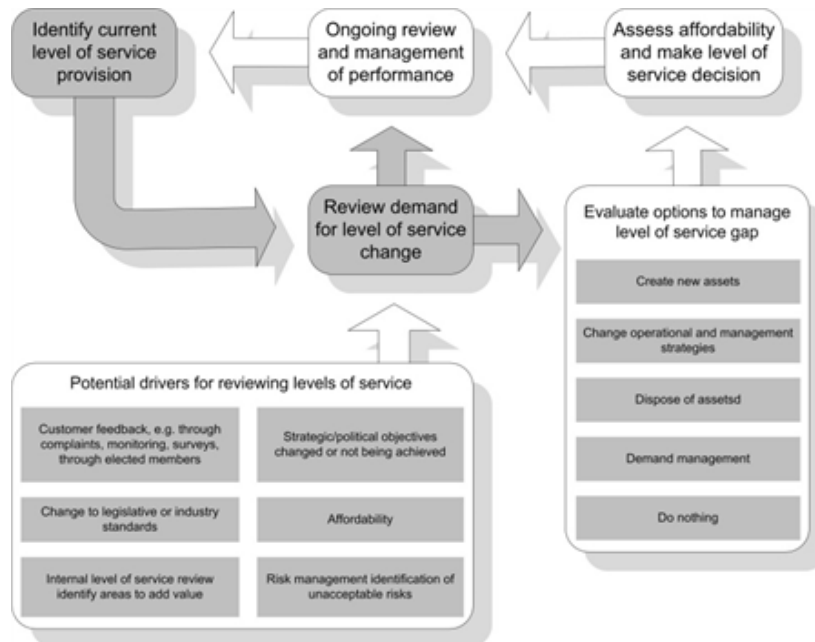


Figure 22 - Levels of Service Review Process

## Levels of Service Performance

### 5.4. PERFORMANCE MONITORING AND REPORTING

The Stratford District Council has committed to provide a safe and well-maintained water supply network that meets LoS expectations and regulatory requirements. To ensure these expectations and requirements are met, the Stratford District Council undertakes performance monitoring of water activities and infrastructure through the use of performance measures and key performance indicators (KPIs).

Performance measures and reporting enable Stratford District Council to identify how well it is delivering on the agreed LoS. Key Performance Indicators (KPI's) 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, also accessible to the public via the Council website; and
- the Long Term Plan, Annual Plan and Annual Report to our customers, key stakeholders and partners.

### 5.5. CURRENT PERFORMANCE

The Stratford District Council Water Supply infrastructure is required to provide all properties in the water supply zones with a constant, reliable, safe and sustainable supply of treated water. To ensure these expectations and requirements are met, the Council undertakes performance monitoring of the water activity and service it provides.

Performance monitoring is undertaken through the use of performance measures and key performance indicators (KPIs). Our current performance is monitored through the measures from two main sources:

- The Department for Internal Affairs (DIA) performance measures; and
- Internal performance measures

**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. While these measures, provided in Table 19, are set by the DIA, the targets and response times are set by SDC.

**The Internal/Other Performance Measures:** These are performance measures put in place by Council but are not considered mandatory. Council believes that including these performance measures allows the monitoring of items that add value to the customers of Council water supplies.

Table 19- DIA Performance Measures

	Level of Service	Performance Measure	Outcome Category
1.	Drinking Water Standards	<b>DWSNZ Bacterial compliance</b> 100% Compliance with Part 4 of the Drinking-water standards (bacteria compliance criteria)	DIA measure
2.		<b>DWSNZ Protozoal compliance</b> 100% Compliance with Part 5 of the Drinking-water standards (protozoal compliance criteria)	DIA measure
3.	Maintenance of Reticulation	<b>Water Loss</b> – The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this) is <25%.	DIA measure
4.	Response Times	<b>Urgent Response Times</b> - The performance measure targets for the median response time for urgent attendance and resolution	DIA measure



## Levels of Service Performance

Level of Service		Performance Measure	Outcome Category
5.		<ul style="list-style-type: none"> <li>Attendance for urgent call-out – 1 hour</li> <li>Resolution for urgent call-out – 8 hours</li> </ul>	DIA measure
		<p><b>Non-urgent Response Times</b> – The performance measure targets for the median response time for non-urgent attendance and resolution</p> <ul style="list-style-type: none"> <li>Attendance non urgent call-out – 2 working days;</li> <li>Resolution non urgent call-out – 5 working days</li> </ul>	
6.	<b>Customer Satisfaction</b>	<p><b>Number of complaints</b> - The performance measure target for customer satisfaction is &lt;32 per 1,000 complaints received for:</p> <ul style="list-style-type: none"> <li>Drinking Water Clarity;</li> <li>Drinking Water Taste;</li> <li>Drinking Water Odour;</li> <li>Drinking Water Pressure or Flow;</li> <li>Continuity of Supply;</li> <li>Council's response to any of these issues.</li> </ul>	DIA measure
7.	<b>Demand Management</b>	<p><b>Water Consumption</b> - The performance measure target for the average consumption of drinking water per day per resident within the district (in litres) is &lt;275L/resident/day.</p>	DIA measure

Table 20 - Internal / Other Performance Measures

Level of Service		Performance Measure	Outcome Category
8.	<b>Unplanned Disruptions</b>	<p><b>Unplanned Disruptions</b> - The performance measure target for disruptions.</p> <ul style="list-style-type: none"> <li>Minor disruptions (between 5 and 50 connections affected) is &lt;5;</li> <li>Major disruptions (more than 50 connections affected) it is &lt;2.</li> </ul>	SDC measure
9.	<b>Water Pressure</b>	<p><b>Water Pressure</b> - The performance measure target for water pressure at 50 properties within the water supply zone, including any that have complained about pressure and or flow meets council specifications (flow&gt;10l/min &amp; pressure&gt;350kpa) is 100%.</p>	SDC measure
10.	<b>NZFS Conditions</b>	<p><b>Fire Hydrants</b> – The performance measure targets the percentage of hydrants meeting the NZFS Code of Practice conditions regarding supply is 100%.</p>	SDC measure

### 5.5.1. DRINKING WATER STANDARDS (DWSNZ) TO DRINKING WATER QUALITY ASSURANCE RULES (DWQAR)

DWSNZ were measures introduced with the 2015-2025 Long Term Plan in alignment with the DWSNZ that came into force. These standards have now been superseded by the DWQAR 2021 and these measures are introduced to the 2024- 2034 Long Term Plan. The measures require compliance with bacterial and protozoal levels. The compliance performance measure target for 2024/2025 (as stated in the Long Term Plan) is 100% for all three water supplies.

Table 21, as per the Annual Report, presents performance targets for compliance with the DWQAR which were met in 2022/2023:

## Levels of Service Performance

Table 21 - Compliance with DWQAR

	2021/2022	2022/2023	Target
<b>Part 4 - Bacterial compliance criteria</b>			
Stratford	100%	100%	100%
Midhirst	100%	100%	100%
Toko	100%	100%	100%
<b>Part 5- Protozoal compliance criteria</b>			
Stratford	100%	100%	100%
Midhirst	100%	100%	100%
Toko	100%	100%	100%

To assist in increasing/maintaining performance in futures years, Council has proposed some **potential projects** for the future during the development of the LTP 2024/2034 including:

- Ensuring the Council continues to meet the Protozoal Compliance Criteria;
- Membrane Module replacement;
- Alternative Water Supply

**'Improve DWQAR Compliance'** - During the 2022/2023 year, the DWQAR Compliance performance target was achieved for all three water supplies. The Protozoal Compliance is a Taumata Arowai requirement; Council is externally audited by consultants and they have confirmed compliance with the DWQAR.

### **'Membrane Module Replacement'**

As discussed in previous sections, the Stratford water treatment plant was fully upgraded as a Membrane (Ultrafiltration) treatment plant in 2013. In order for this treatment system to remain effective in removing protozoa, the manufacturer recommends that the Membrane modules are replaced on a 10-yearly cycle. The original filters have exceeded their 10 year warranties and they were replaced under warranty when required. Council is committed to a programme of filter replacement and are currently purchasing 20 per year to replace any that fail.

### **'Alternative Water Source'**

The need to explore an alternative water supply source for the Stratford Township is mainly driven by Resilience - in the event that we are unable to source water for treatment from the Patea River. The Patea River, supported by the Konini Stream, is currently the main source of water supply for the Stratford Township.

Inability to source water from the Patea River may arise as a result of severe drought, poisoning, natural disaster or other extreme weather/climatic event.

The starting point is to commission a feasibility study to explore the alternative options available to us. A feasibility study is expected to provide information on groundwater conditions; water supply alternatives; other alternatives to extend supply (including storage), cost evaluations and recommendations, etc.

## Levels of Service Performance

### 5.5.2. MAINTENANCE OF THE RETICULATION SYSTEM

This is a measure continued for the 2024-2034 Long Term Plan. The performance measure target for the percentage of real water loss from the local authority's networked reticulation system is <25% and has been determined by Council as an appropriate figure (the description of the methodology used to calculate this is available). As illustrated below in Table 22, the levels of real water loss have both reduced and slightly increased from 2021/2022 but were achieved for Stratford Midhirst and Toko in 2022/2023. The average real water loss across all three supplies was less than 25% for both years as tabulated below.

Table 22 - Water Loss - Annual Report

	2021/2022	2022/2023	Target
<b>Water Loss</b>			
Stratford	10.8%	15.3%	<25%
Midhirst	13.9%	17%	<25%
Toko	27%	8.2%	<25%

### 5.5.3. RESPONSE TIMES

These measures were introduced with the 2015-2025 Long Term Plan and continues in the 2024-2034 Long Term Plan. The performance measure targets for the median response time for urgent attendance and resolution and non-urgent attendance and resolution in 2021/2022 and 2022/2023 are as detailed in Table 23:

Table 23 presents the median fault response time performance target for attendance and resolution of urgent and non-urgent callouts. The urgent response attendance time targets were not achieved in either 2021/2022 or 2022/2023, but the non-urgent response time targets were achieved both years.

Table 23 - Response Times; Urgent and Non-Urgent

	2021/2022	2022/2023	Target
<b>Urgent Response Times</b>			
Attendance (hrs:mins)	1 hr 04	2 hr 17	1:00
Resolution (hrs:mins)	3 hr 12	14 hr 01	8:00
<b>Non-urgent Response Times</b>			
Attendance (hrs:mins)	1 day 3 hrs 33	1 day 23 hrs 52	2 working days
Resolution (hrs:mins)	1 day 22 hrs 40	3 days:2 hrs 10	5 working days

### Customer Satisfaction

This was a measure introduced for the 2015-2025 Long Term Plan and continues in the 2024-2034 Long Term Plan. The performance measure target for customer satisfaction is <32 complaints per 1,000 residents /users received for:

- Drinking water clarity
- Drinking water taste
- Drinking water odour
- Drinking water pressure or flow

## Levels of Service Performance

- Continuity of supply
- Council's response to any of these issues

This is limited to properties supplied within the water supply zones. As illustrated below the performance target for complaints was achieved in both 2021/2022 and 2022/2023

Table 24 - Number of Complaints

	2021/2022	2022/2023	Target
No of Complaints	6.6	2.5	<32

### 5.5.4. DEMAND MANAGEMENT

This is a measure introduced for the 2015-2025 Long Term Plan and continues in the 2024-2034 Long Term Plan. The performance measure target for the average consumption of drinking water per day per resident within the district (in litres) is <275L/resident/day.

As illustrated below, performance targets were achieved in 2021/2022 and 2022/2023 where residents are connected to a Stratford District Council water supply.

Table 25 - Water Consumption

	2021/2022	2022/2023	Target
<b>Water Consumption</b>			
Average (L/person/day)	231.6	159	<275

### 'Water Conservation'

Over the 2021-2024 period of the 2021-2031 Long Term Plan capital projects were completed. A second trunk main was installed from the Stratford water treatment plant to Stratford town which has improved the resilience of water supply. Electronic water meters were installed where universal metering was implemented in 2020/2021 in Toko and Midhirst, and these meters allow Council to quickly identify leaks within private properties without laboriously reading mechanical meters. Pressure reducing valves were installed within Stratford township and in the event of a mains break on the eastern side of town the water lost before the leak is isolated is significantly reduced. The following Capital and Operational projects are planned.

- **Capital Projects:**
  - Installation of a new raw water delivery line and grit tank at the Stratford Water Treatment Plant.
  - Upgrading all water connections in Stratford with backflow prevention and installing electronic water meters.
- **Operational Projects:**
  - Calibration of Water Model (5 yearly); and
  - Leak detection survey (biennial).

The implementation of the '*Water Conservation*' project assists Council in achieving adequate LoS performance in future.

### 5.5.5. UNPLANNED DISRUPTIONS

This is a measure introduced for the 2015-2025 Long Term Plan and continues in the 2024-2034 Long Term Plan. The performance measure target for minor disruptions (between 5 and 50 connections affected) is <5 and for major disruptions (more than 50 connections affected) it is <2

## Levels of Service Performance

and have been determined by Council as appropriate figures after reviewing the water supply's historical performance.

As illustrated below, the performance targets for the minor unplanned disruptions were not achieved in 2022/2023 and the major unplanned disruptions were achieved in both 2021/2022 and 2022/2023.

Table 26 - Unplanned Disruptions

	2021/2022	2022/2023	Target
<b>Unplanned Disruptions</b>			
Minor	3	7	<5
Major	0	0	<2

### 'Water reticulation renewals'

Council currently has a water mains renewal programme targeting 'Everite' pipes in place, and as the renewals continue, the risk of unplanned disruptions reduces. Therefore, the continued implementation of the water mains renewal project will assist Council in achieving adequate LoS performance in future.

### 'Patea raw water main renewal'

Following the upgrade of the Stratford water treatment plant, condition assessment of other treatment assets has occurred. Recently, these assessments have found the existing Patea raw water main and grit tank to be in a very poor condition. The raw water main is due to be renewed, hence, the implementation of the '*Patea raw water main renewal*' this project will assist Council in continuing to achieve adequate LoS performance in future.

### 'Universal Water Metering – Stratford'

As previously outlined, Council is implementing universal electronic water metering throughout Stratford Township and upgrading the tobies to include backflow prevention. Once this work is complete all three water supplies will be metered and leaks within private property will be easily identified.

### 5.5.6. WATER PRESSURE

The performance measure target for 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) is 100%.

As illustrated in Table 27, In 2022/2023 the water pressure was tested at 50 properties within the Stratford District. All properties tested had 100% water pressure and achieved Level of Service requirements for water pressure.

Table 27 - Water Pressure

	2021/2022	2022/2023
Pressure Achieved	>350kpa	>350kpa
Properties Tested	50	50

## Levels of Service Performance

### 5.5.7. NZFS CONDITIONS

The performance measure target for hydrants meeting the NZFS Code of Practice conditions regarding supply is 100%. As illustrated below performance targets for the number of hydrants meeting compliance requirements was achieved in 2021/2022 and 2022/2023.

Table 28 - Fire Hydrants

	2021/2022	2022/2023
Compliance with NZFSCOP	>750 L/min	>750 L/min
Properties Tested	38	30

### 5.6. DESIRED PERFORMANCE

A summary of the Council's targets/ desired performance levels are presented in Table 31. This desire stems from the Council's resolve to maintain its delivery of the agreed levels of service and strengthen the community's confidence in the Council's ability to deliver excellent Water Service to the users.

The Council will take into account its Customer Charter in its provision quality service to all our customers. Council will rate its performance against the key performance indicators (KPI's) or targets as per Table 29 below.

Table 29 - Performance Rating Index

<b>Achieved</b>	Required actions have been completed and the intended level of service has been achieved, or Where a long-term level of service is targeted, the results for the year are in keeping with the required trend to achieve the intended level of service.
<b>Not Achieved</b>	Not all of the required actions have been undertaken, or The result for the year is less than the intended level of service, or Where a long-term level of service is targeted, the results for the year are contrary to the required trend to achieve the intended level of service.
<b>Not Applicable</b>	No action was required during the year.

### 5.7. IMPROVEMENT PLAN

Actions identified in this Section for improving management of the asset are as follows:

Table 30 - Levels of Service Performance Improvement Plan

Sub Section	Task	Due Date
5.4.4	<p><b>Review the demand management performance measure calculation</b></p> <p>A review of the values and assumptions used for future calculations will need to be agreed upon. With the universal water metering being installed this will provide a more accurate measure for demand management.</p>	June 2024

## Levels of Service Performance

Table 31 - Performance Measures - Trends and Targets

Level of Service	Performance Measure	Outcome Category	Trend			Current		Target			How Measured
			2020/21	2021/22	2022/23	2023/24	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Years 4-10 2028/29-34	
<b>Drinking Water Standards</b>	DWSNZ Part 4 - Bacterial compliance criteria	DIA Measure	Stratford – Ach - 100% Midhirst – Ach - 100% Toko – Ach - 100%	Stratford – Ach - 100% Midhirst – Ach - 100% Toko – Ach - 100%	Stratford – Ach - 100% Midhirst – Ach - 100% Toko – Ach - 100%	100% for all plants	100% for all plants	100% for all plants	100% for all plants	100% for all plants	Plant & reticulation performance records in water outlook. Includes water quality sampling programme records as well as any plant non-performances.
	DWSNZ Part 5 – Protozoal compliance criteria	DIA Measure	Stratford – Ach - 100% Midhirst – N/A Toko – N/A	Stratford – Ach - 100% Midhirst – Ach - 100% Toko – Ach - 100%	Stratford – Ach - 100% Midhirst – Ach - 100% Toko – Ach - 100%	100% for all plants	100% for all plants	100% for all plants	100% for all plants	100% for all plants	Plant & reticulation performance records in water outlook. Includes water quality sampling programme records as well as any plant non-performances.
<b>Maintenance of reticulation</b>	Water Loss	DIA Measure	– Ach – 21.5% average	Stratford – Ach – 10.8% Midhirst – Ach – 13.9% Toko – Not Ach - 27% 17.3% Average	Stratford – Ach – 15.3% Midhirst – Ach – 17% Toko – Ach – 8.2% 13.5% Average	<25%	<25%	<25%	<25%	<25%	Calculated annually as per NZWWA Water Loss Guidelines.
<b>Response Times</b>	Urgent Response - Attendance	DIA Measure	Ach – 31 mins	Not Ach – 1 hrs 04 min	Not Ach – 2 hrs 07 min	1 hour	1 hour	1 hour	1 hour	1 hour	Work order tracking/reporting through Council's asset management system.
	Urgent Response - Resolution	DIA Measure	Ach – 5 hrs 07 min	Ach – 3 hrs 12 min	Not Ach – 14 hrs 1 min	8 hours	8 hours	8 hours	8 hours	8 hours	

## Levels of Service Performance

Level of Service	Performance Measure	Outcome Category	Trend			Current		Target			How Measured
			2020/21	2021/22	2022/23	2023/24	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Years 4-10 2028/29-34	
	Non Urgent Response - Attendance	DIA Measure	Ach – 8 hrs 50 mins	Ach – 5 27 hrs 33 mins	Ach – 47 hrs 52 mins	2 working days	2 working days	2 working days	2 working days	2 working days	Work order tracking/reporting through Council's asset management system. Affected property numbers provided via GIS/Asset Management System
	Non Urgent Response - Resolution	DIA Measure	Ach – 17 hrs 26 mins	Ach – 46 hrs 40 mins	Ach – 74 hrs 10 mins	5 working days	5 working days	5 working days	5 working days	5 working days	
<b>Customer Satisfaction</b>	Total number of complaints received for: <ul style="list-style-type: none"> <li>• Drinking water clarity</li> <li>• Drinking water taste</li> <li>• Drinking water odour</li> <li>• Drinking water pressure or flow</li> <li>• Continuity of supply</li> <li>• Council's response to any of these issues expressed per 1000 connections to council's networked reticulation system.</li> </ul>	DIA Measure	Ach – 6 per 1000 connections	Ach – 6.6 per 1000 connections	Ach – 2.5 per 1000 connections	<32	<32	<32	<32	<32	Reporting against corporate CRM system.
<b>Demand Management</b>	Water Consumption in litres / day / resident (L/d/r)	DIA Measure	Ach – 181	Ach – 231	Ach – 159	<275	<275	<275	<275	<275	Calculated from production records ex SCADA/Water Outlook, deducting commercial users as per water meter records as well as any other non-residential use and losses (as per bench loss), divided by number of residential connections and average number of residents per property.



## Levels of Service Performance

Level of Service	Performance Measure	Outcome Category	Trend			Current	Target			How Measured	
			2020/21	2021/22	2022/23	2023/24	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27		Years 4-10 2028/29-34
<b>Unplanned Disruptions</b>	Minor	SDC Measure	Not Ach - 6	Ach - 3	Not Ach - 7	<5	<5	<5	<5	<5	Work order tracking/reporting through Council's asset management system. Affected property numbers provided via GIS/Asset Management System
	Major	SDC Measure	Ach - 0	Ach - 0	Ach - 0	<2	<2	<2	<2	<2	
<b>Water Pressure</b>	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). (Council Measure)	SDC Measure	Ach - 100%	Ach - 100%	Ach - 100%	100%	100%	100%	100%	100%	Pressure and flow to be measured at a minimum of 50 properties per annum.  Test results recorded by handheld device directly into asset management system against property's point of supply.  Where test at tap inside property fails, test will be repeated at point of supply (toby/meter box) to isolate problems with private pipework from public network. Customer is advised if problem with internal plumbing.
<b>Fire Hydrants</b>	Fire hydrants meet NZFS Code of Practice conditions regarding supply. (Council Measure)	SDC Measure	Ach - 100%	Ach - 100%	Ach - 100%	100%	100%	100%	100%	100%	Flow & pressure testing carried out by council contractor and or NZ Fire Service to NZ Fire Fighting Code of Practice standards.

*Ach - Achieved; P/Ach - Partly Achieved; N/Ach - Not Achieved; N/A - Not Applicable*

## **6.0**

# **Strategic Assessment**

## Strategic Assessment

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### 6.0: STRATEGIC ASSESSMENT

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## Strategic Assessment

### 6.1. OVERVIEW

The 'Strategic Assessment' section presents an assessment of the need for investment against strategic outcomes. It defines the problems facing the Stratford District Council; highlights the investment projects necessary to address these problems and the benefits of each identified investment project.

### 6.2. BUSINESS CASE

Section 17A of the Local Government Act (LGA) 2002 requires the local authority to 'review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good quality local infrastructure, local public services and performance of regulatory functions'.

### 6.3. PROBLEM STATEMENTS

Between November 2023 and January 2024, Council staff prepared business cases to support the projects presented for consideration in the Long Term Plan (LTP) process. The purpose was to seek elected members direction regarding some capital projects being proposed in the 2024-2034 LTP.

The business cases included an assessment of each project identified in addition to the project's:

- Strategic alignment;
- Alternative options;
- Funding sources;
- Efficiency improvements (where applicable);
- Community outcomes alignment;
- Costings verification; and
- Risk identification.

After a series of meetings, Elected Members considered the information and provided the necessary direction - in some cases modifying or removing the proposed projects from the programme. The key problem statements are:

- Water Infrastructure Upgrade;
- Treated Water Supply Capacity Increase;
- Emergency Water Supply; and
- Alternative Water Supply.
- Backflow prevention;
- Resource consent Renewal;
- Improvement to the reticulation system; and
- Universal Water Metering.

#### 6.3.1. WATER INFRASTRUCTURE UPGRADE

Resiliency analysis has identified the fragility of the current grit tank and raw water delivery line at the Stratford Water Treatment Plant due to its condition and age.

This project is primarily driven by the need to upgrade key water supply infrastructure to the Stratford Water Treatment Plant to maintain the reliability and resilience of Stratford's water treatment system.

Constructing the new raw water delivery line and grit tank will improve the security and quality of raw water supply to the water treatment plant which will reduce the operational risk from use of aged intake infrastructure and enhance pretreatment capabilities to safeguard treatment processes.

This project will also ensure compliance with Council's water extraction consent conditions and the National Policy Statement for Freshwater Management. Upgrading this critical infrastructure will ensure Stratford can continue delivering safe, secure, high quality drinking water to its residents and businesses into the future.

## Strategic Assessment

### 6.3.2. TREATED WATER SUPPLY CAPACITY INCREASE

Resiliency analysis has identified that due water flow paths within the current reticulation infrastructure the water supply to the southern and western side of Stratford can be reduced during periods of high demand.

Constructing a new trunk main route across farmland to supply the southern and western side of Stratford town will increase supply capacity in the towns treated water supply to support future residential and commercial growth in southern subdivisions inline with Council's land use priorities and supports Council's obligations around supplying capacity for projected growth and demand.

A new trunk main will allow more equitable distribution of water supply and improve the flow path of water to these down pipe zones in the southwestern area of Stratford town and proactively addresses forecast increases in water demand before capacity deficits occur.

### 6.3.3. EMERGENCY WATER SUPPLY

Resiliency analysis has identified approximately 3 days of water supply in the current Stratford reservoirs would be available if there were any incidents that rendered the raw water intake unusable. Council Officers have identified an additional 4,500m<sup>3</sup> water reservoir to be the solution.

The Stratford reservoir will provide an additional day of water supply in the event of failure of the water intake and ensure critical clean, safe drinking water for residents, and also process water for industry in Stratford.

The Midhirst reservoir, depending on its size, will add several additional days storage for Midhirst in case of prolonged discolouration in the water source causing prolonged water treatment plant shutdown, or if the existing reservoir or associated infrastructure fails.

Backup supplies will provide critical contingency for provision of drinking water and industrial process water to Stratford District's residents and businesses during crisis events.

Planning for both steady-state and unexpected population growth and economic development across Stratford district by proactively adding storage capacity to meet future water security needs. Having reliable and sufficient water capacity signals Stratford's readiness for residential, commercial and industrial growth, providing confidence for investments and growth planning.

### 6.3.4. ALTERNATIVE WATER SUPPLY SOURCE FOR STRATFORD

The Patea River, supported by the Konini Stream, is currently the main source of water supply for the Stratford Township, the need to explore an alternative water supply source for the Stratford township is mainly driven by Resilience in the event that Council is unable to source water for treatment from the Patea River or Konini Stream.

Inability to source water from the Patea River or Konini Stream may arise as a result of severe drought, poisoning, damaged water intake or delivery line infrastructure, natural disaster or other extreme weather/climatic event. A groundwater bore would add resilience to the water supply should any of these events occur.

The recommendation has been made to commission a feasibility report for future proofing of water supply for Stratford. The recommendation of the feasibility study will if implemented provide redundancy in the water supply source to this critical service and in turn allow Council to perform its duties and responsibilities under the Local Government Act to the people of Stratford township.

### 6.3.5. BACKFLOW PREVENTION

Risk analysis has identified a contamination risk to Council's potable water supply during a backflow event likely caused by mains breaks or high demand events. Currently only commercial properties have backflow prevention installed and to ensure the supply of safe drinking water to all customers Council is committed to upgrading all boundary connections to have a single stage backflow prevention device as standard.

## Strategic Assessment

Installation of these backflow preventers will ensure Council continues to supply safe drinking water to all customers irrespective of mains break events that occur within the reticulation network.

### 6.3.6. RESOURCE CONSENT RENEWAL;

This process is required to satisfy the requirements of the Resource Management Act (1991) for expiring consents. The Council currently takes water from the Te Popo Stream under an authorisation consent from the Taranaki Regional Council, which expired in June 2021.

This resource consent renewal process has commenced, and it is expected to take 12 to 18 months to complete in conjunction with stakeholders and regulatory authority. Supporting documentation will need to be commissioned and submitted to the TRC. At the completion of this process, the Council will be able to continue to lawfully take water from the Te Popo Stream to continue supplying the residents of Midhirst.

### 6.3.7. IMPROVEMENT TO RETICULATION SYSTEM

Analysis has identified rider mains represent a cost effective way of distributing water within the reticulation network and Council will continue to implement these pieces of infrastructure where identified as offering benefit to customers water supply.

### 6.3.8. UNIVERSAL WATER METERING

Universal Water Metering is considered a major option in addressing the water use efficiency and conservation issue, which is driven by many factors including:

- Resource Consent through the Regional Council as the issuing authority of our Resource Consent and via Iwi, as a key Affected Party to our consent renewals as documented in Iwi Management Plans.
- Minimisation of water loss - Bench loss, a key performance measure monitored by the Department of Internal Affairs (DIA) through System Adequacy;
- Spare capacity for future growth - with water metering comes more efficient use of existing water resources;
- Fairness in water tariff system - Inequality currently exists where a household uses more than its intended allocation of 250m<sup>3</sup>.

## 6.4. OUR BENEFIT STATEMENTS

The Council has identified projects, as described in Section 6.3, to address the problems in delivering water supply services in a safe and environmentally friendly manner and at the agreed level of service to the community. The benefits of implementing these projects are presented in Table 32 below.

Table 32 - Problems, Projects and Benefit Statements

Problem Statements	Identified Projects	Benefit Statements
<b>Problem Statement 1 -</b> Water Infrastructure Upgrade	Construct of a new raw water intake line and grit tank for the Stratford Water Treatment Plant	This project is primarily driven by the need to upgrade key water supply infrastructure to maintain the reliability and resilience of Stratford's water treatment system. Constructing a new raw water intake line and grit tank will: <ul style="list-style-type: none"> <li>• Improve security and quality of raw water supply to the water treatment plant</li> <li>• Reduce operational risks from use of aged intake infrastructure</li> <li>• Enhance pretreatment capabilities to safeguard treatment processes</li> </ul>

## Strategic Assessment

Problem Statements	Identified Projects	Benefit Statements
		<ul style="list-style-type: none"> <li>Provide resilience to ensure uninterrupted water supply during maintenance/outages/natural events</li> <li>Support continuity and growth of water supply capacity long-term</li> <li>Ensure compliance with extraction consent conditions and NPSFM 2020</li> </ul> <p>Upgrading these critical assets will ensure Stratford can continue delivering safe, secure, high quality drinking water to its residents and businesses into the future.</p>
<p><b>Problem Statement 2 - Treated Water Supply Capacity Increase</b></p>	<p>Construct a new trunk main for future southern subdivisions</p>	<p>This project is primarily driven by the need to increase capacity in the city's treated water supply to support future residential and commercial growth in southern subdivisions. Constructing a new trunk main will help optimize water delivery and use for the following reasons:</p> <ul style="list-style-type: none"> <li>It will provide infrastructure needed to enable development of planned southern subdivisions in line with council's land use priorities.</li> <li>It supports council's obligations around supplying capacity for projected growth and demand.</li> <li>It allows for more equitable distribution of water supply costs across present and future users.</li> <li>It improves the flow path and therefore supply of water to the southwestern area of town.</li> <li>It proactively addresses forecast increases in water demand before capacity deficits occur.</li> </ul> <p>The new infrastructure will be designed and built in ways that also promote sustainable use of water resources over the long term.</p>
<p><b>Problem Statement 3- Emergency Water Supply</b></p> <ul style="list-style-type: none"> <li>Additional water storage at the Stratford Water Treatment Plant</li> <li>Capacity Issues;</li> <li>Criticality</li> </ul>	<p>Construct new water reservoirs in Stratford, Toko and Midhirst</p>	<p>This project is primarily driven by the need to improve resilience and continuity of Stratford District's water supply system to ensure reliable delivery of safe clean drinking water. New water reservoirs will specifically support:</p> <ul style="list-style-type: none"> <li>An additional day of water storage capacity in Stratford to mitigate risks from potential failure at the existing water intake site and treatment plant.</li> <li>Several additional days storage for Midhirst in case of prolonged discolouration in the water source causing prolonged water treatment plant shutdown.</li> <li>This backup supply will provide critical contingency for provision of drinking water and industrial process water to Stratford District's residents and businesses during crisis events.</li> <li>Planning for both steady-state and unexpected population growth and economic development across Stratford district by proactively adding storage capacity to meet future water security needs.</li> </ul> <p>Reliable and sufficient water capacity signals Stratford's readiness for residential, commercial and industrial growth, providing confidence for investments and growth planning.</p>

## Strategic Assessment

Problem Statements	Identified Projects	Benefit Statements
<p><b>Problem Statement 4 - Alternative Water Supply</b></p> <ul style="list-style-type: none"> <li>Resilience;</li> <li>Criticality</li> <li>Water quantity and quality in the Patea River and Konini Stream</li> </ul>	<p>Commission a feasibility report to explore the alternative water supply options available for the Patea River/Konini Stream Water Take</p>	<ul style="list-style-type: none"> <li>Provide redundancy in the water supply source to this critical service; and in turn</li> <li>Allow the Council to continue to perform its duties and responsibilities, under the Local Government Act, to the people of Stratford</li> </ul>
<p><b>Problem Statement 5 - Backflow Prevention</b></p> <ul style="list-style-type: none"> <li>Drinking Water quality</li> <li>Public Health Risk Water Supply Bylaw Implementation</li> </ul>	<p>Implement a Backflow Prevention campaign for all properties identify as being at risk of contaminating their water supply.</p>	<p>This project primarily for health and safety purposes and is being achieved in conjunction with the universal water metering project. It is driven by the requirements of Section 18 of Council's Water Supply Bylaw, which requires a backflow prevention device be installed where there is a risk of contamination entering the potable water supply through backflow or syphoning.</p> <p>Once implementation is complete, the Council can be sure that the risk of contamination as a result of backflow or syphoning is minimised. This risk is part of the corporate Risk Register that must be minimised by Council for the health and safety of its residents.</p>
<p><b>Problem Statement 6 - Resource Consent Renewal</b></p> <ul style="list-style-type: none"> <li>Criticality</li> <li>Water take and distribution;</li> </ul> <p>Public Health</p>	<p>Undertake to renew the Expired Resource Consent to take water from the Te Popo Stream at Midhirst. This consent expired in June 2021.</p>	<p>This process is required to satisfy the requirements of the Resource Management Act (1991) for expiring consents. The Council currently takes water from the Te Popo Stream under an authorisation consent from the Taranaki Regional Council, which expired in June 2021.</p> <p>This resource consent renewal process has commenced and it is expected to take 12 to 18 months to complete in conjunction with stakeholders and regulatory authority. Supporting documentation will need to be commissioned and submitted to the TRC for</p> <p>At the completion of this process, the Council will be able to continue to take water from the Te Popo Stream to supply the residents of Midhirst.</p>
<p><b>Problem Statement 7 -</b></p> <ul style="list-style-type: none"> <li>Improvements to the reticulation network</li> </ul>	<p>Continue with the Implementation of rider mains in the water network</p>	<p>Rider mains represent a cost-effective way of distributing water within the network</p>
<p><b>Problem Statement 8 - Universal Water Metering</b></p>	<p>Implement Universal Water metering including electronic water meter reading to all properties in the district connected to the</p>	<ul style="list-style-type: none"> <li>The optimisation of water use and consumption to ensure and support spare capacity for future growth etc.</li> <li>Compliance with council's water take resource consent;</li> <li>Equity in water tariff system; and most importantly,</li> <li>Reduction in water loss and revenue through leakages and the achievement of Department of Internal Affairs (DIA) requirements;</li> <li>Extension of water assets life;</li> </ul>



## Strategic Assessment

Problem Statements	Identified Projects	Benefit Statements
	Council's water reticulation system.	<ul style="list-style-type: none"><li>• Associated reduction in the costs and requirement for wastewater treatment systems to the Council;</li><li>• Effective identification of high water-use areas</li></ul>

# **7.0 Lifecycle Management**

## Lifecycle Management

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### **7.0: LIFECYCLE MANAGEMENT**

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## Lifecycle Management

### 7.1. OVERVIEW

Lifecycle Asset Management focuses on management options and strategies to minimise risks to assets, and any potential risk of assets. It considers all relevant consequences from initial planning through to renewal, replacement, disposal or rationalisation of assets.

Lifecycle Asset Management acknowledges that assets are always in a state of decay and their useful life is primarily influenced by;

- Physical characteristics
- Operating environment
- Customer requirements



Figure 23 - Lifecycle Asset Management

Lifecycle Asset Management enables Stratford District Council to identify issues, determine appropriate response options and identify strategies and programmes for response to identified issues/opportunities in order to deliver Levels of Service and achieve both asset and organisational goals and objectives.

The Lifecycle Asset Management section contains current Stratford District Council procurement and contractual arrangements and the prioritisation of works:

- That meets the short and long term needs of our community;
- That offers value for money; and
- In a sustainable manner to the least whole-of-life cost.

This section presents a detailed plan of prioritised work over a 10-year planning period in response to the problem and benefit statements highlighted in this AMP. It presents Council's practices and projects to maintain the water assets over its lifecycle through Council's:

- Procurement Policy;
- Management Strategies;
- Contractual Arrangements;
- Programme Business Case for the next 10 years;
- Disposal Strategy; and
- Planning for Improvement

At the time of writing this WAMP, the costs and financial projections were accurate; however changes are expected upon finalisation of the LTP 2024/2034.

### 7.2. PROCUREMENT POLICY

Procurement for the purpose of implementing projects identified in the work programmes are undertaken in accordance with the Council's Procurement Policy. The Council's Procurement Policy for the purpose of procuring goods works and services is aimed at ensuring that Council:

- Achieves the right outcomes and value for money;
- Manages risk while allowing staff to exercise business judgement and be innovative;
- Demonstrates fairness;
- Reflects best management practice; and
- Has a local procurement policy applying to works with a monetary value up to a limit prescribed by Council.

All personnel involved in procurement procedures are required to maintain the confidentiality of the process. The Council, as a public entity, must act fairly and consistently, in accordance with relevant legislation.

## Lifecycle Management

### 7.3. MANAGEMENT STRATEGIES

The overall management of infrastructure will be driven through strategies aimed at:

- Complying with the legislative and strategic requirements;
- Meeting customer expectations and agreed levels of service; and
- Delivering value for money for ratepayers, funding partners and the Council.

These strategies as presented in Figure 24, are either under review or currently being developed.



Figure 24 – Water Supply Asset Management Strategies

## Lifecycle Management

### 7.4. CONTRACTUAL ARRANGEMENTS

The Stratford District Council has in place contractual agreements for the delivery of the agreed levels of service. Service is delivered through three main contractual agreements relating to:

- Physical Works;
- Treatment Plant Operations; and
- Maintenance Contracts

Physical Works are mainly covered by the Maintenance Contract. However, where it is not covered, this service is procured in accordance with Stratford District Council's Procurement Procedures.

The Council is responsible for the operation of all three treatment plants and has a Services Maintenance Contract which covers an initial period of 3 years from 1 July 2019 and originally expired on 30 June 2022, but was extended an additional 2 years till 30 June 2024. It is a three year service delivery Contract with two rights of renewal of two years each for the continued operation and maintenance of the Stratford District Council's Water Supply, Wastewater and Stormwater Services.

### 7.5. PROGRAMME BUSINESS CASE

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in Tables 35 below and shows the identified projects that are proposed to address the identified problems in presented in Section 6 of this report and achieve the DIA and Internal/Other performance measures as per Section 5.

The identified projects are grouped under three main categories of:

- Operations/Maintenance works;
- Renewal/Replacement works; and
- Level of Service Improvements.

The prioritisation of planned maintenance, renewal/replacement and capital projects is based on:

- Level of Service requirements;
- Criticality and risk assessment associated with investment levels that potentially change the level of service;
- Age and condition of the infrastructure; and
- Budgetary constraints.

These key outcomes have been considered for each activity at an asset group level.

#### 7.5.1. OPERATION AND MAINTENANCE

Management strategies provide how the asset will be operated and maintained on a day-to-day basis to consistently achieve optimum use. A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance (ready response).

Operating budgets are detailed in the Financial Forecasts Section of this document.

The operation and maintenance of assets is undertaken through:

- **Routine Maintenance** - The Day to day maintenance which is required on an on-going basis and is budgeted for under the Services Maintenance Contracts as "key tasks" ;
- **Planned Maintenance** - Non day-to-day maintenance which is identified in advance and is incorporated into a maintenance budget for a certain time period; and
- **Ready Response** - Maintenance that is unexpected and necessary to continue operation of the service.

The previous expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 25. The planned works are presented in Table 33 below.

## Lifecycle Management

Table 33 – Identified Projects and Performance Measures

Work Category	Identified Projects	Performance Measures							
		DW/SNZ Compliance	Water Loss	Response Times	Unplanned Disruptions	Demand Management	Customer Satisfaction	Water Pressure	NZFS Conditions
Operations/ Maintenance	Midhirst emergency supply		✓			✓	✓		✓
	Toko bore review (new bore/aquifer review/upgrades)	✓				✓	✓		✓
Renewal/Replacement	Water reticulation renewals (hydrants, laterals, meters, and streetwork mains)		✓		✓		✓		✓
	Stratford Grit tanks	✓	✓		✓	✓			
	reservoir cleaning				✓	✓			
	Toko bore review	✓			✓			✓	
	Treatment plants general infrastructure renewal	✓				✓	✓		
	infrastructure general	✓				✓	✓		
	Membranes	✓				✓			
	Midhirst Resource Consent	✓							✓
	Toko Resource Consent	✓							✓
	Fluoride plant upgrade	✓							
Level of Service Improvements	Universal metering and electronic meter reading		✓			✓			
	Stratford new Reservoir	✓				✓	✓		✓

## Lifecycle Management

Work Category	Identified Projects	Performance Measures							
		DWSNZ Compliance	Water Loss	Response Times	Unplanned Disruptions	Demand Management	Customer Satisfaction	Water Pressure	NZFS Conditions
	Toko new Reservoirs	✓				✓	✓		
	Midhirst new Reservoir	✓				✓	✓		
	New 300mm second trunk main south					✓		✓	
	Backflow prevention assessment and installations	✓			✓		✓		
	street work rider mains				✓				
	Reticulation modelling		✓	✓		✓			
	Automated reticulation monitoring	✓		✓	✓				
	New Patea crossing for old trunkmain		✓		✓				✓
	alternative power supply for Midhirst and Toko	✓				✓			
	Stratford Bore	✓				✓	✓		✓
	Fuel Tank for Generator				✓	✓	✓		

Table 34 - Planned Operation and Maintenance Works

Project	2024/25	2025/26	2026/27	2027-2034
Feasibility study on Midhirst emergency supply			\$200,000	
Feasibility study on Toko supply		\$20,000	\$200,000	

**Problem Statement** Midhirst water treatment plant lacks an emergency supply in the event of long term failure of the plant or reservoir.

Toko bore is noted to have methane and is currently possibly linked to the stream, requiring additional treatment

**Benefits of investment** Allow us to meet levels of service in the event of an emergency in Midhirst and allows for more growth.

Ensures water quality in Toko supply meets with QARs, may reduce further treatment requirements



## Lifecycle Management

Consequences of non-investment Potential loss of water supply to residents during emergency events

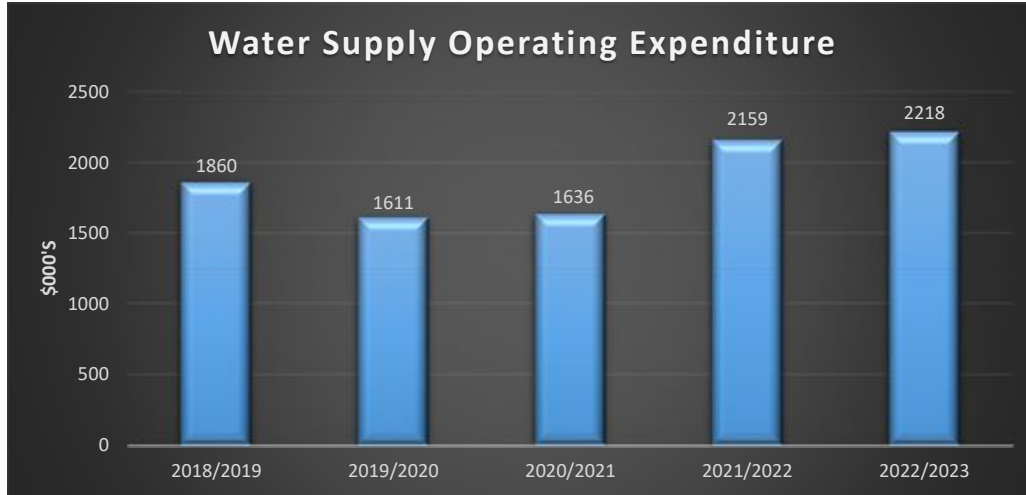


Figure 25 - Operation and Maintenance Expenditure Trends

### 7.5.2. RENEWAL/REPLACEMENT

Renewal is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to its original capacity is new asset expenditure. Assets identified for renewal are typically:

- Near or beyond the end of their expected life
- Have known condition and / or performance deficiencies
- Have both known deficiencies and are of a critical nature

The previous expenditure figures for assets renewal / replacement, as detailed in the Annual Plan, are presented in Figure 26. The planned works are presented in Table 3 below.

A 10-year Replacement Profile is provided in Figure 27.

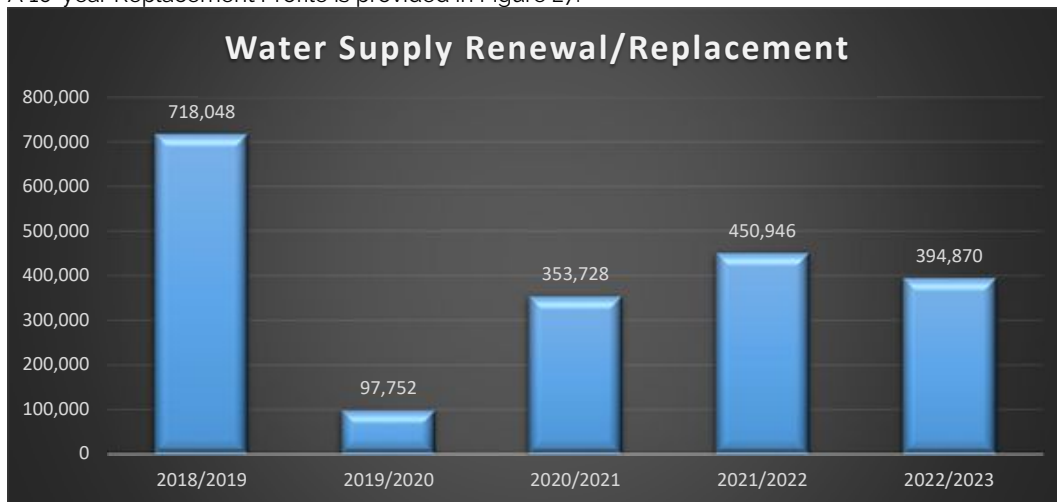


Figure 26 - Renewal/Replacement Expenditure Trends

## Lifecycle Management

**Table 35 - Planned Renewal /Replacement Works**

Project	2024/25	2025/26	2026/27	2027-2034
<b>Water reticulation renewals (total)</b>	<b>(\$250,000)</b>	<b>(\$175,000)</b>	<b>(\$200,000)</b>	<b>(\$1,720,000)</b>
- Hydrants	\$0	\$25,000	\$0	\$100,000
- Laterals	\$50,000	\$0	\$50,000	\$150,000
- Meters	\$0	\$0	\$0	\$420,000
- Mains	\$200,000	\$0	\$0	\$0
- General Infrastructure	\$0	\$50,000	\$50,000	\$350,000
- Supply infrastructure	\$0	\$100,000	\$100,000	\$700,000

Problem Statement                      LoS Performance (unplanned disruptions) targets are currently not met.

Benefits of investment                  Project will assist Council in achieving adequate LoS performance in future.

Consequences of non-investment      Risk of an increase in unplanned disruptions causing Council to not meet LoS Performance targets.

Project	2024/25	2025/26	2026/27	2027-2034
<b>Reservoir cleaning (all reservoirs)</b>	<b>\$60,000</b>			<b>\$60,000</b>

Problem Statement                      Preventative maintenance required to maintain acceptable LoS Performance (customer satisfaction).

Benefits of investment                  Project will assist Council in maintaining adequate LoS performance in future.

Consequences of non-investment      Risk of an increase in customer taste and odour complaints causing Council to not meet LoS Performance targets.

Project	2024/25	2025/26	2026/27	2027-2034
<b>Toko new raw water source</b>		<b>\$100,000</b>		

Problem Statement                      Raw water source quality issues currently experienced affecting plant performance and taste/odour complaints.

Benefits of investment                  Plant optimisation and a reduction in aesthetic issues for the Toko water supply.

Consequences of non-investment      Risk of Council not meeting LoS Performance targets.

Project	2024/25	2025/26	2026/27	2027-2034
<b>Stratford Water Treatment Plant Membranes</b>				

Problem Statement                      Original supplier went out of business, more replacement membranes are required both to replace failed ones and as emergency spares

Benefits of investment                  To ensure there are enough membranes to treat the water in Stratford

Consequences of non-investment      Possible disruption to Stratford supply, Not meeting LoS Performance targets or legislative requirements

Project	2024/25	2025/26	2026/27	2027-2034
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## Lifecycle Management

<b>Stratford fluoride plant safety upgrades</b>					
Problem Statement	Current fluoride plant doesn't meet the new guidelines for safety released by water NZ				
Benefits of investment	To ensure safety of supplied drinking water and remove chance of overdosing fluoride				
Consequences of non-investment	Risk of harm to the community, potential liability for council.				
Project	2024/25	2025/26	2026/27	2027-2034	
<b>Stratford Grit Tanks</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>			
Problem Statement	The Council has identified the need to replace the 100+ year old grit tanks and raw water delivery line				
Benefits of investment	To ensure the sole source of water for Stratford has resilience and can continue to function				
Consequences of non-investment	Current status quo is not viable due to the age and state of the existing grit tanks and raw water line				

## Lifecycle Management

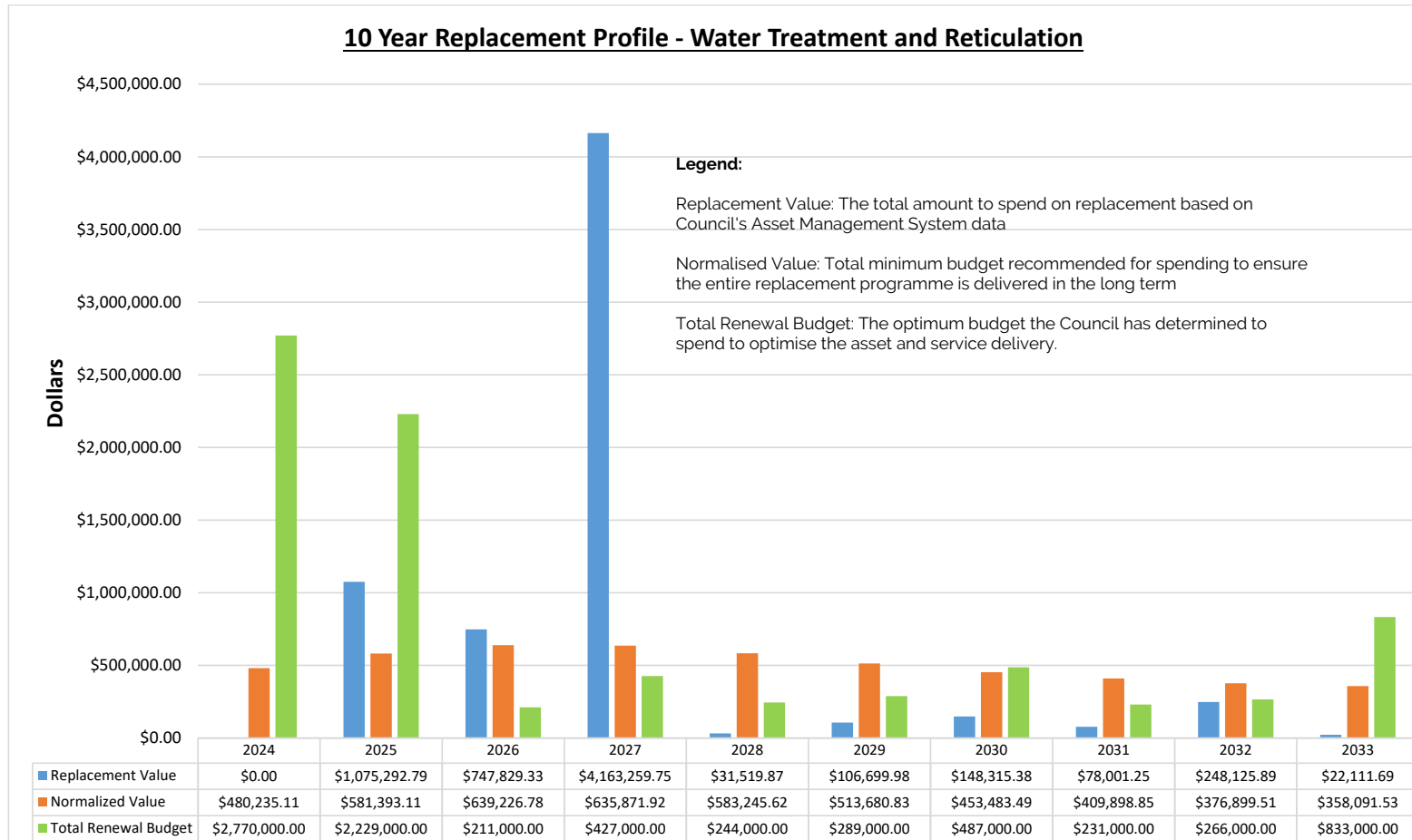


Figure 27 - 10-year Water Replacement Profile

## Lifecycle Management

### 7.5.3. LEVEL OF SERVICE IMPROVEMENTS

The previous expenditure figures for level of service improvements, as detailed in the Annual Plan, are presented in Figure 28; the planned works are presented in Table 36 below.

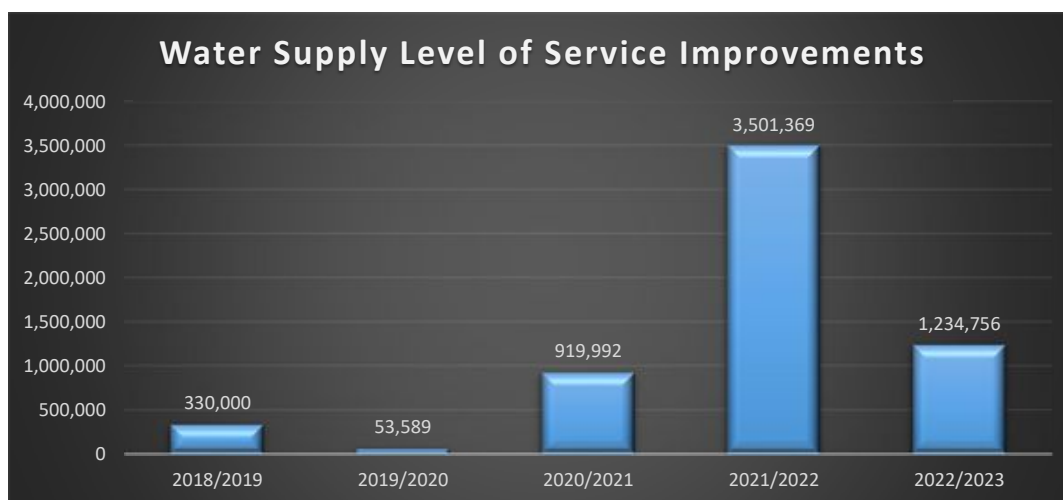


Figure 28 - Levels of Service Improvement Expenditure - Annual Report

Table 36 - Planned Level of Service Improvement Works

Project	2024/25	2025/26	2026/27	2027-2034
<b>Universal water metering</b>	<b>\$1,147,000</b>			

**Problem Statement** LoS Performance (demand management) targets are currently difficult to attain. Resource consent (water permit) conditions require some form of water conservation to be implemented.

**Benefits of investment** Assists Council in reducing water loses aiding in meeting demand management performance targets and resource consent conditions.

**Consequences of non-investment** Risk of continued non-performance against agreed LoS Performance, issuing of infringement notices, and/or non-renewal of resource consent to take water.

Project	2024/25	2025/26	2026/27	2027-2034
<b>New reservoir for Stratford</b>				<b>\$7,000,000</b>

**Problem Statement** Total storage for water supply is around two days.

**Benefits of investment** Project will assist Council in maintaining adequate LoS performance in future by increasing the storage capacity of the water supply.

**Consequences of non-investment** Without an additional reservoir Stratford would have only two days reserve in an emergency, potentially less as Stratford's population grows.

Project	2024/25	2025/26	2026/27	2027-2034
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## Lifecycle Management

<b>Midhirst new reservoir</b>					\$7,000,000
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**Problem Statement** Midhirst's existing reservoir was noted to be not seismically sound, and could fail in the event of a natural disaster

**Benefits of investment** Project will assist Council in maintaining adequate LoS performance in future by ensuring the security of the Midhirst water supply.

**Consequences of non-investment** Risk of Council not meeting LoS Performance (unplanned disruption) targets.

Project	2024/25	2025/26	2026/27	2027-2034
<b>Toko new reservoirs (total)</b>	(\$20,000)			(\$155,000)
- <b>Reservoir 4</b>	\$20,000			\$5,000
- <b>Reservoir 5 and extra land</b>				\$150,000

**Problem Statement** Toko currently has approximately 2 days worth of storage.

**Benefits of investment** Each additional tank will provide approximately 16 hours of storage. Project will assist Council in maintaining adequate LoS performance in future by ensuring the security of the Toko water supply.

**Consequences of non-investment** Risk of Council not meeting LoS Performance (unplanned disruption) targets.

Project	2024/25	2025/26	2026/27	2027-2034
<b>Streetwork ridermains renewals - Stratford</b>	<b>\$100,000</b>			

**Problem Statement** As rider mains come to the end of their asset lives, these are renewed and funded from reserves.

**Benefits of investment** To continue to perform at the required level of service

**Consequences of non-investment** Loss of water supply to affected properties.

Project	2024/25	2025/26	2026/27	2027-2034
<b>Third trunk main</b>				<b>\$200,000</b>

**Problem Statement** The Council has identified the need for a third trunk main to the south of town, to increase resiliency and pressure.

**Benefits of investment** This would allow for further investment and growth in the south of Stratford

**Consequences of non-investment** Loss of supply or diminished supply to affected properties

Project	2024/25	2025/26	2026/27	2027-2034
<b>Backflow prevention assessment and installations</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$105,000</b>

## Lifecycle Management

**Problem Statement** To align with the Water Services Act 2021 and the Quality Assurance Rules 2022 backflow prevention must be backflow prevention when there is a risk of backflow, and these must be registered and inspected regularly.

**Benefits of investment** Ensures legislative compliance and the safety of water

**Consequences of non-investment** Non compliance with legislation and potential liability

Project	2024/25	2025/26	2026/27	2027-2034
<b>Water Reticulation Modelling</b>		<b>\$100,000</b>		<b>\$100,000</b>

**Problem Statement** The current water reticulation model has not been updated since 2017 in which time multiple changes have occurred to the supply.

**Benefits of investment** To ensure effective model of water to show potential leaks and inefficiencies.

**Consequences of non-investment** Increased risks of leaks, burst pipes, and insufficient supply.

Project	2024/25	2025/26	2026/27	2027-2034
<b>Automated reticulation monitoring</b>				<b>\$450,000</b>

**Problem Statement** Current reticulation monitoring takes time and requires specialised people to do the testing

**Benefits of investment** Automated monitors in the reticulation would reduce staff time needed to test, while also allowing for quicker reactions

**Consequences of non-investment** Further staff and contractor time required for testing

Project	2024/25	2025/26	2026/27	2027-2034
<b>New Patea crossing for old trunk main</b>				<b>\$4,000,000</b>

**Problem Statement** The current Patea River crossing is under the bed of the river making maintenance and leak detection near impossible

**Benefits of investment** Would ensure access for maintenance both proactive and reactive.

**Consequences of non-investment** Decreased ability to maintain and repair trunk main, leaks may occur without our knowledge potentially affecting the water way

Project	2024/25	2025/26	2026/27	2027-2034
<b>Alternative power supply for Midhirst and Toko</b>	<b>\$50,000</b>			

**Problem Statement** The Council has identified the need to be able to supply power to Midhirst and Toko water treatment plants in the event of an emergency

**Benefits of investment** Ensures continuous supply and meeting level of service requirements

**Consequences of non-investment** Midhirst and Toko could lose power in the event of a disaster or event. Without power Midhirst cannot supply the town, and Toko cannot treat the water.

## Lifecycle Management

Project	2024/25	2025/26	2026/27	2027-2034
<b>Stratford alternative supply bore</b>		<b>\$100,000</b>		<b>\$500,000</b>

Problem Statement            The Council has identified the need for an alternative supply for Stratford in the even of the Patea and Konini no longer being able to supply, eg droughts, natural disaster

Benefits of investment        a redundant alternative to ensure The Council can meet its' required levels of service

Consequences of non-investment    Possible disruption of supply to affected properties during water outages.

Project	2024/25	2025/26	2026/27	2027-2034
<b>Fuel tank for generator</b>		<b>\$40,000</b>		

Problem Statement            The recently installed generator at Stratford water treatment plant can only provide 9 hours of continuous running before running out of fuel

Benefits of investment        By adding an additional tank up to 3 days worth of running can be provided for

Consequences of non-investment    Only 9 hours of use can be provided for which may not be sufficient in an emergency

Project	2024/25	2025/26	2026/27	2027-2034
<b>Midhirst resource consent upgrades</b>	<b>\$50,000</b>			

Problem Statement            Midhirst water take consent is currently under review, upgrades may be required to meet new terms of consent

Benefits of investment        Continuing resource consent compliance

Consequences of non-investment    Potential abatement notices or prosecution

Project	2024/25	2025/26	2026/27	2027-2034
<b>Toko resource consent upgrades</b>	<b>\$50,000</b>			

Problem Statement            Toko water take consent is currently under review, upgrades may be required to meet new terms of consent

Benefits of investment        Continuing resource consent compliance

Consequences of non-investment    Potential abatement notices or prosecution



## Lifecycle Management

### 7.6. DISPOSAL STRATEGY

Disposal is the retirement or sale of assets whether surplus or replaced by new or improved systems. Assets may need to be disposed of for a number of reasons, particularly if they fall under some criteria, including those identified below:

- Underutilisation;
- Obsolescence;
- Cost Inefficiency;
- Policy change;
- Provision exceeds required Levels of Service;
- Service provided by other means (e.g. private sector involvement); and
- Potential risk of ownership (financial, environmental, legal, social).

As part of the lifecycle asset management process, Council considers the costs of asset disposal in the long-term financial forecasts. These costs are generally incorporated in the capital cost of Level of Service increases or asset renewals. While there are assets that fit under one or more of the above criteria, the Local Government Act provides clear instances when assets can be disposed of. At this time, the Stratford District Council has no plans to dispose of any Water assets other than those that become obsolete as a result of renewal or upgrading works.

### 7.7. IMPROVEMENT PLAN

Actions identified in this Section for improving management of the asset are as follows:

Table 37 Lifecycle Management Improvement Plan

Sub Section	Task	Due Date
7.3	Maximise AssetFinda capabilities for predictive modelling purposes	Ongoing

## **8.0**

# **Risk Assessment**

## Risk Management

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### 8.0: RISK MANAGEMENT

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## Risk Management

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### 8.1. OVERVIEW

Risk is the effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.

The main risk to asset management planning is the inability to deliver on agreed Levels of Service due to unplanned events and situations.

The Risk Management section highlights the Stratford District Council's risk management framework and process. It identifies significant negative effects and hazards linked to the activity and infrastructure assets. The section also identifies critical assets and our approach to emergency response and health and safety.

### 8.2. RISK MANAGEMENT FRAMEWORK

The Stratford District Council has prepared a *Corporate Risk Management Framework June 2018* which includes processes that identify, evaluate and manage all risks that may impact on the agreed Levels of Service to the Community. The purpose of this framework is to promote consistency and to describe the components of Stratford District Council's risk management system. The Council wide risk register allocates all council risks into the following 6 categories:

- Compliance and Legislation Risks;
- Data Information Risks;
- Financial
- Health and Safety Wellbeing
- Operational Risks
- Reputational and Conduct Risks;

The potential risks identified for the Solid Waste assets under these six categories are described in detail in this report.

The Council's risk management approach is underpinned by principles that will ensure the minimisation of risks for the principal asset systems through the non-achievement of critical business objectives and impact of system failure. The risk management principles are:

- Adds value by contributing to the achievement of Stratford District Council's objectives and improving performance;
- An integral part of the Stratford District Council's planning, processes, and decision making;
- Structured approach that is well-defined, transparent, and aligned with good practice;
- Responsive to change by monitoring, reviewing, and responding to the changing environment;
- Pragmatic by focusing on the most important risks and allowing informed risk taking;
- Explicitly addresses uncertainty based on best available information; and
- Continuous improvement as we get better at identifying and managing risks and opportunities.

The objectives of the Council's Risk Management framework are to establish a systematic and structured approach to managing risks across the Stratford District Council and to embed risk management practices into business strategy, planning and core operations to ensure that key risks are proactively identified, managed and communicated. Benefits from applying effective risk management include:

- Improved achievement of the Council's strategic direction, objectives and priorities;
- Reduced risks – significant risks are identified and managed and early warning of problems and emerging risks are addressed, with appropriate design and operation of internal controls;
- Improved decisions – decisions are made after analysis of risk;
- Improved planning and resource allocation – risks are prioritised and included in business planning so that resources are better managed; and
- Increased accountability and transparency – clarity of key risks and the responsibility and accountability for their management.

## Risk Management

### 8.3. RISK ASSESSMENT PROCESS

The Stratford District Council's Risk Management Process in Figure 29 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

- All significant operational and organisational risks are understood and identified;
- The highest risks that should be addressed within a ten year planning horizon are identified;
- Risk reduction treatments which best meet business needs are applied; and
- Responsibilities for managing risks are allocated to specific staff and reporting regimes are specified.

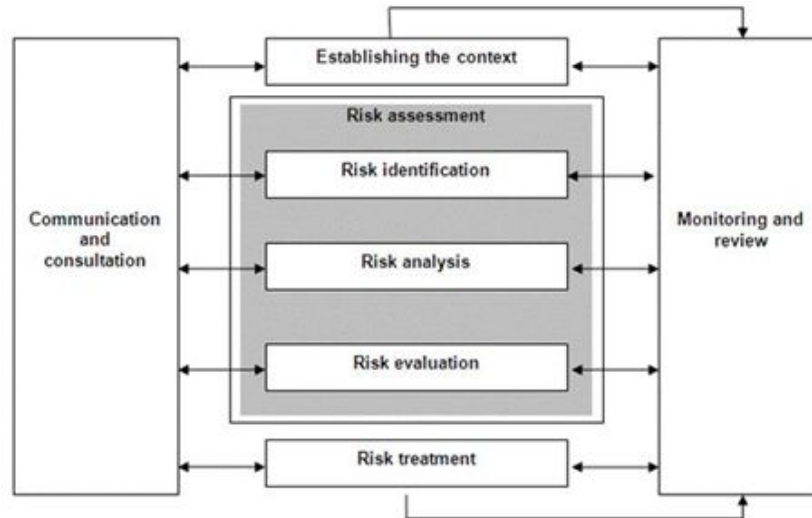


Figure 29 - Risk Management Process

A Risk Matrix allows for easy identification for the highest risks in the Council enabling appropriate resources to be allocated.

		Consequences				
		Minor	Important	Serious	Major	Catastrophic
Likelihood	Almost Certain	2- Moderate	5- High	7- High	20-Extreme	25-Extreme
	Likely	2- Moderate	4- Moderate	6- High	16-Very High	20-Extreme
	Possible	1-Low	3- Moderate	4- High	12-Very High	15-Very High
	Unlikely	1-Low	2- Moderate	3- Moderate	8- High	10-Very High
	Rare	1-Low	1-Low	1-Low	4- Moderate	5- High

Figure 30 - The Risk Matrix, sourced from the Council's Vault system

## Risk Management

### 8.4. POTENTIAL RISKS

The Stratford District Council has made a number of risk assumptions<sup>2</sup> under the six broad risk areas of Compliance and Legislation, Data Information, Financial, Health and Safety Wellbeing, Operational, & Reputational and Conduct. These are presented in [Appendix 1](#)

#### 8.4.1. TOP TEN RISKS

The Stratford District Council has identified the following top ten Water Supply risks from the 6 categories in the Risk Management Framework ([Appendix 1](#)) in Table 38.

While *Compliance & Legislation; Financial & Reputation and Conduct Risks* impact on the achievement of the Organisation's high-level objectives and actions in the Long Term Plan, *Operational Risks* impact people, processes and technologies that support the business-as usual delivery of activities. The *Control Description* is a set of management intervention/ mitigation measures applied in response to risks, while *Residual Risk* is the resulting risk following the application of the mitigation measures.

Table 38 - Top 10 Identified Water Supply Risks

Risk No.	Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
<b>2. Data and Information</b>					
2.2	Server Failure	IF the server failed THEN systems down, data unavailable, potential data loss	12 Very High	<ul style="list-style-type: none"> <li>Restore from backup, backups stored off-site. Fail-over for Melbourne data centre replicates to Sydney data centre.</li> </ul>	3 Moderate
2.3	Cyber Attack	IF the systems are compromised and subject to a cyber-attack, THEN system downtime, loss of data, ransoms may be demanded, potential privacy breach, reputational damage, and potential loss of funds.	15 Very High	<ul style="list-style-type: none"> <li>Council have several security measures in place such as enterprise grade firewalls, email filtering, backups, antivirus and device management.</li> <li>If a breach was detected Council would activate the insurance policy and engage an IT security company resource to assist with recovery.</li> <li>Further controls to be provided by IT suppliers</li> <li>Critical I&amp;E changes limited to selected staff only</li> </ul>	3 Moderate
<b>4. Health and Safety</b>					
4.1	Lone Worker	IF a staff member is seriously injured or killed during field inspections/site visits, THEN possible health and safety breaches, death or serious injury.	12 Very High	<ul style="list-style-type: none"> <li>Quality assurance,</li> <li>Ongoing training/awareness of HSE requirements and responsibilities,</li> <li>Better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site,</li> <li>Use of GPS tracking, mobile phone tracking,</li> <li>Compliance officers to wear body cameras when on duty.</li> </ul>	3 Moderate
4.2	Water / Health Safety	IF Council doesn't adequately	12 Very High	<ul style="list-style-type: none"> <li>Up to date compliance with the Drinking Water Standards.</li> </ul>	1 Low

<sup>2</sup> statements that are presumed to be true without concrete evidence to support them

## Risk Management

Risk No.	Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
		respond to a complaint and a member of the public falls ill or dies, THEN Council is at risk of legal proceedings under the Health Act.		<ul style="list-style-type: none"> <li>Ongoing training/awareness of drinking water standards and HSE requirements and responsibilities.</li> <li>Ensure Water Supply bylaw is regularly reviewed.</li> </ul>	
4.5	Exposure to Hazardous Substances	IF staff are affected by exposure to hazardous substances e.g. chemicals, liquids, fumes and other toxic substances THEN there are possible risks to staff health and wellbeing.	8 High	<ul style="list-style-type: none"> <li>The Stratford Water Treatment Plant has site licences for the storage of chemicals, these must be kept up to date.</li> <li>All hazardous substances are correctly labelled and stored according to best practice safety procedures and guidelines.</li> <li>Training is mandatory for all staff working with hazardous substances.</li> <li>Use appropriate PPE gear at all times in the vicinity of the hazardous substances.</li> <li>Regular health checks for staff.</li> <li>Regular testing of hazardous substances and chemicals LABELLING and STORAGE be carried out RANDOMLY.</li> <li>Fire extinguishers are on site, all signage is current and covers off on all of the chemicals held on site, labels are all correct and current.</li> <li>We currently have 5 authorised handlers. Ixom also do site audits when their representative is in the immediate area.</li> </ul>	4 Moderate
6	Water supply network is Contaminated	IF the Water supply network becomes contaminated THEN the public health is at risk and Council could be liable for financial penalties and will suffer reputational damage.	12 Very High	<ul style="list-style-type: none"> <li>Backflow preventers have been installed for high risk properties (currently no programme to roll out across the district, due to cost and resource).</li> <li>Staff training in the use of chemicals.</li> <li>Water chlorination.</li> </ul>	4 High
<b>Operational</b>					
7	Maintenance Contractor fails to deliver	IF maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, THEN assets may become under threat, unreliable.	8 High	<ul style="list-style-type: none"> <li>Careful assessment of tender to ensure contract price viable for contractor to deliver level of service.</li> <li>Regular liaison with contractor to monitor performance and ensure compliance.</li> <li>Contractor pre-approval process must not be bypassed.</li> </ul>	3 Moderate

## Risk Management

Risk No.	Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
		or unable to meet community needs.			
8	Natural Disaster or Fire - Response preparedness	IF a Natural Disaster or Fire causes significant damage to infrastructure and buildings THEN community welfare may be severely compromised, putting people's lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	12 Very high	<ul style="list-style-type: none"> <li>Civil Defence Emergency Management plans are in place.</li> <li>Procedures following an emergency event are widely known by a number of staff due to Civil Defence</li> <li>Foundational training being rolled out to majority of council staff.</li> <li>Business Continuity Plans need to be in place and practiced regularly for all activities - Directors responsible for having a plan in place for each of their departments to ensure core functions can continue to be delivered.</li> </ul>	12 Very High
9	Critical Asset Failure	IF a critical asset (water treatment plants, stormwater, wastewater, reticulation, roading) failed, THEN unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	12 Very High	<ul style="list-style-type: none"> <li>Conduct 2 yearly Asset Criticality Review.</li> <li>Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event.</li> <li>Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance.</li> </ul>	4 High
10	Government Policy Impacting on Local Government	IF Government Policy significantly changes the services Council delivers or the way they are delivered, THEN this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	<ul style="list-style-type: none"> <li>Where a policy change may have a significant impact on the Council then we must ensure that the Council makes a submission challenging the change and suggesting alternative options.</li> <li>Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically, rather than being in a reactive position or being overly proactive.</li> <li>This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.</li> </ul>	12 Very High



## Risk Management

### 8.5. RISK RESPONSE

The Stratford District Council has a suite of response strategies for the potential risks identified above. They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 39 below.

Table 39 - Risk Response Strategies and Definitions

Response	Definition
Avoid	To terminate exposure to a potential risk, generally the organisation needs to exit the activity which gives rise to the risk, or not start an activity which would give rise to the risk
Exploit	For risks which present an opportunity for Stratford District Council, a legitimate approach is to increase Stratford District Council's exposure to the risk; generally this would represent a situation where Stratford District Council can gain an advantage through their management of this risk.
Transfer/ Share	Risk transfer is getting another party to undertake the activity generating the risk, or getting another party to take on all or part of the risk itself.
Reduce	For risks which present a threat to Stratford District Council, but which cannot be avoided, the development of additional controls or mitigation strategies will reduce the likelihood or impact of the risk.
Accept	Accepting the risk by informed decision. This means continuing with the business activity/project as currently defined, aware of how much risk is being carried, monitoring changes in overall risk, and ensuring appropriate levels of contingency at the Stratford District Council level.

### 8.6. SIGNIFICANT ADVERSE EFFECTS

The Water Supplies have the potential to have negative effects on public health if they fail to be maintained and operated according to required standards of performance. Therefore, over the last three years Council has created risk assessment documents referred to as Water Safety Plans which are comprehensive risk assessment documents. These plans are reviewed every 5 years.

### 8.7. CRITICALITY

Critical assets are defined as those assets that are likely to have more significant consequences than other assets if they fail. Failure of critical assets has the potential to have significant economic, social and environmental impacts for the community and Council.

Water Supply assets are considered critical by Stratford District Council because they are a lifeline utility that provides treated safe drinking water to the community.

#### 8.7.1. CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level.

**Activity level criticality** is based on the criticality criteria shown in Table 40; Table 41 provides the Activity Level Criticality Rating with examples. **Corporate level criticality** ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated in Table 42 below.

## Risk Management

Table 40 - Activity Level Criticality Criteria

<b>Customers affected</b>	Number of customers affected by asset failure.
<b>Redundancy</b>	Ability to replace or circumvent the failed asset.
<b>Health and Safety</b>	Direct or indirect impact of asset failure on the health of safety of individuals or the community.
<b>Cost of failure</b>	Cost to repair/ replace the asset including cost of temporary service provision.

Table 41 - Activity Level Criticality Rating and Examples

Rating ID	Rating	Description	Example
1	<b>Very High</b>	<b>Critical, no redundancy</b> - Failure of equipment compromises H&S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).	Stratford Trunk Main
2	<b>High</b>	<b>Critical, no redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	Midhirst pipe bridge
3	<b>Medium</b>	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	Stratford Water Treatment Plant
4	<b>Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k	Loss of both Stratford Reservoirs
5	<b>Very Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k	Stratford Patea Intakes

**Corporate level criticality** ranks activities based on the criticality of the service the activity provides at the corporate level as illustrated below in Table 42.

Table 42 - Corporate Level Criticality

Rating	Description
1	Roading, Water Supply assets.
2	Cemeteries, Wastewater (Sewage).
3	Solid Waste and Stormwater.
4	Property
5	Parks and Reserves

## Risk Management

### 8.7.2. CRITICAL ASSETS

The AssetFinda database holds a record of the critical water supply assets. The assets are shown in Table 42. The identified critical assets are ranked according to their functional criticality.

**Functional Criticality** is a product of the Activity Criticality and Corporate Criticality (i.e. Functional Criticality = Activity Criticality x Corporate Criticality). The functional criticality ranking ranks assets from 1 to 5, with 1 being the highest score (the most critical) and 5 being the lowest (least critical).

In 2017, Stratford District Council undertook an internal review of its critical assets. The review identified that there was a need to:

- Document the formula used for identifying criticality in the Asset Management Plans;
- Link criticality and critical assets to incident response; and
- Prioritise critical assets at the Activity level.

Following the review we have undertaken the following:

- Identified the formula used for identifying functional criticality. This formula is shown in the above paragraph in brackets.
- The linking of criticality and critical assets to incident response is currently being considered as part of reviewing our Incident Response Plans. *Refer: Section 8.8.4.*

Critical assets have been prioritised at the Activity level and added to the asset register (AssetFinda). These critical assets are listed in Table 43.

Table 43 – Critical Water Assets

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functional Criticality	Activity Level	Corporate Level		
1	1	1	1	Stratford Trunk Main	Failure would result in the total absence of water supply (2-3 days) causing major disruption to normal community operations - firefighting, drinking water and sanitary services. The event would incur very high recovery costs and could cause significant negative publicity and a loss of faith/good will by community.
2	2	2	1	Midhirst pipe bridge	Failure would result in the total absence of water supply (1-2 days) to the Midhirst community. The event would incur very high recovery costs and could cause significant negative publicity and a loss of faith/good will by community.
3	2	2	1	Stratford Water Treatment Plant	Prolonged failure (approx 4 days) would result in untreated water to be delivered to the community. The event would require a "Boil Water" notice to be issued to mitigate health risks. The event would incur low to medium costs and could cause extensive negative publicity (probably nationally) and a loss of faith/good will by community

## Risk Management

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functional Criticality	Activity Level	Corporate Level		
4	3	3	1	Loss of both Stratford Reservoirs	Prolonged failure of both reservoirs would result in treated water being delivered directly from the treatment plant to the reticulation. The event would also result in fluctuating supply pressures, minimal firefighting and a slightly elevated health risk. The event would cause incur low to medium costs and could cause significant negative publicity and a loss of faith/good will by community.
5	4	4	1	Stratford Patea Intakes	Failure would necessitate all of the Stratford supply being extracted from the Konini intake which is only capable of delivering approximately 50% of the water required. The event would incur low to medium costs and result in severe water restrictions being introduced.

## 8.8. EMERGENCY RESPONSE

### 8.8.1. CIVIL DEFENCE

The Taranaki Region operates a CDEM (Civil Defence Emergency Management) Group Office, called the Taranaki Emergency Management Office (TEMO). TEMO is a shared service between all four councils in Taranaki. In 2017 The Taranaki CDEM group agreed to a constituting agreement that outlined the separate roles of the Group Office (TEMO), Taranaki Regional Council, and the three district councils. Funding for this arrangement comes from the *'Uniform Annual General Charge; (UAGC) Rates*.

The Stratford District Council has plans and resources in place to ensure it can;

- Reduce the risk of emergencies occurring;
- Be ready for an emergency;
- Respond to any emergency; and
- Recover from any emergency.

### 8.8.2. FIRE

Fire and Emergency New Zealand was established on 1 July 2017 and provides a single approach to improved fire management of urban and rural fires within the District. The District comprises of all lands, within the three Taranaki territorial local authority areas including those lands administered by the Department of Conservation (DOC).

### 8.8.3. LIFELINES

Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services. The Water activity is a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act (CDEMA) 2002.

## Risk Management

### 8.8.4. INCIDENT RESPONSE PLANS

Stratford District Council has an Incident Response Plan<sup>3</sup> for the Water Activity. The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level. See Figure 31.

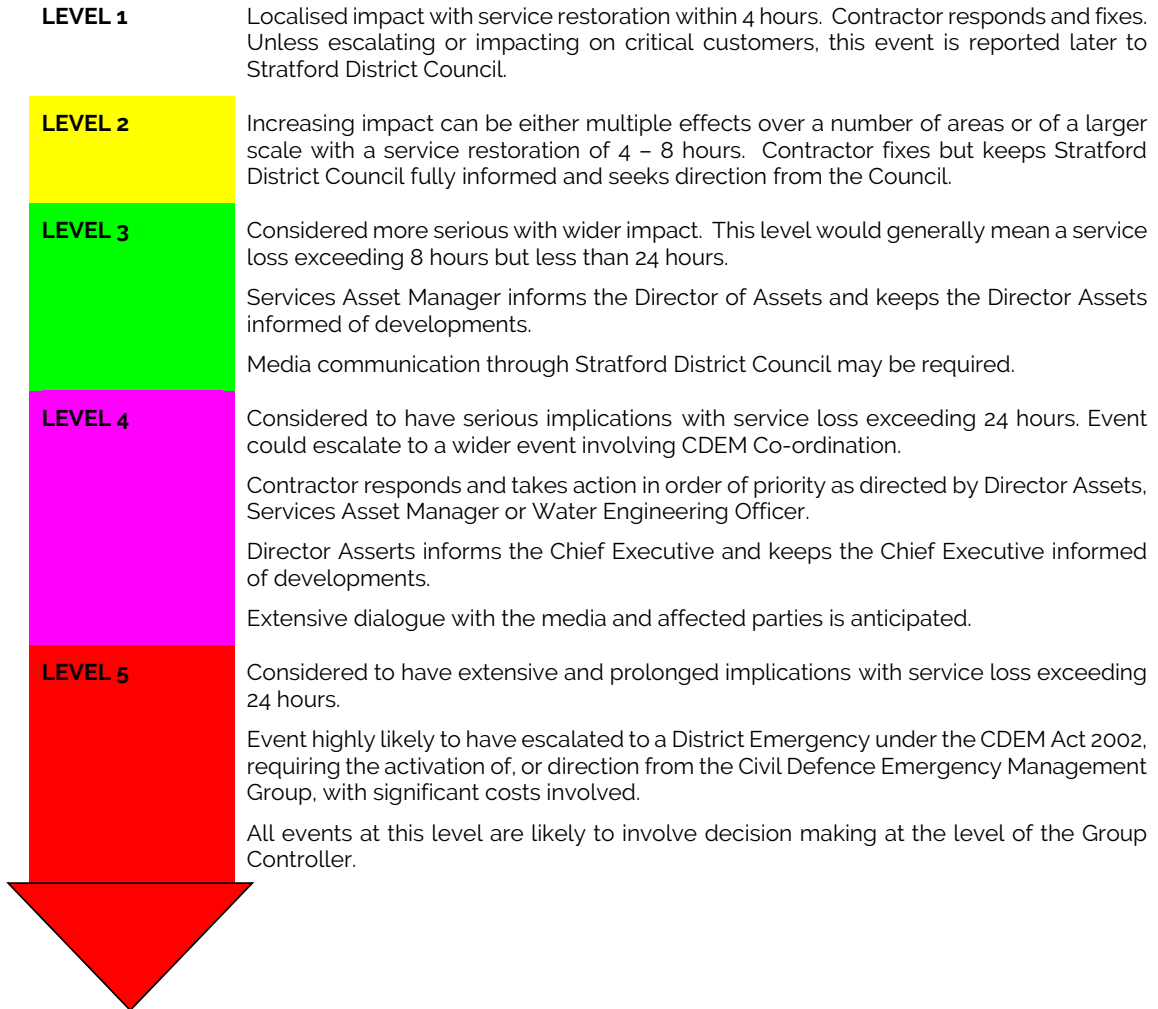


Figure 31 - Incident Response Plan

<sup>3</sup> D17/26535

## Risk Management

### 8.9. RISK INSURANCE

The Local Government Act 2002 requires that from 2014 details of insurance of assets be included. This information is included in the following table. Insurance Arrangements as at 30 June 2023 are as follows:

Figure 32 - Asset Insurance Valuations

	<b>CARRYING VALUE</b> (as at 30 June 2023) <b>\$000</b>
<b>ASSETS FROM STATEMENT OF FINANCIAL POSITION</b>	
Property, plant and equipment	462,427
Investment property	303
<b>Total</b>	<b>462,780</b>
<b>LESS</b>	
Land component of operational assets	-9,374
Land under roads	-54,384
Land – restricted assets	-12,928
<b>Total</b>	<b>-76,686</b>
<b>NET NON-FINANCIAL ASSETS (EXCLUDING LAND)</b>	<b>386,094</b>

	<b>INSURED VALUE</b> (as at 30 June 2023) <b>\$000</b>	
<b>INSURANCE ARRANGEMENTS</b>		
Material damage cover for buildings, plant, contents	-66,313	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-216	Insured for market value – carrying value assumed for this purpose.
<b>RISK SHARING ARRANGEMENTS</b>		
Cover for infrastructure assets as a member of LAPP Central Government assistance	-44,441	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
<b>Council arrangements for covering deductibles and/or uninsured assets</b>	<b>110,970</b>	
<b>SUM NOT SPECIALLY INSURED</b>	<b>275,124</b>	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$6.6m.

The Council has no insurances relating to financial or intangible assets. The uninsured assets consist of the Roding Network, \$202m, which NZTA may assist with in the event of an emergency.

## Risk Management

- |           |  |
|-----------|--|
| Stratford | <ul style="list-style-type: none"> <li>• The Stratford Water Treatment Plant is compliant with the DWSNZ.</li> <li>• Water abstraction is within resource consent limits.</li> <li>• Sufficient water supply to the Stratford community is not guaranteed past 2025.</li> </ul>  |
| Midhirst  | <ul style="list-style-type: none"> <li>• The Midhirst Water Treatment Plant is compliant with the DWSNZ.</li> <li>• Water abstraction is within resource consent limits.</li> <li>• The main limit to future provision of treated water for the Midhirst community is how much water Council is permitted to abstract from water sources.</li> <li>• No public health issues have been identified at this time.</li> </ul> |
| Toko      | <ul style="list-style-type: none"> <li>• The Toko Water Treatment Plant is compliant with the DWSNZ.</li> <li>• Water abstraction is within resource consent limits.</li> <li>• No public health issues have been identified at this time.</li> </ul>  |

No actions were identified for Council in relation to its operating the water supply services.

### 8.10. PUBLIC HEALTH

#### 8.10.1. ASSESSMENT OF WATER AND SANITARY SERVICES

As described in Section 2 of this report, the Stratford District Council undertook an assessment of its water and sanitary services in 2022. In relation to water supply services currently provided by Stratford District Council the assessment concluded that:

In relation to areas of the District where Council does not provide water supply services the assessment concluded:

- Roof/ground level tanks or bore are appropriate in low density areas.
- There are concerns related to cross-contamination in areas of semi high density due to the proximity of septic tanks and septic tank disposal.
- Medium to high intensity development on the periphery will increase the risk of water borne disease at properties that use bore supply waters and have a septic tank.
- It is unclear the exact number of properties on the Stratford, Midhirst and Toko township periphery that currently self-supply. However due to their proximity to Council controlled supplies many of these properties are able, if they choose, to approach Council for connection to the supply closest to them.
- While the existing private supplies carry some risk of contamination, the cost of an alternative (treatment and chlorination) is beyond the means of individuals and small communities. Council does promote water quality initiatives such as First Flush Systems for roof supplies, however is unable to mandate their usage.
- Current private water supply methods appear adequate for the needs of the individual property owners.

No actions were required for Council in relation to un-serviced areas. However, the following action from the 2016 Assessment still applies:

*"Scope options to secure access to additional surface and/or ground water for the Stratford community within the next 10 years"*

#### 8.10.2. WATER SAFETY PLANS

Stratford District Council is currently reviewing all three Water Safety Plans (WSP) for all Council water supplies.

## Risk Management

The WSPs have been developed to aid Council in identifying potential events that present public health risks to the consumers of the drinking water supply. If the risks are not managed sufficiently, the WSP specifies an appropriate future improvement or contingency plan that will resolve or mitigate the effects of the risk. Council is committed to the WSP and to the future improvements to the supplies that have been identified in the WSPs. The current status and review dates of the WSPs are as follows:

Table 44 – Drinking Water Safety Plan Status

Water Supply	Last Review	Next Review Requirement	Council's Planned Review
Stratford	November 2023	N/A	Completion by Nov 2028
Midhirst	November 2023	N/A	Completion by Nov 2028
Toko	November 2023	N/A	Completion by Nov 2028

With the Water Services Act 2021 Section 30 water suppliers only need to update their drinking water safety plans and provide them to Taumata Arowai only if "material changes" are made. However, council are committed to regularly auditing our DWSPs and fully reviewing them every 5 years

### 8.11. HEALTH AND SAFETY

#### 8.11.1. HEALTH AND SAFETY ADVISOR

Stratford District Council employs a Human Resource/Health and Safety Advisor. The Advisor is responsible for the ongoing development and management of our health and safety environment and ensuring staff are adequately trained in all aspects of health and safety.

#### 8.11.2. HEALTH AND SAFETY POLICY

In 2023 Stratford District Council reviewed and updated its Health and Safety Policy to better reflect legislative requirements reinforce its commitment to the philosophy that the health and safety of its employees, volunteers, contractors and subcontractors is of prime importance. SDC is committed to ensuring its operations are conducted in a safe and efficient manner that will not incur injury to personnel or damage to the environment.

#### 8.11.3. INCIDENT/ACCIDENT REPORTING

In accordance with the Stratford District Council Health and Safety Policy all Council staff are required to report any accidents/incident. Accidents/incidents are reported via the Vault incident reporting system. Vault was integrated into Stratford District Council in 2016 as part of a joint initiative between Stratford District Council and South Taranaki District Council.



## **9.0**

# **Investment Funding Strategy**

## Investment Funding Strategy

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### **9.0: INVESTMENT FUNDING STRATEGY**

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## Investment Funding Strategy

### 9.1. OVERVIEW

Our Investment Funding Strategy (IFS) incorporates our *Funding Impact Statement* and sets out how the Stratford District Council plans to finance its overall operations to meet its objectives now and in the future. A key objective of the strategy is the future-proofing of delivery of the Water Supply Activities.

This IFS provides the long term financial forecasting for all Water Supply Activities and projects described in this WAMP. The IFS presents the funding sources determined for each of these to ensure a sustainable long-term approach to planning and asset management.

The historical cost for the Activity by asset group is described in detail in the *Lifecycle Management* Section. This section presents the Council's Capital Investment Strategy for the Water Activity for the next ten years and the financial standards and policies used in developing the strategy.

### 9.2. FINANCIAL STANDARDS

All prospective Financial Statements (financial statements) within this plan comply with the requirements of FRS 42 issued by the New Zealand Accounting Standards Board of the External Reporting Board (XRB), and the New Zealand equivalent of International Reporting Standard for Public Benefit Entities (NZ IFRS PEB), with Council designating itself as a Tier 2 public benefit entity for the purposes of compliance with these standards.

### 9.3. FUNDING AND FINANCIAL POLICIES

The Local Government Act in Section 102 requires that the Stratford District Council *'must, in order to provide predictability and certainty about sources and levels of funding, adopt the funding and financial policies listed'* below:

- A Revenue and Financing Policy; and
- A Liability Management Policy; and
- An Investment Policy; and
- A policy on Development Contributions (CD) or Financial Contributions (FC); and
- A policy on the Remission and Postponement of Rates on Maori freehold land.

The Council may also adopt either or both the *Rates Remission Policy* and a *Rates Postponement Policy*.

The Council has adopted all the relevant funding and financial policies described below. These policies guide the funding and financial decisions relating to the management of the Council's Water Supply Assets.

#### 9.3.1. REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017. The funding sources are detailed in the LTP 2024-2034 and include general and targeted rates, borrowing, grants and subsidies, etc.

#### 9.3.2. TREASURY MANAGEMENT POLICY

The Council's Treasury Management Policy incorporates the *Liability Management Policy* and the *Investment Policy* requirements of the LGA. It guides the Council to prudently manage its revenue, expenditure, assets, liabilities, reserves and investments, in the interest of the Council and district ratepayers. The current policy was reviewed in 2019.

## Investment Funding Strategy

### 9.3.3. DEVELOPMENT AND FINANCIAL POLICY

The Council's *Development and Financial Contribution Policy* is consistent with the purpose as set out in Section 106 of the LGA. The Council does not require *Development Contributions*, however, the *Financial Contributions Policy* meet the requirement as set out in Section 108 (g) of the *Resource Management Act (RMA) 1991*.

### 9.4. FUNDING OUR INVESTMENT STRATEGY

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets.

Capital projects and activities carried out to maintain the Water Supply service for the next 10 years - including Renewal/ Replacement projects and Level of Service Improvements - will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

- Loans;
- Reserves; and/or
- Subsidies/ Grants by other Partners.

Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

The Council is very pro-active in seeking alternate funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*. The Council also applies to the *Ministry of Business, Innovation and Employment (MBIE)* for tourism grants and initiatives

A summary of Council's Capital Investment Funding Strategy is shown in Figures 33 - 37. Tables 44 - 46 provide the financial projections for the water activity.

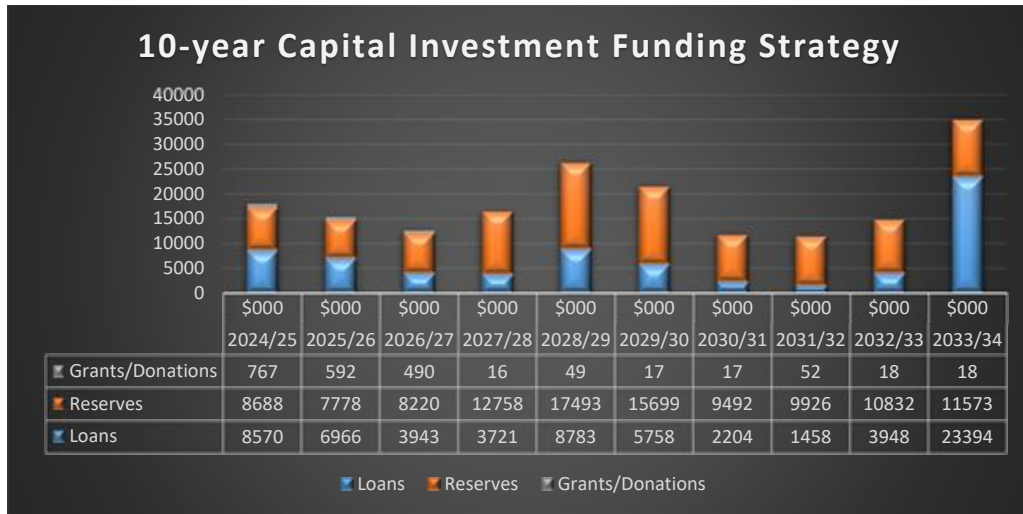


Figure 33 - All Assets Capital Investment Funding Strategy

## Investment Funding Strategy

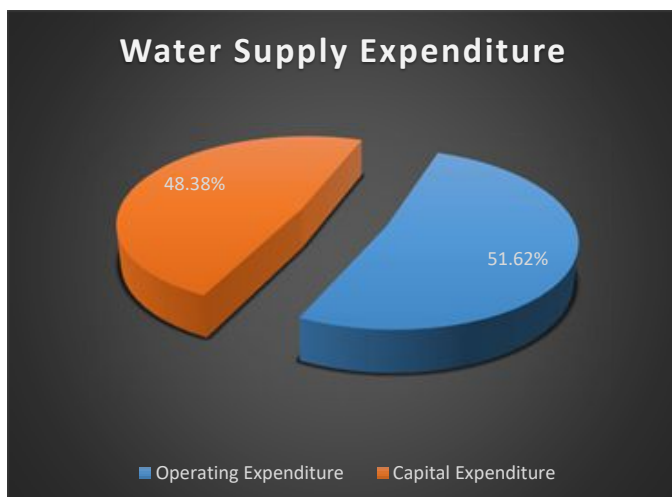


Figure 34 - Water Supply Total Expenditure - Capital vs Operating Expenditure

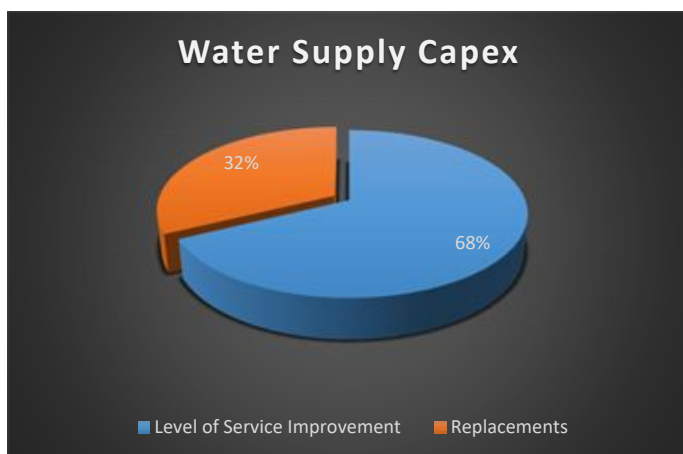


Figure 35 - Water Supply Capital Investment Split - LoS vs Replacement

### 9.5. RELIABILITY OF OUR INVESTMENT STRATEGY

The Council provides an assessment of the reliability of its Investment Funding Strategy below – overall, the forecast is considered a reliable estimate of the financial investment in the Water Supply Activity:

- The Council's funding source is largely from rates. Rates will be confirmed for the 2024-2027 period via the appropriate processes for inclusion in the LTP 2024-2034. Once adopted, the rates in the LTP 2024-2034 will constitute a reliable funding source for the delivery of the Water Supply services;
- The Council's is confident in its ability to raise funds within our financial strategy limits, and is reasonably certain that it would secure loans at an affordable interest rates throughout this period; and
- The Council does not rely on *Fees and Charges* or *Development Contributions* to deliver Water Supply services. Any new demand for new assets to be vested in Council or services will generally be funded by the direct beneficiary of the assets/service.

## Investment Funding Strategy

### 9.6. FINANCIAL STATEMENTS AND PROJECTIONS

Table 45 - All Asset Capital Expenditure Projection

	Forecast					Projection				
	2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>Roading</b>										
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909
<b>Stormwater</b>										
Level of Service Improvement	450	0	158	0	0	198	116	0	181	0
Replacements	100	103	126	108	111	113	139	118	121	247
<b>Water Supply</b>										
Level of Service Improvement	1,367	246	0	1,026	166	119	0	0	1,330	12,466
Replacements	2,770	2,229	211	427	244	289	487	231	266	833
<b>Solid Waste</b>										
Level of Service Improvement	20	20	162	330	1,098	11	0	0	0	596
Replacements	40	10	10	11	11	11	0	0	0	0
<b>Wastewater (Sewerage)</b>										
Level of Service Improvement	50	513	158	216	0	0	232	118	725	6,418
Replacements	735	343	363	3,602	426	413	400	633	647	475
<b>Parks and Reserves</b>										
Level of Service Improvement	220	490	52	53	0	55	226	57	0	60
Replacements	45	102	104	341	239	22	45	46	23	24
<b>Property</b>										
Level of Service Improvement	629	587	1,790	197	1,614	94	39	75	99	1,472
Replacements	315	240	110	138	619	72	79	75	123	95
<b>Community Development</b>										
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0
Level of Service Improvement	70	77	26	27	27	28	28	29	29	30
Replacements	0	0	0	0	0	0	0	0	0	0
<b>Administration</b>										
Replacements	408	267	148	202	330	105	156	192	122	205
<b>TOTAL PROJECTS (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>
<b>FUNDING</b>										
Loans	8,570	6,966	3,943	3,721	8,783	5,758	2,204	1,458	3,948	23,394
Section sales (subdivision loan-funded)	0	0	0	0	0	0	0	0	0	0
Cash from Investments	0	0	0	0	0	0	0	0	0	0
Reserves	8,688	7,778	8,220	12,758	17,493	15,699	9,492	9,926	10,832	11,573
Grants/Donations	767	592	490	16	49	17	17	52	18	18
Rates	0	0	0	0	0	0	0	0	0	0
NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<b>TOTAL (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>

Investment Funding Strategy

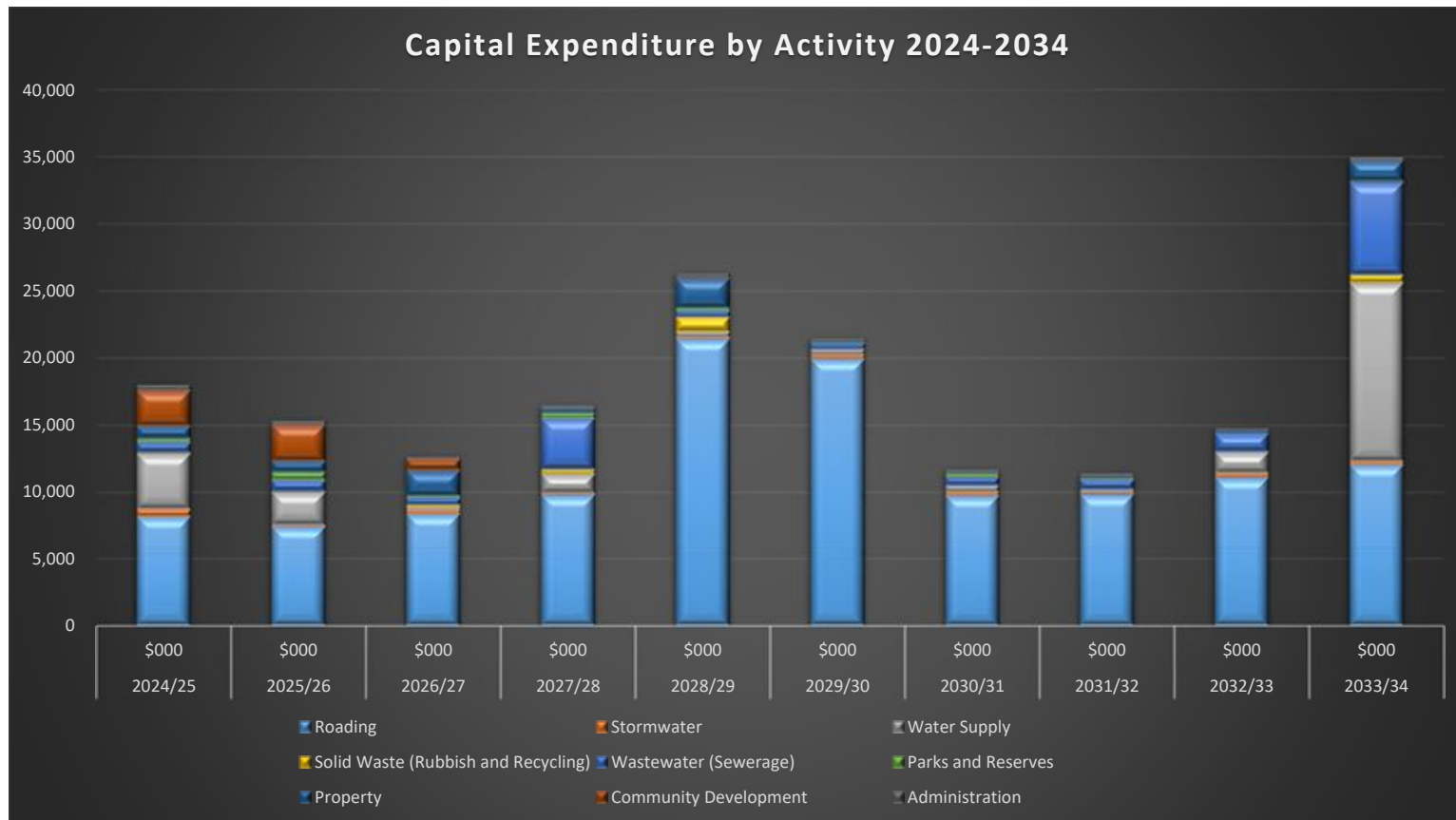


Figure 36 - Capital Expenditure by Activity - All Assets

## Investment Funding Strategy

Table 46 – Water Activity Expenditure and Funding Projection

Budget 2023/24 \$000		Forecast	Projection								
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>2,293</b>	<b>Operating Expenditure</b>	<b>2,417</b>	<b>2,507</b>	<b>2,591</b>	<b>2,614</b>	<b>2,633</b>	<b>2,692</b>	<b>2,691</b>	<b>2,696</b>	<b>2,767</b>	<b>2,752</b>
<b>491</b>	<b>Revenue</b>	<b>614</b>	<b>650</b>	<b>687</b>	<b>708</b>	<b>727</b>	<b>758</b>	<b>773</b>	<b>790</b>	<b>826</b>	<b>837</b>
<b>1,802</b>	<b>Net Cost of Service</b>	<b>1,803</b>	<b>1,857</b>	<b>1,904</b>	<b>1,906</b>	<b>1,905</b>	<b>1,933</b>	<b>1,918</b>	<b>1,906</b>	<b>1,941</b>	<b>1,914</b>
	<b><u>EXPENDITURE</u></b>										
597	Operating Costs	846	864	884	903	922	941	959	978	997	1,015
318	Interest	420	503	519	517	522	515	508	496	506	478
797	Depreciation	797	803	803	808	808	815	815	821	821	828
581	Allocated Overheads	353	338	385	385	379	422	409	401	444	431
<b>2,293</b>	<b>Total Operating Expenditure</b>	<b>2,417</b>	<b>2,507</b>	<b>2,591</b>	<b>2,614</b>	<b>2,633</b>	<b>2,692</b>	<b>2,691</b>	<b>2,696</b>	<b>2,767</b>	<b>2,752</b>
401	Principal Loan Repayments	447	564	599	611	627	622	618	611	626	902
878	Capital Expenditure	4,137	2,475	211	1,453	410	408	487	231	1,596	13,300
<b>3,572</b>	<b>Total Expenditure</b>	<b>7,001</b>	<b>5,547</b>	<b>3,400</b>	<b>4,678</b>	<b>3,669</b>	<b>3,721</b>	<b>3,795</b>	<b>3,538</b>	<b>4,989</b>	<b>16,953</b>
	<b><u>FUNDED BY:</u></b>										
491	Charges for Services	614	650	687	708	727	758	773	790	826	837
<b>491</b>	<b>Revenue</b>	<b>614</b>	<b>650</b>	<b>687</b>	<b>708</b>	<b>727</b>	<b>758</b>	<b>773</b>	<b>790</b>	<b>826</b>	<b>837</b>
1,579	Targeted Rates	1,783	1,837	1,886	1,891	1,890	1,920	1,908	1,899	1,937	1,914
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
804	Transfer from Reserves	447	564	599	611	627	622	618	611	626	902
199	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Cash From Investments	0	0	0	0	0	0	0	0	0	0
475	Loan Funding - Capital	4,137	2,475	211	1,453	410	408	487	231	1,596	13,300
0	Grants/Donations - Capital	0	0	0	0	0	0	0	0	0	0
23	Other Funding	19	20	18	15	16	13	10	7	4	1
<b>3,572</b>	<b>Total Funding</b>	<b>7,001</b>	<b>5,547</b>	<b>3,400</b>	<b>4,678</b>	<b>3,669</b>	<b>3,721</b>	<b>3,795</b>	<b>3,538</b>	<b>4,989</b>	<b>16,953</b>



Investment Funding Strategy

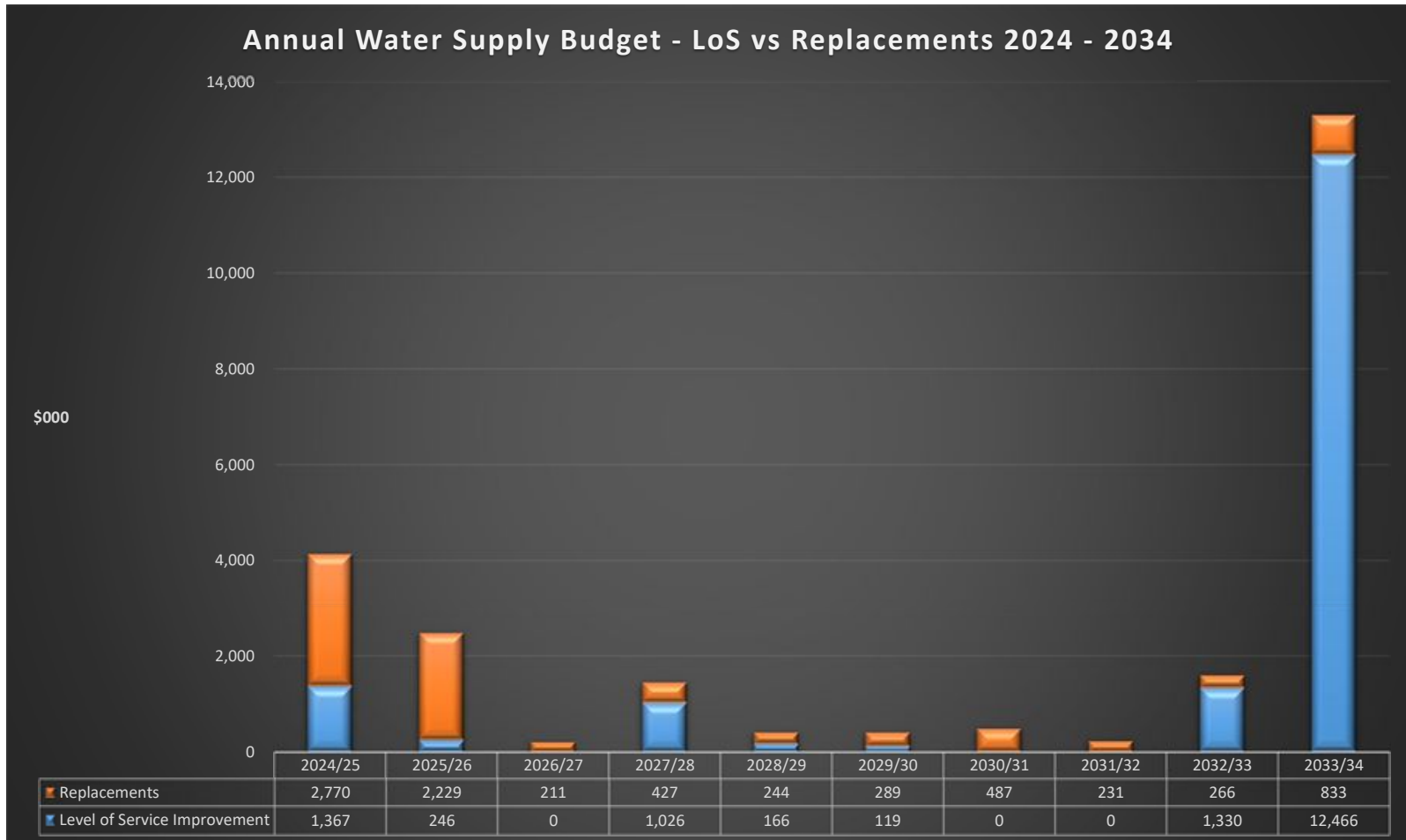


Figure 37 - 10-year Capital Expenditure Budget - Water Supply

# **10.0**

## **Asset Management Practices and Improvement Plan**

## Asset Management Practices and Improvement Plan

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### **10.0: ASSET MANAGEMENT PRACTICES AND IMPROVEMENT PLAN**

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## Asset Management Practices and Improvement Plan

### 10.1. OVERVIEW

Asset management improvement planning is a process. It enables Council to improve the way it manages infrastructure assets and the services they provide.

The Asset Management Practices and Improvement Plan section identifies the maturity of Stratford District Council asset management practices, improvements made since the last Asset Management Plan review and a plan for future asset management improvements resulting from areas for improvement identified in earlier Sections of this plan



Figure 38 - Asset Management Improvement Process

### 10.2. ASSET MANAGEMENT PRACTICES

#### 10.2.1. ASSET MANAGEMENT POLICY

The Stratford District Council developed and adopted its inaugural Asset Management Policy in 2016 and a review was completed in 2020. The Policy establishes the first level of Council's asset management framework for managing infrastructure assets in a structured, coordinated, and financially sustainable manner. The objectives of this Policy are:

- Provide for a consistent approach to asset management planning within Council and ensure plans reflect the strategic direction of Council.
- Demonstrate to the community that Council recognises the critical importance of managing the District's assets and related activities in an effective and sustainable manner in order to deliver appropriate Levels of Service to current and future generations.
- Confirm a coordinated process for each asset/activity area that links their contribution to the Community Outcomes with specific Levels of Service performance requirements and desired improvement priorities and strategies.

The Council's Asset Management Policy can be viewed on the Stratford District Council website.

#### 10.2.2. ASSET MANAGEMENT PRINCIPLES, GOALS AND OBJECTIVES

The Council's Asset Management principles, goals and objectives are guided by the Asset Management Policy to drive best practice.

The Council's overarching principles for sound asset management are:

- Asset management goals and objectives are aligned with corporate objectives and community outcomes.
- Affordable and financially sustainable AMPs are developed to industry standard appropriate for the scale of assets and associated risks being managed.
- AMPs reflect the priorities of the Council and are used to drive the day to day management of assets and the associated services;
- Capital, operation and maintenance, and renewal/replacement works are aligned with asset management objectives.
- Sustainability and sustainable development are considered in the selection of options for asset development and service delivery.
- Asset management strategies are established through the use of optimised lifecycle management and costing principles.

## Asset Management Practices and Improvement Plan

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- Funding is allocated for the appropriate level of maintenance for assets to deliver the required LoS.
- Accurate, up to date asset data is collected for analysis and use throughout asset management planning processes.
- A strategic management approach is taken to improvement planning, asset management plan development and implementing improvement practices.
- Growth and demand forecasting will be integrated as part of all asset management planning to meet current and future needs of the community.
- Risk management will be integrated as part of all asset management planning to recognise the risks associated with the delivery of agreed LoS and manage them appropriately;
- Design, construction and maintenance of assets, so far as reasonably practical, are without risk to the health or safety of any person.

The Asset Management goals and objectives for Stratford District Council are to:

- Provide for a consistent approach to asset management planning to ensure plans reflect the strategic direction of Council.
- Demonstrate to the community that Council will manage the District's assets and related activities in a safe, cost-effective and sustainable manner to deliver agreed LoS to current and future generations.
- Confirm a coordinated process for each asset/activity area that links their contribution to the Community Outcomes with specific LoS performance requirements and desired improvement priorities and strategies.

### **10.2.3. ASSET MANAGEMENT PLAN DEVELOPMENT**

Planning processes tend to be circular with built in reviews. The AMP and LTP need to have regular review cycles so that they remain current and deal with issues at the time. An important function of the review cycle is to monitor performance against the goal levels of service and KPIs that were set some years before.

The AMPs are reviewed every three years in line with the 10 year long term planning cycle but work programmes can change annually. These changes can be brought about by outside pressure, weather events, budget constraints and new projects becoming apparent.

The ability to become responsive each year is through the annual planning process. The AMP details goals, levels of service, goals, KPIs and targets which contribute to Stratford's organisational vision for the district and community.

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the on-going development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 39 below shows a graphical display of the AMP development process.

### **10.2.4. ASSET MANAGEMENT MATURITY**

We have assessed that our asset management system maturity is predominantly at the Core level. It is largely based on the long-term knowledge of the asset management team. It contains asset data that has been collected over time and held in asset management information systems.

Through continual improvement and development of asset management practices and processes it is our intention that the asset management plans progressively improve.

Our target is to develop our asset management practices and processes to an Intermediate level of maturity where appropriate. The Council in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking

## Asset Management Practices and Improvement Plan

a formal assessment of our asset management maturity. The five levels of asset management plan maturity are shown in Figure 40 and are Aware, Basic, Core, Intermediate and Advanced.

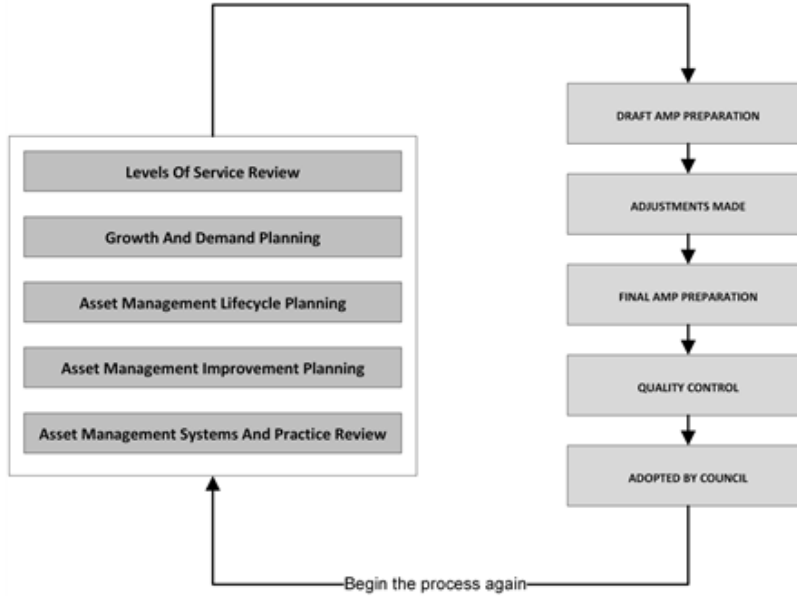


Figure 39 - Asset Management Plan Development Process

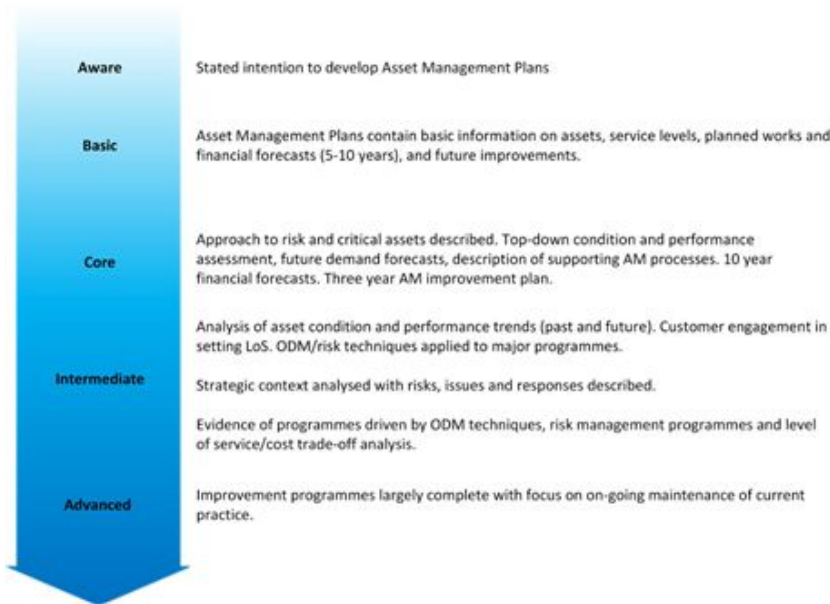


Figure 40 - Asset Management System Maturity Index

## Asset Management Practices and Improvement Plan

### 10.3. CURRENT AND FUTURE IMPROVEMENTS

Table 47 – Current and Future Improvement Plans

	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
1	Asset Register Data	AssetFinda and SCADA programmes maintained and kept up to date with information.	3.4	Ongoing	Services Asset Manager Director, Assets
2	Information Systems	Tablets fully integrated for Three Waters data collection and entry into AssetFinda.	3.7	Ongoing	GIS Officer Services Asset Manager
3	Asset Condition	Condition Grading System now in place and documented in Asset Management Plans.	3.7	Ongoing	Services Asset Manager
4	Update asset condition data	Continue to use information collected from maintenance tasks to update asset condition data.	3.7	Ongoing	Services Asset Manager
5	Improve condition data accuracy and reliability	<p>The issues related to condition data for <u>below ground</u> water supply assets does not allow Council to accurately forecast remaining useful life. However, using the information collated from both 'scheduled' and 'reactive' maintenance (under the Services Maintenance Contract), Council is able to update asset condition data regularly. Over time as maintenance and renewals are carried out, the condition information will improve.</p> <p>Therefore, the implementation of additional major projects to assist Council in improving condition data information is not priority.</p>	3.7	Ongoing	Services Asset Manager

## Asset Management Practices and Improvement Plan

	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
6	Future Growth and Demand	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing water reticulation system.	4.3.1	Ongoing	Services Asset Manager Director, Assets
7	Review the demand management performance measure calculation	A review of the values and assumptions used for future calculations will need to be agreed upon. With the universal water metering being installed this will provide a more accurate measure for demand management.	5.4.4	June 2024	Services Asset Manager Director, Assets
8	Lifecycle Management	Maximise AssetFinda capabilities for predictive modelling purposes	7.3	Ongoing	Services Asset Manager Director, Assets



# **APPENDICES**

**Appendix 1 - Water Supply Risk Register**  
**Appendix 2 - Water Supply Operational Documents**

## APPENDIX 1 - WATER SUPPLY RISK ASSESSMENT

### COMPLIANCE AND LEGISLATION RISKS

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Legislation Changes	IF changes to legislation or case law occur and are not implemented by staff, THEN council may be acting illegally and in breach of legislation.	8High Unlikely/ Major	<ul style="list-style-type: none"> <li>Staff will implement the changes</li> <li>Regular review and update Legislative Compliance Register.</li> <li>Staff training and attending relevant industry conferences.</li> <li>Regular policy review to ensure policies and procedures are in line with legislation changes.</li> <li>Ensure maintenance contractor and staff are up to date with legislative requirements through regular updates of legislative compliance register</li> <li>Subscribe to regular email updates from local government and relevant industry bodies. Council list server to ensure staff are notified of legislative changes.</li> </ul>	1 Low Unlikely/ Minor
Incorrect Planning Advice	IF Council gives out wrong advice on LIM, or issues Resource Consent when it should not have, THEN it could be subject to a judicial review or similar form of dispute process involving legal costs, possible fines, and reputational damage.	3 Moderate Unlikely/ Serious	<ul style="list-style-type: none"> <li>Quality assurance.</li> <li>Resourcing and ongoing training of competent staff.</li> <li>Low tolerance for poor quality documentation from consent applicants.</li> <li>Good quality legal counsel.</li> <li>Council has professional indemnity, public liability, and statutory liability insurance.</li> </ul>	1 Low Rare/ Serious
Statutory Reporting Commitment	IF Council does not meet statutory commitments (eg for reporting to the national monitoring system) THEN it may be acting illegally and receive attention from Ministry which could result in financial penalty and council functions being removed, or elected members being replaced.	3 Moderate Unlikely/ Serious	<ul style="list-style-type: none"> <li>Quality assurance.</li> <li>Resourcing levels maintained.</li> <li>Schedule of dates and commitments is regularly maintained and updated by Quality Assurance officer.</li> <li>Regular review and update of Legislative Compliance Register.</li> </ul>	1 Low Rare/ Serious

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Bylaws and Policies	IF Council fails to keep Policies and Bylaws up to date, THEN the Policies and Bylaws may become unenforceable and irrelevant, and council could be acting illegally, or the policy is not fit for purpose.	8 High Unlikely/ Major	<ul style="list-style-type: none"> <li>Quality assurance,</li> <li>Resourcing levels maintained</li> <li>Regular Policy Schedule review by CEO.</li> <li>Regular review of Bylaw timetable maintained in Content Manager.</li> </ul>	3 Moderate Unlikely/ Serious

**DATA AND INFORMATION RISKS**

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Systems Down - Natural Disaster/Pandemic	IF there is a natural disaster THEN systems may be down temporarily, reduction in worker productivity, unable to respond to customers, data unavailable, potential permanent loss of data.	8 High Unlikely/ Major	<ul style="list-style-type: none"> <li>Backups done daily and stored off-site.</li> <li>Most critical data is in the cloud, data centre is overseas so workers can access system remotely from anywhere.</li> <li>Civil Defence will make hardware available for emergency response.</li> <li>Refer to up to date Water Safety Plans.</li> </ul>	3 Moderate Unlikely/ Serious
Server Failure <b>TOP TEN RISK</b>	IF the server failed THEN systems down, data unavailable, potential data loss	12 Very High Possible/ Major	<ul style="list-style-type: none"> <li>Restore from backup, backups stored off-site.</li> <li>Fail-over for Melbourne data centre replicates to Sydney data centre.</li> </ul>	3 Moderate Unlikely/ Serious
Cyber Attack <b>TOP TEN RISK</b>	IF the systems are compromised and subject to a cyber-attack, THEN system downtime, loss of data, ransoms may be demanded, potential privacy breach, reputational damage, and potential loss of funds.	15 Very High Possible/ Catastrophic	<ul style="list-style-type: none"> <li>Council have several security measures in place such as enterprise grade firewalls, email filtering, backups, antivirus and device management.</li> <li>If a breach was detected Council would activate the insurance policy and engage an IT security company resource to assist with recovery.</li> <li>Further controls to be provided by IT suppliers</li> <li>Critical I&amp;E changes limited to selected staff only</li> </ul>	3 Moderate Possible/ Important

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Communication to data centre	IF there is a loss of communication to the Data Centre (due to IT failure, power failure, or other damage to link) THEN systems downtime will cause temporary disruption. Council staff will be unable to access data and complete work and respond to customers satisfactorily.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>Can access private link or an internet link - reroute the traffic.</li> <li>Backup generator if power supply lost.</li> <li>Refer to the Water Safety Plans (WSP)</li> </ul>	1 Low Rare/ Serious
Uncontrolled access to Physical and Digital Records	IF there is uncontrolled or unauthorised access to archives, THEN records/ files could go missing, privacy breached, possible legislative breaches.	2 Moderate Unlikely/ Important	<ul style="list-style-type: none"> <li>Access to physical archives is limited to IM Specialist and IT Manager, door is locked at all other times.</li> <li>Digital records must be stored in IT approved repositories, with access restricted where necessary.</li> <li>Electronic access is restricted to staff who have a SDC login and have also been granted the relevant security permissions to access applications relevant to their job role.</li> </ul>	1 Low Rare/ Important
Records Handling	IF hard copy protected records are handled in a way that could cause damage, degradation or disorganisation, THEN this could lead to loss of protected records, non-compliance with legislation and potential financial penalties.	1 Low Rare/ Important	<ul style="list-style-type: none"> <li>Access to archives is limited to trained staff.</li> <li>Ensure the Information Management Specialist is fully trained in all areas of protected records management.</li> <li>Maintain a register of archived records, and a process by which records will be archived.</li> <li>Storage area must be restricted and temperature controlled.</li> </ul>	1 Low Rare/ Important
Unapproved online platforms used	IF unapproved online platforms are used for Council business, THEN Council sensitive information and individual private details could be hacked and made available publically.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>All Council information should only be stored on platforms that are approved by IT and gone through proper procedures and checks by IT.</li> </ul>	1 Low Rare/ Serious

**FINANCIAL RISKS**

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Accessing Funding	IF incorrect assessment is made to determine required maintenance funding, all funding options are not sought, or insufficient funding is made available THEN Council may miss out on funding and Council has to fully fund projects.	4 High Possible / Serious	<ul style="list-style-type: none"> <li>Ensure funding assessments are carried out by sufficiently experienced personnel and strong cases are made for funding.</li> <li>A system should be established to regularly monitor all available funding for council projects.</li> </ul>	1 Low Rare/Minor
Internal Financial Controls	IF internal financial controls are compromised and ineffective, THEN possible fraud, budget blowout, delayed service	4 High Possible / Serious	<ul style="list-style-type: none"> <li>Good quality controls.</li> <li>Implement annual external and internal audit recommendations.</li> <li>Adhere to Procurement and Delegations Policy.</li> <li>Communications of internal controls to all staff.</li> <li>Recommend internal audit programme every year by independent contractor.</li> </ul>	1 Low Rare/Serious
Procurement contracts	IF procurement contracts entered into are not cost-effective and do not comply with Council's Procurement Policies THEN council projects could go over budget and council procurement could be subject to industry, media, and legal scrutiny.	6 High Likely/Serious	<ul style="list-style-type: none"> <li>Ensure procurement policy and procurement manual are appropriate, comply with legislation and good practice, and followed by all staff and significant contracts are reviewed by an independent professional.</li> </ul>	1 Low Rare/Serious
Significant Population Reduction	IF there is a significant population reduction, resulting in loss of ratepayer base and reduction in property values - THEN this could result in higher rates for others and significant cost reductions may be required.	8 High Unlikely/Major	<ul style="list-style-type: none"> <li>Ensure variable costs are clearly identifiable, and therefore able to be isolated and adjusted if ratepayer base reduced.</li> <li>Council actions to align with council mission and vision to make Stratford a great place to live.</li> </ul>	3 Moderate Unlikely/Serious
New Regulations require Significant Investment	IF new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, THEN ability to finance investment could be compromised and rates increases could breach limits.	8 High Unlikely/Major	<ul style="list-style-type: none"> <li>Attempt to keep debt and expenditure low and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.</li> </ul>	3 Moderate Unlikely/Serious

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Theft by Contractors	IF contractors have unrestricted access to council property and/or information, THEN there is an opportunity for theft and consequently loss of Council assets.	2 Moderate Unlikely/Important	<ul style="list-style-type: none"> <li>All contractors must go through a pre-qualification process.</li> <li>Visitors to Council buildings must sign in.</li> <li>Access to the building has now been restricted with the use of fobs.</li> <li>Protected records are stored in a safe or locked storage room.</li> </ul>	1 Low Rare/Important
Inadequate financial provision to fund asset replacement	IF there is inadequate financial provision in reserves to fund the replacement of assets, THEN the Council may have to borrow more than expected, or asset replacement may need to be delayed which may affect service level performance.	3 Moderate Possible/Important	<ul style="list-style-type: none"> <li>Ensure annual depreciation is based on accurate fixed asset values (replacement cost) and accurate useful lives.</li> <li>Assets should not, unless necessary, be replaced before the end of their useful life.</li> </ul>	1 Low Rare/Important
Bribery and Corruption	IF elected members or staff act in a way that is, or is perceived to be, influenced by Bribery or Corruption, THEN the Council's reputation could be damaged, there is potential for legal action against Council, increased scrutiny by the Office of the Auditor General. There is also the risk that Council could have lost financially, or in some other way, by entering into an unethical contract.	3 Moderate Unlikely/Serious	<ul style="list-style-type: none"> <li>Ensure HR Policy, Procurement Policy, Anti-Fraud and Corruption Policy and Elected Members' Code of Conduct cover these areas sufficiently and that guidance is given to all staff and elected members at least annually on conflicts of interest, and Policies are widely distributed within Council and made available to all staff, particularly new staff.</li> <li>The Fraud Policy includes a process for reporting any suspected instances of bribery and corruption - ensure this is widely available and all staff are aware of reporting process.</li> </ul>	1 Low Rare/Serious
Management Override of Internal Controls	IF a Manager uses their unique position to override internal controls, THEN the financial statements may be incorrect and potential fraud may result.	4 High Possible/Serious	<ul style="list-style-type: none"> <li>Audit and Risk Committee oversight. Internal and External audits annually.</li> <li>Internal and external audits annually.</li> <li>Fraud Policy awareness training.</li> <li>Regular review of policies to ensure in line with best practice.</li> <li>SLT to undergo ethics training.</li> </ul>	1 Low Possible/Major

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
			<ul style="list-style-type: none"> <li>Full reference checking of at least one recent, direct manager (particularly for financial and management roles).</li> <li>Zero tolerance for any bullying type behaviour.</li> </ul>	

**HEALTH AND SAFETY WELLBEING RISKS**

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Lone Worker <b>TOP TEN RISK</b>	If a staff member is seriously injured or killed during field inspections/site visits, then possible health and safety breaches, death or serious injury.	12 Very High  Possible/ Major	<ul style="list-style-type: none"> <li>Complete quality assurance, Ongoing training/awareness of HSE requirements and responsibilities.</li> <li>Better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site.</li> <li>Use of GPS tracking, mobile phone tracking.</li> <li>Compliance Officers to wear body cameras on duty.</li> </ul>	3 Moderate  Unlikely/ Serious
Water / Health Safety <b>TOP TEN RISK</b>	IF Council doesn't adequately respond to a complaint and a member of the public falls ill or dies, THEN Council is at risk of legal proceedings under the Health Act.	12 Very High  Possible/ Major	<ul style="list-style-type: none"> <li>Up to date compliance with the Drinking Water Standards.</li> <li>Ongoing training/awareness of drinking water standards and HSE requirements and responsibilities.</li> <li>Ensure Water Supply bylaw is regularly reviewed.</li> </ul>	1 Low  Rare/ Important
Council Vehicle accident	If a staff member has an accident in a council vehicle, then this could result in possible death or serious injury and damage to motor vehicle asset.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>All staff must have a full drivers licence and all staff are aware of procedures if there is an accident.</li> <li>GPS and mobile phone tracking.</li> </ul>	3 Moderate  Unlikely/ Serious
Staff under Stress	If staff are affected by personal issues or by work pressures and experiencing high levels of stress, then work performance may decline and/or fatigue, illness, unsafe work practices may result.	5 High  Almost Certain/ Important	<ul style="list-style-type: none"> <li>Managers are responsible for being aware of the wellbeing of their direct reports</li> <li>There are various options available for relieving the pressure of staff who are overworked including increasing staff or reallocating work</li> </ul>	3 Moderate  Possible/ Important

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			<ul style="list-style-type: none"> <li>Ensure access to EAP service is widely known and communicated to all staff</li> <li>Ensure all staff have a backup option available so they can take annual leave for at least a week at a time</li> </ul>	
Exposure to Hazardous Substances <b>TOP TEN RISK</b>	IF staff are affected by exposure to hazardous substances eg chemicals, liquids, fumes and other toxic substances THEN there are possible risks to staff health and wellbeing.	8 High Unlikely/ Major	<ul style="list-style-type: none"> <li>The Stratford Water Treatment Plant has site licences for the storage of chemicals, these must be kept up to date.</li> <li>All hazardous substances are correctly labelled and stored according to best practice safety procedures and guidelines.</li> <li>Training is mandatory for all staff working with hazardous substances.</li> <li>Use appropriate PPE gear at all times in the vicinity of the hazardous substances.</li> <li>Regular health checks for staff.</li> <li>Regular testing of hazardous substances and chemicals LABELLING and STORAGE be carried out RANDOMLY.</li> <li>Fire extinguishers are on site, all signage is current and covers off on all of the chemicals held on site, and labels are all correct and current.</li> <li>We currently have 5 authorised handlers. Ixom also do site audits when their representative is in the immediate area..</li> </ul>	4 Moderate  Rare/ Major
Workplace Bullying or Harassment	IF Bullying and harassment in the workplace occurs THEN it can have an impact on the health and wellbeing of staff subject to the bullying and other staff witnessing the behaviour. This may impact on staff productivity and the ability of Council to attract good quality candidates.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>Top down culture against bullying and harassment of any kind, policy is followed through by management.</li> <li>Staff are aware of the reporting process.</li> <li>The reporting process to deal with bullying and harassment is fair, transparent, and confidential and dealt with in a timely manner.</li> </ul>	3 Moderate  Unlikely/ Serious



4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Asbestos Related Work	IF council buildings are contaminated with asbestos, THEN there is the possibility of asbestos exposure to staff and the public and increased risk of asbestosis and other lung and pleural disorders.	4 Moderate Rare/ Major	<ul style="list-style-type: none"> <li>Asbestos protocols need to be developed in line with the asbestos regulations.</li> <li>Staff need to be made aware of Asbestos disposal guidelines. Staff involved in construction work should be appropriately trained in handling of asbestos materials.</li> </ul>	2 Moderate Unlikely/ Important
Muscular discomfort - Ergonomics	IF muscular pain or discomfort or eye strain occurs as a result of the work environment and setting, THEN this will impact on staff health and wellbeing and long term comfort at work.	2 Moderate Likely/ Minor	<ul style="list-style-type: none"> <li>Apply ACC Habit At Work guidelines.</li> <li>Workstation assessments should be carried out to reduce the likelihood of onset of long term discomfort and pain conditions.</li> </ul>	1 Low Possible/ Minor
Armed Robbery	IF there is an armed robbery at any of council's services centres, THEN there is the potential for death or serious harm.	1 Low Rare/ Serious	<ul style="list-style-type: none"> <li>Establish emergency procedures, including use of panic buttons.</li> <li>Security cameras in place.</li> <li>Ensure staff are trained to deal with potential threat.</li> <li>Design / limit access to building so that threats are minimised.</li> </ul>	1 Low Rare/ Serious
Employee Substance Abuse	IF staff are affected by drugs or alcohol while at work, THEN there is an increased risk of an accident or injury, property damage, and reduced work performance.	8 High Unlikely/ Major	<ul style="list-style-type: none"> <li>Ensure staff are aware of drug and alcohol policy.</li> <li>Initial drug testing done prior to employment to filter out regular users.</li> <li>Utilise EAP.</li> </ul>	2 Moderate Unlikely/ Important
Water supply network is Contaminated <b>TOP TEN RISK</b>	IF the Water supply network becomes contaminated THEN the public health is at risk and Council could be liable for financial penalties and will suffer reputational damage.	12 Very High	<ul style="list-style-type: none"> <li>Backflow preventers have been installed for high risk properties (currently no programme to roll out across the district, due to cost and resource).</li> <li>Staff training in the use of chemicals.</li> <li>Water chlorination.</li> </ul>	4 High Possible/ Serious
Fatigue Management	IF Fatigue affects an employee, as a result of working extraordinary hours, THEN the employee may have limited functionality which could result in personal injury or injury to others. It could also lead to stress and long term mental illness if it is	3 Moderate Possible/ Important	<ul style="list-style-type: none"> <li>Ensure employees take regular, quality rest breaks during the working day, in line with the Employment Relations Act (HR Policy requires this).</li> <li>Ensure all staff know their responsibilities in terms of managing fatigue.</li> </ul>	1 Low Rare/ Minor

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	reoccurring and could mean Council is in breach of the Health and Safety Act.		<ul style="list-style-type: none"> <li>Ensure shift workers rostered times are manageable.</li> <li>The Vehicle Use Policy has limits on driving a Council vehicle after exceeding max number of work hours.</li> <li>Contractor fatigue management to be reported and monitored through regular contractor meetings.</li> </ul>	

**OPERATIONAL RISKS**

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Contractor - Damage to Property	IF maintenance contractor damages council or private property while carrying out contracted work, THEN council could be liable for damages and additional expenditure.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>Stringent Operational procedures:</li> <li>Daily reporting of compliance.</li> <li>Regular liaison with contractor and regulators to monitor performance to ensure compliance.</li> <li>Contractor pre-approval process.</li> <li>Council has material damage insurance policy.</li> </ul>	3 Moderate  Possible/ Important
Other Contractors in Network Corridor	IF work by others in Network Corridor results in damage to components of the 3 waters infrastructure THEN services to the public may cease or become unreliable or compromised.	4 Moderate  Likely/ Important	<ul style="list-style-type: none"> <li>Co-ordination between services before major projects begin.</li> <li>Ensure all works have Corridor Access Requests.</li> </ul>	1 Low  Rare/ Important
Attracting Qualified Staff	IF Council is unable to attract suitably qualified personnel, THEN services may become under threat and may cease.	6 High  Likely/ Serious	<ul style="list-style-type: none"> <li>Internal training and succession planning programs.</li> <li>Ensure market wages are offered for all high demand positions.</li> <li>Recruit off shore option should be available for high-demand positions.</li> <li>Make greater use of consultants if necessary and/or shared services with neighbouring Councils.</li> </ul>	2 Moderate  Unlikely/ Important

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			<ul style="list-style-type: none"> <li>Make Stratford District Council a great place to work - measure staff engagement and respond to any issues expediently.</li> </ul>	
Maintenance Contractor fails to deliver <b>TOP TEN RISK</b>	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	8 High Unlikely/ Major	<ul style="list-style-type: none"> <li>Careful assessment of tender to ensure contract price viable for contractor to deliver level of service</li> <li>Regular liaison with contractor to monitor performance and ensure compliance</li> <li>Contractor pre-approval process must not be bypassed</li> </ul>	3 Moderate  Unlikely/ Serious
Key Person risk	If a key person in the organisation could not work for a significant period of time then this could affect Council's ability to perform core functions and duties.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Ensure PROMAPP is up to date with all staff day to day processes</li> <li>If known absence ahead of time ensure an appropriate training plan in place</li> <li>Make use of local consultants where appropriate</li> <li>Connect with colleagues from neighbouring three councils to share resource if needed</li> </ul>	1 Low  Possible/ Minor
Natural Disaster or Fire - Response preparedness <b>TOP TEN RISK</b>	If a Natural Disaster or Fire causes significant damage to infrastructure and buildings THEN community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	12 Very High  Possible/ Major	<ul style="list-style-type: none"> <li>Civil Defence Emergency Management plans are in place.</li> <li>Procedures following an emergency event are widely known by a number of staff due to Civil Defence</li> <li>Foundational training being rolled out to majority of council staff.</li> <li>Business Continuity Plans need to be in place and practiced regularly for all activities - Directors responsible for having a plan in place for each of their departments to ensure core functions can continue to be delivered.</li> </ul>	12 Very High  Possible/ Major
Disease Outbreak/ Pandemic	If there is a human disease outbreak in the district, then this could impact staff and contractors staff available to deliver service	5 High  Rare/ Catastrophic	<ul style="list-style-type: none"> <li>Health and Safety Advisor to keep aware of any public health notifications of disease outbreaks</li> <li>Ensure there is a plan to respond to any notifications</li> </ul>	1 Low  Rare/ Serious

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			<ul style="list-style-type: none"> <li>Civil Defence covers infectious human disease pandemics and will take responsibility for local management</li> </ul>	
Biosecurity threat risk	IF there is a biosecurity threat to animals, or plant life THEN this could affect the economic wellbeing of the district and the ability of council to financially meet community needs.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>Ensure council takes a proactive approach to working with Biosecurity NZ, MPI, TRC and the community where a threat is identified.</li> </ul>	2 Moderate  Unlikely/ Important
Critical Asset Failure <b>TOP TEN RISK</b>	IF a critical asset (water treatment plants, stormwater, wastewater, reticulation, roading) failed, THEN unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	12 Very High  Possible/ Major	<ul style="list-style-type: none"> <li>Conduct 2 yearly Asset Criticality Review.</li> <li>Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event.</li> <li>Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance.</li> </ul>	4 High  Possible/ Serious
Heavy/Extreme Rainfall incidents	IF the Stratford District experiences heavy rainfall continually over a period THEN roads may flood, restricting accessibility, landslips and mudslides may restrict road access and cause property damage, productive land areas may flood reducing functions, Stormwater, Wastewater and Water Supply assets may fail from overburdening, and overflows from Wastewater system may result in untreated water entering the Patea River.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Asset Management Plans and Incident Control Response Plans to document critical asset areas and response plan in the event of heavy rainfall incidents.</li> </ul>	2 Moderate  Unlikely/ Important
Terrorist Attack	IF a terrorist attack occurred in Stratford, THEN loss of life, property damage, and business discontinuity may result.	4 Moderate  Rare/Minor	<ul style="list-style-type: none"> <li>Develop Lockdown procedures for all Council public sites i.e. Library, I-Site, Council Office, TSB Pool.</li> <li>Be alert and aware of potential threats, work closely with Police and establish plan to minimize damage to people and property.</li> </ul>	4 Moderate  Rare/ Minor
Government Policy Impacting on Local Government <b>TOP TEN RISK</b>	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	12 Very High	<ul style="list-style-type: none"> <li>Where a policy change may have a significant impact on the Council then we must ensure that the Council</li> </ul>	12 Very High

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	it may mean previous investment has become redundant.	Possible/ Major	<ul style="list-style-type: none"> <li>makes a submission challenging the change and suggesting alternative options.</li> <li>Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice</li> </ul>	Possible/ Major
Consents	The Council does not undertake the work in accordance with the resource consent conditions. Council can be fined by the Regional Council for breach of conditions.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Not negotiable - Consent conditions must be abided by otherwise the consent will be breached</li> <li>Council needs to submit to the Regional Council a methodology about how they are going to undertake the works.</li> </ul>	2 Moderate  Unlikely/ Important

#### REPUTATIONAL AND CONDUCT RISKS

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Online Passwords	IF online passwords are shared or used inappropriately, THEN there is the risk that staff can access or hack Council owned systems and release sensitive information.	3 Moderate  Possible/ Important	<ul style="list-style-type: none"> <li>Ensure that where a staff member leaves and they have access to logins accessible online that the passwords are changed and access ceases.</li> <li>Limit use of online accounts.</li> </ul>	3 Moderate  Unlikely/ Serious
Contractor Damage or Breach	If Council and/or Council contractors are found to be liable for public/environmental damage, or any actions that are unsafe or non-compliant with legislation and applicable policies and standards, then fines, possible injury, long-term damage, reputational damage could result.	4 High  Possible/ Serious	<ul style="list-style-type: none"> <li>Appropriate procedures and guidelines are in place to monitor contractor actions and our own including health and safety audits, contractor meetings/KPI's</li> <li>The Council requires all physical works contractors to go through a thorough health and safety pre-qualification process and become approved before commencing any physical work</li> </ul>	3 Moderate  Unlikely/ Serious

			<ul style="list-style-type: none"> <li>All relevant staff are kept up to date with pre-approved contractors register</li> <li>Mini audits and random checks should be built into contracts</li> <li>Contractor public liability insurance required for all major contracts.</li> </ul>	
Council employees/ contractors abuse members of the public	If Council employees, during the course of their Council duties abuse members of the public,, then the Council may suffer significant reputational damage and potentially be taken to court.	4 High Possible/ Serious	<ul style="list-style-type: none"> <li>All staff in a public facing role, particularly where they must deal with children, must be police vetted before they commence work.</li> <li>Exception is where the role is urgent and requires immediate start - in these situations the employee should not be left alone at any time until a satisfactory police report has been received</li> </ul>	3 Moderate  Unlikely/ Serious

**APPENDIX 2 - WATER SUPPLY OPERATIONAL DOCUMENTS**

Consents	Commencement Date	Expiry Date	CM Reference
<b>1276-3</b> Te Popo Abstraction	24/05/2011	1/06/2021	D17/20428
<b>6605-1.1</b> Toko Discharge from Water Treatment Plant	29/04/2005	1/06/2022	D17/20453
<b>6549-1</b> Repair and maintain weir in Konini Stream	31/01/2005	1/06/2022	D17/20451
<b>1337-3</b> Abstraction from Bore for Toko water supply	17/06/2005	1/06/2022	D17/20461
<b>1331-3</b> Discharge to land via soak hole from Midhirst Water Treatment Plant	27/05/2016	1/06/2033	D17/20460
<b>10056-1</b> Construct watermain bridge over Patea River	23/01/2015	1/06/2034	D17/20483
<b>2452-3</b> To dam water in the Konini Stream with a 1 metre concrete weir for the Stratford town water supply	25/09/2017	1/06/2034	D17/24428
<b>5353-2</b> To dam water in the Patea River with a 2.3 metre concrete weir for the Stratford town water supply	25/09/2017	1/06/2034	D17/24427
<b>0068-4</b> Discharge to Patea River from Stratford Water Treatment Plant	24/06/2016	1/06/2034	D17/20419
<b>0195-3</b> Patea & Konini Abstraction (Stratford Water Supply)	16/10/2017	1/06/2034	D17/24468
Policies	Commencement Date	Review Date	CM Reference
Asset Management	26/05/2020	2023/2024	D20/4330
Water Supply to Rural Properties	12/03/2019	2023/2024	D19/3406
Procurement Policy	11/06/2019	2022/2023	D18/29563(v3)
Bylaws	Commencement Date	Review Date	CM Reference
Water Supply Bylaw	1/08/2019	1/08/2029	D18/29919
Strategies	Commencement Date	Review Date	CM Reference
Infrastructure Strategy 2021-2051	1/02/2021	2050/2051	D21/2700
Contracts	Commencement Date	Review Date	CM Reference
3 Waters Maintenance Contract (1434)	1/07/2019	30/06/2026	D19/14719
Drinking Water Safety Plans	Commencement Date	Review Date	CM Reference
Stratford Drinking Water Safety Plan	7/11/2023	7/11/2028	D22/47516
Stratford Source Water Risk Management Plan	22/09/2023	22/09/2028	D23/18478
Midhirst Drinking Water Safety Plan	7/11/2023	7/11/2028	D22/48846
Midhirst Source Water Risk Management Plan	22/09/2023	22/09/2028	D23/18476
Toko Drinking Water Safety Plan	7/11/2023	7/11/2028	D22/49746
Toko Source Water Risk Management Plan	22/09/2023	22/09/2028	D23/18475





**Parks, Reserves and Cemeteries  
Asset Management Plan 2024-2034**



TE KAUNIHERA Ā ROHE O  
**WHAKAAHURANGI**  
**STRATFORD**  
DISTRICT COUNCIL



**DOCUMENT QUALITY ASSURANCE**

	NAME/ROLE	DATE
Prepared By	Melanie McBain, Parks and Reserves Officer	February 2024
	Natalie McLeod, Asset Management Co-ordinator	
Reviewed By	Victoria Araba, Director Assets	February 2024
Approved By	Sven Hanne, Chief Executive	

**DOCUMENT CONTROL**

VERSION	DATE	DESCRIPTION	UPDATED BY
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# THE PARKS, RESERVES AND CEMETERIES ASSET MANAGEMENT PLAN (PRCAMP)

2024-2034

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# **EXECUTIVE SUMMARY**



## Executive Summary

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### The Stratford District

The Stratford District (Whakaahurangi) is a land locked area encompassing 2170km<sup>2</sup> located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui Districts in the Horizons Regional Council. Within the district there are four distinct geographical areas:

- The alpine and bush environment of Egmont National Park, Te Papakura o Taranaki;
- The ring plain around Taranaki Maunga;
- Hill country located between the ring plain and the eastern hill country; and
- Eastern hill country to the boundary with Ruapehu District Council.

The district's rural landscape supports large farming, forestry and Department of Conservation reserves. Stratford is a growing tourist destination owing to key attractions such as the Te Papakura o Taranaki, the Manganui Ski Field, Forgotten World Highway (SH43), Dawson and Mt Damper Falls. Three main townships make up the Stratford District, Whakaahurangi: Stratford; Midhirst and Toko.

### The Parks, Reserves and Cemeteries Activity Management Plan

The Parks, Reserves and Cemeteries Activity Management Plan (PRCAMP) describes the planning, engineering, financial and technical strategies, and practices employed in the delivery of Council's obligations for the provision of parks, reserves and cemeteries. Activities include the operation, maintenance and development of Council's parks, reserves and cemeteries. The PRCAMP identifies the local, regional and central government strategic and legislative drivers for the provision of service throughout the district.

Based on forecasted growth and demand for the service, the PRCAMP sets out how the provision of the facilities will be managed over their lifecycle (to ensure the optimal delivery of the service within the financial constraints set by the Council in its Long-Term Plan (LTP) 2024-2034). The level of service to be delivered is determined by the priorities and performance measures set by both the central government and Council.

The PRCAMP is a living document and is used to inform the Council's Long-Term Plan and relevant reserve management plans. The AMP details Council owned assets and is used for communicating complex asset management information/strategies with stakeholders, elected members, service managers and other interested parties.

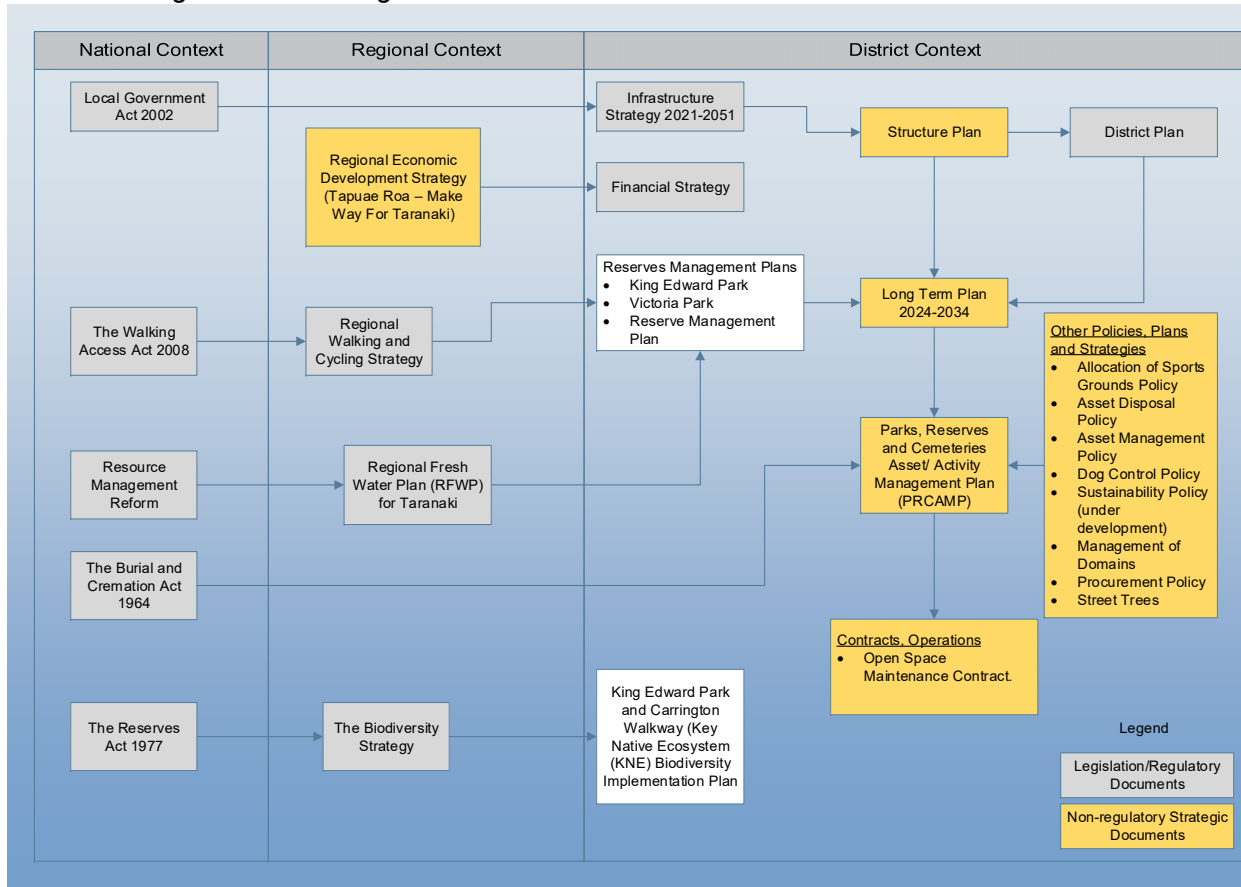
### The Strategic and Legislative Context

The Strategic and Legislative Context for the PRCAMP is as per the framework below.

The key central, regional and local government drivers are:

- The Reserves Act 1977 (2023);
- The Local Government Act 2002;
- The Resource Management Act 1991;
- The Regional Economic Development Strategy;
- The Long-Term Plan 2018 – 2028 (LTP); and
- Reserve Management Plans.

**The PRCAMP Legislative and Strategic Context**



## Executive Summary

### Our Community Outcomes

The Council's vision for the 2024-2034 Long Term Plan (LTP) is "A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki. The Council's identified *Community Outcomes* to achieve the vision are:

- Welcoming community
- Resilient environment
- Connected communities
- Enabling Economy

	Community Outcomes	Parks, Reserves and Cemeteries Activity Contribution
Welcoming community	<p>We celebrate the unique stories of our district We are inclusive, and value our diversity Stratford is a friendly place where our visitors feel welcomed Our diverse community feels safe and supported We promote the district as the place to visit, live, play, learn and work</p>	
Resilient environment	<p>We will empower the community to eliminate waste We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them We support a low-emissions future for our community We enable our rangatahi (youth) to be sustainable leaders We have resilient infrastructure that meets the current and future needs of the district We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work)</p>	<ul style="list-style-type: none"> <li>• Maintaining an attractive and biodiverse natural environment within urban areas;</li> <li>• Providing a range of accessible, safe and healthy recreational facilities and opportunities through the provision of sportsfields, walkways and playgrounds;</li> <li>• Maintaining parks, reserves and cemeteries in a sustainable manner for the future generation;</li> </ul>
Connected communities	<p>We provide opportunities for families and people of all ages to connect with others in the community Our community is engaged and actively participates in democracy We value local knowledge when making decisions We advocate for the services that our community needs to live safe and healthy lives We welcome opportunities to work in partnership with others to help achieve our community outcomes We are committed to fostering meaningful and genuine partnerships with Mana Whenua</p>	<ul style="list-style-type: none"> <li>• Ensuring parks, reserves and cemeteries are well maintained and accessible to all;</li> <li>• Delivering on the agreed level of service;</li> <li>• Funding capital works which offer value for money for current and future generations of Stratford District ratepayers and ensures the financial security of Council is not compromised.</li> </ul>
Enabling economy	<p>We are a business friendly district We encourage a diverse and sustainable business community We enable economic growth by supporting business investment and development in our district We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth) We carefully balance the needs and wants of our district when funding services and infrastructure We encourage co-governance opportunities with Mana Whenua where it benefits the Stratford district.</p>	

## Executive Summary

### Our Problems and Benefits Statements

The Council has identified key problems to be addressed in the coming years. Projects have also been highlighted alongside statements of their benefits, which outline how identified problems will be solved. A summary of our *Problem and Benefit Statements* along with projects identified to deliver the benefits, are provided in the Table below.

Problem Statements	Project	Benefit Statements
Unsafe walkway staircase	Carrington Walkway Staircase (Brecon Road)	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping the staircase compliant;</li> <li>• Keeping the community safe.</li> </ul>
Unsafe walkway staircase	Cardiff Walkway Staircase	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping the staircase compliant;</li> <li>• Ensuring pedestrians are safe.</li> </ul>
Aging and disintegrating footbridge	Cardiff Walkway Footbridge	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping footbridge compliant;</li> <li>• Keep visitors safe from hazards.</li> </ul>
Aging sportsground	Page Street Sportsgrounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Attract more users to grounds.</li> </ul>
Aging playground equipment	King Edward Park and Victoria Park playgrounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensuring the playground equipment is compliant,</li> <li>• Ensuring users of playgrounds are safe.</li> </ul>
Development for farmland	Kopuatama Cemetery – New Land Development	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure to community;</li> <li>• Ensure community has local open cemetery.</li> </ul>
Tree surrounds disintegrating	Street Trees and surrounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keep native and notable trees safe;</li> <li>• Keep main streets looking attractive.</li> </ul>
On-going Development	Parks and Walkways	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• To highlight beauty of walkways and parks;</li> <li>• Keep community and visitors safe in spaces.</li> </ul>
Unsafe to use after dark	Victoria Park Lighting Upgrade	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure community not restricted to using space;</li> <li>• Keep community and visitors safe in space.</li> </ul>
Aging and disintegrating boundary grounds	Midhirst Old and Open Cemetery grounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Historic cemetery will be appealing;</li> <li>• Attract more visitors to cemetery.</li> </ul>
Aging Skate Park	Victoria Park Skate Park	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Ensuring users are safe in this environment.</li> </ul>
Aging and disintegrating clotheslines	Housing for the Elderly Units – replacing clotheslines	<ul style="list-style-type: none"> <li>• Improve levels of Service</li> <li>• Provide quality infrastructure</li> <li>• Ensuring tenants have usable resources</li> </ul>
Unsafe walkway	Eastern Loop walkway	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Keeping the community safe.</li> </ul>

## Executive Summary

Problem Statements	Project	Benefit Statements
Aging and disintegrating plaques	Pioneer Cemetery grounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Historic cemetery will be appealing;</li> <li>• Attract more visitors to cemetery.</li> </ul>
Aging and disintegrating seats	Parks, reserves and walkways	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure</li> <li>• Keeping seats safe to use;</li> </ul>
Aging Infrastructure	King Edward Park footbridge replacement	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping footbridge compliant;</li> <li>• Keep visitors safe from hazards.</li> </ul>
Lack of space use	Rhododendron Dell power box	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Increase use of space;</li> <li>• Provide events to benefit community</li> </ul>
Aging sportsground	Victoria Park Sportsgrounds	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Attract more users to grounds.</li> </ul>
Aging pathway	Victoria Park path upgrade	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Removing the hazards for Skate Park users;</li> <li>• Ensuring pedestrians are safe.</li> </ul>
Lack of space use	Pump Track seating	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Keeping spectators safe and comfortable in space</li> </ul>
Disintegrating walkway	King Edward Park pathway (Netball Courts to Rhododendron Dell)	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Ensuring visitors of all abilities can all utilise space</li> </ul>
Walkway incomplete	King Edward Park pathway (Trees of Significance)	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Complete final stages of walkway</li> </ul>

Although noted as a Problem Statement, the following projects **did not** receive final approval in the Long Term Plan discussions, due to budget restraints.

Empty, unused space	Kopuatama Cemetery – New Garden Space	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Encourage visitors to enjoy space, in remembrance;</li> <li>• Beautify cemetery space.</li> </ul>
Aging grounds	Kopuatama Cemetery – metal path continuation	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users can utilise space with no damage;</li> <li>• Beautify cemetery space.</li> </ul>
Unsafe Pathway	Three Bridges Trail (Brecon Road to Page Street)	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Safe walking trail at dusk / night;</li> <li>• Improve safety of asset</li> </ul>
Lack of Asset	Cassandra Reserve – Dog Park	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Attract more visitors to Stratford</li> <li>• Listen to community feedback and submissions</li> </ul>

## Executive Summary

### Our Levels of Service and Performance Measures

Stratford District Council, Te Kaunihera ā Rohe o Whakaahurangi, provides parks, reserves, and cemeteries to benefit the community's physical, social and personal quality of life. To ensure these expectations and requirements are met, the Stratford District Council undertakes performance monitoring of the activities and services it provides.

The Council monitors its performance through the use of performance measures and targets. The Council's 'Internal' performance measures and targets were developed and set by the Council. The performance targets measure how well the Council is delivering on Levels of Service and the performance of the activity assets. A summary of the Level of Service (LoS) performance measures is provided below. A snapshot of Council's performance trends and targets is provided in Section 5 of the PRCAMP.

	Level of Service Category	Performance Measure	Outcome Category
1.	<b>Complaints/Requests for Service</b>	The number of complaints and requests for service.	Council measure
2.	<b>Customer Satisfaction</b>	Percentage of residents satisfied with: <ul style="list-style-type: none"> <li>• Parks &gt;85%;</li> <li>• Sportsfields &gt;80%;</li> <li>• Cemeteries &gt;80%.</li> </ul>	Council measure
3.	<b>NZSS Compliance - Playgrounds</b>	All playgrounds meet NZ Safety Standards	Council measure
4.	<b>NZSS Compliance - Footbridges</b>	All footbridges meet NZ Safety Standards	Council measure

## Executive Summary

### Our Programme Business Case

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in the Table below and shows how our identified projects address the identified problems and achieve our Internal/Council Performance Measures.

Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance - Playground	NZSS Compliance - Footbridges
Operations/ Maintenance	Normal Scheduled Maintenance / Operations	✓	✓	✓	✓
	Berm extensions, Kopuatama Cemetery		✓		
	Repaint fences, sheds Kopuatama Cemetery		✓		
	Re-level runway and maintenance, Aerodrome		✓		
	Re-paint grandstand, Victoria Park		✓		
	Clean Memorial Gates, Victoria Park		✓		
	Clean Memorial Gates, King Edward Park		✓		
Renewal/ Replacement	Street tree surrounds		✓		
	Replace clotheslines (Housing for the Elderly)	✓	✓		
	Pioneer Cemetery plaques		✓		
	Continued Park and Walkway development	✓	✓		
	Carrington Walkway Staircase		✓		
	Cardiff Walkway Staircase		✓		
Level of Service Improvements	Cardiff Walkway Footbridge		✓		✓
	Page Street Sportsground grounds	✓	✓		
	King Edward Park and Victoria Park playground equipment		✓	✓	
	Kopuatama Cemetery – New Land Development		✓		
	Victoria Park Lighting Upgrade		✓		
	Kopuatama Cemetery – New Garden Space		✓		

## Executive Summary

Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance - Playground	NZSS Compliance - Footbridges
	Midhirst Old and Open Cemetery grounds		✓		
	Skate Park upgrade		✓		
	Eastern Loop staircase		✓		
	Parks, Reserves and Walkways seating upgrade		✓		
	King Edward Park footbridges replacement		✓		✓
	Rhododendron Dell power box		✓		
	Victoria Park sportsgrounds	✓	✓		
	Kopuatama Cemetery – pathway continuation		✓		
	Victoria Park – pathway upgrade	✓	✓		
	Pump Track seating		✓		
	King Edward Park – pathway upgrade (Netball Courts to Rhododendron Dell)	✓	✓		
	King Edward Park (Trees of Significance) pathway continuation		✓		

Although identified as problems, the following projects **did not** receive final approval in the Long Term Plan discussions, due to budget restraints.

Kopuatama Cemetery – New Garden Space	✓	✓		
Kopuatama Cemetery – completion of metal path		✓		
King Edward Park – Three Bridges Trail – Install Lighting	✓	✓		
Cassandra Reserve – Dog Park	✓	✓		



## Executive Summary

### Funding Our Investment Strategy

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets.

The Council has determined that capital projects to manage the Parks, Reserves and Cemeteries for the next 10 years - including Renewal/Replacement projects and Level of Service Improvements - will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

- Loans;
- Reserves; and/or
- Subsidies/Grants by other Partners.

Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Level of Service Improvements projects will be funded from a combination of loans and alternative funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*. The Council also applies to the *Ministry of Business, Innovation and Employment (MBIE)* for tourism grants and initiatives.
- Operations and Maintenance activities will be funded through Rates.

A summary of Council's Capital Investment Funding Strategy over a 10-year period is shown in the Table below. Our total Expenditure projection is provided in Section 9 of the PRCAMP; Total expenditure split for this activity is provided in the figures below.

### Our 10 –Year Capital Expenditure Projection

Asset Group	10 –Year Capital Expenditure Projection ('000)										Total
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0	6,089
Level of Service Improvement	5,956	4,075	5,163	5,799	18,178	13,966	3,595	2,980	5,970	25,197	90,878
Replacements	9,468	8,607	6,656	10,697	8,147	7,508	8,118	8,455	8,827	9,788	86,270

## Executive Summary

**Parks and Reserves LoS vs Replacements 2024 - 2034**

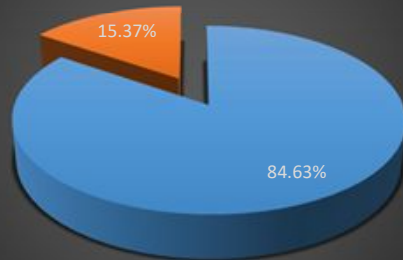


■ Level of Service Improvement ■ Replacements

**Annual Parks and Reserves Budget - LoS vs Replacements 2024-2034**

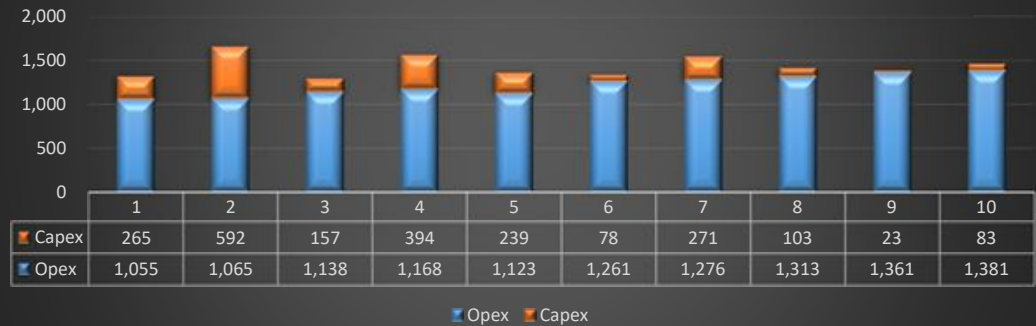


**Parks and Reserves Expenditure**

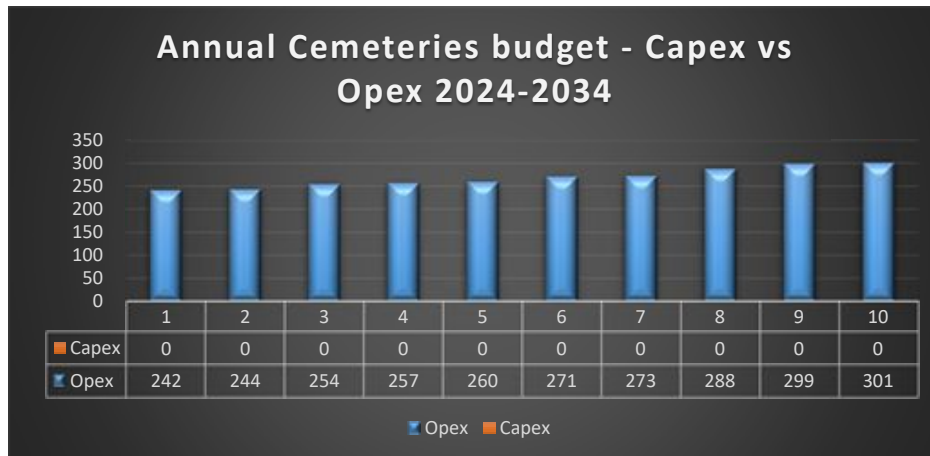
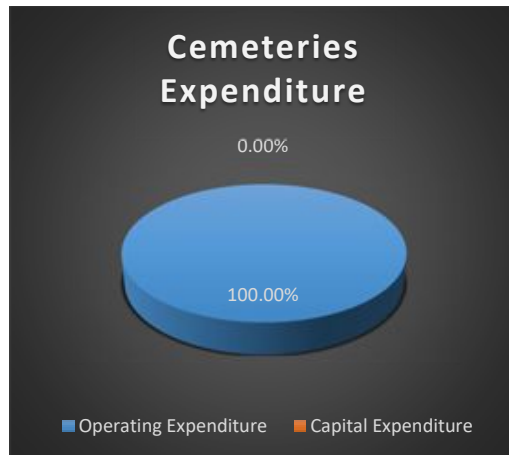


■ Operating Expenditure ■ Capital Expenditure

**Annual Parks and Reserves Budget - Capex vs Opex 2024-2034**



## Executive Summary



# **1.0**

## **Introduction**

## Introduction

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### **1.0: INTRODUCTION**

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## Introduction

### 1.1. PURPOSE OF THE PLAN

The Parks, Reserves and Cemeteries Activity Management Plan 2024-2034 ('the PRCAMP') is a 10 Year Strategic Plan for the Stratford District Council ('Council'), Te Kaunihera ā Rohe o Whakaahurangi. It is designed to detail how the Council will manage the Parks, Reserves, and Cemeteries activities, assets, and services in an efficient, safe, reliable, and sustainable manner to provide value for money for our customers and investors. The PRCAMP informs the development of the Council's 2024-2034 Long Term Plan (LTP).

The LTP shows how Council will prioritise and address key projects within constrained resources. The prioritisation of projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS), and meet legislative objectives and requirements.

The PRCAMP proposed projects that are incorporated into the LTP. They have been identified to deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times and for the right price.

The audience for this plan includes:

- Parks, Reserves, and Cemeteries customers.
- Ratepayers.
- Residents of the Stratford District.
- Visitors to the District
- Key Stakeholders.
- Council representatives, Council staff, contractors, and consultants.
- Developers.
- Members of the public who take an interest in the future of levels of service Council offer

The PRCAMP is reviewed every three years in line with Council's long term planning process and in compliance with Council's Asset Management Policy.

### 1.2. THE STRATFORD DISTRICT

Initial settlements in the Stratford District, Whakaahurangi, were small Māori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities. While New Plymouth and other coastal regions of Taranaki were settled by Europeans in the 1840s, the densely forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars, the Stratford District was created, and land was both compulsorily purchased and freely sold (see figure 2 for those that hold Mana Whenua in the District.)

The Stratford District is now home to many settlements, with the four main centres being Stratford, Midhirst, Toko and Whangamōmona.

#### 1.2.1 STRATFORD

Whakaahurangi is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District. The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

Parks, Reserves, and Cemeteries based in or around Stratford include:

- Parks – King Edward Park and Victoria Park
- Reserves – Adrian, Cassandra, Celia, Midsummer, and Pembroke
- Cemeteries – Kopuatama (Open) and Pioneer (Closed)

The site for Stratford Township on the north bank of the Patea River was cleared in 1877 and was originally named Stratford-on-Patea. It was named after Stratford-Upon-Avon, Shakespeare's birthplace, and the streets were named after Shakespearean characters. By 1906 the population of Stratford numbered almost 6,000. Other towns throughout the district sprung up as the bush was

## Introduction

cleared and new farming districts developed. Schools, hotels, stores, and other community facilities were established; however, Stratford Township remained the hub of the area.

From early in the twentieth century, there was rapid development of the dairy industry, with most communities having their own factory. Roads through the district were still relatively basic, which meant travelling any distance was difficult. As roads improved throughout the 20th century, communities in the district gradually began to lose their facilities. It was cheaper and easier to travel to larger towns for services than to maintain those services in smaller settlements.

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamōmona which was first settled in 1895, with no road or rail access. Today the village has approximately 150 full-time residents, a hotel, and a handful of historic buildings. (Refer: SDC Website.)

### 1.2.2 MIDHIRST

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km north of Midhirst and New Plymouth is 35 km to the northwest. Midhirst was a private settlement serving those who took up land in a 2,000-hectare block and named by a settlement promotor, Albert C Fookes. AC Fookes named Midhirst after his wife's family, the Hirst family. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

Reserves and Cemeteries in Midhirst include:

- Reserves – Midhirst Domain
- Cemeteries – Midhirst Old and Midhirst Open

### 1.2.3 TOKO

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. Toko was established in 1891, to serve as an important centre for access to land east of Stratford.

### 1.2.4 WHANGAMŌMONA

Whangamōmona is a rural settlement 65 km North East of Stratford on State Highway 43, which opened in 1894. Once quite a thriving settlement and the headquarters of the Whangamōmona County Council with a hotel, a number of stores and a post office, it suffered decline from the mid-20<sup>th</sup> Century with only the hotel remaining as a business in town. Today an estimated 126 people live in and around Whangamōmona (Statistics NZ 2018).

### 1.2.5 MANA WHENUA/TANGATA WHENUA – WHAKAAHURANGI DISTRICT

Ngā Iwi/Hapū that hold mana over the whenua in the Stratford District (as defined by the Stratford District Council and central government) are seven of the eight Iwi in the region of Taranaki.

Mana whenua and tangata whenua for the purposes of this activity plan can be described as *those that hold the customary authority exercised by an Iwi or hapū in a rohe, or area. Tangata whenua, in relation to a particular area, is defined as meaning 'the Iwi or hapū that holds mana whenua over that area.*

We acknowledge the following seven Iwi as tangata whenua of the Whakaahurangi rohe: Ngāti Maru, Ngāti Mutunga, Ngāti Tama, Ngā Rauru, Ngāruahine, Ngāti Ruanui and Te Atiawa. Council also recognises the role of Whakaahurangi Marae within the district.

Given that the Stratford District Boundaries also about the Ruapehu, Waitomo, and Whanganui regions, there are likely more Iwi/Hapu from these rohe with customary interest in the district, especially where assets may be close to these boundaries.

## Introduction

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### **1.2.6 DISTRICT GEOGRAPHY**

The Stratford District is one of three territorial authorities ('TA') in the region, overlying of which is the administrative area of the Taranaki Regional Council. The far eastern portion of the Stratford District is also overlain by the administrative area of Horizons (Manawatu/Wanganui) Regional Council. The boundary between the two regional councils lies along the Whangamōmona Saddle.

Taranaki Maunga, and Te Papakura o Taranaki, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an "apron" or a "ring plain" around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying.

East of the ring plain lies the rolling topography of the frontal hill country and further east, the deeply dissected hill country. These hills are not volcanic but consist of sedimentary rocks (mudstone, sandstone and siltstone). Soil properties in the eastern hill country are closely linked to the differences in rock hardness and composition. Most are steepland soils, ie, are shallow soils which have developed on steep, relatively unstable slopes. (*Refer: Stratford District Plan 2014.*)



## Introduction

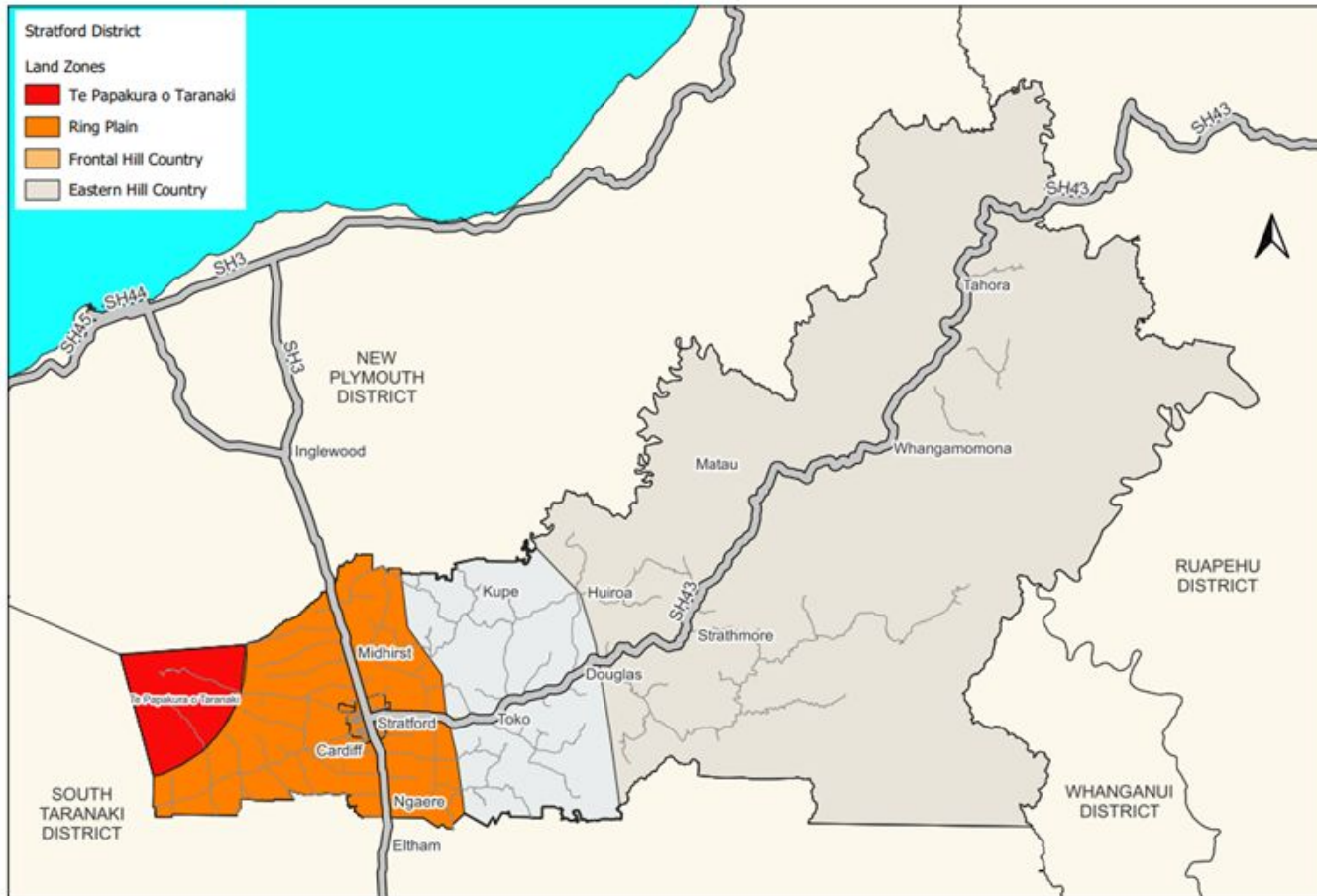


Figure 1 - The Stratford District

## Introduction

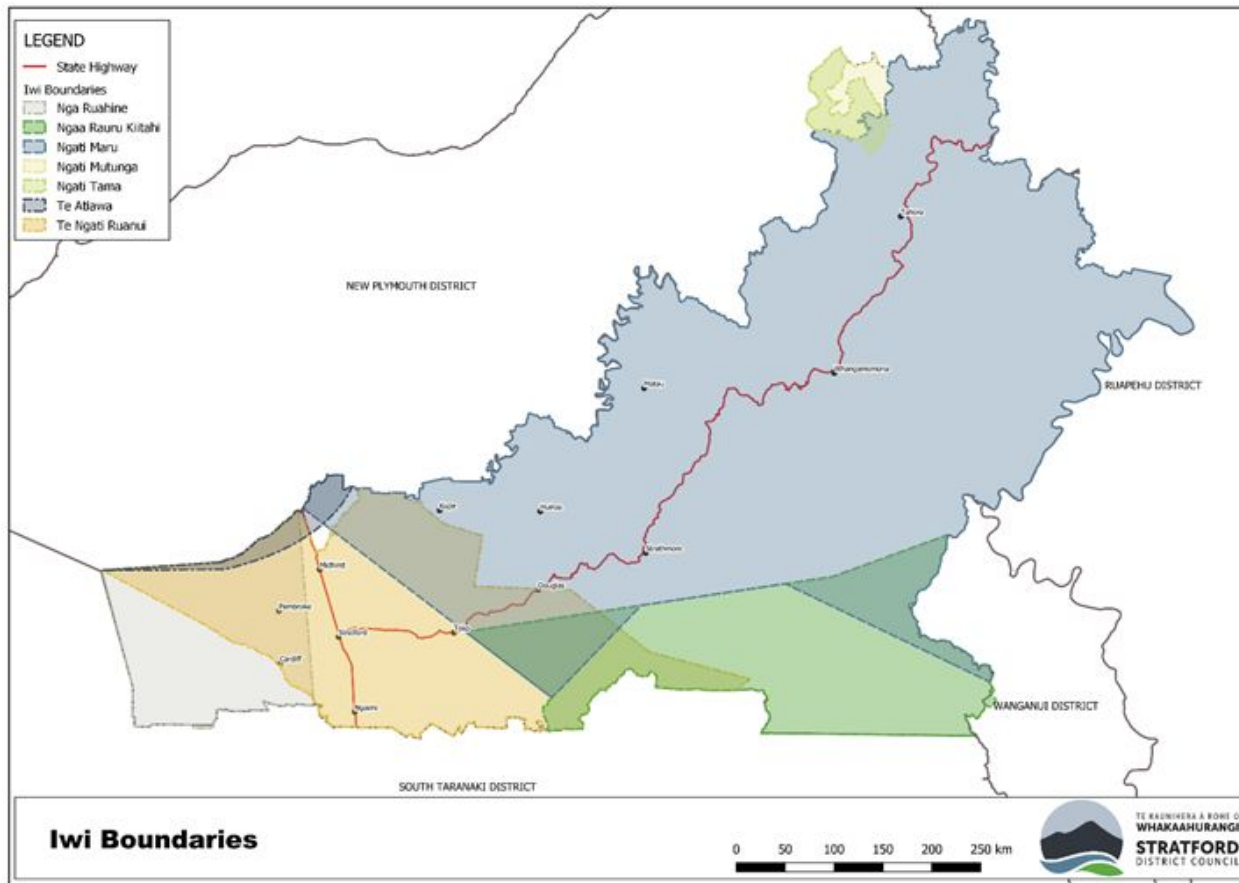
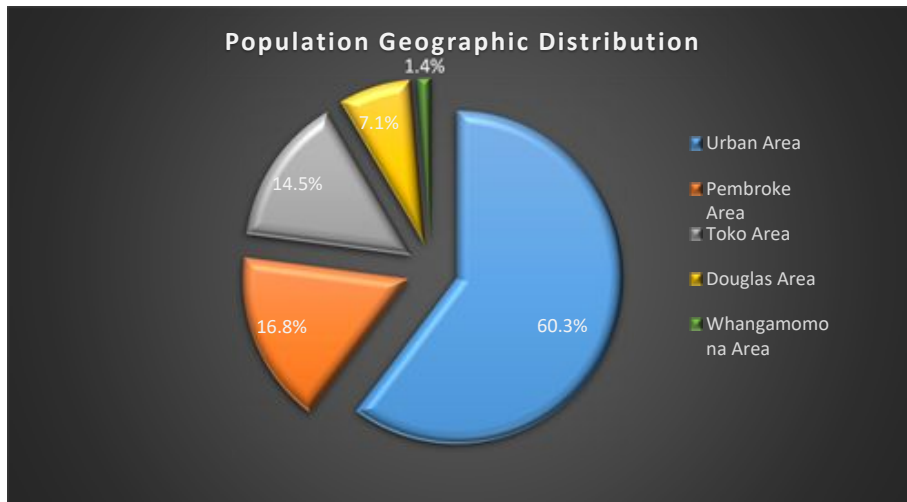


Figure 2: Iwi Boundaries within the Stratford District

## Introduction



**Figure 3 - Current Population Geographic Distribution**

### 1.3. OUR MISSION, VISION AND VALUES

Stratford District Council is local territorial authority for the Stratford District. Council's role in accordance with the Local Government Act 2002 (LGA) is to:

- Enable democratic local decision-making and action by, and on behalf of, communities; and
- Promote the social, economic, environmental, and cultural well-being of communities in the present and for the future

The Stratford District Council's **Mission Statement** is

*'To serve the district and its communities through advocacy, promotion, services, facilities and positive leadership'*

The Stratford District Council's **Vision Statement** is

*"A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki"*

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'

The Stratford District Council's **Values** are:

- Integrity:** *Be loyal to the organisation and trustworthy, honest, and courteous with everyone we deal with.*
- Teamwork:** *Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.*
- Excellence:** *Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost effective and ensure prudent management of public money and assets.*
- Pride:** *Take pride in our performance and our organisation.*
- Commitment:** *Have commitment and respect for each other, our business and our customers.*
- Innovation:** *Examine alternatives, challenge the obvious and have a flexible attitude.*

## Introduction

The Stratford District Council carries out its duties under the LGA (2002) through two key Management Teams:

- The *Executive Management Team*, comprising the Senior Leaders of the Council and headed by the Chief Executive. This team sets the overall direction for delivery of Roading activities and services; and
- The *Assets Management Team*, comprising the operational and maintenance staff who carry out the direction set by the *Executive Management Team*.

The structure for each Management Team is provided in Figures 4 and 5.

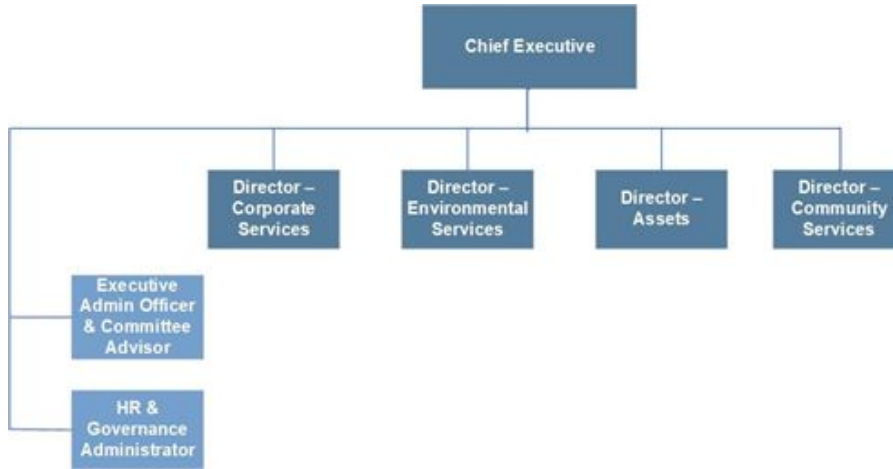


Figure 4 - The Senior Leadership Team

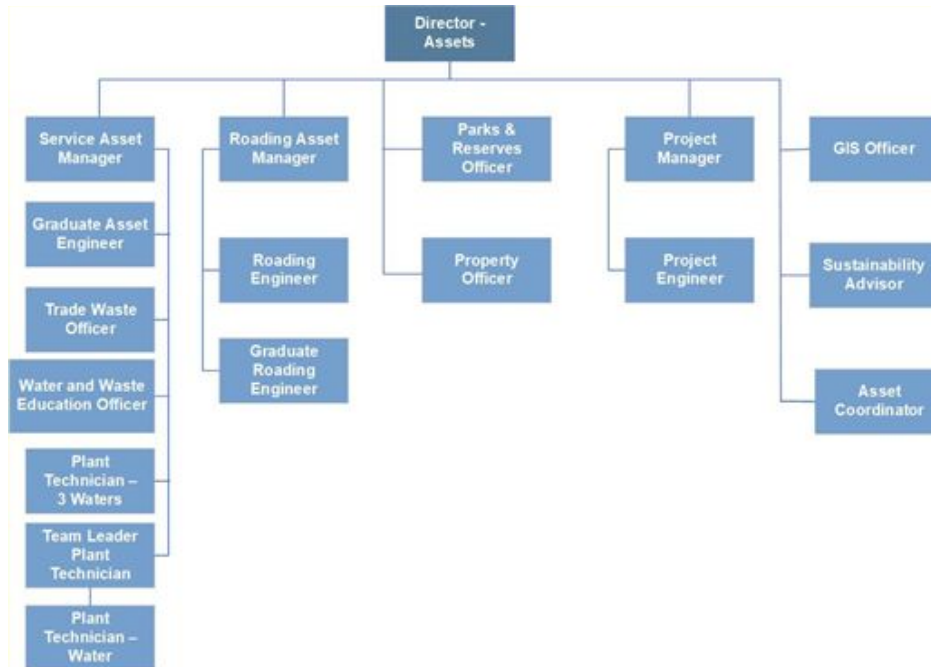


Figure 5 - The Assets Department

## Introduction

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### **1.4. THE PARKS, RESERVES AND CEMETERY ACTIVITY**

The Parks, Reserves and Cemetery Activity encompasses the planning, provision, operation, maintenance and renewal of Council's parks, reserves and cemeteries assets - excluding buildings that are included in the Property Activity Management Plan.

The Parks, Reserves and Cemeteries Asset Activities fall under Council's assets department led by the Director of Assets. The structure for each Management Team is provided in Figures 2 and 3.

Stratford District Council provides a range of active and passive recreation areas and open green spaces. These include major parks such as King Edward Park, neighbourhood reserves, playgrounds, sportsfields, esplanade reserves, walkways and cemeteries throughout the District.

The objectives of the Parks, Reserves and Cemetery Activity are to:

- Provide an attractive and functional network of parks, reserves and cemeteries that satisfies community social and recreational needs.
- Provide appropriate, safe, accessible and exciting outdoor areas that inspire people to undertake appropriate passive and active recreational activities.
- Plan for, and forecast, the cost effective investment for the future provision of parks, reserves and cemeteries and to anticipate demand trends that may effect this investment.
- Maintain adequate management systems for all matters relating to parks, reserves and cemeteries that ensures that the network is maintained to meet adequate service and safety standards; and
- Provide for informed community consultation on all matters with regard to the parks, reserves, and cemeteries network.

### **1.5. THE IMPORTANCE OF THE PARKS, RESERVES, AND CEMETERIES ACTIVITY**

Access to a range of active and passive recreation services benefits the community's physical, social and personal quality of life.

The Parks, Reserves and Cemeteries Activity is important to the Stratford District community because it provides a sense of belonging and pride through the provision of comprehensive social, recreational and cultural facilities that are accessible to all.

By meeting its goals and objectives the Parks, Reserves and Cemeteries Activity contributes to Council's community outcomes as shown in Table 1.

## Introduction

**Table 1 - Parks, Reserves and Cemeteries Activity Contribution to Community Outcomes**

	Community Outcomes	Parks, Reserves and Cemeteries Activity Contribution
Welcoming community	<ul style="list-style-type: none"> <li>We celebrate the unique stories of our district</li> <li>We are inclusive, and value our diversity</li> <li>Stratford is a friendly place where our visitors feel welcomed</li> <li>Our diverse community feels safe and supported</li> <li>We promote the district as the place to visit, live, play, learn and work</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining an attractive and biodiverse natural environment within urban areas;</li> <li>Providing a range of accessible, safe and healthy recreational facilities and opportunities through the provision of sportsfields, walkways and playgrounds.</li> <li>Maintaining parks, reserves and cemeteries in a sustainable manner for the future generation;</li> <li>Ensuring parks, reserves and cemeteries are well maintained and accessible to all.</li> <li>Delivering on the agreed level of service</li> <li>Funding capital works which offer value for money for current and future generations of Stratford District ratepayers and ensures the financial security of Council is not compromised.</li> </ul>
Resilient environment	<ul style="list-style-type: none"> <li>We will empower the community to eliminate waste</li> <li>We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them</li> <li>We support a low-emissions future for our community</li> <li>We enable our rangatahi (youth) to be sustainable leaders</li> <li>We have resilient infrastructure that meets the current and future needs of the district</li> <li>We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work)</li> </ul>	
Connected communities	<ul style="list-style-type: none"> <li>We provide opportunities for families and people of all ages to connect with others in the community</li> <li>Our community is engaged and actively participates in democracy</li> <li>We value local knowledge when making decisions</li> <li>We advocate for the services that our community needs to live safe and healthy lives</li> <li>We welcome opportunities to work in partnership with others to help achieve our community outcomes</li> <li>We are committed to fostering meaningful and genuine partnerships with Mana Whenua</li> </ul>	
Enabling economy	<ul style="list-style-type: none"> <li>We are a business friendly district</li> <li>We encourage a diverse and sustainable business community</li> <li>We enable economic growth by supporting business investment and development in our district</li> <li>We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)</li> <li>We carefully balance the needs and wants of our district when funding services and infrastructure</li> <li>We encourage co-governance opportunities with Mana Whenua where it benefits the Stratford district</li> </ul>	

### 1.6. OUR PARTNERS, CUSTOMERS AND KEY STAKEHOLDERS

The Parks, Reserves and Cemeteries Activity exists to meet the needs and requirements of customers, partners and key stakeholders.

Our key partners are those groups or organisations that we are aligned with as owners of the open spaces in our region and district. Our customers are individuals, groups or organisations that either directly or indirectly use services provided by the Parks, Reserves and Cemeteries Activity. Our key stakeholders are individuals, groups or organisations who may or may not be directly active and have an interest in how it is managed and operated.

## Introduction

These groups help us focus our strategic planning on the right things. They have information and knowledge that helps us make more informed decisions. Table 2 shows how our partners, customers and key stakeholders are involved in our planning activity.

**Table 2 – Partners, Customers and Stakeholders**

Customers, Partners and Stakeholders	Involvement
Taranaki Regional Council	Regulatory body with whom we have strategic alignment.
Utility Owners	New Zealand Utilities Advisory Group (NZUAG) requirements for co-ordinating networks.
Sport Taranaki	To support active sport and recreation in Stratford.
Department of Conservation (DOC)	Providing advice and consent to various activities relative to parks and reserves.
Walking Access Commission	Providing advice and helps negotiate, establish, maintain, and improve public access to the outdoors.
Local Iwi	Liaise mainly in relation to significant projects that may impact on local Māori.
Taranaki Emergency Management Office (TEMO) /Civil Defence <ul style="list-style-type: none"> <li>• Risk Reduction Advisory Group (RRAG)</li> <li>• Readiness and Response Advisory Group (RARAG)</li> <li>• Lifelines Advisory Group (LAG)</li> <li>• Volcanic Futures; <a href="https://www.volcanicfutures.co.nz">https://www.volcanicfutures.co.nz</a></li> </ul>	In the event of a Civil Defence emergency, they provide advice and work alongside emergency services, lifeline utilities and government departments.
Police/Emergency Services	Liaison with Council in the event of damage to parks, reserves or cemeteries, or injury to those when they were within these open spaces.
Audit New Zealand	Performance monitoring
Contractors; Local community and recreational groups; Ratepayers Associations; The General public; Schools; Lessees; Tourists and Visitors	Liaison with Council in relation to the use, maintenance and management of the assets.

### 1.6.1 THE CUSTOMER CHARTER

An organisation-wide *Customer Charter* was developed and introduced in 2015 and reviewed in 2023. The Customer Charter states that Stratford District Council is dedicated to having commitment and respect for each other, our business and our customers. We will be honest, courteous and efficient and use our knowledge and experience to be effective by doing the right thing at the right time. We support a culture of innovation by examining alternatives, challenging the obvious and having a flexible attitude.

Our Customer Service Charter establishes a consistent customer service standard across all Council business, regardless of whether our customer is borrowing a book, going to the pool, or lodging a building consent. Our philosophy is to provide quality service to all our customers in line with the Service Standards stated in the Customer Charter.

## Introduction

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### **1.6.2 SIGNIFICANCE AND ENGAGEMENT POLICY**

The Stratford District Council uses its Significance and Engagement Policy in its decision-making to determine the level of community engagement needed for an issue or proposal, to gain a clearer understanding of community views and preferences and the ways the community can influence and participate in the decision-making of the Council.



## **2.0**

# **Legislative and Strategic Context**

## Legislative and Strategic Context

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### **2.0: LEGISLATIVE AND STRATEGIC CONTEXT**

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## Legislative and Strategic Context

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### 2.1. OVERVIEW

This section presents the legislative and strategic context of the Parks, Reserves and Cemeteries AMP at the national, regional and district levels.

### 2.2. NATIONAL CONTEXT

There are a number of national legislative requirements that drive the Parks, Reserves and Cemeteries Activities level of service (LoS) and influence the operation and management of the Assets. While many are listed below; the key drivers are described in detail in the following section.

- The Reserves Act 1977 (2023)
- The Local Government Act 2002
- The Resource Management System Reform
- The Burial and Cremation Act 1964 (2023)
- The Walking Access Act 2008
- Public Works Act 1981
- The Building Act 2004
- Fencing Act 1978
- Conservation Act 1987
- Property Law Act 2007

#### 2.2.1 THE RESERVES ACT 1977 (2023)

The [Reserves Act 1977](#) provides for the protection and management of land held in public ownership for reserve purposes, for the benefit and enjoyment of the public. These areas include those of recreational, environmental, amenity, natural, scenic, historic, cultural, community, and other values. The basis of management under the act is the classification of reserves and the preparation of their management plans. This Act sets out how reserves are to be managed, with the emphasis being on protection. Whereas the LGA 2002 enables and directs administrative processes, the Reserves Act provides specific powers.

#### 2.2.2 THE LOCAL GOVERNMENT ACT 2002

The [Local Government Act 2002](#) defines the purpose of local government to be: *"to meet the current and future needs of communities for good quality local infrastructure, local public services, and the performance of regulatory functions in a way that is most cost-effective for households and businesses."* The LGA includes the principles that require Council to:

- Make itself aware of community views;
- provide opportunities for Māori to participate in decision-making processes;
- collaborate and cooperate with other local authorities as appropriate; ensuring prudent stewardship of resources; and
- and take a sustainable development approach.

The LGA outlines the responsibilities of local authorities and the decision-making process for activities undertaken on behalf of their community, primarily through the requirement to adopt a Long Term Plan.

The LGA in Section 125 requires the Council to *'from time to time'* complete assessments of water and sanitary services for communities throughout their districts. The purpose of the assessment is to determine, from a public health perspective, the adequacy of water and sanitary services available to communities. In making such an assessment the following matters need to be considered:

- (a) the health risks arising from any absence or deficiency in water or other sanitary services;
- (b) the quality of services available to communities within the district;
- (c) the current and estimated future demands for such services;
- (d) the extent to which drinking solid waste meets applicable regulatory standards; and

## Legislative and Strategic Context

- (e) the actual or potential consequences of stormwater, waste or sewage discharges within the district.

The Council commenced a review of its *Assessment of Water and Sanitary Services and Solid Waste* in 2022.

### 2.2.3 THE RESOURCE MANAGEMENT ACT / THE RESOURCE MANAGEMENT SYSTEM REFORM

The [Resource Management Act 1991](#) regulates the management and use of land and other natural resources and empowers local authorities to make rules, standards, policy statements and plans in this regard. It therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

In February 2021, the Government announced it would repeal the [Resource Management Act 1991](#) (RMA) and enact new legislation in the form of three new acts. The new administration (Late 2023) has announced it will repeal the three Acts introduced by the previous administration and then repeal the RMA sometime over their tenure.

A summary of the three Acts to be repealed is as follows:

- The Natural and Built Environment Act (NBA), as the main replacement for the RMA, to protect and restore the environment while better enabling development. Introduced to Parliament on 15 November 2022. It provides an integrated framework for regulating both environmental management and land use planning and works in tandem with the Spatial Planning Act.;
- The Spatial Planning Act (SPA), provides for the development and implementation of long-term strategic spatial planning across New Zealand through the development of regional spatial strategies (RSS).RSS will set out a vision and objectives for a region's development and change over a 30-year plus time span and integrate planning across different legislative frameworks associated with the management of the natural and built environment. Introduced to Parliament on 15 November 2022.; and
- The Climate Adaptation Act (CAA), to address complex issues associated with managed retreat. This bill is expected to be introduced to Parliament in 2023.

As stated on the Ministry for the Environment website<sup>1</sup>: The Natural and Built Environment Act and the Spatial Planning Act will be phased in over the coming years. A small number of changes apply from August 2023. Many parts of the Resource Management Act 1991 (RMA) are still in force for now.

The disposal of solid waste in the regional landfills, and associated effects, fall under the Natural and Built Environment Act (NBA) and The Spatial Planning Act (SPA). These effects, if not avoided, remedied or mitigated, have implications on Closed Landfills, Transfer Stations, Emergency Management and any future waste processing facilities.

The RMA and Resource Management System Reform therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

### 2.2.4 THE BURIAL AND CREMATION ACT 1964 (2023)

The [Burial and Cremation Act 1964](#) sets the framework and provides scope for Stratford District Council to meet the community needs and expectations of the community at the time of someone's passing through its Parks, Reserves and Cemeteries Activity Management Plan. In addition to the immediate need for a burial or interment of ashes, it ensures that these open community spaces are comfortable for those who visit.

<sup>1</sup>Ref: <https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/>

## Legislative and Strategic Context

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### **2.2.5 THE WALKING ACCESS ACT 2008**

The Walking Access Act 2008 established the Walking Access Commission and provides a mechanism for the development of walking access opportunities throughout the country over both public and private land. It provides a facility for Council to seek central government support for the establishment and promotion of walkways in the district.

### **2.3. REGIONAL CONTEXT**

At a regional level the development of this AMP is influenced to a degree by a number of plans and strategies developed by the Taranaki Regional Council and others.

#### **2.3.1 THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2017**

The four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE) have developed a new regional Economic Development Strategy and Action Plan for Taranaki. The Taranaki Regional Economic Development Strategy became official in August 2017 and is known as "Tapuae Roa - Make Way for Taranaki".

This strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable, Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure.

#### **2.3.2 THE REGIONAL FRESH WATER PLAN**

Many of the district's parks, reserves and cemeteries abut or are bisected by waterways including the Patea River and its tributaries. New Government freshwater regulations came into force on September 3, 2020. These include rules and obligations around activities on land that may affect water. The Regional Fresh Water Plan prepared by TRC identifies important issues derived from environmental monitoring of Taranaki's fresh water resources and contains regional rules putting activities that impact on these resources into permitted, controlled, discretionary and prohibited categories.

#### **2.3.3 THE TARANAKI REGIONAL COUNCIL BIODIVERSITY STRATEGY 2018-2038**

A number of the district's parks, reserves and cemeteries contain areas of remnant bush and potentially some regionally significant native ecosystems containing biodiversity values requiring protection from invasive plant and animal pests. TRC has developed a biodiversity strategy to guide the identification of key native ecosystems within the region and the development of Biodiversity Plans in conjunction with the relevant land owners. Such a plan has been developed for King Edward Park that will sit alongside this plan as a management and maintenance guide.

#### **2.3.4 CONNECTING OUR COMMUNITIES STRATEGY (DRAFT)**

This strategy is designed to see Stratford District Council adopt the Accessible Streets initiative developed by the Ministry of Transport as part of the Road to Zero Strategy. It is designed to increase accessibility and safety of footpaths, cycle lanes, cycle ways and roads within the district.

### **2.4. DISTRICT CONTEXT**

The Parks, Reserves and Cemeteries AMP feeds, and in turn is fed into, a number of district strategies and forms a critical part of the planning framework, as shown in Figure 4. Table 3 provides a description of the District Strategic Drivers for the PRCAMP, and how they influence or relate to the PRCAMP.

## Legislative and Strategic Context

### 2.4.1 THE LONG TERM PLAN (LTP) 2024-2034

The Long Term Plan (LTP) 2024-2034 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2014 that:

- Describes the activities of Stratford District Council;
- Outlines Council's contribution to the community outcomes and describes how we will manage activities we are responsible for;
- Provides integrated decision making and co-ordination of resources; and
- Provides a long-term focus for Stratford District Council's decisions and activities

The LTP provides the direction and strategies that drive the AMP. Programmes for Capital, Maintenance and Renewal works are linked to the LTP along with essential budgeting requirements. The LTP covers a planning period of 10 years and is reviewed three yearly.

### 2.4.2 THE DISTRICT PLAN

Developed in compliance with the requirements of the Resource Management Act 1991 (RMA), the District Plan specifies land use policies and controls aiming to mitigate the detrimental environmental effects of new developments.

### 2.4.3 THE ANNUAL PLAN

The Annual Plan is a regulatory document prepared pursuant to Section 95 of the Local Government Act 2002 Amendment Act 2014. On an annual basis it updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure, and shows how that year of the LTP will be funded.

### 2.4.4 RESERVES MANAGEMENT PLANS

These are regulatory documents pursuant to the Reserves Act 1977. They present the objectives and policies relative to the management of reserves and through which development proposals can be critically and effectively assessed. Currently there are three plans as follows:

- Victoria Park Reserve Management Plan
- King Edward Park Reserve Management Plan
- Reserves Management Plan

This AMP sits alongside these management plans and mirror those objectives and policies.

**Table 3 - District Strategic Drivers**

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Communication and Engagement Strategy	Developed in compliance with Section 76AA of the Local Government Act 2002 to set out Council's approach to communicating and engaging with the community.	Ten yearly	Provides a framework for communication and engagement
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.

## Legislative and Strategic Context

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
Significance and Engagement Policy	<p>Developed in compliance with Section 76AA of the LGA 2002, to set out Councils approach to:</p> <ul style="list-style-type: none"> <li>The assessment of significance during decision-making. It provides direction on the consideration of community views and the level of community engagement that might be desirable to enable Council to develop a clearer understanding of community views and preferences on an issue or proposal.</li> <li>Community engagement and the ways the community can influence and participate in the decision-making of the Council.</li> </ul>	Three yearly	Determines level of engagement required for asset management planning activities/projects
Procurement Policy	<p>The purpose of this policy is to ensure Council, when procuring goods, works or services;</p> <ul style="list-style-type: none"> <li>achieves the right outcomes and value for money;</li> <li>manages risk while allowing staff to exercise business judgement and be innovative;</li> <li>demonstrates fairness;</li> <li>reflects best management practice; and</li> <li>has a local procurement policy applying to works with a monetary value up to a limit prescribed by Council.</li> </ul>	Three yearly	Provides the framework for the purchasing of goods, works and services for Stratford District Council
Annual Plan (AP)	<p>A regulatory document pursuant to Section 95 of the Local Government Act 2002.</p> <p>The Annual Plan updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure and shows how that year of the LTP will be funded.</p>	Annually	Determines annual KPI targets for performance monitoring
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Reports on annual KPI targets that are determined by the Annual Plan
Assessment of Water and Sanitary Services	<p>Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.</p> <p>This assessment includes an analysis of the quality and quantity of existing cemeteries.</p>	Ten yearly	Identified issues and required actions feed into the AMP in respect of cemeteries

## Legislative and Strategic Context

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Activity Management Plan
<p>Other Council Policies, By-laws, etc</p> <p>BYLAWS:</p> <ul style="list-style-type: none"> <li>• Cemeteries Bylaw 2020</li> <li>• Parks and Reserves Bylaw 2020</li> <li>• Control of Dogs Bylaw 2020</li> </ul> <p>POLICIES:</p> <ul style="list-style-type: none"> <li>• Allocation and Use of Sports Grounds</li> <li>• Licence to Occupy (Draft)</li> <li>• Occupation of unused road reserve (Draft)</li> <li>• Significance and Engagement Policy</li> </ul>	<p>The tools that guide and direct Council activities (see <a href="#">Appendix 2</a>)</p>	<p>As applicable</p>	<p>Support management and good practice.      asset planning</p>



## Legislative and Strategic Context

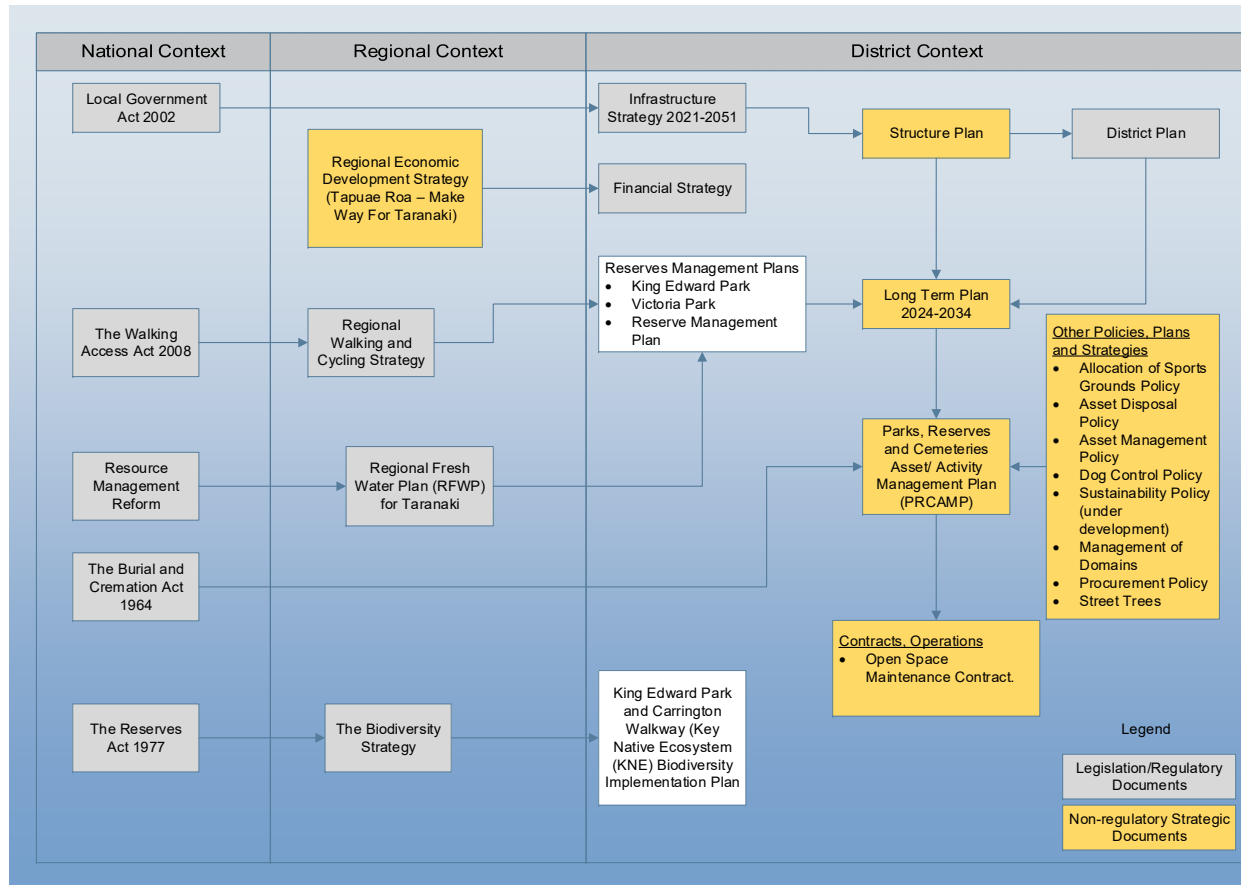


Figure 6 – Strategic and Legislative Framework

## **3.0**

# **Asset Information**

## Asset Information

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### 3.0: ASSET INFORMATION

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## Asset Information

### 3.1. ASSET OVERVIEW

The Stratford District Council owns and manages parks, reserves, and cemeteries within the Stratford District. The Council's parks, reserves and cemeteries portfolio contains urban parks, urban and rural neighbourhoods and other reserves, sportsgrounds, rural domains, walkways and cemeteries, both operational and closed. The infrastructure within this portfolio is comprised of a myriad of facilities including paths, footbridges, signs, fencing, playground equipment, car parks and a wide variety of park furniture. Buildings owned by Council and built on parks, reserves or cemeteries such as grandstands, sports stadiums, and toilet blocks are included in the Property AMP.

This section details the current asset valuation summary and provides details about infrastructure asset components. It identifies the general condition of assets and any issues/opportunities Council will need to consider. It highlights how asset condition is identified and Council's level of confidence in asset data.

### 3.2. ASSET VALUATION

Section 111 of the Local Government Act 2002 requires that local authorities comply with "generally accepted accounting practice" which is taken to mean the principles of the General Accepted Accounting Practice that is prepared by the New Zealand Society of Accountants (ICANZ) and included in the New Zealand Accounting Standards.

Section 6 of the Local Government (Financial Reporting and Prudence) Regulations 2014 requires Local Authorities to disclose information about core assets in its annual report, including the local authority's most recent estimate of the replacement cost. The concept of intergenerational equity in the funding of infrastructure asset is included as one of the principles of financial management. Without accurate knowledge of serviceability of assets, local authorities will only be guessing when they attempt to spread the costs of infrastructure across present and future ratepayers.

The asset valuations contained in Table 4 were carried out by Telfer Young (Taranaki) as at 30 June 2023. Note that:

- **Replacement Cost (RC)** is the cost of the modern equivalent asset that replicates the existing asset most efficiently
- **Optimised Depreciated Replacement Cost (ODRC)** is the optimised replacement cost after deducting an allowance for wear or consumption to reflect the remaining or economic service life of an asset
- **Annual Depreciation (AD)** is the systematic allocation of an amount over an asset over its useful life
- They do not include land value that is not depreciated

### 3.3. USEFUL LIFE

Useful life (Baselife) refers to either;

- The period over which an asset or component is expected to be available for use by an entity, or
- The number of production or similar units expected to be obtained from the asset or component by the entity. *Refer: International Infrastructure Management Manual (2015).*

Useful lives are expressed as years. The useful lives of the park, reserve and cemetery assets have been estimated as 6 - 108 years. The **Remaining useful life** is based on age of the assets relative to their estimated useful life.

Asset Information

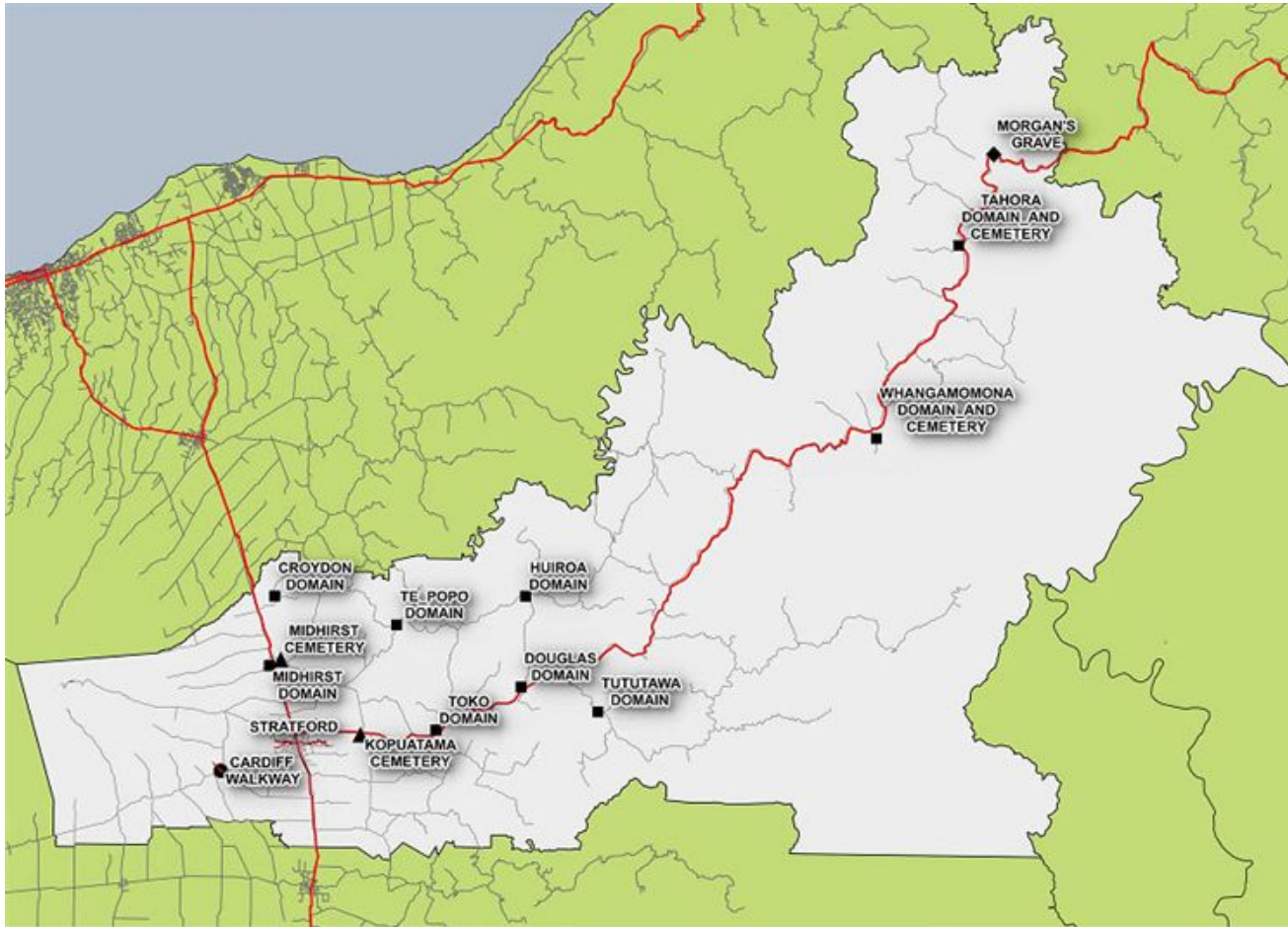


Figure 7 – Principal Rural Reserves and Cemeteries

Asset Information

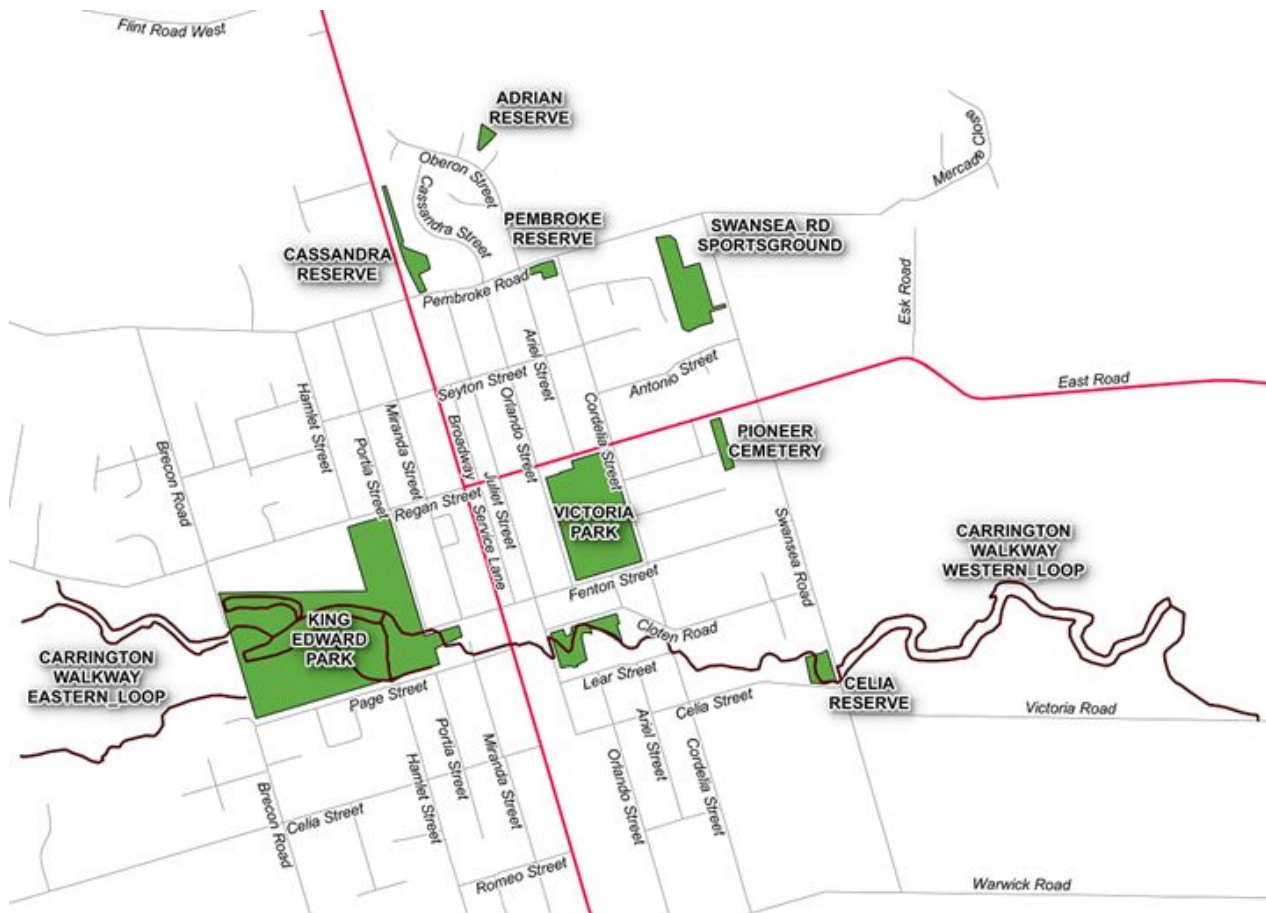


Figure 8 – Principal Urban Reserves and Cemeteries

## Asset Information

Table 4 - Asset Valuation Summary– Stratford District Council Valuation Report

Asset Group	Description	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
				RC	ODRC	AD
<b>Parks</b>	King Edward Park	50	3	2,489,309	1,131,800	377,267
	Victoria Park	50	24	2,018,400	863,500	35,979
	Part Windsor Park	103	10	31,400	2,800	280
	Part Windsor Park	73	27	3,200	900	33
<b>Total</b>				<b>4,542,309</b>	<b>1,999,000</b>	<b>413,559</b>
<b>Neighbourhood Reserves</b>	Adrian Reserve	55	10	27,500	5,000	500
	Part Cassandra Reserve	50	12	19,500	4,680	390
	Celia Reserve	50	6	0	0	0
	Part Pembroke Reserve	53	10	5,400	1,019	101.9
	Part Pembroke Reserve	50	12	19,500	4,680	390
<b>Total</b>				<b>71,900</b>	<b>15,379</b>	<b>1,382</b>
<b>Sportsgrounds</b>	Swansea Sportsground	50	13	228,600	59,400	4,569
<b>Total</b>				<b>228,600</b>	<b>59,400</b>	<b>4,569</b>
<b>Pedestrian Precinct</b>	Prospero Place	50	12	85,100	20,400	1,700
<b>Total</b>				<b>85,100</b>	<b>20,400</b>	<b>1,700</b>
<b>Rural Domains</b>	Part Midhirst Domain	48	10	4,800	1,000	100
	Part Midhirst Domain	50	22	25,300	11,100	505
	Tahora Domain	50	7	33,600	4,700	671
	Croydon Domain	0	0	0	0	0
	Whangamōmona Domain	110	6	1,196,700	189,400	31,567
	Douglas Domain	70	1	339,200	9,223	9,223
	Te Popo Domain	118	10	212,700	31,100	3,110

## Asset Information

Asset Group	Description	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
				RC	ODRC	AD
	Huiroa Domain	63	10	40,400	6,413	641
	Toko Domain	63	10	19,300	3,036	304
	Part Tututawa Domain	63	10	3,900	619	62
	Part Tututawa Domain	63	10	16,000	2,540	254
	Part Tututawa Domain	75	10	22,900	3,053	305
<b>Total</b>				<b>1,914,800</b>	<b>262,184</b>	<b>46,742</b>
<b>Misc. Reserves</b>	Kohuratahi Pound Reserve	75	22	35,700	4,760	216
	Prospect Road Cemetery Reserve	66	3	2,700	400	133
	Page Street extension Esplanade Reserve	53	10	5,400	1,019	102
	Elizabeth Grove Esplanade Reserve	73	10	2,800	400	40
	Beautification Areas	50	17	38,200	13,000	765
	Midsummer Esplanade Reserve	100	100	25,000	25,000	250
<b>Total</b>				<b>109,800</b>	<b>45,579</b>	<b>1,506</b>
<b>Cemeteries</b>	Part Midhirst Cemetery	63	10	6,700	1,100	110
	Part Midhirst Cemetery	100	71	54,600	34,782	490
	Tahora Cemetery	100	75	16,800	9,800	131
	Whangamōmona Cemetery	100	75	24,500	9,200	123
	Waipuku Cemetery	50	22	12,400	5,500	250
	Kopuatama Cemetery	70	10	313,600	44,800	4,480
	Kopuatama Cemetery (new land)	50	50	500,000	0	0
	Pioneer Cemetery	100	57	121,300	58,100	1,019
<b>Total</b>				<b>549,900</b>	<b>163,282</b>	<b>6,603</b>



## Asset Information

Asset Group	Description	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
				RC	ODRC	AD
<b>Walkways</b>	Carrington Walkway	50	21	629,500	225,000	10,714
	Cardiff Walkway	50	10	0	0	0
<b>Footbridges</b>	King Edward Park	80	10		22,814	2,444
	King Edward Park	80	44		67,600	1,560
	King Edward Park	80	10		10,038	1,075
	King Edward Park	80	10		11,622	1,245
	Cordelia Street	80	30		97,198	3,430
	Eastern Loop	80	45		59,726	1,347
	Cardiff Walkway					
	Western Loop					
	Western Loop					
	Cardiff Walkway					
<b>Culverts</b>	Eastern Loop					
	Pembroke Road					
	Prospero Place (3)					
	Miranda Street (1)					
	Victoria Park (6)					
	King Edward Park (6)					
	Portia Street (3)					
<b>Total</b>				<b>629,500</b>	<b>225,000</b>	<b>10,714</b>
<b>Grand Total</b>				<b>8,131,909</b>	<b>2,790,224</b>	<b>486,775</b>

Many of the Footbridges and Culverts RC, ODRC and AD values are incorporated within other Asset Groups and are not shown as individual assets.

## Asset Information

### 3.4. ASSET INFORMATION SYSTEM

The Stratford District Council uses AssetFinda to support management of the Parks, Reserves and Cemeteries Activity. Data on infrastructure assets is collected during inspections and monitoring using a paper based method.

All data collected in relation to the Parks, Reserves and Cemeteries activity infrastructure is entered into Assetfinda by the GIS Officer.

### 3.5. INFRASTRUCTURE ASSETS

Table 5 presents a summary of the Parks, Reserves and Cemetery Assets owned by Council.

**Table 5** – Summary of Parks, Reserves and Cemeteries Assets owned by SDC

Asset Category	Number	Asset Name	Asset Description
Parks	3	<ul style="list-style-type: none"> <li>• King Edward Park</li> <li>• Victoria Park</li> <li>• Windsor Park</li> </ul>	<ul style="list-style-type: none"> <li>• Paths, sportsgrounds, footbridges, retaining walls, trees, gardens, lawns, signs, playground equipment, fencing, gates, park furniture, car parks, rubbish bins, Children's bike park, half basketball court, pump track</li> </ul>
Walkways	2	<ul style="list-style-type: none"> <li>• Carrington Walkway</li> <li>• Cardiff Walkway</li> </ul>	<ul style="list-style-type: none"> <li>• Paths, footbridges, retaining walls, signs, fencing, gates, viewing platform</li> </ul>
Pedestrian Precinct	1	<ul style="list-style-type: none"> <li>• Prospero Place</li> </ul>	<ul style="list-style-type: none"> <li>• Paving, canopy, signs, urban furniture, trees, gardens, lawns, statue, rubbish bins</li> </ul>
Sportsgrounds	3	<ul style="list-style-type: none"> <li>• Swansea Sports Ground</li> <li>• Victoria Park</li> <li>• King Edward Park</li> </ul>	<ul style="list-style-type: none"> <li>• Car park, fencing, turf, courts</li> </ul>
Discovery Trail	1	<ul style="list-style-type: none"> <li>• Discovery Trail</li> </ul>	<ul style="list-style-type: none"> <li>• Children's bike park, half basketball court, pump track, interactive fixtures, trees of significance pathway</li> </ul>
Neighbourhood Reserves	4	<ul style="list-style-type: none"> <li>• Adrian Reserve</li> <li>• Cassandra Reserve</li> <li>• Celia Reserve</li> <li>• Pembroke Reserve</li> </ul>	<ul style="list-style-type: none"> <li>• Trees, gardens, lawns, playground equipment, fencing, gates, rubbish bins</li> </ul>
Rural Domains	9	<ul style="list-style-type: none"> <li>• Croydon Domain;</li> <li>• Douglas Domain;</li> <li>• Huiroa Domain;</li> <li>• Midhirst Domain;</li> <li>• Tahora Domain;</li> <li>• Te Popo Domain</li> <li>• Toko Domain</li> <li>• Tututawa Domain</li> <li>• Whangamōmona Domain</li> </ul>	<ul style="list-style-type: none"> <li>• Pavilions, swimming pools, fencing, gates, trees, gardens, lawns, playground equipment, retaining walls, rubbish bins</li> </ul>
Operating Cemeteries	2	<ul style="list-style-type: none"> <li>• Kopuatama Cemetery</li> <li>• Midhirst Cemetery</li> </ul>	<ul style="list-style-type: none"> <li>• Fencing, gates, water tank, berms, trees, gardens, lawns, signs, seats, rubbish bins</li> </ul>
Closed Cemeteries	5	<ul style="list-style-type: none"> <li>• Midhirst</li> <li>• Pioneer</li> <li>• Whangamōmona</li> <li>• Tahora</li> <li>• Waipuku</li> </ul>	<ul style="list-style-type: none"> <li>• Fencing, gates, trees</li> </ul>
Footbridges	11	<ul style="list-style-type: none"> <li>• FB1 – King Edward Park</li> <li>• FB2 – King Edward Park</li> <li>• FB3 – King Edward Park</li> <li>• FB4 – King Edward Park</li> <li>• FB5 – Cordelia Street</li> <li>• FB6 – Eastern Loop</li> <li>• FB7 – Cardiff Walkway</li> <li>• FB8 – Western Loop</li> </ul>	<ul style="list-style-type: none"> <li>• Timber, concrete and suspension pedestrian footbridges</li> </ul>

## Asset Information

Asset Category	Number	Asset Name	Asset Description
		<ul style="list-style-type: none"> <li>• FB9 – Western Loop</li> <li>• FB10 – Cardiff Walkway</li> <li>• FB11 – Eastern Loop</li> <li>• FB12 – Pembroke Road</li> </ul>	
Culverts	20	<ul style="list-style-type: none"> <li>• Prospero Place (3)</li> <li>• Miranda Street (2)</li> <li>• Victoria Park (6)</li> <li>• King Edward Park (6)</li> <li>• Portia Street (3)</li> </ul>	<ul style="list-style-type: none"> <li>• Metal culverts</li> </ul>

### 3.5.1 PARKS

Stratford District boasts three urban parks, namely King Edward Park, Victoria Park and Windsor Park, all of which are situated within the Stratford Township.

#### King Edward Park

King Edward Park is the largest park in Stratford covering just over 20 hectares in area. It is bisected by the Patea River and contains a mix of native and exotic bush, walking tracks, passive recreation areas, a holiday park and various sporting facilities.

The bush tracks form part of the Carrington Walkway and include the Three Bridges Trail and the Clemow Walk. The principal passive recreation area is the McCullough Rhododendron Dell that incorporates a small lake and provides a venue for annual outdoor concerts. Sporting facilities include Page and Portia Street sports fields, Wai o Rua – Stratford Aquatic Centre, an international synthetic hockey turf, an indoor sports stadium and synthetic netball and tennis courts.

The Stratford Holiday Park is located in the south west corner of the park. The built assets are privately owned and it is operated under a long-term ground lease.

The Stratford District Council regularly undertakes inspections of King Edward Park. Inspections identifies that the park is generally in average to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 6 - King Edward Park Information**

Item	Description
Location	Stratford Township
Legal Description	Lots 1 and 2 DP 494685, Sections 125 and 126 Block I Ngaere Survey District and Sections 470 – 484, 508 – 518, 781, 858, 935, 936, 1024, 1036 – 1038 Town of Stratford
Area	20.7446 hectares
Computer Freehold Registers	495617, 724597, 724598
Status	Recreational Reserve
Zone	Protected area
Primary Use	Passive recreation and organised sports

## Asset Information



**Figure 9 - King Edward Park**

### **Victoria Park**

Victoria Park is the second largest park in Stratford covering almost 7 hectares. It is primarily an active sports venue comprising of rugby and cricket sports fields, croquet greens, a skate park and a children's playground, in 2020, the Council received Provisional Growth Funding for the creation of a bike park, pump track and a half basketball court. Figure 8 is the old map of Victoria Park with the insert of the additions completed in 2020. In the centre of the park is a lake surrounded by mature trees. The lake's prime function is as a stormwater detention pond; however, it provides an attractive visual aspect to the park.

The Stratford District Council regularly undertakes inspections of Victoria Park. Inspections identifies that the park is generally in excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 7 - Victoria Park Information**

Item	Description
Location	Stratford Township
Legal Description	Sections 24-38, 67-81, 111-124, 151-163 and 1039, and Part Section 150 Town of Stratford
Area	6.9108 hectares
Computer Freehold Register	495616
Status	Recreational Reserve
Zone	Protected Area
Primary Use	Organised and casual sports

## Asset Information



**Figure 10 – Victoria Park Map**

### **Windsor Park**

Windsor Park occupies approximately 1.5 hectares of land and provides passive recreation opportunities. The Patea River runs through the park, as does the Carrington Walkway and the park also includes the Thomson Arboretum, a native flora display owned by the Percy Thomson Trust, a Council-controlled organisation.

The Stratford District Council regularly undertakes inspections of Windsor Park. Inspections identifies that the park is generally in good to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 8 - Windsor Park Information**

Item	Description
Location	Stratford Township
Legal Description	Sections 1 and 2 SO 13586, Lot 2 DP 17730, Sections 1034, 1069 and 1070 Town of Stratford
Area	1.4676 hectares
Computer Freehold Registers	64068, 64069, 209042, 237846, TN243/2, TNC3/483
Status	Recreational Reserve
Zone	Protected Area
Primary Use	Passive recreation



## Asset Information



**Figure 11 - Windsor Park**

### 3.5.2 WALKWAYS

Stratford currently has two formal walkways, the Carrington Walkway that runs through Stratford Township for approximately 12 kilometres and the three-kilometre-long Cardiff Walkway on the western outskirts of the township.

Carrington Walkway generally follows the Patea River through town and incorporates a number of off-shoot and loop tracks, running through park land, privately owned farm land by virtue of an easement, residential and commercial areas on esplanade reserves, and the Council oxidation pond land. It is metalled in parts, sealed where it utilises footpaths and incorporates a number of small river-side picnic areas. The contour is easy to moderate and it is popular with walkers, joggers and, in some places, cyclists.

Cardiff Walkway follows both sides of the Waingongoro River, crossing over via a swingbridge at the halfway mark and incorporates a short off-shoot track to a viewing platform. It runs through privately owned farm land by virtue of an easement and has a moderate to strenuous contour.

Stratford District Council regular undertakes inspections of both walkways. Inspections identified that these are generally in good to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

### 3.5.3 PEDESTRIAN PRECINCT

Stratford's CBD boasts a pedestrian precinct off the main street of Broadway. Named Prospero Place, it is 90 metres long and links Broadway with Miranda Street and provides a pleasant open space for office workers, shoppers, visitors and others.

It is surrounded by the library and the Percy Thomson Complex incorporating an art gallery, a café and the I-Site, is covered by a canopy to provide shelter from the rain and incorporates seating and a lawn area. It is used for the occasional street market, children's fun events and the site of the annual Christmas tree display.

## Asset Information

Stratford District Council regularly undertakes inspections of Prospero Place. Inspections identified that it is generally in excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 9 - Pedestrian Precinct Information**

Item	Description
Location	Stratford Township
Legal Description	Lot 2 DP 314031
Area	832 square metres
Computer Freehold Register	243999
Status	Local Purpose (Accessway) Reserve
Zone	Business
Primary Use	Pedestrian link and open passive recreation space

### 3.5.4 SPORTS GROUND

While King Edward and Victoria Parks provide the bulk of the town's sporting facilities, there is also one dedicated sportsground, Swansea Sportsground, which provides playing fields for football (soccer).

Stratford District Council undertakes regular inspections of Swansea Sportsground. Inspections identify that it is generally in good to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 10 - Swansea Sports Ground Information**

Item	Description
Location	Swansea Rd, Stratford
Legal Description	Lot 2 DP 371852
Area	2.4061 hectares
Computer Freehold Register	290480
Status	Fee simple
Zone	Protected Area
Primary Use	Organised sport

## Asset Information

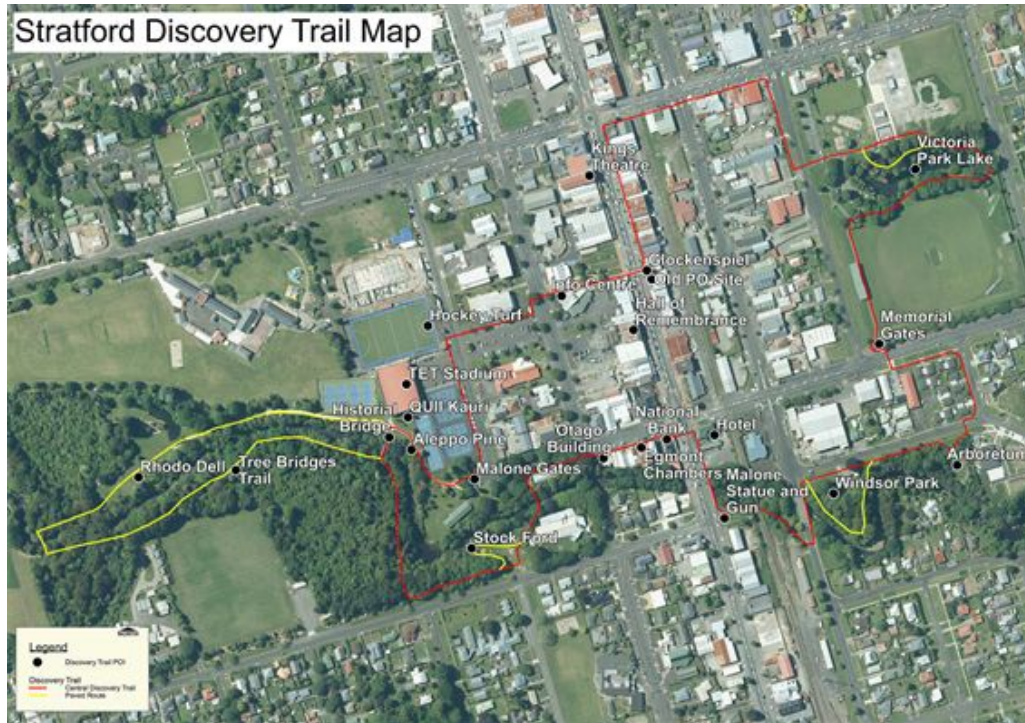


Figure 12 - Swansea Sportsground



## Asset Information

### 3.5.5 DISCOVERY TRAIL



**Figure 13 - Stratford Discovery Trail Map**

Stratford District has a varied and interesting history and is a playground for literacy lovers with its Shakespearean identity. Stratford offers the best access points to Te Papakura o Taranaki and is the gateway to the Forgotten World Highway and the famous Republic of Whangamōmona. The Discovery Trail was developed to provide a walkway around the Stratford township that highlights key icons and attractions and will enable residents and visitors to discover the hidden treasures of Stratford.

### 3.5.6 NEIGHBOURHOOD RESERVES

Stratford has four urban neighbourhood reserves within the township. These generally serve a particular residential neighbourhood, providing a place for families to enjoy a variety of informal activities.

- Adrian Reserve provides a children's playground and open grassed area for informal activities. These areas only occupy approximately 20% of the reserve area, the balance being grazed pending any further development.
- Cassandra Reserve is an elongated grassed area for informal activities and is popular with dog owners as an off-leash area. The reserve also occupies adjacent railway land under a lease from Kiwi Rail.
- Celia Reserve is bisected by both the Patea River and the Carrington Walkway and provides grassed open space areas beside the river for informal activities.
- Pembroke Reserve is largely undeveloped at present and is generally bush covered. It provides a pleasant visual aspect to the neighbourhood and has a short path through it for strollers.

## Asset Information

Stratford District Council undertakes regular inspections of its neighbourhood reserves. Inspections identify that these are generally in good to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.

**Table 11 - Adrian Reserve Information**

Item	Description
Location	Stratford Township
Legal Description	Lot 6 DP 11195 and Part Lot 29 DP 11474
Area	1.6087 hectares
Computer Freehold Registers	TND1/756, TNH2/627
Status	Fee simple
Zone	Protected Area
Primary Use	Passive recreation and grazing

**Table 12 - Cassandra Reserve Information**

Item	Description
Location	Stratford Township
Legal Description	Lot 7 DP 12482, Lot 30DP 11843, Lots 5 and 6 DP 12482
Area	6394 square metres
Computer Freehold Registers	TNE2/1209, TNE2/1210
Status	Esplanade Reserve and Fee simple
Zone	Residential
Primary Use	Passive recreation

**Table 13 - Celia Reserve Information**

Item	Description
Location	Stratford Township
Legal Description	Part Lot 3 DP 307658 and Part Lot 3 DP 14128
Area	6930 square metres
Computer Freehold Registers	TNH1?972, 31360
Status	Esplanade Reserve
Zone	Protected Area
Primary Use	Passive recreation

## Asset Information

**Table 14 - Pembroke Reserve Information**

Item	Description
Location	Stratford Township
Legal Description	Sections 1, 2 and 44 Town of Stratford
Area	2960 square metres
Computer Freehold Register	TNA1/1172
Status	Municipal Reserve
Zone	Residential
Primary Use	Passive recreation

### 3.5.7 RURAL DOMAINS

There are currently nine rural domains within the Stratford District, all of which are subject to the Reserves Act 1977. Six are managed and maintained by Council-appointed management committees, one is simply grazed for maintenance purposes and one is leased to a sports club.

Croydon Domain (leased), Douglas Domain, Huiroa Domain, Te Popo Domain, Tututawa Domain and Whangamōmona Domain all have Council-owned buildings on them that are maintained by the management committees or lessee as the case may be. Midhirst Domain and Toko Domain have sports clubhouses on them that are owned and maintained by individual sports clubs that are also the appointed management committees. Tahora Domain, is vacant land and is grazed for maintenance purposes.

Stratford District Council undertakes regular inspections of these domains. Inspections identify that they are generally in good to excellent condition. Any issues identified through inspections are taken up with the respective management committees or lessee and resolved through negotiation. Remedial work is the responsibility of these parties although Council does assist financially from time to time.

**Table 15 - Croydon Domain Information**

Item	Description
Location	Croydon Road, Croydon
Legal Description	Lot 1 DP 5084
Area	4262 square metres
Computer Freehold Register	495609
Status	Recreation Reserve
Zone	Protected Area
Primary Use	Leased to Taranaki Off-Road Racing Club for use in conjunction with adjacent track

## Asset Information

**Table 16 - Douglas Domain Information**

Item	Description
Location	State Highway 43, Douglas
Area	3,3296 hectares
Legal Description	Lots 1 and 2 DP 7090
Computer Freehold Register	TN175/85
Status	Recreation Reserve
Zone	Protected Area
Primary Use	Grazing

**Table 17 - Huiroa Domain Information**

Item	Description
Location	Makuri Road, Huiroa
Area	6.6607 hectares
Legal Description	Block IV Town of Huiroa, Sections 3, 8 – 15 and 17 Block III Town of Huiroa, Sections 4, 6, 7 and 16 Block III Town of Huiroa, Section 1 Block V Town of Huiroa
Computer Freehold Register	520271, 526851, TN93/234, TN134/203
Status	Recreation Reserve and Fee simple
Zone	Protected Area
Primary Use	Grazing, bush preservation and public hall site

**Table 18 - Midhirst Domain Information**

Item	Description
Location	Lombard Street and Egmont Streets, Midhirst
Area	3.4511 hectares
Legal Description	Sec 131 Manganui District and Lot 10 Blk V DP 20
Computer Freehold Register	495619, TNK4/412
Status	Recreation Reserve and Fee simple
Zone	Protected Area
Primary Use	Sportsgrounds and grazing

## Asset Information

**Table 19 - Tahora Domain Information**

Item	Description
Location	State Highway 43, Tahora
Area	3.0236 hectares
Legal Description	Section 17 Block VI Pouatu Survey District and Sections 44, 46, 47, 48 and 65 and Part Section 45 Tahora Township.
Computer Freehold Register	499187
Status	Recreation Reserve
Zone	Protected Area
Primary Use	Grazing and bush preservation

**Table 20 - Te Popo Domain Information**

Item	Description
Location	629 Stanley Rd, Te Popo
Area	1.3987 hectares
Legal Description	Sec 22 Blk XI Huiroa Survey District
Computer Freehold Register	501565
Status	Recreation Reserve
Zone	Protected Area
Primary Use	Grazing and public hall site

**Table 21 - Toko Domain Information**

Item	Description
Location	Domain Road, Toko
Area	3.1630 hectares
Legal Description	Lot 1 DP 484146 and Secs 49 & 51 Blk III Ngaere Survey District
Computer Freehold Register	498452, 685435
Status	Recreation Reserve and Fee simple
Zone	Protected Area and Rural
Primary Use	Sportsground

## Asset Information

**Table 22 - Tututawa Domain Information**

Item	Description
Location	Mangaotuku Road, Tututawa
Area	7.5854 hectares
Legal Description	Section 21 and Section 43-44, 47 Mangaehu Village
Computer Freehold Register	495637
Status	Recreation Reserve
Zone	Protected Area
Primary Use	Grazing and public hall site

**Table 23 - Whangamōmona Domain Information**

Item	Description
Location	Whangamōmona Road, Whangamōmona
Area	2.9400 hectares
Legal Description	Section 17 Whangamōmona Suburban, Section 47 Block 1V Town of Whangamōmona and Sections 25 and 26 Block 1 Mahoe Survey District.
Computer Freehold Register	497339. 526852
Status	Recreation Reserve
Zone	Protected Area and Rural
Primary Use	Campground, sportsground, grazing

### 3.5.8 MISCELLANEOUS RESERVES

Council currently owns or has vested control of 28 miscellaneous reserves throughout the District. These comprise:

- Fifteen esplanade reserves, created for riparian protection and/or public access on the subdivision of surrounding titles. A number of these reserves form parts of the Carrington Walkway and are managed accordingly by Council whereas others, particularly in rural areas, are simply grazed in with the adjoining properties. Built assets are limited to some fencing and items such as boardwalks, steps or footbridges in respect of the walkway.
- Eight historical cemetery, stock resting places, gravel extraction or animal pound reserves created by the Crown in the early days of the colony and vested in Council for control and management purposes. In terms of management, all of these are grazed by adjoining owners and built assets generally non-existent.
- Five "beautification areas" that are not formally reserved subject to the Reserves Act 1977 but are held for their named purpose and treated as reserves. Managed by Council, their built assets are limited to gardens, trees and lawn areas with some fencing on boundaries.

Stratford District Council undertakes inspections of its miscellaneous reserves, frequently in terms of those managed by Council, annually in respect of those managed by grazing tenants. Condition varies according to its use and any issues identified through inspections are considered manageable either through the current maintenance contract or by negotiation with tenants.

## Asset Information

### 3.5.9 CEMETERIES

#### Operating Cemeteries

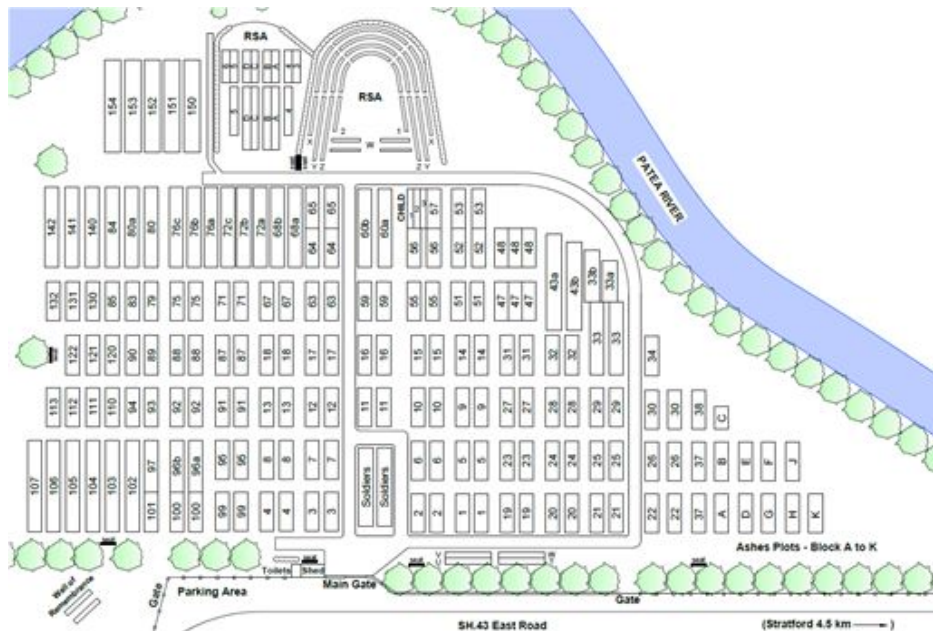
Stratford District Council owns and manages two operational cemeteries, one in Midhirst and one on the outskirts of Stratford (Kopuatama). Kopuatama is the District's principal cemetery, serving all the outlying areas as well as Stratford township while Midhirst is a historical cemetery but still operates primarily for the benefit of Midhirst residents.

**Table 24 - Kopuatama Cemetery Information**

Item	Description
Location	State Highway 43 - 4.0 kilometres east of Stratford.
Area	4,8562 hectares.
Legal Description	Section 113 Block II Ngaere Survey District
Gazette reference	NZ Gaz 1902 p 627
Status	Cemetery
Zone	Rural, designated Cemetery

Kopuatama is the principal operating cemetery for the Stratford District (Figure 13). The first burial was recorded in July 1906 and the cemetery was designated as a lawn cemetery in the 1950's. The cemetery has three Services areas for returned services personal. The original Soldiers' Block is just inside the main gate, and no longer available for interments. The new Returned Services area is located at the far end of the cemetery, in a direct line from the main gate.

The proposed extension to this cemetery is the property located to the west of the site as highlighted in Figure 13. This is to be able to provide services to the community for future years.



**Figure 14 - Layout of Kopuatama Cemetery Stratford**



## Asset Information



**Figure 15 – Purchased land to the west of existing Kopuatama Cemetery**

**Table 25 - Midhirst Cemetery Information**

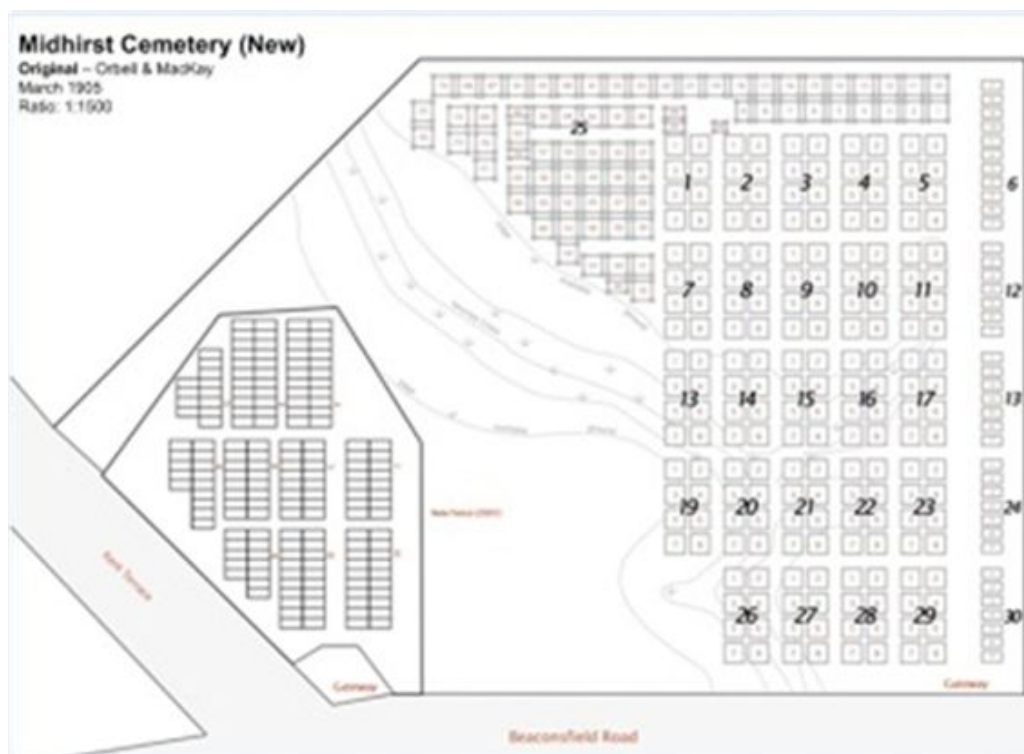
Item	Description
Location	Corner Kent Terrace and Beaconsfield Road, Midhirst – 5km north of Stratford.
Area	1290 square metres.
Legal Description	Part Section 3 Block XIII Huiroa Survey District
Gazette reference	NZ Gaz 1916 p 801
Status	Cemetery
Zone	Protected Area, designated Cemetery

Midhirst Cemetery is the current operating cemetery for the Midhirst township. The portion on the eastern side of the dividing creek was closed in 1996 and a memorial wall erected to record the names of those buried therein.

Stratford District Council undertakes regular inspections of its operating cemeteries. Inspections identify that these are generally in good to excellent condition. Any issues identified through inspections are considered manageable through the current maintenance contract.



## Asset Information



**Figure 16 - Layout of Midhirst Cemetery**

### Closed Cemeteries

The five closed cemeteries in the Stratford District are described below.

**Table 26 - Waipuku Cemetery Information**

Item	Description
Location	State Highway 3 - 9.7kms north of Stratford
Area	1.2013 hectares.
Legal Description	Sections 46, 48, 50, 52 and 53 Town of Waipuku
Gazette reference	NZ Gaz 1939 p 2045
Status	Closed Cemetery
Zone	Rural, designated Cemetery

In terms of maintenance, this closed cemetery is grazed by the surrounding land owner. While it has legal access off State Highway 3, there is no physical access other than over the surrounding farm.

## Asset Information

**Table 27 - Midhirst Cemetery (old) Information**

Item	Description
Location	Beaconsfield Road, 5km north of Stratford
Area	6804 square metres.
Legal Description	Part Section 3 Block XIII Huiroa Survey District
Gazette reference	NZ Gaz 1994 p 1390
Status	Closed Cemetery
Zone	Rural, designated Cemetery

The area around the fenced grave sites is maintained by Council through the Open Space Maintenance contract while the balance between the closed and operating cemeteries is leased for grazing purposes.

**Table 28 - Pioneer Cemetery Information**

Item	Description
Location	Regan Street East, Stratford
Area	4836 square metres
Legal Description	Lot 3 DP 1805
Gazette reference	NZ Gaz 1984 p 2930
Status	Closed Cemetery
Zone	Protected Area, designated Cemetery

Pioneer Cemetery is maintained by Council through the Open Space Maintenance contract. The majority of headstones have been removed due to their dilapidated condition and the cemetery has been converted into a park-like setting and maintained accordingly.

**Table 29 - Whangamōmona Cemetery Information**

Item	Description
Location	63km east of Stratford on Whangamōmona Road.
Area	8321 square metres.
Legal Description	Section 24 Block I Mahoe Survey District
Gazette reference	NZ Gaz 1994 p 1390
Status	Closed Cemetery
Zone	Rural, designated Cemetery

In terms of maintenance, the two fenced-in areas containing headstones (one Catholic, one Protestant) are maintained by Council through the Open Space Maintenance contract while the balance of the cemetery is leased for grazing purposes.

## Asset Information

**Table 30 - Tahora Cemetery Information**

Item	Description
Location	80km east of Stratford on State Highway 43
Area	1.2280 hectares.
Legal Description	Section 64 Tahora Suburban
Gazette reference	NZ Gaz 1994 p 1390
Status	Closed Cemetery
Zone	Protected Area, designated Cemetery

In terms of maintenance, this closed cemetery is grazed by the surrounding landowner.

Stratford District Council undertakes regular inspections of its closed cemeteries. Inspections identify that these are generally in average to excellent condition. Any issues identified through inspections are considered manageable either through the current maintenance contract or in discussion with the respective grazing tenants.

**Table 31 - Footbridges**

Asset Category	Number	Asset Name	Asset Description
Footbridges	12	• FB1 – King Edward Park	• Timber, suspension pedestrian footbridge
		• FB2 – King Edward Park	• Timber, suspension pedestrian footbridge
		• FB3 – King Edward Park	• Timber, suspension pedestrian footbridge
		• FB4 – King Edward Park	• Timber, suspension pedestrian footbridge
		• FB5 – Cordelia Street	• Concrete, suspension pedestrian footbridge
		• FB6 – Eastern Loop	• Timber, suspension pedestrian footbridge
		• FB7 – Cardiff Walkway	• Timber, suspension pedestrian footbridge
		• FB8 – Western Loop	• Timber, pedestrian footbridge
		• FB9 – Western Loop	• Timber, pedestrian footbridge
		• FB10 – Cardiff Walkway	• Timber, pedestrian footbridge
		• FB11 – Eastern Loop	• Timber, pedestrian footbridge
		• FB12 – Pembroke Road	• Timber, pedestrian footbridge

**Table 32 - Culverts**

Asset Category	Number	Asset Name	Asset Description
Culverts	20	• Prospero Place (3)	• Metal culverts
		• Miranda Street (2)	• Metal culverts
		• Victoria Park (6)	• Metal culverts
		• King Edward Park (6)	• Metal culverts
		• Portia Street (3)	• Metal culverts

### 3.6. ASSET MANAGEMENT MATURITY ASSESSMENT

The Council has assessed its Asset Management maturity across 5 key disciplines of asset management practice including:

- Setting the Strategic Direction;
- Establishing Levels of services;
- Forecasting Future Demand;
- Collecting Asset Information; and
- Monitoring Asset Performance and Condition.

## Asset Information

The Asset Management Maturity Index assessment in Table 31 below provides a snapshot of where the Council is at in its asset management practices and in particular, emphasizes that seeking advanced practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.

**Table 33 - Parks, Reserves and Cemeteries Asset Management Maturity Index Assessment**

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
1	Strategic Direction	Intermediate	<ul style="list-style-type: none"> <li>Asset Management System scope is defined and documented.</li> </ul>	<ul style="list-style-type: none"> <li>The Council has adopted an <b>Asset Management Policy</b> to provide the overall direction for asset management in the district.</li> <li>Scope is also refined as a consequence of our Early Conversation discussions with Elected Members, which inform the LTP, and also during our regular workshops to define Strategic Direction for the Council.</li> </ul>
2	Defining Level of service	Intermediate to Advanced	<ul style="list-style-type: none"> <li>Level of service and cost relationship understood.</li> <li>Customers are consulted on significant service levels and options.</li> <li>Customer communications plan in place.</li> <li>Levels of service are integral to decision making and business planning.</li> </ul>	<ul style="list-style-type: none"> <li>Existing levels of service are generally maintained however, can be re-defined as a result of either legislative requirements or through customer feedback</li> <li>Enabling customers to assess customer values such as accessibility, quality, safety, and sustainability through LOS</li> <li>This will part of the LTP consultation process and customer satisfaction surveys completed by customers on an annual basis</li> <li>LOS performance targets are measured through monthly, annual and bi-annual reporting</li> </ul>
3	Forecasting future demands	Core to Intermediate	<ul style="list-style-type: none"> <li>Risk associated with demand change broadly understood and documented.</li> <li>Demand management considered as an alternative to major project development.</li> </ul>	<ul style="list-style-type: none"> <li>We have a broad understanding of the issues facing SDC. These are included in the AMP as "Problem Statements"</li> <li>Forecasting is based on population and economic growth statistics in addition to regulatory changes at the central government level</li> <li>Demand Management is being associated with population growth, signalling demand on all open spaces and a focus on cemetery sites to meet future needs</li> </ul>
4	Collecting Asset Information	Intermediate	<ul style="list-style-type: none"> <li>A reliable register of physical, financial and risk attributes recorded in an</li> </ul>	<ul style="list-style-type: none"> <li>Data is collected, updated and validated on an ongoing basis, particularly when new assets are being installed and maintenance occurs on existing assets</li> </ul>

## Asset Information

	Asset Management Disciplines	Maturity Index	Maturity Description	What we do
			information system with data analysis and reporting functionality. Systematic and documented data collection process in place.	<ul style="list-style-type: none"> <li>Regular maintenance/inspections occur on all open spaces and are then documented in monthly reports, ensuring data can be correlated</li> </ul>
5	Monitoring Asset Performance and Condition	Core	<ul style="list-style-type: none"> <li>Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term.</li> </ul>	<ul style="list-style-type: none"> <li>The condition and physical integrity of an open space asset (e.g., playground equipment) is deduced based on the age, material type and analysis of collected statistical data</li> <li>The performance, being a measure of whether the asset is delivering level of service requirements, is monitored during routine inspections and asset upgrades</li> </ul>

### 3.7. ASSESSMENT OF ASSET CONDITION

Asset condition is a measure of an asset's physical integrity. Knowing the condition of an asset enables more accurate prediction of asset development, maintenance and renewal/replacement requirements. The Stratford District Council identifies the condition of parks, reserves, and cemetery infrastructure assets by the age of the asset, through visual targeted inspections, (including sampling), and maintenance monitoring.

**Targeted inspections** are carried out on asset components that are considered critical to Council and the community, have the potential to impact on public health and safety; or where there is a specific requirement, for example to meet regulatory requirements or for asset acquisition, disposal, or justification.

Targeted inspections of Parks, Reserves and Cemeteries are carried out by Council staff, the Maintenance Contractor, or specialist consultants to identify the condition of specific asset components at intervals specified by the Asset Manager or upon request.

To identify the general condition of its Parks, Reserves and Cemeteries assets Stratford District Council undertakes the following targeted inspections:

- Buildings – annually by the Maintenance Contractor and/or Council staff;
- Playground equipment – monthly by the Maintenance Contractor and annually by an Engineering Consultant;
- Cemeteries – annually by the Contractor
- Footbridges – annually by an Engineering Consultant
- Street Trees – annually, bi-annually, tri-annually by the Contractor depending on tree species
- Carparks – annually by the Council Roading Engineer
- Other structures annually by the Maintenance Contractor.

**Maintenance monitoring** is carried out by the Contractor at intervals specified in the Maintenance Contract. Maintenance monitoring is carried out to identify the condition of infrastructure and any item(s) that needs attention or could affect the integrity of the asset and the service it provides. Maintenance monitoring of parks, reserves, and cemeteries includes:

- Grass maintenance;
- Garden planting and tree maintenance;

## Asset Information

- Walkway and cycle trail maintenance;
- Litter Control;
- General maintenance of structures and other civic amenities.

### Condition Grading

Visual targeted inspections (including sampling), and maintenance monitoring provide both qualitative descriptions and quantitative grading of asset component condition. Condition grading supports the development, maintenance, and renewal/replacement of an asset by enabling more accurate prioritisation of forward works programmes.

The International Infrastructure Manual (2011) provides guidance on assessing the condition of assets and approaches to grading the condition. In line with this, Stratford District Council has developed a condition grading system to support identifying the condition of assets at the group level. Using the system assets are ranked from 1-5 as illustrated below.

**Table 34 - Condition Grading System**

Grade	Condition	Description	Proportion of network (%)
1	Very Good	Asset in structurally sound and excellent physical condition. No work required	60%
2	Good	Asset in structurally sound and acceptable physical condition. Minor work required (if any)	35%
3	Fair	Asset is structurally sound but shows deterioration. Moderate work required to return asset to agreed level of service	5%
4	Poor	Asset failure likely in the short term. Significant work required now to return asset to agreed level of service	0%
5	Very Poor	Asset has failed/is about to fail. Renewal/Replacement required urgently	0%

### 3.8. DATA ACCURACY AND CONFIDENCE

The accuracy and currency of data is critical to effective asset management. Accurate data enables Council and the community to have confidence in decisions made about asset development, maintenance, and renewal/replacement.

To ensure accurate asset data is entered into the asset management system, Stratford District Council has put in place the *Inspection Data Management Process* (Table 33) for managing targeted visual inspection data. Also, to determine the level of confidence Council has in targeted inspection data, the Stratford District Council has put in the *Data Confidence Grading System* in Table 34. An assessment of Council's confidence in the asset data is provided in Table 35.

## Asset Information

**Table 35 - Inspection Data Management Process**

Step	Management process	Description
1	Collect Data	Data is collected and documented about asset and asset condition.
2	Hold Data	Where feasible data is stored in a temporary place until enough is gathered for sample auditing.
3	Audit a sample of Collected Data	Where applicable a sample of collected data is checked against the asset by authorised Council staff/Consultant – minimum 5%.
4	Enter Data into Asset Management System	Data is entered into the Asset Management System by the staff member responsible for the system.

**Table 36 - Data Confidence Grading System**

Grade	Confidence Level	Description
1	Highly Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment. Dataset is complete and estimated to be accurate +- 2%
2	Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings. Dataset is complete and estimated to be accurate +- 10%
3	Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available. Dataset substantially complete but up to 50% extrapolated data and estimated to be accurate +- 25%
4	Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete and most data is estimated or extrapolated and estimated to be accurate +- 40%
5	Unknown	None or very little data held- 0%

## Asset Information

**Table 37 – Asset Data Grading by Asset Group**

Asset Group	Grade	Confidence Level
Parks	2	Reliable
Walkways	2	Reliable
Pedestrian Precinct	2	Reliable
Sportsground	2	Reliable
Discovery Trail	1	Highly Reliable
Neighbourhood Reserves	2	Reliable
Rural Domains	2	Reliable
Miscellaneous Reserves	2	Reliable
Operating Cemeteries	3	Uncertain
Closed Cemeteries	3	Uncertain

### 3.9. IMPROVEMENT PLAN

Actions identified in this Section for improving management of the asset are as follows:

**Table 38 - Actions Identified for Improving Management of the Asset**

Sub Section	Task	Due Date
3.5.7	<p><b>Inspection of Domains</b></p> <p>Yearly on-site inspections will occur to ensure that all Reserves are managed and maintained in accordance with their Management Agreements.</p>	Ongoing
3.7	<p><b>Formally record asset condition data</b></p> <p>While asset condition is regularly monitored and, in some cases, contained in formal reports there is currently no system for recording condition data and maintenance work carried out as a result of findings.</p>	Ongoing



## **4.0**

# **Future Growth and Demand**

## Future Growth and Demand

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### **4.0: FUTURE GROWTH AND DEMAND**

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## Future Growth and Demand

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### 4.1. OVERVIEW

This section provides a description of population; economic growth trends forecasts and the demand drivers for the provision; development and sustainability of the Property Services to the community. It identifies the demand forecasting model used by the Council and highlights the factors that influence the demand for infrastructure and services and the associated impacts of each driver on the demand for the Parks, Reserves and Cemeteries Services.

The demand for the provision of services is generally determined by the degree to which customers use the assets. The forecasting of future demand for services enables Stratford District Council to plan ahead and identify the best way to meet that demand.

Section 14 of the Local Government Act 2002 requires local authorities to take a sustainable development approach in conducting business. In doing this Stratford District Council must take into account;

- I. the social, economic, and cultural interests of people and communities; and
- II. the need to maintain and enhance the quality of the environment; and
- III. the reasonably foreseeable needs of future generations.

Stratford District Council is committed to planning for the changing needs of its community. As part of this commitment Council utilises demand forecasting in all asset management planning. Information on future growth forecast has been supplied by Infometrics NZ.

### 4.2. DEMAND FORECASTING

Demand forecasting enables Stratford District Council to identify areas that are likely to experience significant pressures, and plan accordingly. Currently, the Stratford District Council uses a “basic” model for demand forecasting. It is a combination of formal and informal techniques. Central to this is an understanding of how growth and future demand trends will impact on Levels of Service and desired community outcomes.

As part of the planning process Council considers:

- the Asset use, demand, and capacity;
- the implementation and planning for quality and process improvements; and
- environmental impacts.

Key Information gathered during the forecasting process includes:

- Historical data;
- Observed patterns and trends – use, demand, and popularity;
- Statistical estimates and projections;
- Commercial activity and anticipated business migration;
- Pending legislative changes.

From this, assumptions are formed about what could happen; enabling Council to better plan for the future needs of the community.

### 4.3. DEMAND DRIVERS AND IMPACTS

Demand drivers are the factors that influence demand for services or the infrastructure that provides those services. Future growth in the Stratford community can be attributed to a number of factors described in detail below, including:

- Population/Subdivision;
- Economic Development;
- Tourism;
- Land Use Changes;
- Regulatory Changes;
- Land Use Changes via the Structure Plan;
- Changing Customer Needs and Expectations

## Future Growth and Demand

### 4.3.1 POPULATION GROWTH

The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,679 by 2034, at an average of 0.4% per year. This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

The growth in the Māori population of the district has been consistently higher than the growth of all other ethnicities for each of the last ten years. Stratford district's Māori population was 1,550 in 2022, up 2.6% from the previous year.

The below table shows total population projections over ten years, against the growth projections of the total New Zealand population.

**Table 39 - Actions Identified for Improving Management of the Asset**

Year	Stratford District		New Zealand	
	Value	Growth	Value	Growth
2022	10,150	0.5%	5,123,100	0.3%
2023	10,256	1.0%	5,141,837	0.4%
2024	10,295	0.4%	5,185,924	0.9%
2025	10,334	0.4%	5,230,348	0.9%
2026	10,373	0.4%	5,275,448	0.9%
2027	10,414	0.4%	5,321,561	0.9%
2028	10,455	0.4%	5,369,026	0.9%
2029	10,497	0.4%	5,418,006	0.9%
2030	10,539	0.4%	5,467,976	0.9%
2031	10,579	0.4%	5,518,235	0.9%
2032	10,617	0.4%	5,568,085	0.9%
2033	10,650	0.3%	5,616,826	0.9%
2034	10,679	0.3%	5,663,921	0.8%

### Demographic Changes

The below graph shows the current population by age group. The Stratford district is generally trending higher than the New Zealand average in the 60+ year age brackets, and much lower in the 20-29 year age bracket. However, the district is much higher than the national average in the 0-9 year age bracket showing positive signs of households choosing to raise their families in this district, and supporting the claim that the increase in population is largely driven by natural increase.

The gap in the 20-50 year old age brackets is not new, and is likely to be a result of the lack of tertiary level training opportunities and graduate employment opportunities in the district. With the change in working and studying environments due to enhanced technology and online access, and the increased acceptance that employees can work from anywhere in the country, and even the world, it is likely that we will see changes in the age demographics in the future. Due to the uncertainty of the impact, it has not been factored into the projections.

## Future Growth and Demand

Figure 38. Population by broad age group, 2022  
% of total, as at 30 June



Figure 39. Population by 10-year age group, 2022  
% of total, as at 30 June



Figure 17 - Stratford District's Population Age Structure

The Dependency Ratio calculates the average number of economically dependent population (0-14 year olds, and 65+) per 100 economically productive population at a specific point in time. A high ratio may indicate that the economically active population and the overall economy face a greater burden to contribute towards the rates requirement for the district.

Table 40 below shows the Stratford District's Dependency Ratio is 67%, compared to the national average of 54%. This is something Council must be mindful of when determining funding sources (increased reliance required for user pays and exacerbator pays funding sources), and areas (prioritisation) and levels of expenditure (affordability).

Table 40 - Stratford District's Dependency Ratio

Age Decade (years)	Stratford District		New Zealand	
	Level	% of total	Level	% of total
0-9	1,410	13.9%	625,490	12.2%
10-19	1,320	13.0%	655,720	12.8%
20-29	1,080	10.6%	679,450	13.3%
30-39	1,350	13.3%	733,760	14.3%
40-49	1,110	10.9%	631,220	12.3%
50-59	1,270	12.5%	654,040	12.8%
60-69	1,250	12.3%	561,800	11.0%
70-79	880	8.7%	380,170	7.4%
80-89	410	4.0%	167,640	3.3%
90 years and over	100	1.0%	34,790	0.7%
Dependency ratio	67.2%		54.4%	
<b>Total</b>	<b>10,150</b>	<b>100.0%</b>	<b>5,124,100</b>	<b>100.0%</b>

### 4.3.2 ECONOMIC DEVELOPMENT

The four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE) have developed a new regional Economic Development Strategy and Action Plan for Taranaki. The Taranaki Regional Economic Development Strategy became official in August 2017 and is known as "Tapuae Roa - Make Way for Taranaki".

## Future Growth and Demand

This strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable, Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure.

Anticipated impacts of the Regional Economic Development Strategy and any resulting growth on the parks and reserves activity and infrastructure are expected to include:

- Increased demand for parks and reserves services;
- Increased pressure on existing infrastructure;
- Increased maintenance and renewal costs; and
- Increase in revenue (through targeted rate and user charges).

### Economic History and Forecast

Economic growth in the Stratford district is generally lower than the national average – averaging 1.7% per year over the 10 years to 2022, compared with an average of 3% in New Zealand. The estimated GDP for the district in 2022 of \$575m, makes up less than 1% of New Zealand's GDP.

There is some concern that the district is less diverse than average, with the largest industry being agriculture and forestry at 27%, the second largest industry being utilities (electricity, gas, water and waste) at 13%. The more concentrated a district's economic activity is within two or three industries, the more vulnerable it is to adverse effects such as those arising from climate conditions, or commodity price fluctuations.

Council intends to make significant investment in Economic Development over the life of the LTP to encourage diversification and provide opportunities to promote the Stratford District as a great place to do business. Under the Enabling Community Outcome, Council has committed to the following strategic goals:

- *We are a business friendly district*
- *We encourage a diverse and sustainable business community*
- *We enable economic growth by supporting business investment and development in our district*
- *We support the growth of employment opportunities within our community; with a particular focus on our rangatahi (youth)*
- *We carefully balance the needs and wants of our district when funding services and infrastructure*
- *We encourage partnerships to collaborate with Mana Whenua for the benefit of the Stratford district*

### CLIMATE CHANGE

Scientific evidence indicates the earth's climate is changing because of increases in greenhouse gases caused by human activities.

Anticipated impacts for New Zealand over the next 100 years include:

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events
- Decreased frost risk
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

## Future Growth and Demand

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At the regional and district level research indicates Taranaki could experience more extreme and varied rainfall patterns and severe weather events.

Extreme weather events and heavy rainfall would see increases in flooding, landslides, avalanches and mudslides during heavy rainfall events while on the flip side a lack of rain during summer months could see prolonged periods of drought. Both extremes place increased pressure on government, private flood insurance schemes, and disaster relief.

The Government's principal policy response to climate change is the New Zealand Emissions Trading Scheme (ETS). In various sectors (such as energy), the Government is also undertaking a range of other policies and measures that are contributing to reducing greenhouse gas emissions while achieving other policy goals.

Council responds to and plans for impacts of climate change as part of asset management practices by monitoring NIWA data in order to plan for and make adjustments to infrastructure where and when needed. Where adjustments are needed, they are undertaken through New Works and/or Renewal/Replacement.

### 4.3.3 TOURISM

The Visitor Sector Action Plan is one of six action plans developed as part of the "Make Way for Taranaki" Regional Development Strategy. The action plan describes the current regional sector dynamic, growth objectives, challenges, opportunities and the actions required to achieve sector growth. It is anticipated that the Visitor Sector Action Plan will enable and support growth in the Stratford District Visitor Sector.

Council welcomes the Stratford District being seen as a visitor destination but is mindful that increases in visitor numbers may have an impact on infrastructure and the services it provides. Anticipated impacts of the Visitor Sector Action Plan and any increases in visitor numbers on the Water Supply Activity and infrastructure are expected to include:

- Increased demand for water services
- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.

### 4.3.4 THE (DRAFT) STRUCTURE PLAN FOR STRATFORD

The SDC is currently undertaking a Structure Plan of the Stratford District, which is in response to an increased demand for residential development sites in Stratford. This 30 year Plan long term Strategy Plan will feed into the District Plan review and the Infrastructure Strategy, to ensure that the growth areas identified herein are duly catered for as and when required.

The Plan will identify key growth areas in Stratford, in addition to areas that lend themselves to in-filling. Roding, Solid Waste Services, Water and Wastewater infrastructure will be planned to service these areas accordingly. Given its proximity and centrality to key employment generators and tourist areas in the New Plymouth and South Taranaki District, the creation of new and affordable residential lots is expected to support the growth forecast for the town.

### 4.3.5 REGULATORY CHANGES

The SDC regularly reviews regulatory changes that may or will affect the SDC parks, reserves and cemeteries services. This primarily includes updates to resource consents and changes to legislation and standards. There are no immediate concerns of regulatory changes at the time of writing this AMP, however there is an expectation that the legislation, standards and guidelines related to these services will be reviewed and updated in the future as general reviews are done.

## Future Growth and Demand

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### 4.3.6 CUSTOMER NEEDS AND EXPECTATIONS

Council has indicated a desire to promote growth in Stratford by developing new residential subdivisions. Inherently, this will have an effect on the Stratford parks, reserves and cemeteries services whereby demand in these areas will increase. To manage this, the maintenance programme will continue under the Open Space Maintenance Contract

### 4.4 IMPROVEMENT PLAN

**Table 41 Future Growth Improvement Plan**

Sub Section	Task	Due Date
4.3.1	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing Parks, Reserves and Cemeteries assets and activities.	On-going



## **5.0**

# **Level of Service Performance**

## Level of Service Performance

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### **5.0: LEVELS OF SERVICE PERFORMANCE**

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## Level of Service Performance

### 5.1. OVERVIEW

Levels of Service (LoS) define the form and quality of service that the Stratford District Council provides to the community. They are the balance between what the community wants and what the community is willing to pay for.

Through asset management planning, the relationship between the LoS and the cost of service is determined. Once determined, the relationship is evaluated in consultation with the community to define the agreed LoS, which are then used to:

- Inform customers of the proposed LoS;
- Develop AM strategies to deliver the LoS;
- Develop targets to measure performance;
- Identify and evaluate the costs and benefits of services offered; and
- Enable customers to assess customer values such as accessibility, quality, safety, and sustainability.

The Levels of Service section details legislative and regulatory requirements affecting the operation, management and Levels of Service for the Parks, Reserves and Cemeteries. This section:

- Highlights the current LoS provided by the Stratford District Council;
- Defines the desired LoS for the futures; and
- Outlines performance measures that will be used to monitor the delivery of the agreed LoS.

### 5.2. LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

LoS review is an ongoing process which can be triggered by a variety of drivers. The development and review of the LoS will be undertaken following the process diagram in Figure 17 (Source: IIMM (2015)).

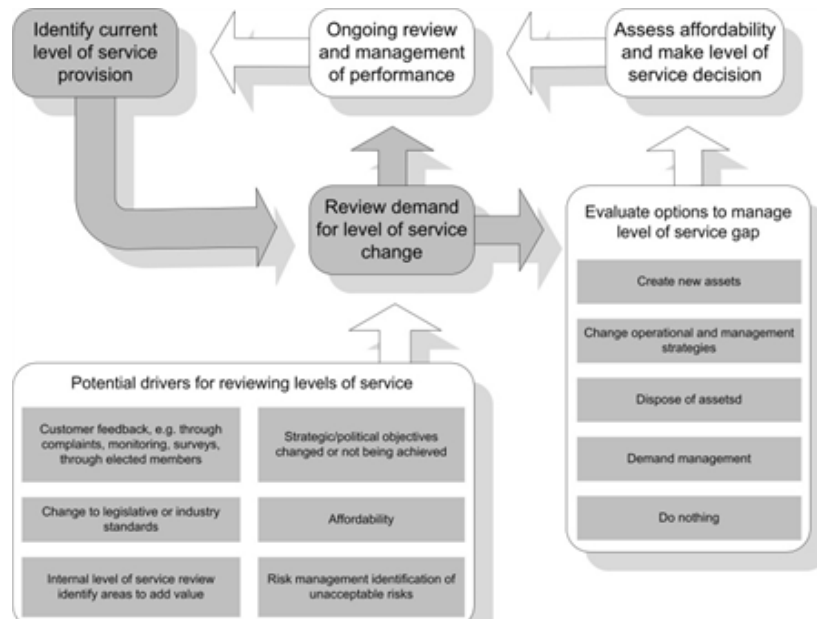


Figure 18 - Level of Service Review Process

### 5.3. PERFORMANCE MONITORING AND REPORTING

## Level of Service Performance

The Stratford District Council has undertaken to provide a safe and well maintained network that meets LoS expectations and regulatory requirements. To ensure these expectations and requirements are met, the Stratford District Council undertakes performance monitoring of parks and reserves activities and infrastructure through the use of performance measures and key performance indicators (KPIs).

Performance measures and reporting enable Stratford District Council to identify how well it is delivering on the agreed LoS. KPIs enable Council to regularly measure actual performance against projected targets. By doing this we are able to identify trends, areas of achievement and areas for improvement to be identified.

The monitoring of the LoS is done through the Customer Satisfaction Survey and Compliance with the NZ Safety Standards for playgrounds and foot bridges.

The results of the performance monitoring are reported internally and externally through:

- Monthly reports to Elected Members, also accessible to the public via the Council website; and
- the Long Term Plan, Annual Plan and Annual Report to our customers, key stakeholders and partners.

### 5.4. CURRENT PERFORMANCE

Stratford District Council provides parks, reserves and cemeteries to benefit the community's physical, social and personal quality of life. To ensure these expectations and requirements are met Stratford District Council undertakes performance monitoring of the parks activity and services it provides.

Performance monitoring is undertaken through the use of performance measures and key performance indicators (KPIs). Our current performance is monitored through the internal performance measures presented in the Table below. These performance measures were determined by Council to inform the community about how well the Council is delivering on Levels of Service and the performance of the activity assets.

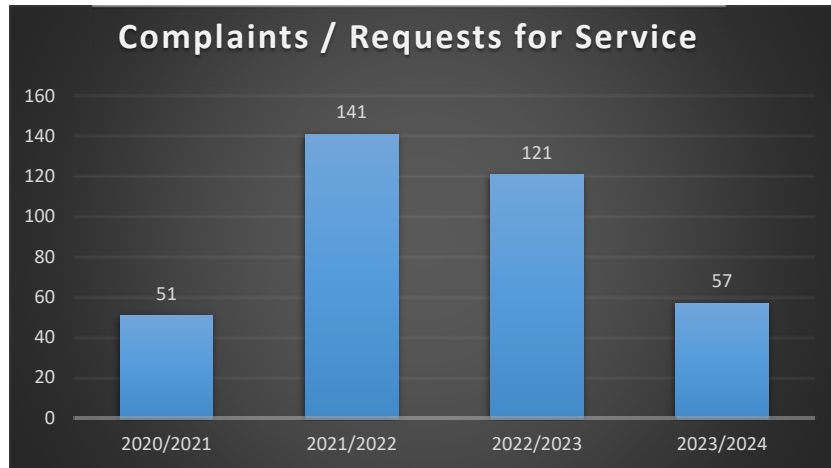
**Table 42 - Internal Performance Measures**

	Level of Service Category	Performance Measure
1.	<b>Complaints/Requests for Service</b>	The number of complaints and requests for service; <40.
2.	<b>Customer Satisfaction</b>	Percentage of residents satisfied with: <ul style="list-style-type: none"> <li>• Parks &gt;85%;</li> <li>• Sportsfields &gt;80%;</li> <li>• Cemeteries &gt;80%.</li> </ul>
3.	<b>NZSS Compliance - Playgrounds</b>	All playgrounds meet NZ Safety Standards
4.	<b>NZSS Compliance - Footbridges</b>	All footbridges meet NZ Safety Standards

## Level of Service Performance

### 5.4.1 COMPLAINTS/REQUESTS FOR SERVICE

The performance targets the number of complaints and requests for service. In 2022//2023 there were 121 complaints and requests for service in relation to parks, sportsfields, playgrounds, walkways, and cemeteries. This is a decrease on the previous year, but the figures highlight how easy it is for the public to contact council and lodge their complaint or concern. As both complaints and concerns (requests for service) from the public are categorised within the same CRM process. The number below is not specific to complaints received.



**Figure 19 - Complaints/Requests for Service**

### 5.4.2 CUSTOMER SATISFACTION

This is a measure introduced with the 2015-2025 Long Term Plan. The performance targets the percentage of residents satisfied with parks, sportsfields, and cemeteries. The targets are as per Table 42 above. In 2022/23, the Parks and Sportsfields achieved the Level of Service requirements for customer satisfaction. The cemeteries were not achieved. The percentage of people satisfied were:

- 98% for parks;
- 86% for sportsfields; and
- 67% for cemeteries.



**Figure 20 - Customer Satisfaction – Annual Report**

## Level of Service Performance

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### 5.4.3 NEW ZEALAND SAFETY STANDARDS

This is a performance target required by the New Zealand Safety Standards (NZSS). It requires all playgrounds and footbridges to meet the specified safety standards.

All playgrounds and footbridges managed by Stratford District Council are 100% compliant with the relevant NZSS requirements.

### 5.5. DESIRED PERFORMANCE

A summary of the Council's targets/desired performance levels are presented in Table 39. This desire stems from the Council's resolve to maintain its agreed level of service and strengthen the community's confidence in the Council's ability to deliver excellent services to the community.

The Council will take into account its Customer Charter in its provision quality service to all our customers. Council will rate its performance against the key performance indicators (KPI's) or targets as per Table 43 below.

**Table 43 - Performance Rating Index**

Rating	Description
<b>Achieved</b>	Required actions have been completed and the intended level of service has been achieved; or Where a long-term level of service is targeted, the results for the year are in keeping with the required trend to achieve the intended level of service.
<b>Not Achieved</b>	None of the required actions have been undertaken, or The result for the year is less than half of the intended level of service, or Where a long-term level of service is targeted, the results for the year are contrary to the required trend to achieve the intended level of service.
<b>Not Applicable</b>	No action was required during the year.

## Levels of Service Performance

**Table 44 - Performance Measures – Targets and Trends**

Level of Service	Performance Measure	Outcome Category	Trend		Current		Target			How Measured	
			2020/21	2021/22	2022/23	2023/24	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27		Year 4-10 2026-2034
<b>Number of complaints and requests for service</b>	Number of complaints and request for service to be <40	Council Measure	51	141	121	<40	<40	<40	<40	<40	Reporting against corporate CRM system.
<b>Customer Satisfaction</b>	Percentage of Stratford residents satisfied with:										Annual Residents Survey
	• Parks;	Council Measure	94%	90%	98%	>80%	>80%	>80%	>80%	>80%	
	• Sportsfields; and	Council Measure	87.6%	85%	86%	>80%	>80%	>80%	>80%	>80%	
	• Cemeteries.	Council Measure	81.8%	68%	67%	>80%	>80%	>80%	>80%	>80%	
<b>NZSS Compliance</b>	All playgrounds meet NZ Safety Standards.	Council Measure	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	Biennial playground inspection report and records provided from weekly and quarterly compliance checks by contractor.
<b>NZSS Compliance</b>	All foot bridges meet NZ Safety standards.	Council Measure	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	100%	No result (Biennial review)	Biennial bridge inspection Report

## **6.0**

# **Strategic Assessment**



## Strategic Assessment

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### **6.0: STRATEGIC ASSESSMENT**

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## Strategic Assessment

### 6.1. OVERVIEW

The 'Strategic Assessment' section presents an assessment of the need for investment against strategic outcomes. It defines the problems facing the Stratford District Council and highlights the investment projects necessary to address these problems and the benefits of each identified investment project.

### 6.2. OUR BUSINESS CASE

Section 17A of the Local Government Act (LGA) 2002 requires the local authority to 'review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good quality local infrastructure, local public services and performance of regulatory functions'.

### 6.3. OUR PROBLEM STATEMENTS

From November 2023 to January 2024, Council staff prepared business cases to support the projects presented for consideration in the Long Term Plan (LTP) process. The purpose was to seek elected members direction regarding some capital projects being proposed in the 2024-2034 LTP.

The business cases included an assessment of each project identified in addition to the project's:

- Strategic alignment;
- Alternative options;
- Funding sources;
- Efficiency improvements (where applicable);
- Community outcomes alignment;
- Costings verification; and
- Risk identification.

After a series of meetings, Elected Members considered the information (Table 45) and provided the necessary direction - in some cases modifying or removing the proposed projects from the programme.

**Table 45 - Business Cases Workshopped**

	Business Cases Workshopped	Content Manager Document Reference
1	Continued Walkway Development	D23/47268
2	Continued Parks Development	D23/47267
3	Kopuatama Cemetery – New Land Development	D23/47269
4	Victoria Park – Lighting Upgrade	D23/47264
5	Kopuatama Cemetery – New Garden Space	D23/47263
6	Rhododendron Dell – Power box	D23/47260
7	Victoria Park - Continued Sportsground Development	D23/47271
8	Kopuatama Cemetery – Continued Pathway	D23/47262
9	Victoria Park – Pathway Upgrade	D23/47266
10	Victoria Park – Pump Track seating	D23/47265
11	King Edward Park – Pathway Upgrade	D23/47261
12	King Edward Park – Pathway Continuation	D23/47259

## Strategic Assessment

### **6.3.1 CONTINUED WALKWAY DEVELOPMENT**

Continuation of future-proofing all walkways and ensure the walkways remain a vital and necessary community asset. This ensures that the level of service within community walkways remains functional for all users.

### **6.3.2 CONTINUED PARKS DEVELOPMENT**

Continuation of future-proofing all walkways and ensure the walkways remain a vital and necessary community asset. This ensures that the level of service within community walkways remains functional for all users.

### **6.3.3 KOPUATAMA CEMETERY – NEW LAND DEVELOPMENT**

Continuation of future-proofing all walkways and ensure the walkways remain a vital and necessary community asset. This ensures that the level of service within community walkways remains functional for all users.

### **6.3.4 VICTORIA PARK – LIGHTING UPGRADE**

Continuation of future-proofing all walkways and ensure the walkways remain a vital and necessary community asset. This ensures that the level of service within community walkways remains functional for all users.

### **6.3.5 RHODODENDRON DELL – POWER BOX**

Continuation of future-proofing all walkways and ensure the walkways remain a vital and necessary community asset. This ensures that the level of service within community walkways remains functional for all users.

### **6.3.6 VICTORIA PARK – CONTINUED SPORTSGROUND DEVELOPMENT**

Continuation of future-proofing the sports fields and ensure the parks remain a vital and necessary community asset so they are functional for all users.

The investigation and improvement to Ground 2 will ensure the rehabilitation of the playing surface will create a space that requires less maintenance and ensure the grounds become a vital and necessary community asset.

### **6.3.7 VICTORIA PARK – PATHWAY UPGRADE**

Continuation of future-proofing the sports fields and ensure the parks remain a vital and necessary community asset so they are functional for all users.

The investigation and improvement to Ground 2 will ensure the rehabilitation of the playing surface will create a space that requires less maintenance and ensure the grounds become a vital and necessary community asset.

### **6.3.8 VICTORIA PARK – PUMP TRACK SEATING**

Continuation of future-proofing the sports fields and ensure the parks remain a vital and necessary community asset so they are functional for all users.

The investigation and improvement to Ground 2 will ensure the rehabilitation of the playing surface will create a space that requires less maintenance and ensure the grounds become a vital and necessary community asset.

### **6.3.9 KING EDWARD PARK – PATHWAY UPGRADE**

As the lime chip path leading from the Netball Courts to the Rhododendron Dell is a sloped and open, uncovered space it is being damaged by the elements. This project is to replace the lime chip path with concrete to reduce money being spent on on-going damage.

### **6.3.10 KING EDWARD PARK – PATHWAY CONTINUATION**

This project continues to focus on the future needs of the community by providing good quality infrastructure and ensuring the walkway is safe to access by those who visit. To finish the lime chip path which surrounds the final pathway of the Trees of Significance, will conclude the final stages within this space with the continuation of accessible paths within King Edward Park.

## Strategic Assessment

Although the following projects were workshoped as Business Cases, they **did not** receive final approval in the Long Term Plan discussions, due to budget restraints.

### 6.3.11 KOPUATAMA CEMETERY – NEW GARDEN SPACE (D23/47263)

This project for a new garden space for remembrance and reflection and encourage visitors to enjoy space and beautify the cemetery space.

### 6.3.12 KOPUATAMA CEMETERY – CONTINUED PATHWAY (D23/47262)

Continuation of future-proofing the cemetery and ensure the vehicle access ensures no further damage occurs to the green space within the cemetery grounds and remain functional for all users.

## 6.4. OUR BENEFIT STATEMENTS

The Council has identified projects, as described in Section 6.3, to address the problems at the agreed level of service to the community. The benefits of implementing these projects are presented in Table 46 below and include:

- Improved community levels of service;
- Support for community recreation services;
- Support for children's recreation;

Encouragement of more active modes of transport in children.

**Table 46 - Summary of Problem and Benefit Statements**

Problem Statements	Project	Benefit Statements
Carrington Walkway staircase	Replace wooden walkway staircase, disintegrating - at its end of life	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping the staircase compliant;</li> <li>• Keeping the community safe.</li> </ul>
Cardiff Walkway staircase	Stone staircase. Eroding due to rising water level of river.	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping the staircase compliant;</li> <li>• Ensuring pedestrians are safe.</li> </ul>
Cardiff Walkway footbridge	Foot bridge (next to river) – eroding due to rising water level of river	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping footbridge compliant;</li> <li>• Keep visitors safe from hazards.</li> </ul>
Page Street sportsground	Re-turf – level of use increasing and requires high level of maintenance and repair.	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Attract more users to grounds.</li> </ul>
King Edward Park and Victoria Park	Replace damaged or disintegrated sections of equipment or full replacement	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensuring the playground equipment is compliant;</li> <li>• Ensuring users of playgrounds are safe.</li> </ul>
Kopuatama Cemetery – New Land Development	Ensure land surveys, concept designs are complete, before land development	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure to community;</li> <li>• Ensure community has local open cemetery.</li> </ul>
Street Tree surrounds	Widening street tree surrounds to ensure longevity of trees and keep main streets looking attractive	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keep native and notable trees safe;</li> <li>• Keep main streets looking attractive.</li> </ul>
Parks and Walkways	Continuation of on-going development (maintenance and upgrades) within all parks and walkways	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• To highlight beauty of walkways and parks;</li> <li>• Keep community and visitors safe in spaces.</li> </ul>

## Strategic Assessment

Problem Statements	Project	Benefit Statements
Victoria Park – Bike Park	Submissions received – lighting required at Victoria Park to ensure safety of space after dark	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure community not restricted to using space;</li> <li>• Keep community and visitors safe in space.</li> </ul>
Midhurst Old and Open Cemeteries	Boundary upgrades – remove old hedging and replant with natives.	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Historic cemetery will be appealing;</li> <li>• Attract more visitors to cemetery.</li> </ul>
Victoria Park – Skate Park	To continue with upgrading the skate park, ensuring the safety for users	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Ensuring users are safe in this environment.</li> </ul>
Housing for the Elderly units	To replacing the ageing and disintegrating clotheslines	<ul style="list-style-type: none"> <li>• Improve levels of Service</li> <li>• Provide quality infrastructure</li> <li>• Ensuring tenants have usable resources</li> </ul>
Eastern Loop Walkway	Section of walkway becoming unsafe – a new staircase is required	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Keeping the community safe.</li> </ul>
Pioneer Cemetery	Plaques ageing and require replacement	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Historic cemetery will be appealing;</li> <li>• Attract more visitors to cemetery.</li> </ul>
Parks, Reserves and Walkways	Replacing or providing new seats throughout the parks, reserves and walkways	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure</li> <li>• Keeping seats safe to use;</li> </ul>
King Edward Park	Footbridge replacements are required on two ageing bridges within the next 10 years	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Keeping footbridge compliant;</li> <li>• Keep visitors safe from hazards.</li> </ul>
Rhododendron Dell	To increase the level of service and use within the space by installing a power box	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Increase use of space;</li> <li>• Provide events to benefit community</li> </ul>
Victoria Park sportsground	To ensure the Number 1 grounds are in the best condition for users	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure users not restricted to using space;</li> <li>• Attract more users to grounds.</li> </ul>
Victoria Park	Replace stone pathway with concrete, ensuring the safety for users	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Removing the hazards for Skate Park users;</li> <li>• Ensuring pedestrians are safe.</li> </ul>
Victoria Park – Pump Track	Installing seating for spectators and users, enhancing the space	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Keeping spectators safe and comfortable in space</li> </ul>
King Edward Park (Netball Courts to Rhododendron Dell)	The current pathway requires on-going maintenance – the pathway would be replaced with concrete	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Ensuring visitors of all abilities can all utilise the spaces</li> </ul>
King Edward Park (Trees of Significance)	To complete the final stages of the walkway around the significant trees	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Provide quality infrastructure;</li> <li>• Complete final stages of walkway</li> </ul>

## Strategic Assessment

Although the following were highlighted as Problem Statements, the following projects **did not** receive final approval in the Long Term Plan discussions, due to budget restraints.

Kopuatama Cemetery	New garden space for remembrance and reflection.	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Encourage visitors to enjoy space, in remembrance;</li> <li>• Beautify cemetery space.</li> </ul>
Kopuatama Cemetery	Continuation of the metal path, ensuring the grounds remain undamaged	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Ensure all users can utilise space without causing damage;</li> <li>• Beautify cemetery space.</li> </ul>
King Edward Park	Three Bridges Trail (Brecon Road to Page Street)	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Safe walking trail at dusk / night;</li> <li>• Improve safety of asset</li> </ul>
Cassandra Reserve	Dog Park	<ul style="list-style-type: none"> <li>• Improve community levels of service;</li> <li>• Attract more visitors to Stratford</li> <li>• Listen to community feedback and submissions</li> </ul>

# **7.0 Lifecycle Management**

## Lifecycle Management

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### **7.0: LIFECYCLE MANAGEMENT**

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## Lifecycle Management

### 7.1. OVERVIEW

Lifecycle Asset Management focuses on management options and strategies to minimise risks to assets, and any potential risk of assets.

It considers all relevant consequences from initial planning through to renewal, replacement, disposal or rationalisation of assets.

Lifecycle Asset Management acknowledges that assets are always in a state of decay and their useful life is primarily influenced by:

- Physical characteristics
- Operating environment
- Customer requirements

Lifecycle Asset Management enables Stratford District Council to identify issues, determine appropriate response options, and identify strategies and programmes to respond to identified issues/opportunities in order to deliver Levels of Service and achieve both asset and organisational goals and objectives.

This Lifecycle Asset Management section contains current Stratford District Council procurement and contract arrangements and the prioritisation of works:

- That meets the short and long term needs of our community;
- That offers value for money; and
- In a sustainable manner to the least whole-of-life cost.

This section presents a detailed plan of prioritised work over a 10-year planning period in response to the problem and benefit statements highlighted in Section 6 of this plan. It presents Council's practices and projects to maintain the parks and reserves assets over the lifecycle through Council's:

- Procurement Policy;
- Management Strategies;
- Contractual Arrangements;
- Programme Business Case for the next 10 years;
- Disposal Strategy; and
- Planning for Improvement.

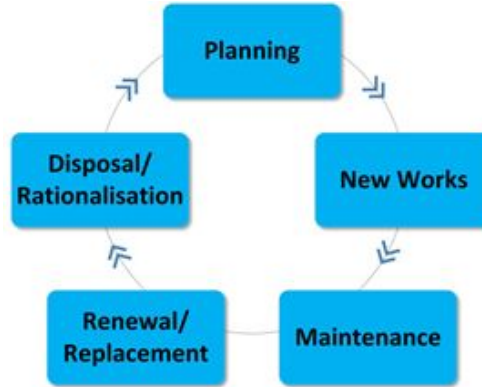


Figure 21 - Lifecycle Asset Management

## Lifecycle Management

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### **7.2. PROCUREMENT POLICY**

Procurement for the purpose of implementing projects identified in the work programmes are undertaken in accordance with the Council's Procurement Policy. The Council's Procurement Policy for the purpose of procuring goods, works and services is aimed at ensuring that Council:

- achieves the right outcomes and value for money;
- manages risk effectively;
- allows council officers to exercise business judgement by enabling flexibility and fluid, innovative approaches to procurement;
- demonstrates fairness;
- has health and safety risk management at the forefront.
- Reflects best management practice; and
- Has a local procurement policy applying to works with a monetary value up to a limit prescribed by Council.

All personnel involved in procurement procedures are required to maintain the confidentiality of the process. The Council, as a public entity, must act fairly and consistently, in accordance with relevant legislation.

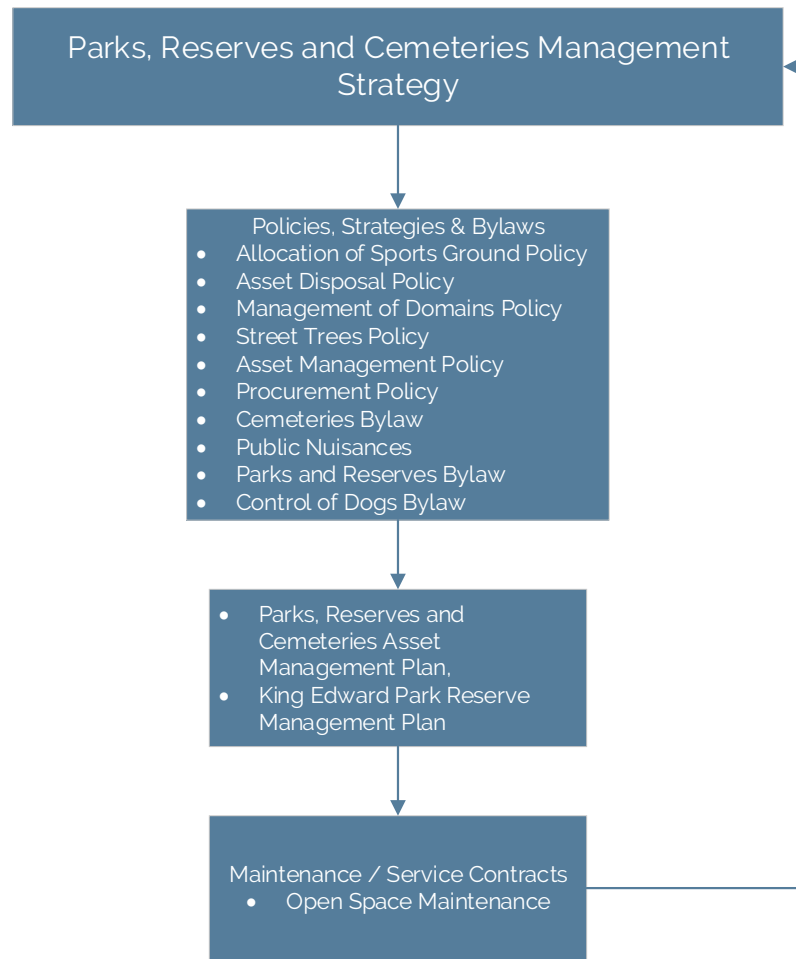
### **7.3. MANAGEMENT STRATEGIES**

The overall management of infrastructure will be driven through strategies and policies aimed at:

- Complying with the legislative and strategic requirements;
- Meeting customer expectations and agreed levels of service; and
- Delivering value for money for ratepayers, funding partners and the Council.

These strategies and policies are presented in Figure 22.

## Lifecycle Management



**Figure 22 – Parks Reserves and Cemeteries Asset Management Strategies**

### 7.4. CONTRACTUAL ARRANGEMENTS

The Stratford District Council has in place contractual agreements for the delivery of the agreed levels of service. Service is delivered by three main contractual agreements:

- Professional Services;
- Physical Works; and
- Maintenance Contracts

The Council has an Open Space Maintenance Contract with Downer New Zealand Limited for the provision of ongoing grounds and structure maintenance services of the Council's parks, reserves, cemeteries, walkways, civic amenities. This Contract requires the Contractor to provide not only physical works but also a degree of professional services for significant aspects of the work and includes sexton duties at the two operating cemeteries.

The contract was for an initial period of three years from 1 July 2019 to 30 June 2022 and incorporated two 2 year roll-over periods in the event Council was satisfied with the contractor's performance. Currently the Contract is in the first of the roll-over periods which expires 30 June 2024. If satisfied with the Contractor's performance and agreed by the Contractor, Council may extend the second roll-out period to the contractor.

## Lifecycle Management

### 7.5. PROGRAMME BUSINESS CASE

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in Table 47 below and shows the identified projects necessary to achieve our internal measures, as per Section 5 of this report.

The identified projects are grouped under three main categories of:

- Operations/Maintenance works;
- Renewal/Replacement works; and
- Level of Service improvements.

The prioritisation of planned maintenance, renewal/replacement and capital projects is based on:

- Level of Service requirements;
- Criticality and risk assessment associated with investment levels that potentially change the level of service;
- Age and condition of the infrastructure;
- Budgetary constraints;
- Growth – required by and supporting population and economic growth.

These key outcomes have been considered for each activity at an asset group level.

**Table 47 – Identified Projects and Performance Measures**

Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance – Playground	NZSS Compliance – Footbridges
Operations/ Maintenance	Normal Scheduled Maintenance / Operations	✓	✓	✓	✓
	Berm extensions, Kopuatama Cemetery		✓		
	Repaint fences, sheds Kopuatama Cemetery		✓		
	Re-level runway and maintenance, Aerodrome		✓		
	Re-paint grandstand, Victoria Park		✓		
	Clean Memorial Gates, Victoria Park		✓		
	Clean Memorial Gates, King Edward Park		✓		
Renewal/ Replacement	Street tree surrounds		✓		
	Replace clotheslines (Housing for the Elderly)	✓	✓		
	Pioneer Cemetery plaques		✓		
	Continued Park and Walkway development	✓	✓		
	Carrington Walkway Staircase		✓		
Cardiff Walkway Staircase		✓			

## Lifecycle Management

Work Category	Identified Projects	Performance Measures			
		Complaints/ Request for Service	Customer Satisfaction	NZSS Compliance – Playground	NZSS Compliance – Footbridges
Level of Service Improvements	Cardiff Walkway Footbridge		✓		✓
	Page Street Sportsground grounds	✓	✓		
	King Edward Park and Victoria Park playground equipment		✓	✓	
	Kopuatama Cemetery – New Land Development		✓		
	Victoria Park Lighting Upgrade	✓	✓		
	Midhirst Old and Open Cemetery grounds		✓		
	Skate Park upgrade		✓		
	Eastern Loop staircase		✓		
	Parks, Reserves and Walkways seating upgrade		✓		
	King Edward Park footbridges replacement		✓		✓
	Rhododendron Dell power box		✓		
	Victoria Park sportsgrounds	✓	✓		
	Victoria Park – pathway upgrade	✓	✓		
	Pump Track seating		✓		
	King Edward Park – pathway upgrade (Netball Courts to Rhododendron Dell)	✓	✓		
King Edward Park (Trees of Significance) pathway continuation		✓			

Although the following were identified as proposed projects, they **did not** receive final approval of Elected members due to budget restraints.

Kopuatama Cemetery – New Garden Space		✓		
Kopuatama Cemetery – pathway continuation		✓		
King Edward Park – Three Bridges Trail Install Lighting	✓	✓		
Cassandra Reserve – Dog Park	✓	✓		

## Lifecycle Management

### 7.5.1 OPERATIONS AND MAINTENANCE

Operation and maintenance strategies cover policies that determine how the asset will be operated and maintained on a day-to-day basis to consistently achieve optimum use. A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance. Operating budgets are detailed in the Investment Funding Strategy Section of this document.

The operation and maintenance of assets is undertaken through:

- **Routine Maintenance** - The day-to-day maintenance which is required on an ongoing basis and is budgeted for under the Services Maintenance Contracts as "key tasks" ;
- **Planned Maintenance** - Non day-to-day maintenance which is identified in advance and is incorporated into a maintenance budget for a certain time period; and
- **Ready Response** - Maintenance that is unexpected and necessary to continue operation of the service.

The previous expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 23. The planned works are presented in Table 48 below.

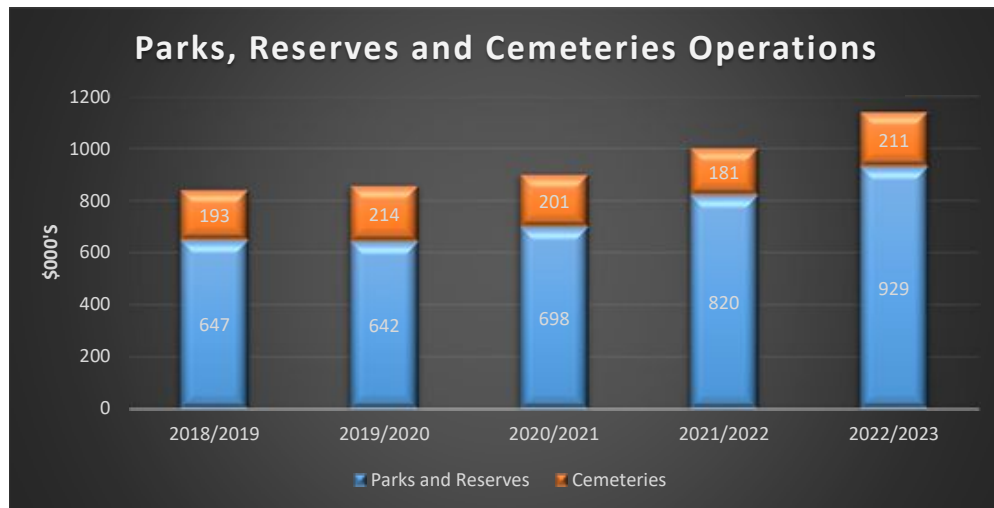


Figure 23 - Parks, Reserves and Cemeteries Expenditure Trends

Table 48 - Planned Operation and Maintenance Works

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 1 - Berm Extensions, Kopuatama Cemetery</b>	<b>\$5,212</b>	<b>\$5,125</b>	<b>\$5,243</b>	<b>\$40,074</b>

Problem Statement	Berm extensions required to meet ongoing demand for burial plots
Benefits of investment	Assists Council in meeting obligation to provide sufficient options for burial of deceased persons
Consequences of non-investment.	Risk of inability to meet demand as it arises

## Lifecycle Management

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 2 – Repaint fences/sheds, Kopuatama Cemetery</b>		<b>\$14,000</b>		<b>\$14,000</b>

Problem Statement      General wear and tear

Benefits of investment    Preservation of building and structure components

Consequences of non-investment    Continued deterioration of building components leading to full replacement

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 3 – Re-level runway and maintenance, Aerodrome</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$42,000</b>

Problem Statement      General concern with upkeep of runway

Benefits of investment    Preservation of runway and surrounding areas

Consequences of non-investment    Continued deterioration of runway, causing issues for aircrafts

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 4 – Re-paint Grandstand, Victoria Park</b>	<b>\$78,144</b>			<b>\$81,500</b>

Problem Statement      General wear and tear

Benefits of investment      Preservation of building components

Consequences of non-investment    Continued deterioration of building components leading to full replacement

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 5 – Clean Memorial Gates, Victoria Park</b>		<b>\$3,000</b>		<b>\$6,500</b>

Problem Statement      General wear and tear of historical structure

Benefits of investment      Preservation of historic gates

Consequences of non-investment    Continued deterioration of gates leading to replacement

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 6 – Clean Memorial Gates, KEP</b>		<b>\$3,000</b>		<b>\$6,500</b>

Problem Statement      General wear and tear of historical structure

Benefits of non-investment    Preservation of historic gates

Consequences of non-investment    Continued deterioration of gates leading to replacement

## Lifecycle Management

### 7.5.2 RENEWAL/REPLACEMENT

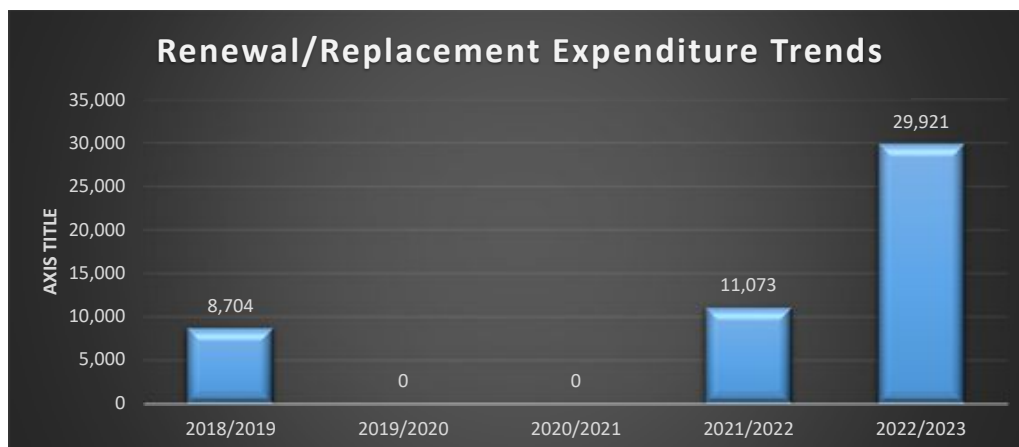
Renewal is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to its original capacity is new asset expenditure. Assets identified for renewal are typically:

- Near or beyond the end of their expected life
- Have known condition and/or performance deficiencies
- Have both known deficiencies and are of a critical nature

The previous expenditure figures for assets renewal/replacement, as detailed in the Annual Plan, are presented in Figure 24. The planned works are presented in Table 50 below.

**Table 49 - Renewal Justifications**

Justification	Description
Asset Performance	Assets fail to meet Level of Service requirements. This is identified through monitoring of asset reliability, capacity and efficiency during operation and planned maintenance inspections. Indicators of non-performing assets include: <ul style="list-style-type: none"> <li>• Structural failure</li> <li>• Repeated asset failure (breaks, faults)</li> <li>• Ineffective and/or uneconomic operation</li> <li>• Unsafe conditions for the public</li> </ul>
Economics	Assets are uneconomic to continue repairing them. (i.e. the annual cost of repairs exceeds the annualised cost of its renewal). Economic considerations include: <ul style="list-style-type: none"> <li>• Co-ordination of renewal works with other planned works such as asset component reconstruction.</li> <li>• Development of new technology, which may reduce the direct and social costs of alternative service delivery methods or repair works</li> </ul>
Risk	The risk of failure and associated environmental, public health, financial or social impact justifies proactive action (e.g., probable extent of property damage, health and safety risk). Where such assets are identified (critical assets), proactive inspection is undertaken to determine asset condition at a frequency appropriate to the risk and rate of asset decay.
Life Cycle	Assets have reached the end of their useful life.



**Figure 24 - Renewal/Replacement Expenditure Trends**



## Lifecycle Management

**Table 50 - Planned Renewal/Replacement Works**

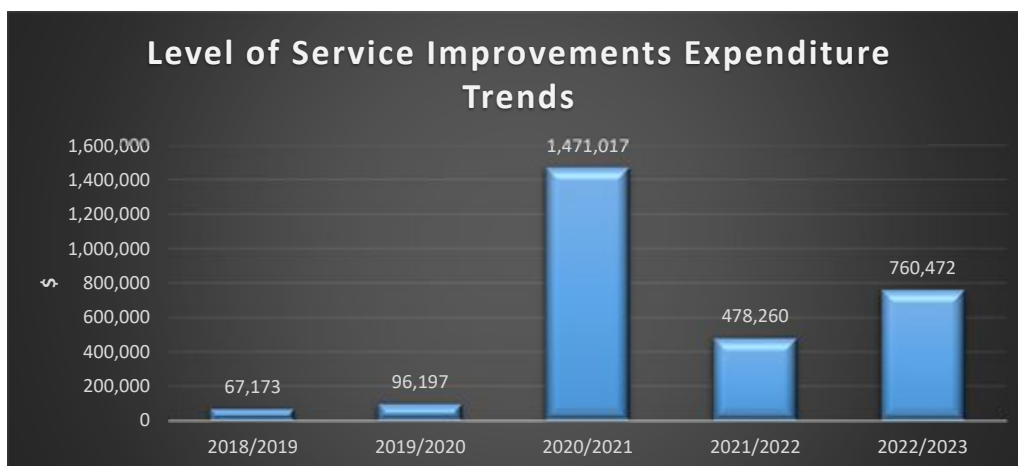
Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 1 – Replace Street Tree Surrounds</b>		<b>\$50,000</b>	<b>\$50,000</b>	
Problem Statement	The street tree surrounds can no longer hold the trees safely and are also disintegrating from the pressure of the tree roots			
Benefits of investment	Maintain attractive appearance of town gardens and keep trees safe			
Consequences of non-investment	Deterioration of town appearance and risk of harming trees			
<b>Project 2 – Replace clotheslines</b>	<b>\$5,000</b>			
Problem Statement	The current clotheslines are aging, and tenants don't feel comfortable using them			
Benefits of investment	Keep up pleasing appearance of units and keep tenants feeling confident using resources			
Consequences of non-investment	Clotheslines may cause damage if they fall over and tenants will not utilise clotheslines			
<b>Project 3 – Replace Pioneer Cemetery Plaques</b>		<b>\$20,000</b>		
Problem Statement	Brick wall and plaques at Pioneer Cemetery falling into disrepair and becoming illegible for those who are trying to find loved one's names			
Benefits of investment	Maintain attractive appearance of cemetery and creating a connection with other Stratford closed cemeteries			
Consequences of non-investment	Deterioration of entrance into Pioneer Cemetery and failing to meet expectations of visitors			

### 7.5.3 LEVEL OF SERVICE IMPROVEMENTS

The Stratford District Council's main focus is to maintain levels of service rather than improving levels of services.

The previous expenditure figures for level of service improvements, as detailed in the Annual Plan, are presented in Figure 25. The planned works are presented in Table 51 below.

## Lifecycle Management



**Figure 25 – Levels of Service Expenditure Trends**

**Table 51 - Planned level of Service Improvement Works**

Project	2024/25	2025/26	2026/27	2027-2034
<b>Project 1 – Continued Park and Walkway development</b>		<b>\$50,000</b>		<b>\$200,000</b>
Problem Statement	Some parks and walkways are underdeveloped and thus under utilised			
Benefits of investment	Increased usage of asset and improved safety			
Consequences of non-investment	Park and walkway assets unused or used in an unsafe condition			
<b>Project 2 – Carrington Walkway Staircase</b>	<b>\$20,000</b>			
Problem Statement	Staircase eroding and disintegrating due to age and weather			
Benefits of investment	Improve the safety and sustainability of the walkway			
Consequences of non-investment	The staircase will fall further into disrepair, creating more safety concerns			
<b>Project 3 – Cardiff Walkway Staircase</b>	<b>\$18,600</b>			
Problem Statement	Staircase eroding and disintegrating due to weather and flooding from rising river level			
Benefits of investment	Ensuring the safety of all users and guarantee the longevity of the walkway infrastructure			
Consequences of non-investment	Closure of this section of the walkway may need to be considered to ensure the safety of the user			
<b>Project 4 – Cardiff Walkway Footbridge</b>	<b>\$20,000</b>			
Problem Statement	Footbridge disintegrating and becoming unsafe to use, especially during winter months			
Benefits of investment	Ensuring the safety of all users and guarantee the longevity of the walkway infrastructure			

## Lifecycle Management

Consequences of non-investment	Closure of this section of the walkway may need to be considered to ensure the safety of the users				
<b>Project 5 – Page Street Sportsground</b>					<b>\$100,000</b>
Problem Statement	Due to the age of the field's, on-going maintenance is required at a high cost and the field is not fit to be used for high level games				
Benefits of investment	To produce a field that any sports club can use during any season, while also ensuring repairs and maintenance costs are minimal				
Consequences of non-investment	The field will become more of a risk for any team to play on, which removes the purpose of the space				
<b>Project 6 – King Edward Park and Victoria Park playground equipment</b>		<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$70,000</b>
Problem Statement	Many pieces of playground parts and equipment are aging and at their end of life				
Benefits of investment	New equipment and part replacement will ensure playgrounds remain safe amidst a high level of use				
Consequences of non-investment	Playground equipment and parts will continue to age and will eventually need to be removed completely from the playground				
<b>Project 7 – Kopuatama Cemetery – new land development</b>					<b>\$250,000</b>
Problem Statement	To fulfil council's responsibility to develop the newly purchased land and adhere to cemetery requirements				
Benefits of investment	To develop the new land purchased to extend the life and use of Kopuatama Cemetery				
Consequences of non-investment	Certain areas may lose space at Kopuatama Cemetery, causing concerns for those who wish to be buried (or have their ashes) there				
<b>Project 8 – Victoria Park – Lighting Upgrade</b>		<b>\$15,000</b>			
Problem Statement	Lack of lighting at Victoria Park means that the space is being under-utilised				
Benefits of investment	The Bike Park, Pump Track, ½ basketball court, skate park and sportsgrounds can be used by the community in a more user-friendly environment				
Consequences of non-investment	Users will continue to use the space, but not to its full potential				
<b>Project 9 – Midhirst Old and Open Cemetery – Boundary Upgrade</b>			<b>\$20,000</b>	<b>\$20,000</b>	
Problem Statement	Since the upgrade of the paths and the new planting in the cemetery, the community have commented on the beauty of the space, which is still let down by the boundary hedging and planting				
Benefits of investment	By removing aging and unattractive hedging and planting and replacing them with native plants and hedges, the area will soften, and the cemetery will become a space of remembrance and reflection				
Consequences of non-investment	Midhirst Old Cemetery is a space where the community and visitors come to pay their respects. This beautiful space will be let down by hedging and planting that make the cemetery feel unattractive and untidy.				

## Lifecycle Management

<b>Project 10 – Skate Park Upgrade</b>		<b>\$100,000</b>			
Problem Statement	As the new bowl has been installed at the skate park, re-surfacing of concrete over the aged surface now needs to be completed, as it is disintegrating and coming to its end of life.				
Benefits of investment	Re-surfacing the concrete ensures the skate park remains a safe and viable space that anyone in the community and visitors can utilise				
Consequences of non-investment	The skate park will continue to disintegrate and become more of a health and safety risk to users.				
<b>Project 11 – Eastern Loop Staircase</b>			<b>\$30,000</b>		
Problem Statement	This section of walkway is disintegrating and underdeveloped, which causes concern for users				
Benefits of investment	To ensure users remain safe while on this walkway and that the walkway continues to be used to it's full potential.				
Consequences of non-investment	The walkway asset becomes more disintegrated, and becomes unused or used in an unsafe condition				
<b>Project 12 – Parks, Reserves and Walkways Seating</b>			<b>\$20,000</b>	<b>\$20,000</b>	<b>\$40,000</b>
Problem Statement	Spaces look old and tired where disintegrating seats are located				
Benefits of investment	Improve the safety of open spaces and freshen up areas where the community gathers				
Consequences of non-investment	The seats will fall further into disrepair, creating more safety concerns				
<b>Project 13 – King Edward Park – Footbridge Replacement</b>					<b>\$400,000</b>
Problem Statement	The 2 x current wooden footbridges will require replacing within 10 years.				
Benefits of investment	This project will future proof the space ensuring the safety of all users and guarantee the longevity of the footbridge infrastructure				
Consequences of non-investment	Closure of this section of the walkway (Three Bridges Trail) may need to be considered to ensure the safety of the user				
<b>Project 14 – Rhododendron Dell Power Box</b>		<b>\$50,000</b>			
Problem Statement	The space is currently underutilised, and budgets are required to bring in a generator for events				
Benefits of investment	To ensure the space is an improved asset for users and events and be utilised for larger events benefiting the community				
Consequences of non-investment	The space will continue to be underutilised and unable to meet its full potential for the community				

## Lifecycle Management

<b>Project 15 – Victoria Park Sportsground</b>		<b>\$20,000</b>	<b>\$200,000</b>		
Problem Statement	On-going maintenance is required on Ground 2, which will continue now that Ground 1 has received an upgrade				
Benefits of investment	To produce Stratford's main fields into spaces that any sports club can use during any season, while also ensuring repairs and maintenance costs are minimal				
Consequences of investment	of non-	The field will remain utilised, with maintenance costs and rehabilitation increasing investment			
<b>Project 17 – Victoria Park – Pump Track Seating</b>			<b>\$25,000</b>		
Problem Statement	Parents/caregiver are unable to sit anywhere (aside from a very uncomfortable fence) to watch their children at the Pump Track.				
Benefits of investment	By installing curved seating to the garden space, will improve the use of the space and can be used by the community in a more user-friendly environment				
Consequences of investment	of non-	Users will continue to use the space, but not to its full potential			
<b>Project 18 – King Edward Park – Pathway Upgrade</b>			<b>\$70,000</b>		
Problem Statement	As the lime chip path is sloped and in an open space it is being damaged by the elements, meaning money is being spent on repairs regularly				
Benefits of investment	If the lime chip was replaced with concrete, it would ensure the life of the path, no further money spent on damage and be more aesthetically pleasing.				
Consequences of investment	of non-	Maintenance and repairs will be on-going and costly, and the space will never look like a space that is cared for.			
<b>Project 19 – King Edward Park – Pathway Continuation</b>				<b>\$60,000</b>	
Problem Statement	Since the upgrade of the paths around the trees of significance, the community have commented on the beauty of the space, which is let down by the unfinished path				
Benefits of investment	By finishing the pathway around the trees of significance, will highlight the space as a significant walkway and will be utilised to its full potential and grow as a community asset.				
Consequences of investment	of non-	This beautiful space will be let down by the unfinished pathway and take away from how the space it meant to be used.			
<p>Although the following were planned Level of Service Improvement Works, they <b>did not</b> receive final approval in the Long Term Plan discussions, due to budget restraints.</p>					
<b>Kopuatama Cemetery – New Garden space</b>			<b>\$15,000</b>		
Problem Statement	Since the erection of the Walls of Remembrance, the community have commented on the harshness and unattractiveness of the space and the walls				
Benefits of investment	By creating a garden sanctuary, the area will soften, and the Walls of Remembrance will become a space of remembrance and reflection				
Consequences of non-investment	The Walls of Remembrance will continue to stand alone in an open space, being under-utilised and unattractive.				

## Lifecycle Management

<b>Kopuatama Cemetery – Pathway continuation</b>		<b>\$50,000</b>		
Problem Statement	Areas of the grounds become damaged and muddy from vehicles, causing the grounds to look uncared for and unattractive			
Benefits of investment	Continuation of the metal path (from the entrance new path) will improve the look of the cemetery and creates more customer satisfaction			
Consequences of non-investment	The main path that vehicles take will continue to cause damage and maintenance costs will increase due to this			
<b>King Edward Park – Three Bridges Trail - Install Lighting</b>		<b>\$400,000</b>		
Problem Statement	The community have commented on the benefits of walking through the Three Bridges Trail at dusk / night and not feeling safe while doing so			
Benefits of investment	By creating a lighting path through the Three Bridges trail, the community and visitors will feel safe while utilising the space, at any time of the day, or night			
Consequences of non-investment	The Walls of Remembrance will continue to stand alone in an open space, being under-utilised and unattractive.			
<b>Cassandra Reserve – Dog Park</b>				<b>\$150,000</b>
Problem Statement	There is a lack of a dog park asset within Stratford which the community have requested through feedback and submissions			
Benefits of investment	Providing a dog park within Stratford will provide the community with an asset that has been requested, highlighting that council does listen to community requests and bring in visitors to the district.			
Consequences of non-investment	The community and visitors (and their dogs) will miss out on a dog park, which is an asset that is regularly requested.			

### 7.6. DISPOSAL STRATEGY

Disposal is the retirement or sale of assets whether surplus or replaced by new or improved systems. Assets may need to be disposed of for a number of reasons, particularly if they fall under some criteria, including those identified below:

- Under-utilisation;
- Obsolescence;
- Cost inefficiency;
- Policy change;
- Provision exceeds required Levels of Service;
- Service provided by other means (e.g., private sector involvement); and
- Potential risk of ownership (financial, environmental, legal, social).

As part of the lifecycle asset management process, Council considers the costs of asset disposal in the long-term financial forecasts. These costs are generally incorporated in the capital cost of Level of Service increases or asset renewals.

At this time, the Stratford District Council has no plans to dispose of any Parks, Reserves and Cemeteries assets other than those that become obsolete as a result of renewal or upgrading works.

# **8.0**

## **Risk Management**

## Risk Management

### 8.0: RISK MANAGEMENT

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## Risk Management

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### 8.1. OVERVIEW

Risk is the effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.

The main risk to asset management planning is the inability to deliver on agreed Levels of Service due to unplanned events and situations.

The Risk Management section highlights the Stratford District Council's risk management framework and process. It identifies significant negative effects and hazards linked to the Activity and infrastructure assets. The section also identifies critical assets and our approach to emergency response and health and safety.

### 8.2. RISK MANAGEMENT FRAMEWORK

The Stratford District Council has prepared a *Corporate Risk Management Framework June 2018* which includes processes that identify, evaluate and manage all risks that may impact on the agreed Levels of Service to the Community. The purpose of this framework is to promote consistency and to describe the components of Stratford District Council's risk management system. The Council wide risk register allocates all council risks into the following 6 categories:

- Compliance and Legislation Risks;
- Data Information Risks;
- Financial
- Health and Safety Wellbeing
- Operational Risks
- Reputational and Conduct Risks;

The potential risks identified for the Property assets under these six broad categories are described in detail in [Appendix 1](#).

The Council's risk management approach is underpinned by principles that will ensure the minimisation of risks for the principal asset systems through the non-achievement of critical business objectives and impact of system failure. The risk management principles:

- Adds value by contributing to the achievement of Stratford District Council's objectives and improving performance;
- Are an integral part of the Stratford District Council's planning, processes, and decision making;
- Are a structured approach that is well-defined, transparent, and aligned with good practice;
- Are responsive to change by monitoring, reviewing, and responding to the changing environment;
- Are pragmatic by focusing on the most important risks and allowing informed risk taking;
- Explicitly addresses uncertainty based on best available information; and
- Continuously improve as we get better at identifying and managing risks and opportunities.

The objectives of the Council's Risk Management framework are to establish a systematic and structured approach to managing risks across the Stratford District Council, and to embed risk management practices into business strategy, planning and core operations to ensure that key risks are identified, managed and communicated. Benefits from applying effective risk management include:

- Improved achievement of the Council's strategic direction, objectives and priorities;
- Reduced risks – significant risks are identified and managed and early warning of problems and emerging risks are addressed, with appropriate design and operation of internal controls;
- Improved decisions – decisions are made after analysis of risk;
- Improved planning and resource allocation – risks are prioritised and included in business planning so that resources are better managed; and

## Risk Management

- Increased accountability and transparency – clarity of key risks and the responsibility and accountability of their management.

### 8.3. RISK ASSESSMENT PROCESS

The Stratford District Council's Risk Management Process in Figure 36 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

- All significant operational and organisational risks are understood and identified;
- The highest risks that should be addressed within a ten year planning horizon are identified;
- Risk reduction treatments which best meet business needs are applied; and
- Responsibilities for managing risks are allocated to specific staff and reporting regimes are specified.

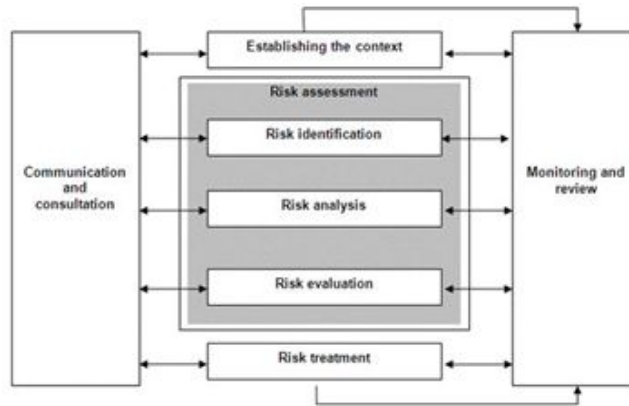


Figure 26 - Risk Management Process

A Risk Matrix allows for easy identification for the highest risks in the Council enabling appropriate resources to be allocated.

		<b>Consequences</b>				
		Minor	Important	Serious	Major	Catastrophic
<b>Likelihood</b>	Almost Certain	2- Moderate	5- High	7- High	20-Extreme	25-Extreme
	Likely	2- Moderate	4- Moderate	6- High	16-Very High	20-Extreme
	Possible	1-Low	3- Moderate	4- High	12-Very High	15-Very High
	Unlikely	1-Low	2- Moderate	3- Moderate	8- High	10-Very High
	Rare	1-Low	1-Low	1-Low	4- Moderate	5- High

Figure 27 - The Risk Matrix – Sourced from Vault, the Council's risk software

### 8.4. POTENTIAL RISKS

The Stratford District Council has made a number of risk assumptions<sup>2</sup> under the six broad risk areas of Compliance and Legislation, Data Information, Financial, Health and Safety Wellbeing, Operational, & Reputational and Conduct. These are presented in [Appendix 1](#).

<sup>2</sup> statements that are presumed to be true without concrete evidence to support them

## Risk Management

### 8.5. TOP TEN RISKS

The Stratford District Council has identified the top ten Parks, Reserves and Cemeteries risks from the 6 categories in the Risk Management Framework ([Appendix 1](#)) in Table 52.

While *Compliance and Legislation*, *Financial and Reputation and Conduct Risks* impact on the achievement of the Organisation's high-level objectives and actions in the Long Term Plan, *Operational Risks* impact people, processes and technologies that support the business-as usual delivery of activities. The *Control Description* is a set of management intervention/ mitigation measures applied in response to risks, while *Residual Risk* is the resulting risk following the application of the mitigation measures.

**Table 52 - Top Ten Identified Parks, Reserves and Cemeteries Risks**

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
<b>1. Compliance and Legislation</b>	<b>Property and Parks - Non-Compliance</b>	8 High	Ensure maintenance contractor and Council staff members are trained and up to date with all legislative requirements impacting on property and park assets. Ensure maintenance contracts have robust out-clauses that cover a range of situations where non-compliance or unsatisfactory work is identified. Council has secured public liability insurance and statutory liability insurance.	4 Moderate
<b>2. Compliance and Legislation</b>	<b>Activity Management Plans</b>	6 High	AMPs are reviewed every 3 years to address current problems and issues at the time in order to develop work programmes for the next 3 years	4 High
<b>3. Financial</b>	<b>Significant Population Reduction</b>	5 High	Ensure variable costs are clearly identifiable, and therefore able to be isolated and adjusted if ratepayer base reduced.	4 High
<b>4. Financial</b>	<b>New Regulations require Significant Investment</b>	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High

## Risk Management

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
<b>5. Health and Safety Wellbeing</b>	<b>Armed Robbery</b>		Establish emergency procedures, including use of panic buttons. Security cameras in place. Ensure staff are trained to deal with potential threat. Design / limit access to building so that threats are minimised.	4 High
<b>6. Operational</b>	<b>Natural Disaster - Response preparedness</b>		If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	15 Very High
<b>7. Operational</b>	<b>Disease Outbreak</b>		Health and Safety Advisor to keep aware of any public health notifications of disease outbreaks. Ensure there is a plan to respond to any notifications. Civil Defence covers infectious human disease pandemics and will take responsibility for local management. Follow Ministry of Health's NZ Influenza Pandemic Action Plan.	4 High
<b>8. Operational</b>	<b>Critical Asset Failure</b>		If there is a human disease outbreak in the district, then this could impact staff and contractors staff and the community access to healthcare is limited so it could result in population decline.	5 High
			Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event. Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance. Consider suitable alternative routes to maintain access.	4 High
			If a critical property asset fails, then unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	15 Very High

## Risk Management

	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
9. Operational	<b>Government Policy Impacting on Local Government</b>	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	Where a policy change may have a significant impact Council can make a submission regarding the change. Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	8 High
10. Reputational And Conduct	<b>Elected Members - Decision Making</b>	Elected members make significant decisions in relation to the Long Term Plan budget setting. This has an impact on the Property Activity Management Plan and the work programmes that are developed throughout the 3 year period. This could have an impact on the levels of service for the community.	12 Very High	Relies on the accuracy and quality of the advice given by staff to elected members -	4 High

### 8.6. RISK RESPONSE

The Stratford District Council has a suite of response strategies for the potential risks identified above. They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 53 below.

**Table 53 - Risk Response Strategies and Definitions**

Response	Definitions
Avoid	To terminate exposure to a potential risk, generally the organisation needs to exit the activity which gives rise to the risk, or not start an activity which would give rise to the risk
Exploit	For risks which present an opportunity for Stratford District Council, a legitimate approach is to increase Stratford District Council's exposure to the risk; generally, this would represent a situation where Stratford District Council can gain an advantage through their management of this risk.
Transfer/ Share	Risk transfer is getting another party to undertake the activity generating the risk or getting another party to take on all or part of the risk itself.

## Risk Management

Reduce	For risks which present a threat to Stratford District Council, but which cannot be avoided, the development of additional controls or mitigation strategies will reduce the likelihood or impact of the risk.
Accept	Accepting the risk by informed decision. This means continuing with the business activity/project as currently defined, aware of how much risk is involved, monitoring changes in overall risk, and ensuring appropriate levels of contingency at the Stratford District Council level.

### 8.7. SIGNIFICANT NEGATIVE EFFECTS

The provision of parks, reserves and cemeteries do not present any negative impacts.

### 8.8. CRITICALITY

Critical assets are defined as those assets that are likely to have more significant consequences than other assets if they fail. Failure of critical assets has the potential to have significant economic, social and environmental impacts for the community and Council.

Parks, Reserves and Cemeteries assets are considered critical by Stratford District Council because they provide space which can be utilised for civil defence emergency related activities, e.g. tents for accommodation and operational purposes.

#### 8.8.1 CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level. **Activity level criticality** is based on the criticality criteria shown in Table 54 and Table 55 provides the **Activity Level Criticality Rating** with examples. **Corporate level criticality** ranks activities based on the criticality of the service the activity provides at corporate level as illustrated in Table 56 below.

**Table 54 - Activity Level Criticality Criteria**

Customers affected	Number of customers affected by asset failure.
Redundancy	Ability to replace or circumvent the failed asset.
Health and Safety	Direct or indirect impact of asset failure on the health and safety of individuals or the community.
Cost of failure	Cost to repair/replace the asset including cost of temporary service provision.

**Table 55 - Activity Level Criticality Rating and Examples**

Rating ID	Rating	Description	Example
1	<b>Very High</b>	<b>Critical, no redundancy</b> - Failure of equipment compromises H&S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).	Operational Cemeteries
2	<b>High</b>	<b>Critical, no redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	Sportsgrounds
3	<b>Medium</b>	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	Victoria Park Playground and Skate Park

## Risk Management

Rating ID	Rating	Description	Example
4	<b>Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k	Rural Domains
5	<b>Very Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k	Closed Cemeteries

**Table 56 - Corporate Level Criticality**

Rating	Description
1	Roading, Water Supply assets.
2	Cemeteries, Wastewater (Sewage).
3	Solid Waste and Stormwater.
4	Property.
5	Parks, Reserves and Cemeteries.

### 8.8.2 CRITICAL ASSETS

Critical assets are documented in the asset information management system (AssetFinda). The assets are shown in Table 57. The identified critical assets are ranked according to their functional criticality, activity and corporate level criticality.

**Functional Criticality** is a product of the Activity Criticality and Corporate Criticality, i.e.:

$$\text{Functional Criticality} = \text{Activity Criticality} \times \text{Corporate Criticality}$$

The functional criticality ranking ranks assets from 1 to 5, with 1 being the highest score (the most critical) and 5 being the lowest (least critical).

In 2017, Stratford District Council undertook an internal review of its critical assets. The review identified that there was a need to:

- Document the formula used for identifying criticality in the Activity Management Plans;
- Link criticality and critical assets to incident responses; and
- Prioritise critical assets at the activity level.

Following the review, we have undertaken the following:

- Identified the formula used for identifying functional criticality. This formula is shown in the above paragraph in brackets.
- The linking of criticality and critical assets to incident response is currently being considered as part of reviewing our Incident Response Plans.

The review also confirmed that the critical assets for the Parks, Reserves and Cemeteries activity are as follows:

## Risk Management

Table 57 - List of Critical Park, Reserve, and Cemetery Assets

Activity Priority	Criticality Rating			Asset Description	Criticality Description
	Functional Criticality	Activity Level	Corporate Level		
1	2	1	2	Operational Cemeteries	Availability of burial sites essential for public health. In addition to the public health aspect, inability for a family to bury a family member in a timely fashion can have psychological effects.
2	10	2	5	Primary Sportsgrounds	These are limited in number, generally specialist in nature and have a high public profile. There would be a significant impact on recreational activities if these are unavailable.
3	15	3	5	Victoria Park Playground and Skate Park, Pump Track/Bike Park	This is the district's largest and most popular playground. There would be an impact if these are unavailable, but it would not be significant to the individual user although the number of users is high.
4	20	4	5	Primary Rural Domains	At times these can have reasonably high levels of use and the impact of unavailability would impact accordingly.
4	20	4	5	Secondary Sportsgrounds	Used primarily for training purposes. There would be impact on users if these were unavailable but other facilities are available.
4	20	4	5	Secondary Playgrounds	Impact would not be significant to the individual user; however, the number of users is high.
4	20	4	5	Walkways	Impact would not be significant to the individual user; however, the number of users is high.
5	25	5	5	Closed Cemeteries	Due to the age of these facilities and limited visitation the impact of unavailability would be minimal.
5	25	5	5	Secondary Rural Domains	Due to the minimal use of these reserves the impact of unavailability would be minimal.



**8.9. EMERGENCY RESPONSE**

**8.9.1 CIVIL DEFENCE**

The Taranaki Region operates a CDEM (Civil Defence Emergency Management) Group Office, called the Taranaki Emergency Management Office (TEMO). TEMO is a shared service between all four councils in Taranaki. In 2017 The Taranaki CDEM group agreed to a constituting agreement that outlined the separate roles of the Group Office (TEMO), Taranaki Regional Council, and the three district councils. Funding for this arrangement comes from the *Uniform Annual General Charge; (UAGC) Rates*. The Stratford District Council has plans and resources in place to ensure it can;

- Reduce the risk of emergencies occurring;
- Be ready for an emergency;
- Respond to any emergency; and
- Recover from any emergency.

**8.9.2 FIRE**

From 1 July 2017, Fire and Emergency New Zealand (FENZ), a single, unified fire services organisation, was formed for New Zealand's rural, urban, paid and volunteer firefighters. FENZ is an amalgamation of more than 40 rural fire authorities, including the former Taranaki Rural Fire Authority, along with the New Zealand Fire Service, the National Fire Authority and rural fire districts.

The FENZ Bill 2017 repeals the two Acts governing fire services, the Fire Service Act 1975 and the Forest and Rural Fires Act 1977. This Bill marks the most significant change to New Zealand's fire legislation in 70 years, with full integration expected to take four years.

**8.9.3 LIFELINES**

Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy and telecommunications. These services support communities, enable business, and underpin the provision of public services. The Parks, Reserves and Cemeteries Activity is not a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act 2002. However, they provide open space areas that would be used in an emergency situation which links it to activities which are considered lifeline services.

**8.9.4 INCIDENT RESPONSE PLANS**

Stratford District Council has an Incident Response Plan for this activity. The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level. (See Table 58).

**Table 58 - Incident Response Levels**

Level	Action
Level 1	<ul style="list-style-type: none"> <li>▪ Contractor actions and informs Stratford District Council after event</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>▪ Contractor actions and accepts direction from Stratford District Council</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>▪ Decision making by Stratford District Council, Parks and Property Manager</li> </ul>
Level 4	<ul style="list-style-type: none"> <li>▪ Decision making solely by Stratford District Council, Parks and Property Manager and Director Assets</li> </ul>
Level 5	<ul style="list-style-type: none"> <li>▪ Decision making in consultation with Group Controller Civil Defence</li> <li>▪ Emergency Management Group (CDEM)</li> </ul>

## Risk Management

### 8.10. RISK INSURANCE

The Local Government Act 2002 requires that from 2014 details of insurance of assets are to be included. This information is included in the following table. Insurance Arrangements as at 30 June 2023 are as follows:

**Figure 28 - Asset Insurance Valuations**

	<b>CARRYING VALUE</b> (as at 30 June 2023) <b>\$000</b>
<b>ASSETS FROM STATEMENT OF FINANCIAL POSITION</b>	
Property, plant and equipment	462,427
Investment property	303
<b>Total</b>	<b>462,780</b>
<b>LESS</b>	
Land component of operational assets	-9,374
Land under roads	-54,384
Land - restricted assets	-12,928
<b>Total</b>	<b>-76,686</b>
<b>NET NON-FINANCIAL ASSETS (EXCLUDING LAND)</b>	<b>386,094</b>

	<b>INSURED VALUE</b> (as at 30 June 2023) <b>\$000</b>	
<b>INSURANCE ARRANGEMENTS</b>		
Material damage cover for buildings, plant, contents	-66,313	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-216	Insured for market value – carrying value assumed for this purpose.
<b>RISK SHARING ARRANGEMENTS</b>		
Cover for infrastructure assets as a member of LAPP Central Government assistance	-44,441	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
<b>Council arrangements for covering deductibles and/or uninsured assets</b>	<b>110,970</b>	
<b>SUM NOT SPECIALLY INSURED</b>	<b>275,124</b>	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$6.6m.

The Council has no insurances relating to financial or intangible assets. The uninsured assets consist of the Roding Network, \$273m, which NZTA may assist with in the event of an emergency.

## Risk Management

### 8.11. PUBLIC HEALTH

In 2022 Stratford District Council undertook an *Assessment of Water and Sanitary Services*. In relation to cemetery services currently provided by Stratford District Council the assessment concluded:

- |                       |  |
|-----------------------|--|
| Kopuatama Cemetery    | <ul style="list-style-type: none"> <li>• The cemetery meets required Levels of Service.</li> <li>• The cemetery has enough room for approximately a further 684.</li> <li>• Stratford District Council has made provision for operating a cemetery into the future.</li> <li>• There are no public health issues identified at this time.</li> </ul> |
| Midhirst New Cemetery | <ul style="list-style-type: none"> <li>• The cemetery meets required Levels of Service.</li> <li>• The cemetery has sufficient capacity to meet future demand.</li> <li>• There are no public health issues through absence of service identified at this time.</li> </ul>   |

The Actions for the 2025 and 2031 Assessments are for the Council to:

- *Complete the study currently on hold to identify the feasibility of re-opening the existing Whangamōmona cemetery;*
- *Purchased the adjacent piece of land next to Kopuatama Cemetery, for the purpose of increasing the capacity.*

In relation to areas of the District where there is no cemetery the assessment found no evidence of any risk to public health.

### 8.12. HEALTH AND SAFETY

#### 8.12.1 HEALTH AND SAFETY ADVISOR

Stratford District Council employs a Human Resource/Health and Safety Advisor. The Advisor is responsible for the ongoing development and management of our HSE environment and ensuring staff are adequately trained in all aspects of health and safety.

#### 8.12.2 HEALTH AND SAFETY POLICY

In 2023 Stratford District Council reviewed and updated its Health and Safety Policy to better reflect legislative requirements. This was to reinforce its commitment to the philosophy that the health and safety of its employees, volunteers, contractors and subcontractors is of prime importance. SDC is committed to ensuring its operations are conducted in a safe and efficient manner that will not incur injury to personnel or damage to the environment.

#### 8.12.3 INCIDENT/ACCIDENT REPORTING

In accordance with the Stratford District Council Health and Safety Policy, all Council staff are required to report any accidents/incident. Accidents/incidents are reported via the Vault incident reporting system. Vault was integrated into Stratford District Council in 2016 as part of a joint initiative between Stratford District Council and South Taranaki District Council.

## **9.0**

# **Investment Funding Strategy**

## Investment Funding Summary

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### **9.0: INVESTMENT FUNDING STRATEGY**

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## Investment Funding Summary

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### 9.1 OVERVIEW

Our Investment Funding Strategy (IFS) incorporates our *Funding Impact Statement* and sets out how the Stratford District Council plans to finance its overall operations to meet its objectives now and in the future. A key objective of the strategy is the future-proofing of delivery of the Parks, Reserves and Cemeteries.

This IFS provides the long term financial forecasting for all Parks, Reserves and Cemeteries Activities and projects described in this PRCAMP. The IFS presents the funding sources determined for each of these to ensure a sustainable long-term approach to planning and asset management.

The historical cost for the Parks, Reserves and Cemeteries Activities by asset group is described in detail in the *Lifecycle Management* Section. This section presents the Council's Capital Investment Strategy for the Parks, Reserves and Cemetery activities for the next ten years, and the financial standards and policies used in developing the strategy.

### 9.2 FINANCIAL STANDARDS

All prospective financial statements within this PRCAMP comply with the requirements of FRS 42 issued by the New Zealand Accounting Standards Board of the External Reporting Board (XRB), and the New Zealand equivalent of International Reporting Standard for Public Benefit Entities (NZ IFRS PEB), with Council designating itself as a Tier 2 public benefit entity for the purposes of complying with these standards.

### 9.3 FUNDING AND FINANCIAL POLICIES

The Local Government Act 2002 in Section 102 requires that the Stratford District Council *'must, in order to provide predictability and certainty about sources and levels of funding, adopt the funding and financial policies listed'* below:

- A Revenue and Financing Policy; and
- A Liability Management Policy; and
- An Investment Policy; and
- A policy on Development Contributions (CD) or Financial Contributions (FC); and
- A policy on the Remission and Postponement of Rates on Māori freehold land.

The Council may also adopt either or both the *Rates Remission Policy* and a *Rates Postponement Policy*.

The Council has adopted all the relevant funding and financial policies described below. These policies guide the funding and financial decisions relating to the management of the Council's assets.

#### 9.3.1 REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017. The funding sources are detailed in the LTP 2024-2034 and include general and targeted rates, borrowing, grants and subsidies, etc.

#### 9.3.2 TREASURY MANAGEMENT POLICY

The Council's Treasury Management Policy incorporates the *Liability Management Policy* and the *Investment Policy* requirements of the LGA. It guides the Council to prudently manage its revenue, expenditure, assets, liabilities, reserves and investments, in the interest of the Council and district ratepayers.

## Investment Funding Summary

### 9.3.3 DEVELOPMENT AND FINANCIAL CONTRIBUTIONS POLICY

The Council's *Development and Financial Contribution Policy* is consistent with the purpose as set out in Section 106 of the LGA. The Council does not require *Development Contributions*; however, the *Financial Contributions Policy* meet the requirement as set out in Section 108 (g) of the *Resource Management Act* (RMA) 1991.

### 9.4 FUNDING OUR INVESTMENT STRATEGY

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets.

The Council has determined that capital projects to manage the Parks, Reserves and Cemeteries for the next 10 years - including Renewal/Replacement projects and Level of Service Improvements - will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

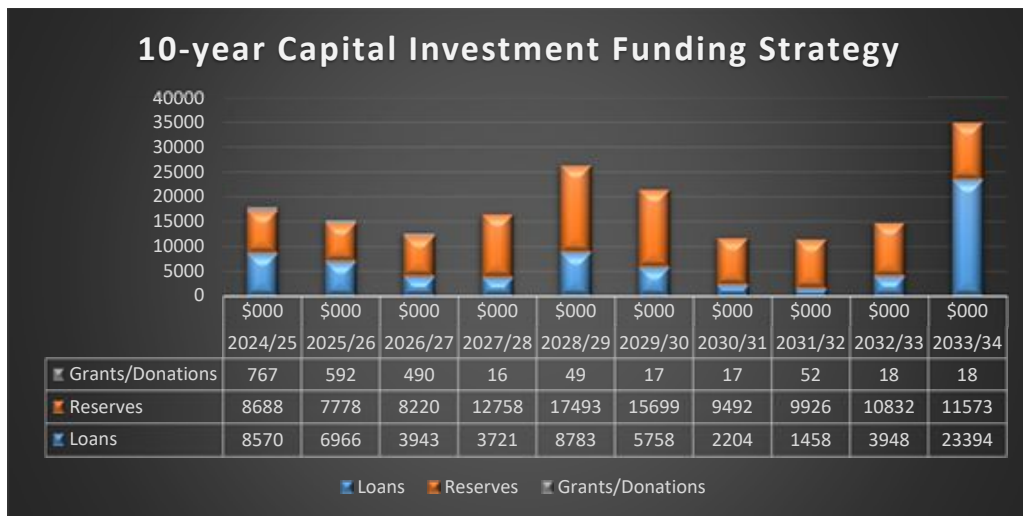
- Loans;
- Reserves; and/or
- Subsidies/Grants by other Partners.

Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Level of Service Improvements projects will be funded from a combination of loans and alternative funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*. The Council also applies to the *Ministry of Business, Innovation and Employment (MBIE)* for tourism grants and initiatives.
- Operations and Maintenance activities will be funded through Rates.

The Council is very pro-active in seeking alternate funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*. The Council also applies to the *Ministry of Business, Innovation and Employment (MBIE)* for tourism grants and initiatives.

A summary of Council's Investment Funding Strategy is shown in Figures 28 to 30. Tables 59 to 61 provide the financial projections for the activities.



**Figure 29 – All Assets Capital Investment Funding Strategy**

## Investment Funding Summary

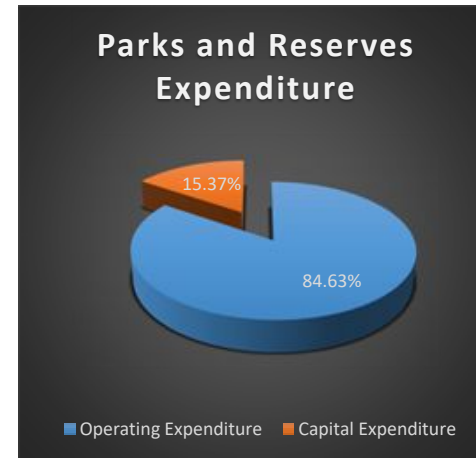
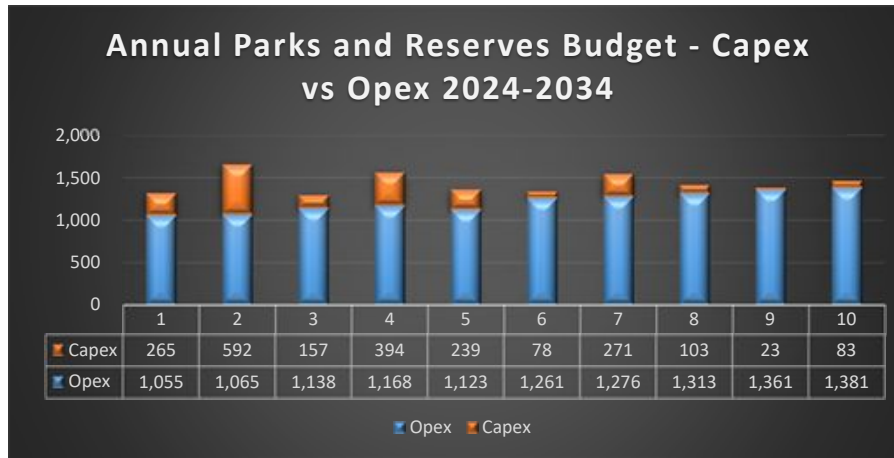


Figure 30: Parks and Reserves Expenditure Split – Operating vs Capital

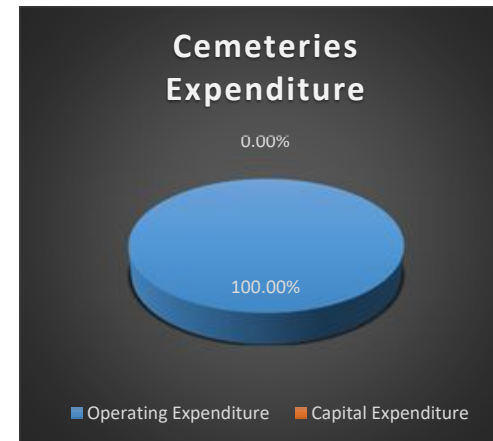
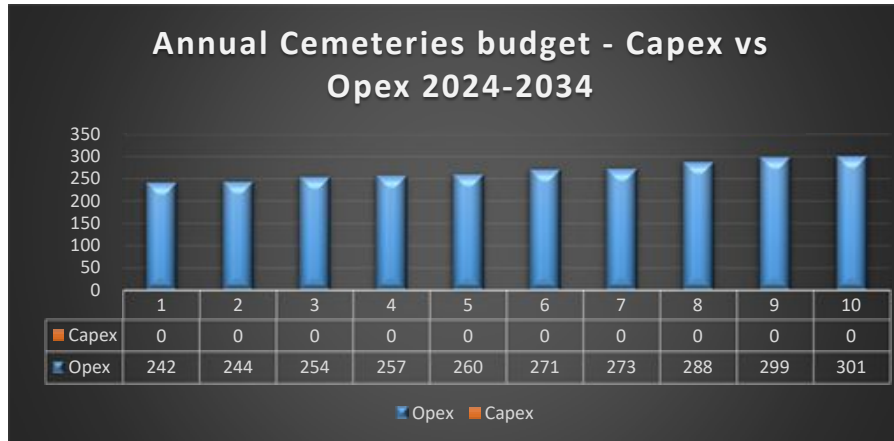


Figure 31 - Cemeteries Expenditure Split – Operating vs Capital



## Investment Funding Summary

### 9.5 RELIABILITY OF OUR INVESTMENT STRATEGY

The Council provides an assessment of the reliability of its Investment Funding Strategy below – overall, the forecast is considered a reliable estimate of the financial investment in these activities:

- The Council attracts revenue from *Fees and Charges*, however; the main funding source is Rates. Rates will be confirmed for the 2024-2027 period via the appropriate processes for inclusion in the LTP 2024-2034. Once adopted, the rates in the LTP 2024-2034 will constitute a reliable funding source for the delivery of the parks, reserves and cemetery services; and
- The Council is confident in its ability to raise funds within our financial strategy limits, and is reasonably certain that it would secure loans at affordable interest rate throughout this period.

### 9.6 FINANCIAL STATEMENTS AND PROJECTS

**Table 59 - All Asset Capital Expenditure Projection**

	Forecast					Projection				
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b><u>Roading</u></b>										
Level of Service Improvement	3,150	2,142	2,817	3,950	15,273	13,461	2,954	2,700	3,605	4,155
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909
<b><u>Stormwater</u></b>										
Level of Service Improvement	450	0	158	0	0	198	116	0	181	0
Replacements	100	103	126	108	111	113	139	118	121	247
<b><u>Water Supply</u></b>										
Level of Service Improvement	1,367	246	0	1,026	166	119	0	0	1,330	12,466
Replacements	2,770	2,229	211	427	244	289	487	231	266	833
<b><u>Solid Waste (Rubbish and Recycling)</u></b>										
Level of Service Improvement	20	20	162	330	1,098	11	0	0	0	596
Replacements	40	10	10	11	11	11	0	0	0	0
<b><u>Wastewater (Sewerage)</u></b>										
Level of Service Improvement	50	513	158	216	0	0	232	118	725	6,418
Replacements	735	343	363	3,602	426	413	400	633	647	475
<b><u>Parks and Reserves</u></b>										
Level of Service Improvement	220	490	52	53	0	55	226	57	0	60
Replacements	45	102	104	341	239	22	45	46	23	24
<b><u>Property</u></b>										
Level of Service Improvement	629	587	1,790	197	1,614	94	39	75	99	1,472
Replacements	315	240	110	138	619	72	79	75	123	95
<b><u>Community Development</u></b>										
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0
Level of Service Improvement	70	77	26	27	27	28	28	29	29	30
Replacements	0	0	0	0	0	0	0	0	0	0
<b><u>Administration</u></b>										

## Investment Funding Summary

Replacements	408	267	148	202	330	105	156	192	122	205
<b>TOTAL PROJECTS (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>
<b>FUNDING</b>										
Loans	8,570	6,966	3,943	3,721	8,783	5,758	2,204	1,458	3,948	23,394
Section sales loan- (subdivision funded)	0	0	0	0	0	0	0	0	0	0
Cash from Investments	0	0	0	0	0	0	0	0	0	0
Reserves	8,688	7,778	8,220	12,758	17,493	15,699	9,492	9,926	10,832	11,573
Grants/Donations	767	592	490	16	49	17	17	52	18	18
Rates	0	0	0	0	0	0	0	0	0	0
NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<b>TOTAL (excl GST)</b>	<b>18,024</b>	<b>15,336</b>	<b>12,653</b>	<b>16,496</b>	<b>26,325</b>	<b>21,474</b>	<b>11,713</b>	<b>11,435</b>	<b>14,797</b>	<b>34,985</b>

## Investment Funding Summary

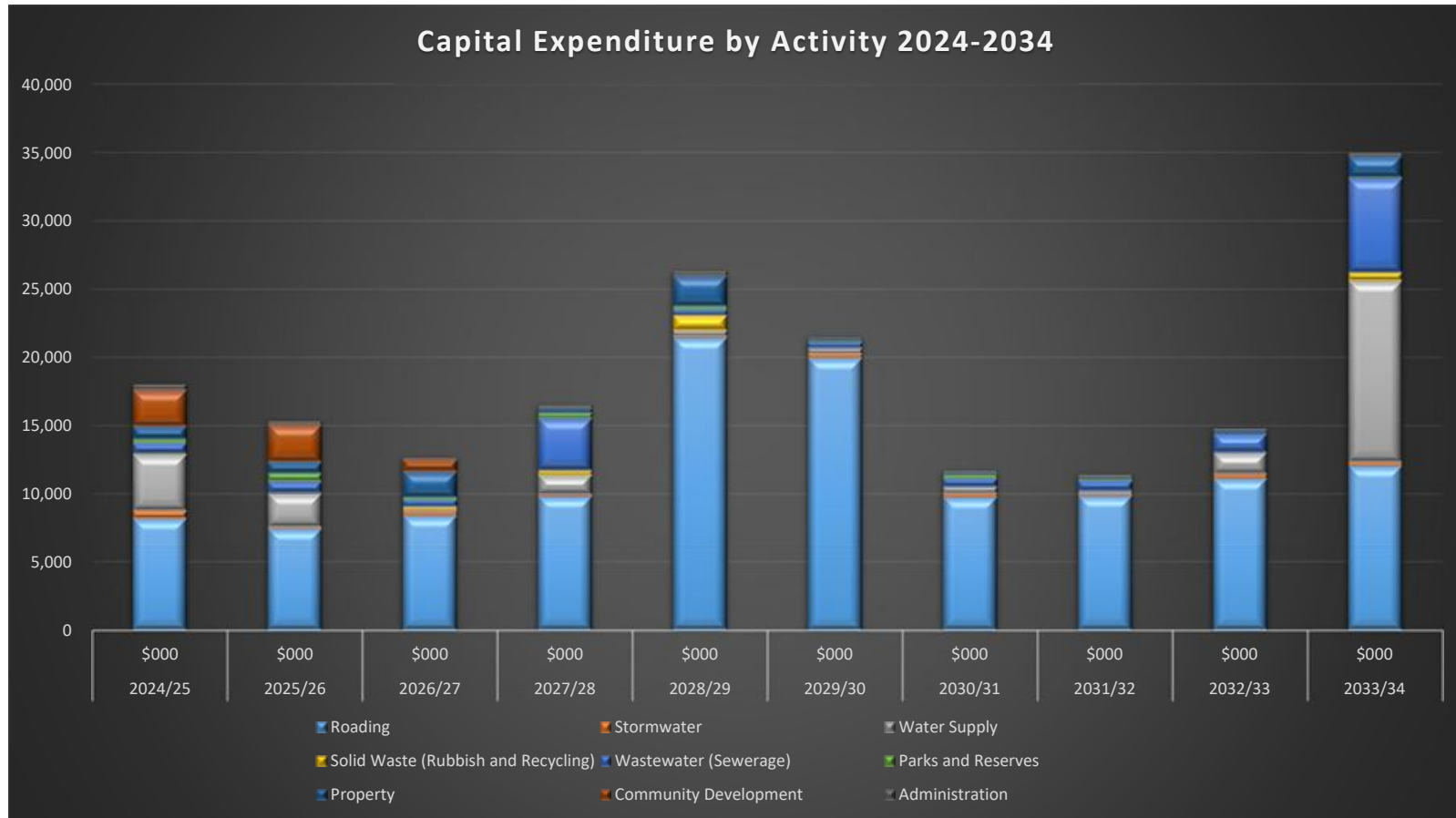


Figure 32 Capital Expenditure by Activity - All Assets

## Investment Funding Summary

**Table 60 - Parks and Reserves Total Expenditure and Funding Projection**

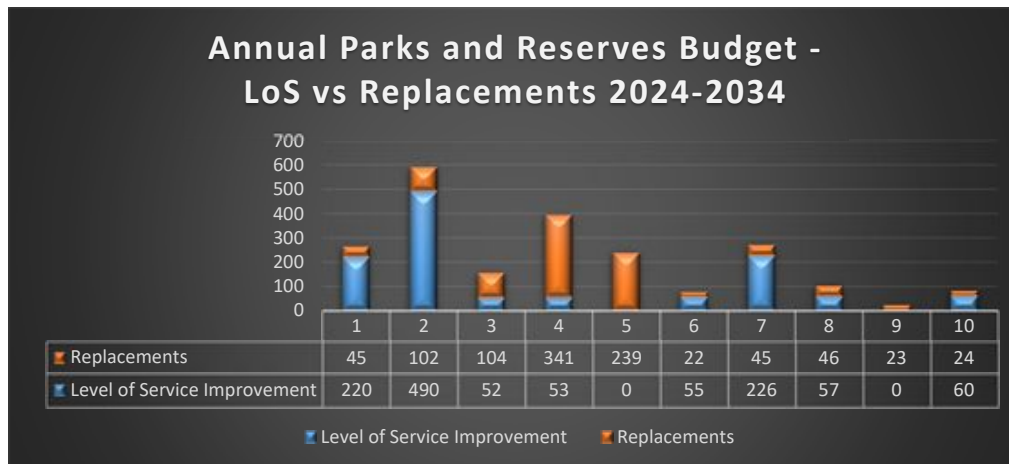
Budget		Forecast		Projection								
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000	
<b>934</b>	<b>Operating Expenditure</b>	<b>1,055</b>	<b>1,065</b>	<b>1,138</b>	<b>1,168</b>	<b>1,123</b>	<b>1,261</b>	<b>1,276</b>	<b>1,313</b>	<b>1,361</b>	<b>1,381</b>	
<b>9</b>	<b>Revenue</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>	
<b>769</b>	<b>Net Cost of Service</b>	<b>1,045</b>	<b>1,055</b>	<b>1,128</b>	<b>1,157</b>	<b>1,112</b>	<b>1,250</b>	<b>1,264</b>	<b>1,302</b>	<b>1,349</b>	<b>1,369</b>	
<b>EXPENDITURE</b>												
552	Operating Costs	681	672	685	706	716	737	747	768	778	800	
14	Interest	17	24	32	32	31	31	35	38	38	37	
196	Depreciation	169	182	219	227	247	275	279	292	316	317	
172	Allocated Overheads	188	186	202	203	129	218	215	214	229	227	
<b>934</b>	<b>Total Operating Expenditure</b>	<b>1,055</b>	<b>1,065</b>	<b>1,138</b>	<b>1,168</b>	<b>1,123</b>	<b>1,261</b>	<b>1,276</b>	<b>1,313</b>	<b>1,361</b>	<b>1,381</b>	
16	Principal Loan Repayments	16	26	34	35	34	34	38	42	42	41	
155	Capital Expenditure	265	592	157	394	239	78	271	103	23	83	
<b>1,105</b>	<b>Total Expenditure</b>	<b>1,336</b>	<b>1,683</b>	<b>1,329</b>	<b>1,597</b>	<b>1,396</b>	<b>1,372</b>	<b>1,585</b>	<b>1,459</b>	<b>1,426</b>	<b>1,506</b>	
<b>FUNDED BY:</b>												
9	Charges for Services	10	10	10	11	11	11	11	11	12	12	
<b>9</b>	<b>Revenue</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>	
927	General Rates	1,045	1,054	1,128	1,159	1,114	1,253	1,269	1,308	1,357	1,379	
0	UAGC	0	0	0	0	0	0	0	0	0	0	
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0	
0	Grants and Donations	150	71	0	0	0	0	0	0	0	0	
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0	
(10)	Transfer (to) Turf Replacement Reserve	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0	
155	Loan Funding - Capital and operating expenditure	70	419	52	53	0	55	226	57	0	60	
16	Transfer from Reserves	61	128	138	376	273	56	83	88	65	65	
7	Other Funding	10	11	9	8	8	7	5	4	2	0	
<b>1,105</b>	<b>Total Funding</b>	<b>1,336</b>	<b>1,683</b>	<b>1,329</b>	<b>1,597</b>	<b>1,396</b>	<b>1,372</b>	<b>1,585</b>	<b>1,459</b>	<b>1,426</b>	<b>1,506</b>	

## Investment Funding Summary

**Table 61 - Cemeteries Total Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast	Projection								
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
220	Operating Expenditure	242	244	254	257	260	271	273	288	299	301
145	Revenue	157	160	164	167	170	174	177	180	183	187
74	<u>Net Cost of Service</u>	<u>85</u>	<u>83</u>	<u>91</u>	<u>90</u>	<u>90</u>	<u>97</u>	<u>96</u>	<u>108</u>	<u>116</u>	<u>114</u>
<b>EXPENDITURE</b>											
143	Operating Costs	153	156	159	163	166	170	173	189	193	197
3	Interest	5	4	4	4	3	3	3	3	3	3
8	Depreciation	10	10	10	10	10	11	11	11	11	11
66	Allocated Overheads	75	74	81	81	80	87	86	85	92	90
<b>220</b>	<b>Total Operating Expenditure</b>	<b>242</b>	<b>244</b>	<b>254</b>	<b>257</b>	<b>260</b>	<b>271</b>	<b>273</b>	<b>288</b>	<b>299</b>	<b>301</b>
4	Principal Loan Repayments	4	4	4	4	4	4	3	3	3	3
31	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
<b>255</b>	<b>Total Expenditure</b>	<b>246</b>	<b>248</b>	<b>259</b>	<b>261</b>	<b>264</b>	<b>275</b>	<b>276</b>	<b>291</b>	<b>302</b>	<b>304</b>
<b>FUNDED BY:</b>											
145	Charges for Services	157	160	164	167	170	174	177	180	183	187
<b>145</b>	<b>Revenue</b>	<b>157</b>	<b>160</b>	<b>164</b>	<b>167</b>	<b>170</b>	<b>174</b>	<b>177</b>	<b>180</b>	<b>183</b>	<b>187</b>
76	General Rates	85	83	91	91	90	98	97	110	118	117
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
31	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
3	Other Funding	4	4	4	3	3	3	2	1	1	0
<b>255</b>	<b>Total Funding</b>	<b>246</b>	<b>248</b>	<b>259</b>	<b>261</b>	<b>264</b>	<b>275</b>	<b>276</b>	<b>291</b>	<b>302</b>	<b>304</b>

## Investment Funding Summary



**Figure 33: 10-year Capital Expenditure Budget – Parks and Reserves**

# **10.0**

## **Asset Management Practices and Improvement Plan**

## Asset Management Practices and Improvement Plan

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### **10.0: ASSET MANAGEMENT PRACTICES AND IMPROVEMENT PLAN**

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## Asset Management Practices and Improvement Plan

### 10.1 OVERVIEW

Asset management improvement planning is a process. It enables Council to improve the way it manages infrastructure assets and the services they provide.

The Asset Management Practices and Improvement Plan section identifies the maturity of Stratford District Council asset management practices, improvements made since the last Activity Management Plan review and a plan for future asset management improvements resulting from areas for improvement identified in earlier Sections of this plan.



Figure 34 - Asset Management Improvement Process

### 10.2 ASSET MANAGEMENT PRACTICES

#### 10.2.1 ASSET MANAGEMENT POLICY

Stratford District Council developed and adopted its inaugural Asset Management Policy in 2016. The Policy establishes the first level of Council's asset management framework for managing infrastructure assets in a structured, coordinated, and financially sustainable manner. The objectives of this Policy:

- Provide for a consistent approach to asset management planning within Council and ensure plans reflect the strategic direction of Council.
- Demonstrate to the community that Council recognises the critical importance of managing the District's assets and related activities in an effective and sustainable manner in order to deliver appropriate Levels of Service to current and future generations.
- Confirm a coordinated process for each asset/activity area that links their contribution to the community outcomes with specific Levels of Service performance requirements and desired improvement priorities and strategies.

The Council's Asset Management Policy can be viewed on the Stratford District Council website.

#### 10.2.2 ASSET MANAGEMENT GOALS AND OBJECTIVES

The Council's Asset Management goals and objectives are guided by the Asset Management Policy to drive best practice. The Asset Management goals and objectives for Stratford District Council are to:

- Provide for good quality infrastructure and local public services that are efficient, effective and appropriate for current and future generations.
- Meet the foreseeable needs of the community.
- Ensure that assets are planned for, created, replaced and disposed of in accordance with Council priorities as determined in the Long Term Plan.
- Ensure all legal delegations are met.
- Ensure customer expectations are properly managed.
- Provide technical and professional advice that enables elected members to make sound, well informed decisions concerning the management of assets.
- Ensure assets are managed to meet agreed customer levels of service.
- Ensure assets are managed and delivered in accordance with the strategies stated in the Activity Management Plans.

## Asset Management Practices and Improvement Plan

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- Ensure data collection systems are in place to collect, store, maintain and use for prudent management of Council owned assets.

The Council's overarching principles for sound asset management are that:

- Asset management goals and objectives will be aligned with corporate objectives and community outcomes.
- Capital, operation and maintenance, and renewal/replacement works will be aligned with asset management objectives.
- Sustainable and suitable developments will be considered in the options for asset development and service delivery.
- Optimal replacement/lifecycle asset management strategies will be developed.
- Asset replacement strategies will be established through the use of optimised lifecycle management and costing principles.
- Funding allocation for the appropriate level of maintenance is in place in order for assets to deliver required Levels of Service.
- Growth and demand forecasting will be integrated as part of all asset management planning to meet current and future needs of the community.
- The design, construction and maintenance of assets are ensured, so far as is reasonably practical, without risk to the health or safety of any person.

### 10.2.3 ACTIVITY MANAGEMENT PLAN DEVELOPMENT

Planning processes tend to be circular with built in reviews. The AMP and LTP need to have regular review cycles so that they remain current and deal with issues at the time. An important function of the review cycle is to monitor performance against the goal levels of service and KPIs that were set some years before.

The AMPs are reviewed every three years in line with the 10-year long term planning cycle, but work programmes can change annually. These changes can be brought about by outside pressure, weather events, budget constraints, and new projects becoming apparent.

The ability to become responsive each year is through the annual planning process. The AMP details, levels of service, goals, KPIs and targets which contribute to Stratford's organisational vision for the district and community.

The review process considers the overall impact of the planned programme to deliver the defined levels of service through the ongoing development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 45 below shows a graphical display of the AMP development process.

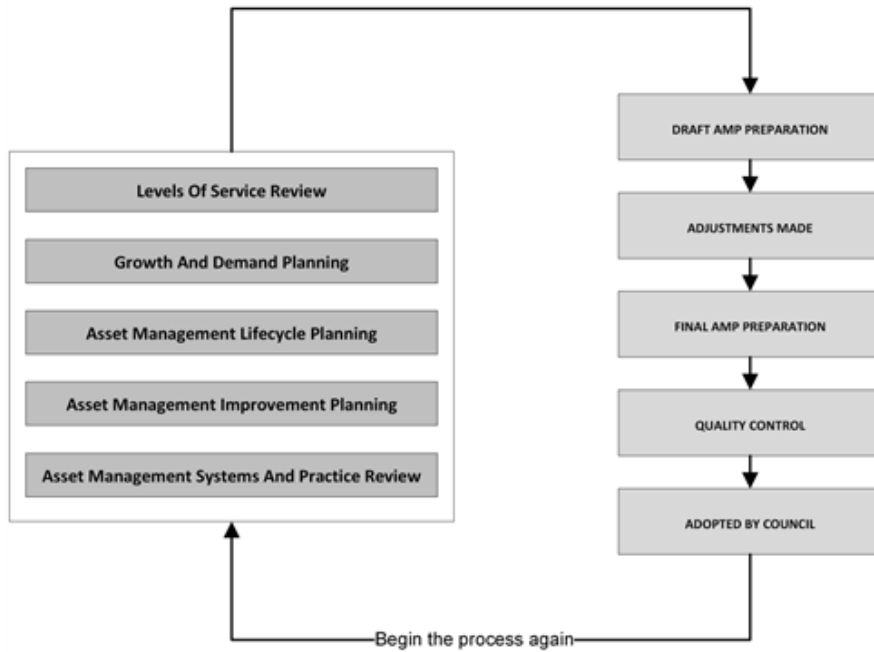
### 10.2.4 ASSET MANAGEMENT MATURITY

The five levels of activity management plan maturity are shown in Figure 46 and are; Aware, Basic, Core, Intermediate, and Advanced. We have assessed that our asset management system maturity is predominantly at the 'core' level. It is largely based on the long-term knowledge of the asset management team. It contains asset data that has been collected over time and held in asset management information systems.

Through continual improvement and development of asset management practices and processes it is our intention that the activity management plans progressively improve.

Our target is to develop our asset management practices and processes to an 'intermediate' level of maturity where appropriate. The Council is in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking a formal assessment of our asset management maturity.

## Asset Management Practices and Improvement Plan



**Figure 35 - Activity Management Plan Development Process**



**Figure 36 - Asset Management System Maturity Index**

## Asset Management Improvement Plan and Monitoring

### 10.3 ASSET MANAGEMENT IMPROVEMENT PLAN

The Table below identifies asset management improvements made for this Activity and lists future improvement actions.

**Table 62 - Asset Management Improvement Plan**

	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
1	Asset Information	<p><b>Inspection of Domains</b></p> <p>Yearly on-site inspections will occur to ensure that all Reserves are managed and maintained in accordance with their Management Agreements.</p>	3.5.7	Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
2	Asset Information	<p><b>Formally record asset condition data</b></p> <p>While asset condition is regularly monitored and, in some cases, contained in formal reports there is currently no system for recording condition data and maintenance work carried out as a result of findings.</p>	3.7	Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
3	Future Growth and Demand	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing Parks, Reserves and Cemeteries assets and activities.	4.3.1	Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
4	Parks and Reserves Bylaw	Review of the Parks and Reserves Bylaw and the Cemeteries to ensure effective management, regulation and protection of the parks and reserves		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
5	Asset Register Data	Verifying existing data held in AssetFinda against hard copy inspection forms and contractor reports		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets

## Asset Management Improvement Plan and Monitoring

	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
6	Levels of Service and Performance Management	Reviewed annually to ensure they are still relative		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
7	Capital Works Planning	Every 3 years Early Conversation papers are prepared and presented to Elected Members for direction on proposed projects		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
8	Management Systems	Strategies are prepared and reviewed as required		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
9	Operational Planning	Planned works are considered annually		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
10	Risk Management	Continuous review of the risks for Parks, Reserves and Cemeteries		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
11	Risk Management - Public Health	Review Council's Water and Sanitary Services Assessment to ensure the cemeteries capacity for internments is sufficient for the future		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets
12	Financial and Funding Strategies	The policies are renewed as required		Ongoing	Parks, Reserves & Cemeteries Officer Director, Assets

## **APPENDICES**

- **Appendix 1 - Parks, Reserves and Cemeteries Risk Assessment**
- **Appendix 2 - Parks, Reserves and Cemeteries Operational Documents**

## Appendix 1 - Parks, Reserves and Cemeteries Risk Assessment

### COMPLIANCE AND LEGISLATION RISKS

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Legislation Changes	If changes to legislation or case law occur and are not implemented by staff, then council may be acting illegally and in breach of legislation.	4 High	Regular review and update Legislative Compliance Register. Staff training and attending relevant industry conferences. Regular policy review to ensure policies and procedures are in line with legislation changes.	2 Moderate
Statutory Reporting Commitment	If Council does not meet statutory commitments, then it may be acting illegally and receive attention from Ministry which could result in financial penalty and council functions being removed.	3 Moderate	Quality assurance. Resourcing levels maintained. Schedule of dates and commitments is regularly maintained and updated by the Property Manager. Regular review and update of Legislative Compliance Register.	1 Low
Bylaws and Policies	If Council fails to keep Policies and Bylaws up to date, then the Policies will become irrelevant, and Bylaws may become unenforceable and council could be acting illegally.	8 High	Quality assurance, Resourcing levels maintained, Regular Policy Schedule review by CEO. Regular review of Bylaw timetable maintained in Content Manager.	3 Moderate
Property and Parks - Non-Compliance <b>TOP TEN RISK</b>	If Council does not comply with its obligations under legislation (eg. Resource Management Act 1991, Building Act 2004, Health and Safety	8 High	Ensure maintenance contractor and Council staff members are trained and up to date with all legislative	4 Moderate

1. Compliance and Legislation Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
	at Work Act 2015) then administrative fines and penalties may result, and reputational damage.		requirements impacting on property and park assets. Ensure maintenance contracts have robust out-clauses that cover a range of situations where non-compliance or unsatisfactory work is identified. Council has secured public liability insurance and statutory liability insurance.	
Asset Management Plans <b>TOP TEN RISK</b>	If Parks & Reserve's AMP is incomplete then capital programmes, condition of assets, life cycle management will not be realised.	6 High	AMPs are reviewed every 3 years to address the current problems and issues at the time in order to develop work programmes for the next 3 years.	4 High

**DATA AND INFORMATION RISKS**

2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Records Handling	If hard copy protected records are handled in a way that could cause damage, degradation or disorganisation, then this could lead to loss of protected records, non-compliance with legislation and potential financial penalties.	1 Low	Access to archives is limited to trained staff. Ensure the Information Management Specialist is fully trained in all areas of protected records management. Maintain a register of archived records, and a process by which records will be archived. Storage area must be restricted, and temperature controlled.	1 Low



2. Data and Information Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Unapproved online platforms used	If unapproved online platforms are used for Council business, then Council sensitive information and individual private details could be hacked and made available publicly.	3 Moderate	All Council information should only be stored on platforms that are approved by IT and gone through proper procedures and checks by IT.	1 Low

**FINANCIAL RISKS**

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Asset Disposal/ Acquisition	Policy changes result in substantial asset disposal occurs.	1 Low	Officers will require approval from Council for disposal/acquisition of assets.	1 Low
Accessing Funding	If the AMP is incorrect or not developed, then the maintenance funding will be insufficient to provide the levels of service and the Council may miss out on funding and Council has to fully fund projects	3 Moderate	Ensure funding assessments are carried out by sufficiently experienced personnel and business cases are written for funding (AMP). A system should be established to regularly monitor all available funding for council projects.	1 Low
Internal Financial Controls	If internal financial controls are compromised and ineffective, then possible fraud, budget will blowout and there may be a delayed service	6 High	Good quality controls. Implement annual external and internal audit recommendations. Adhere to Procurement and Delegations Policy. Communications of internal controls to all staff. Recommend internal audit programme every year by independent contractor.	1 Low

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Procurement contracts	IF procurement contracts entered into are not cost-effective and do not comply with Council's Procurement Policies THEN council projects could go over budget and council procurement could be subject to industry, media, legal scrutiny.	6 High	Ensure procurement policy and procurement manual are appropriate, comply with legislation and good practice, and followed by all staff and significant contracts are reviewed by an independent professional.	1 Low
New Regulations require Significant Investment <b>TOP TEN RISK</b>	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then the ability to finance investment could be compromised and rates increases could breach limits.	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High
Theft by Contractors	If contractors have unrestricted access to council property and/or information, then there is an opportunity for theft and consequently loss of Council assets.	4 Moderate	All contractors must go through a pre-qualification process. Visitors to Council buildings must sign in. Access to the building has now been restricted with the use of fobs. Protected records are stored in a safe or locked storage room.	2 Moderate
Inadequate financial provision to fund asset replacement	If there is inadequate financial provision to fund the replacement of assets, then the asset may not be replaced. This may lead to a reduction in service level leading to reputational damage.	3 Moderate	The Council Officer will optimise the available budget and prioritise Health and Safety to deliver the work load. Assets should not, unless necessary, be replaced before the end of their useful life.	2 Moderate
Bribery and Corruption	Perceived Bribery or Corruption from contractors,	4 High	Ensure Staff code of conduct is current and regularly reviewed.	3 Moderate

3. Financial Risk Assessment				
Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Management Override of Internal Controls	If an Asset Manager uses their unique position to override internal controls, then there is a failure with audit and risk scrutiny which will lead to reputational damage.	4 High	Officer to observe the internal controls in the Procurement Policy and provide a 2-step process of approval. Audit and Risk Committee oversight. Internal and External audits annually.	3 Moderate

**HEALTH AND SAFETY WELLBEING RISKS**

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Public Events / Physical Projects	If health and safety accidents or incidents occur during events/physical works, then increased costs can occur to the events, reputation is damaged	4 High	Health and Safety plans are established well in advance to projects being undertaken. Physical hazards and risks are eliminated Hazard Identification records are kept. Projects do not proceed without correct Health and Safety sign off. Good communication to all staff. Approved JSA's, pre-qualification, TMP if it is on the road and Communication Plan to be written. Undertake audits of site and spot checks.	2 Moderate

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Abusive Customers	If abusive customers approach Council Staff while on duty, then there is the risk that council staff or the general public could be harmed or exposed to violence.	4 High	De-escalation training for Staff. Staff have lone worker alarms if in danger.	2 Moderate
Lone Worker	If a staff member is seriously injured or killed during field inspections/site visits, then possible health and safety breaches, death, or serious injury.	12 Very High	Quality assurance, Ongoing training/awareness of HSE requirements and responsibilities, better use of council data/knowledge base on dangerous or insanitary sites before staff member deploys to site. Use of GPS tracking, lone-worker alarm, mobile phone tracking. Compliance officers to wear body cameras when on duty.	3 Moderate
Council Vehicle accident	If a staff member has an accident in a council vehicle, then this could result in possible death or serious injury and damage to motor vehicle asset.	4 High	All staff must have a full drivers licence, all staff are aware of procedures if there is an accident. Staff driver training to be provided to regular drivers. GPS and mobile phone tracking.	3 Moderate
Staff under Stress	If staff are affected by personal issues or by work pressures and experiencing high levels of stress, then work performance may decline and/or fatigue, illness, unsafe work practices may result.	5 High	Managers are responsible for being aware of the wellbeing of their direct reports. There are various options available for relieving the pressure of staff who are overworked including increasing staff or reallocating work. Ensure access to EAP service is widely known and communicated to all staff. Ensure all staff have a backup option available so they can take annual leave for at least a week at a time.	3 Moderate
Exposure to Hazardous Substances	If staff are affected by exposure to hazardous substances e.g., chemicals, liquids, fumes and other toxic substances then there are possible risks to staff health and wellbeing.	6 High	All hazardous substances are correctly labelled and stored according to best practice safety procedures and guidelines. Training is mandatory for all staff working with hazardous substances. Use appropriate PPE gear at all times in the vicinity of the	3 Moderate

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			hazardous substances. Regular health checks for staff.	
Playground Equipment Failure	If Playground equipment, or other recreational equipment fails then a member of the public could be seriously injured or killed.	8 High	Biennial playground inspection report and quarterly compliance checks by contractor to bring any issues to attention of council staff.	3 Moderate
Workplace Bullying or Harassment	If Bullying and harassment in the workplace occurs, then it can have an impact on the health and wellbeing of staff subject to the bullying and other staff witnessing the behaviour. This may impact on staff productivity and the ability of Council to attract good quality candidates.	4 High	Top down culture against bullying and harassment of any kind, policy is followed through by management, staff are aware of the reporting process. The reporting process to deal with bullying and harassment is fair, transparent, confidential and dealt with in a timely manner.	3 Moderate
Asbestos Related Work	If council buildings are contaminated with asbestos, then there is the possibility of asbestos exposure to staff and the public and increased risk of asbestosis and other lung and pleural disorders.	4 Moderate	Asbestos protocols need to be developed in line with the asbestos regulations. Community needs to be made aware of Asbestos disposal guidelines. Staff involved in building compliance or construction work should be appropriately trained in handling of asbestos materials. Contractors will have their own protocols for handling and disposing of asbestos products.	2 Moderate
Dog Attack	If a dog attacks a member of the public and the dog control team have been slow or negligent in responding to complaints, then the council may be liable for costs, and the public safety may be compromised.	4 High	Adequate signage	3 Moderate

4. Health and Safety Wellbeing Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Harassment / Robbery	From the public within a park, reserve, cemetery or walkway.	4 High	Security cameras in place.	3 Moderate
Employee Substance Abuse	If staff are affected by drugs or alcohol while at work, then there is an increased risk of an accident or injury, property damage, and reduced work performance.	8 High	Staff shall ensure no substance abuse during work hours.	2 Moderate
Fatigue Management	If Fatigue affects an employee, as a result of working extraordinary hours, then the employee may have limited functionality which could result in personal injury or injury to others. It could also lead to stress and long-term mental illness if it is reoccurring and could mean Council is in breach of the Health and Safety Act.	3 Moderate	Ensure employees take regular, quality rest breaks during the working day, in line with the Employment Relations Act (HR Policy requires this). Ensure all staff know their responsibilities in terms of managing fatigue. Ensure shift workers rostered times are manageable. The Vehicle Use Policy has limits on driving a Council vehicle after exceeding max number of work hours. Contractor fatigue management to be reported and monitored through regular contractor meetings.	1 Low
Environmental Liability	Noncompliance with Resource Consent Conditions	2 Moderate	Contractors to produce an environmental management plan as part of their contract conditions.	2 Moderate

**OPERATIONAL RISKS**

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Parks, Reserves and Sportsground Closures – unplanned	If there are un-planned closures due to collapse of culvert/bridges/landslides, then access to reserves, parks and cemeteries for contractors could be affected	1 Low	Routine maintenance inspection and reporting of any hazards within Parks, Reserves and Cemeteries.	1 Low

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Contractor - Damage to Property	If maintenance contractor damages council or private property while carrying out contracted work, then council could be liable for damages and additional expenditure.	4 High	Stringent Operational procedures: Daily reporting of compliance. Regular liaison with contractor and regulators to monitor performance to ensure compliance. Contractor pre-approval process. Council has material damage insurance policy, excess \$5k. The contracts require third party public liability insurance to indemnify Council for damages.	3 Moderate
Maintenance Contractor fails to deliver	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	8 High	Careful assessment of tender to ensure contract price viable for contractor to deliver level of service. Regular liaison with contractor to monitor performance and ensure compliance. Contractor pre-approval process must not be bypassed.	3 Moderate
Property design/construction information	If Council does not have adequate information on original design or construction of asset, then there is a greater potential for failure of future work, potential of increased costs and unsafe future construction.	3 Moderate	Carry out regular condition assessment of assets. Reassess use of asset or redesign to suit.	1 Low

5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Iwi Consultation / Engagement	Ensuring you are dealing with all entities within the relevant iwi groups.	6 High	Council to identify all hapu and engage accordingly (also with Māori ward).	4 High
Key Person Risk	If a key person in the organisation could not work for a significant period of time, then this could affect council's ability to perform core functions and duties.	4 High	Ensure processes are documented and available to Staff within Content Manager. If known absence ahead of time, ensure an appropriate training plan in place. Make use of local consultants where appropriate. Connect with colleagues from neighbouring three councils to share resource if needed.	2 Moderate
Natural Disaster - Response preparedness <b>TOP TEN RISK</b>	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	15 Very High	Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities. Ensure signage viewed in publicly accessible area within public halls.	12 Very High
Biosecurity threat risk	If there is a biosecurity threat to animals, or plant life then this could affect the economic wellbeing of the district and the ability of council to financially meet community needs.	4 High	Ensure council takes a proactive approach to working with Biosecurity NZ, MPI, TRC and the community where a threat is identified.	2 Moderate



5. Operational Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Programming of Works	The approved programme of works is not carried out within agreed timeframes.	1 Low	In the event of an extreme rainfall event, a programme can be deferred following discussions between SDC and the Contractor. Hold regular meetings to discuss contractors' performance and ability to deliver the agreed programme. Increasing resources via sub-contractors or additional staff. We could mutually agree to defer some of the programme to later in the year.	1 Low
Consents	The contractor not undertaking the work in accordance with the consent conditions. Council can be fined by the relevant Council for breach of conditions.	1 Low	Not negotiable - Consent conditions must be abided by otherwise the consent will be breached. Contractor needs to submit to the relevant Council a methodology about how they are going to undertake the works.	1 Low

**REPUTATIONAL AND CONDUCT RISKS**

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Solvency of Contractor	If Council engage a contractor that could potentially be insolvent the risk to Council is that they abandon the contract.	12 Very High	Conduct the due diligence process for all contractors.	3 Moderate
Release of incorrect or confidential information	If incorrect or confidential information was given out through social media, media releases, staff actions at the services desks, LGOIMA requests, council meetings, and/or functions THEN risk of damaged reputation, ratepayer distrust and actions from Local Government ministry and/or Privacy Commissioner.	12 Very High	All Media releases are to be checked off by Dir – Community Services and signed off by CEO or Mayor. Social Media Policy in place for clear guidance of social media use. Front counter training needs and communication guidelines established - a resource centre (knowledge base) maintained for FAQ's from public. Consider implementing a Privacy Impact Assessment for how council handles personal information.	2 Moderate
Online Passwords	If online passwords are shared or used inappropriately, then there is the risk that staff can access or hack Council owned systems and release sensitive information.	4 High	Ensure that where a staff member leaves, and they have access to logins accessible online that the passwords are changed and access ceases. Limit use of online accounts.	2 Moderate
Contractor Damage or Breach	If Council and/or council contractors are found to be liable	12 Very High	Contractors must use appropriately trained Staff to undertake work. All	3 Moderate

6. Reputational and Conduct Risk Assessment				
Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	for public/environmental damage, or any actions that are unsafe or non-compliant with legislation and applicable policies and standards, then fines, possible injury, long-term damage, reputational damage could result.		physical projects require JSA prior to works commencing (even if pre-approved). Approved JSA implemented/approved before commencement of works, even if the contractor is pre-approved. No Contractors shall start work without approval of JSA. Appropriate procedures and guidelines are in place to monitor contractor actions and our own including health and safety audits, contractor meetings/KPI's. The Council requires all physical works contractors to go through a thorough health and safety pre-qualification process and become approved before commencing any physical work. All relevant staff are kept up to date with pre-approved contractors register. Mini audits and random checks should be built into contracts. Contractor public liability insurance required for all major contracts.	
Council employees abuse members of the public	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	Refer to the Staff Code of Conduct.	2 Moderate

**Appendix 2 - Parks, Reserves and Cemeteries Operational Documents**

<b>Consents</b>	<b>Commencement Date</b>	<b>Expiry Date</b>	<b>CM Reference</b>
NIL			
<b>Policies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Allocation and Use of Sports Grounds	05/10/2022	2024/25	D22/29863
Asset Management	26/05/2020	2023/2024	D20/4330
Street Trees	05/10/2022	2024/25	D22/29865
Management of Domains	05/10/2022	2024/25	D22/29864
Procurement Policy	11/09/2019 & 10/11/2020	2022/2023	D18/29563(v3)
<b>Bylaws</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Cemeteries Bylaw	1/02/2020	2029/2030	D20/1919
Parks and Reserves Bylaw	1/02/2020	2029/2030	D20/1921
Public Places and Nuisances Bylaw	12/05/2021	12/05/2031	D21/13744
<b>Strategies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Infrastructure Strategy 2024-2054	1/02/2024	2053/2054	D23/46205
<b>Contracts</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Open Space Maintenance Contract	29/06/2022	30/06/2024	D22/29638



TE KAUNIHERA Ā ROHE O  
**WHAKAAHURANGI**  
**STRATFORD**  
DISTRICT COUNCIL

# Let's Talk Progress

Stratford District Council's  
Long Term Plan (LTP) 2024-34  
*Consultation Document*



# Intro from our Mayor and Chief Executive

## Welcome to Stratford District Council's Long Term Plan (LTP) 2024-34 Consultation Document.

Our last LTP predicted an average rates increase of 4.96% for 2024/25. The plan in front of you proposes an increase of 15.5% for the same year.

What is driving this increase? The last LTP was written against the backdrop of COVID-19, during a time of record low interest rates and with the economy facing significant recession and unemployment risks, all of which were keeping costs down. This year could hardly be any different. Record inflation and long periods of labour shortages have upwardly driven the costs we as a council face, and also those experienced by our ratepayers, to record highs.

Furthermore, since the last LTP we have gone through significant reforms regarding Three Waters and the Resource Management Act, only to have these reforms cancelled following the 2023 general election. This means costs that had been deferred until councils had certainty regarding the new reform requirements, as well as costs that were meant to be carried by a new water entity independent of council, have now come back into the equation.

In light of all of this, councillors have spent a record number of hours going through every budget, line by line, and made it their priority to find ways to continue delivering services without having to pass through the full impact of rising costs.

In summary, it is very much a 'back to basics' approach and throughout this plan you will see references to 'keeping the beat'. What this means is that council is trying its hardest to minimise the impact of additional costs on the community, without going backwards.

Part of this consultation process is our question to you: Do you think we could save any more? Is there anything we are currently providing that you think we should reduce or drop to save some cost? Or is there something you think should be added, a service that needs enhancing perhaps? We are keen to hear all views.

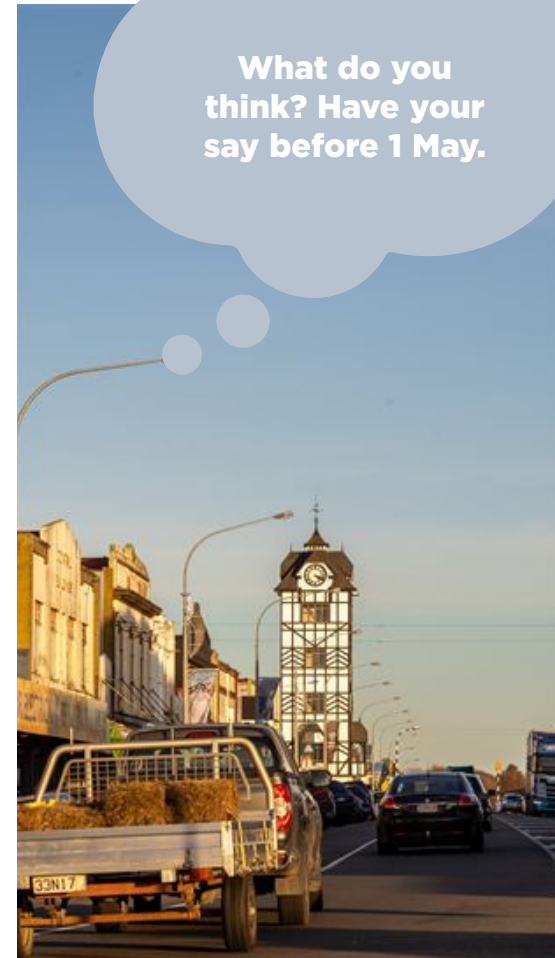


**Neil Volzke**  
District Mayor



**Sven Hanne**  
Chief Executive

**What do you think? Have your say before 1 May.**



# About this document

Every three years we prepare a long term plan which sets out the outcomes we want to achieve for the Stratford district over the next 10 years, and the projects and activities that will help us get there. It also shows how these activities will be funded, and what this means for your rates.

This consultation document is a key part of developing the plan; helping us hear community views on priorities and directions for the decade ahead. In this document you'll find information on the opportunities and challenges we're facing, major projects proposed during the next 10 years, and their financial impact.

This is your opportunity to have your say and to share your views with us. This could be regarding our planned direction overall, a specific project proposed within the consultation document, or something that you think is really important but you can't see covered here or in the supporting documents.

The information contained in this Consultation Document comes from a range of other detailed documents, which can be viewed at Council's Service Centre, Stratford Library and Visitor Information Centre, or on our website [stratford.govt.nz/LTP](http://stratford.govt.nz/LTP)

*In January 2024, Elected Members agreed to publicly release the Long Term Plan 2024-34 Consultation Document without an audit opinion. This was recommended due to the Government's intention to repeal the Water Services Entities Act 2002, to allow Council staff time to include three waters services within the 10 year budget and ensure public consultation can proceed without delays. While this document does not include a formal audit opinion, Council's external auditors Deloitte have reviewed and provided input on the document.*

## How to have your say?

**MAKING A SUBMISSION IS EASY!**



### Online

The easiest way to let us know what you think is to complete our online submission form. To complete the submission form and survey online, go to [stratford.govt.nz/LTP](http://stratford.govt.nz/LTP). You can also provide comments by emailing us at [submissions@stratford.govt.nz](mailto:submissions@stratford.govt.nz)



### In writing

Fill in the submission form at the end of this document. Post your completed submission form to Council, or drop it to one of our facilities. Additional forms are available from the Library and Visitor Information Centre, Wai o Rua - Stratford Aquatic Centre, Council offices and on our website.



### In person

You can present your thoughts to Council by speaking to your submission in person. If you'd like to do this, put in a submission outlining the key points you'll refer to. On your submission form, make sure you select the option to speak to your submission.

### KEY DATES

**28 MARCH  
2024**

**Submissions  
Open**

**1 MAY  
2024**

**Submissions  
Close**

**14 MAY  
2024**

**Public  
hearing and  
deliberations**

**BY  
30 JUNE  
2024**

**Final Long  
Term Plan  
adopted**

# Making Progress

Over the last couple of long term plan processes we have committed to a number of significant improvement projects for our district. Here's an update on how some of these projects have progressed.

## Completed



### Stratford Bike Park

The concept of a children's bike park was consulted on throughout the Long Term Plan 2018-2028, and it received a lot of positive support from the community. Through the help of external funding we were able to see this project come to life in 2021 and be fully completed in 2022. Located on Victoria Park, behind the playground, the park includes a children's cycle track for kids to learn and gain bicycle confidence, a pump track, a half basketball court, a BBQ pavilion and a toilet block.

The project needed to attract some grant funding in order to go ahead. In 2020 we were successful in receiving a grant of \$8million towards the build. The total cost of the project was \$20.7million, with \$12million being funded through loans and other external funding. The new facility opened in 2022 and has been a welcome addition to the district. Having a brand new facility like this does impact our annual budget, as we're providing an aquatic centre that is double the size of the previous and offering new services. We're mindful of the cost of this facility when not everyone in our community uses it and continue to review operating costs and revenue sources to make this investment accessible for people for decades to come.

The purpose of installing a second water main was to increase the resilience of our water supply and avoid town shutdowns in the future, plus accommodate water demand to the north of Stratford. The project was completed in 2022.



### Wai o Rua – Stratford Aquatic Centre

As part of the 2018-2028 Long Term Plan, we discussed the need to replace the old TSB Pool Complex facility. Parts of the old facility were deteriorating rapidly and required replacement, and ongoing maintenance costs weren't getting cheaper. As part of this consultation, we were excited to approve the development of a new aquatic centre. One that would meet the future needs of the community and provide a more comfortable indoor swimming pool experience.



### Second water trunk main

Constructing a second water main to supply the Stratford township with drinking water had been a long time coming due mainly to its significant cost. But in 2021 we received a grant of \$2.4 million to enable the project to progress with minimal financial impact for our ratepayers.



### Residential development

In 2019, we started the first stage of a council-led residential development. Our involvement in the delivery of residential sections was driven by a shortage of suitable land in Stratford to build new houses, which was seen as limiting our potential to grow. As part of this project we were able to successfully sell 33 sections off Pembroke Road West within 12 months of completing the ground works and infrastructure – a project that was cost neutral to our ratepayers.



**On Track**



**Universal Water Metering**

Water supplied by Council is charged as a fixed annual cost to all connected properties with only a small number of extraordinary users (such as commercial and lifestyle blocks) being charged by volume. As part of the Long Term Plan 2021-31, Council included the roll out of Universal Water Metering, which will mean people are charged for the water they use. This was seen as the best and fairest way forward to reduce demand and conserve our natural resource. The roll out of these meters will continue in 2024/25. The final fee structure for water meters is yet to be determined and will become a topic for discussion and feedback in a future Annual Plan process.



**Residential Development – future growth**

To continue enabling the growth of our district, and after the positive outcome of the previous residential subdivision in 2019/20, we committed to stage 2 of this project as part of the Long Term Plan 2021-2031. This included purchasing land in year 1 of the plan and beginning development works in years 2 or 3. We're looking to complete the lead infrastructure work in 2024/25 and are keeping a close eye on how things are tracking in the housing market to determine when any sections should become available for sale.



**Future of Broadway – town centre upgrades**

Towards the end of 2016 we launched Stratford 2035 – Making it Real, which was the banner under which an integrated approach to Stratford's long term future was going to be delivered. Part of this included the Future of Broadway project, focusing on the revitalisation of Prospero Place and Broadway.

Over the years we've made small steps in progressing this project, including the demolition of the old ANZ Bank building in 2019 to make room for an expanded town centre.

In 2020 we started negotiations to purchase the privately owned land in Prospero Place which will give us the opportunity to make some attractive changes to the town centre.

We expect this to be completed in 2024/25. We've had concept plans drawn up for the space and are now working with a designer to bring these to life for consultation with our community.

# What else has happened?

There's been a lot of changes come out of central Government, including a number of reforms to the way local government delivers services.

**District Plan**

Councils are required to review their District Plans at least every 10 years. The current District Plan was made operative in 2014 and is due for review no later than 2024. Recent legislative changes, followed by a change in government and early indications that these will be repealed and later replaced, make it extremely difficult to start a review. We have allowed \$4.5 million over the 10 years of this long term plan to undertake this work once the requirements become clearer.

**Three Waters**

There's been lots of back and forth on Three Waters services. For now, our draft 10-year budget includes delivering three waters services locally, as we currently do. At the same time, we're working closely with our neighbouring district councils to investigate the best way to deliver these services going forward, including consideration of a regional Taranaki entity. Nothing is confirmed, and the outcomes of this investigation will form the basis of a future discussion with our community.

# Our Vision for the next decade

In 2023 we asked you to share your goals for our district, what you saw as priority areas for us to focus on, and how you wanted your Stratford to be described by others. From this feedback and through community events and customer satisfaction surveys, staff and councillors reviewed the district vision and community outcomes.

## OUR PROPOSED VISION IS

### A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki.

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki'.



OUR 4 COMMUNITY OUTCOMES ARE  
**Welcoming   Resilient   Connected   Enabling**

We've used the vision and community outcomes to help steer our direction for the next 10 years, and will be key drivers when considering future decisions for the Stratford district.

You can view the full *Vision and Community Outcomes* document in our LTP supporting information online [stratford.govt.nz/LTP](http://stratford.govt.nz/LTP)

# Being realistic

We all want our community to be the best it can be, and we acknowledge that there's a whole host of things we would love to see come to life, including some awesome ideas put forward in our Let's Talk Progress community survey in 2023.

However, we also know that it is pretty tough out there at the moment, with prices for just about everything going up. To be frank, we just can't afford to do everything.

As a result, we are proposing to minimise expenditure on discretionary, nice-to-have projects and activities, and to focus on our core services. We refer to this as back-to-basics, or "keeping the beat".

As part of this process we've gone through our budgets line by line, and reviewed everything from subscription costs and print advertising, to how we fund depreciation on some of our bigger ticket assets like the aquatic centre.

We feel we've explored all avenues to keep our rates down as best as possible with what we've proposed – but we're really keen to hear your thoughts on this approach.

**What do you think?**  
Is there something you'd be willing to go without to make further savings?  
Or would you rather invest in your community now to see further growth and development?

# 'Keeping the beat' still costs money

We've spent a lot of time looking at our proposed budgets and trying to find a balance that keeps our community ticking while remaining an affordable place to live.

Just to do 'the basics', maintaining our current levels of services and delivering core functions like roading, water supply, wastewater, rubbish and recycling collections, is costing us more than ever before. Funding these will continue to be one of our biggest challenges, as they're largely funded by ratepayers. We're not alone in this. Districts up and down the country are grappling with increasing costs and the difficult task of paying for these which impacts on rates.

Council's core assets and what it takes to keep them going is covered in our **Infrastructure Strategy**. You can find our strategy at [Stratford.govt.nz/LTP](http://Stratford.govt.nz/LTP)

## Something to consider

**1% RATES INCREASE**  **EQUALS APPROX \$160,000 IN OUR BUDGET**

## Our key infrastructure at a glance



**64km**  
of footpaths



**63km**  
of wastewater pipes with an average age of 49 years



**1**  
wastewater treatment plant



**206km**  
of unsealed roads



**407km**  
of sealed roads



**10 units**  
for Housing for the Elderly



**16**  
community facilities



**110km**  
of drinking water pipes with an average age of 28 years



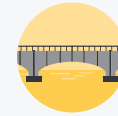
**32ha**  
parks and reserves



**7**  
cemeteries (open and closed)



**251**  
road retaining walls



**107**  
bridges



**6**  
public toilets

# Looking after the essentials

As part of our Infrastructure Strategy we plan to deliver 100% of all budgeted capital expenditure.

The financial model was developed based on this assumption: There is a high risk that council's planned capital expenditure programme will not be fulfilled in each year of the LTP, based on historical capital programme completion rates. The reasons for not delivering on the full programme are largely due to factors outside of council's control which are unlikely to be mitigated for the future as well.

The capital programme for years 2 and later will be reviewed at each Annual Plan and for the next LTP. The biggest impact on under delivering on capital projects will be on council's debt and reserves balances, which will be lower than forecast. Where there is potential for significant reductions in levels of service as a result of not delivering particular capital projects, these projects will be prioritised.

Read our full *Infrastructure Strategy* online at [stratford.govt.nz/LTP](https://stratford.govt.nz/LTP)



	Project Description	Estimated Budget (\$'000)		Total Estimated Budget (\$'000)
		Year of Implementation		
		1-10	11-30	
Road	Brecon Road extension	20000	0	20000
	Walking and cycling Initiatives	4000	10600	14600
	Footpath Replacement and Extensions	2650	8500	11150
	Bridge and Retaining Walls Replacement	11690	33750	45690
	Un-economic Bridge Replacements	250	5050	5050
	Culvert LoS and Drainage Improvements	8320	18450	26770
	Road Renewals including Whangamomona Road Upgrade	36470	84500	120970
	<b>TOTAL</b>	<b>83380</b>	<b>160850</b>	<b>244230</b>
Water	Universal Water Metering	1147	0	1147
	Emergency Water Supply / Additional Storage	7225	7000	14225
	Alternative Water Supply	600	100	700
	Rider Mains	300	0	300
	Resource Consent - Renewal	300	0	300
	Key Infrastructure	8200	4200	12,400
	<b>TOTAL</b>	<b>17772</b>	<b>11300</b>	<b>29072</b>
Wastewater	Resource Consent - Renewal	5600	45000	50600
	Capacity Maintenance - Oxidation Pond desludging	3000	6000	9000
	Inflow/Infiltration Programme	2150	6500	8650
	Pipework Capacity Increase	750	1200	1950
	Network Planning and Modelling	150	270	420
<b>TOTAL</b>	<b>11650</b>	<b>58970</b>	<b>70620</b>	
Stormwater	Pipework Capacity Increase	450	1250	1700
	Network Planning and Modelling	500	470	970
	Capacity Maintenance - Victoria Park Pond Desilting	100	270	370
	Stormwater Safety Improvements	75	190	265
	Water Supply, Wastewater and Stormwater Infrastructure Renewals	15160	15530	30,690
<b>TOTAL</b>	<b>16285</b>	<b>17710</b>	<b>33,995</b>	
<b>TOTAL</b>	<b>129087</b>	<b>482130</b>	<b>377,917</b>	

## Adapting to climate change

We need to ensure our services and facilities remain fit for purpose into the future and to minimise and mitigate our impact on the environment. To do this we must adopt a climate lens to everything we do. At the regional and district level, research indicates Taranaki could experience more extreme and various weather events as a result of climate change, causing increases in flooding, landslides, avalanches and mudslides during heavy rainfall events and prolonged periods of drought, with the risk of wildfires during summer months. Such events could place increased pressure on business continuity and funding availability.

While sustainability and climate change considerations have influenced our decision making for a long time on a project level, we have identified the need for an overarching approach.

Therefore, we have established a new, dedicated position and are currently developing our first ever Sustainability Policy to help set our direction. It will help sharpen our focus on environmental wellbeing aspects and provide a consistent approach to sustainability and climate change considerations across all of our decision making and help us meet the requirements of climate-related legislation that will have a future impact on local government.

Key initiatives arising from this work, that we will be focusing on in the next three years are:

- Adoption of our first Sustainability Policy which will include Climate Change and how this has been considered for all decision making.
- Subsequent development of a Sustainability Strategy that incorporates a Climate Change lens across all council functions.
- Commissioning of baseline corporate and district level emissions inventory to inform our emissions reductions planning and measure.
- Continuation of our contestable fund for community led waste reduction projects;
- Roll-out of recycling facilities for rural communities, public places and events;
- Establishment of a regional organic materials processing facility (in partnership with all Taranaki district councils and private enterprise);
- Upsizing and adapting existing infrastructure to allow for increased rainfall and changing weather patterns.

Our Sustainability Policy and Strategy and associated work will help us work towards building resilient communities and reach the goals set out in our Community Outcomes.



Above: A slip on Matau Road during a severe weather event in 2022.

Below: Students at Avon Primary School, a Waste Levy Fund recipient, installing new composting systems for their community garden project.



You can learn more about climate change in our *Significant Forecasting Assumptions* and *Infrastructure Strategy* available online at [stratford.govt.nz/LTP](https://stratford.govt.nz/LTP)



# Our top priorities

Keeping rates down for our community as best as possible while looking after all the basics we talked about earlier is one of our main focus areas. But there are some projects that we see as being vital to keeping the heart of Taranaki beating for the next 10 years and beyond. We've made some compromises along the way. So you'll see some of the things that we were keen to do, delayed until further down the track to minimise the cost impact.



## Maintain our roads and create safer connections.

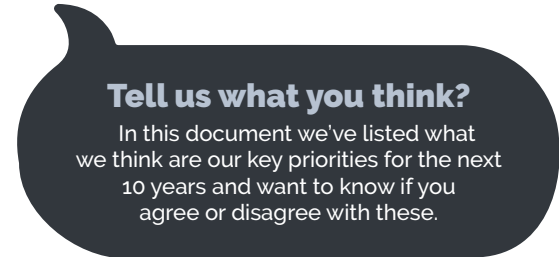
Roading makes up a significant part of what we do as a council and significantly influences our overall budgets – and what you pay in rates. The cost to maintain our roading infrastructure has increased by 19% over the past five years. This is to do the same amount of work with no extras. Because of this significant increase, we've had to carefully consider

the level of service we're able to fund and balance this against the expectations of our community. While we'd like to go above and beyond in this area, we're proposing that we retain the same level of service we currently provide. Financially this is approximately 20% less than what we think we really should invest into our roads.

### So why aren't we?

Roading budgets are a bit more complex than other council activities because we receive a subsidy from Waka Kotahi NZ Transport Agency. This significantly reduces the amount that we have to rate for to maintain our roads, but it also introduces another decision maker. The budget that Waka Kotahi NZ Transport Agency subsidises, or co-funds requires approval. Currently our co-funding rate is 63%, meaning we only have to fund \$0.37 of every dollar we spend on roading. But if we want to go over the amount approved by Waka Kotahi NZ Transport Agency we have to pay the full amount of the additional work – meaning to do the same, costs almost three times as much as the work done within the subsidised budget. It therefore makes sense to stay within the budget Waka Kotahi NZ Transport Agency is willing to subsidise.

Across the overall roading budget, \$3.3million is used for maintenance like filling pot holes, grading, and street cleaning annually. \$1.2million of that is covered by Stratford ratepayers. To address some long-standing safety issues across our urban and rural networks, we are budgeting \$3.2million (loan funded) in year 1 for safety improvement projects such as widening rural roads and creating safer crossing points around urban schools. These go hand-in-hand with the projects that deliver against



### Tell us what you think?

In this document we've listed what we think are our key priorities for the next 10 years and want to know if you agree or disagree with these.

our Connecting our Communities Strategy and are often delivered in combination. We have \$400,000 (loan funded) in the budget annually for this work, which includes widening footpaths for pedestrians, mobility scooters, prams, and cyclists, along key connecting routes. These programmes receive the same 63% subsidy from Waka Kotahi as our day-to-day maintenance so the amount funded through rates is closer to \$1.3million.

In 2022, we introduced a Forestry Differential Roding Targeted Rate which means a fixed portion of the total roading rate requirement is collected from ratepayers who own property that is used for the purpose of forestry. This was introduced because each year we were spending a large portion of the roading budget on repairing unsealed roads damaged by heavy vehicles associated with the forestry industry. In 2022/23 we spent \$975,000 on this, and we anticipate another \$3.1million to be spent on roads affected by forestry over the next 3 years.

As part of this draft plan, we're proposing to increase the fixed amount collected through the Forestry Differential Roding Targeted Rate to \$350,000 (from \$250,000) and to expand the application of the differential to include properties that have a section of land greater than 10 hectares which is used for exotic forestry (excluding indigenous and protected forests).



## Earthquake strengthen the TET Multi-Sports Centre

We want to make the TET Multi-Sports Centre safe should we ever experience a serious earthquake. As currently none of our facilities meet the standard of a Civil Defence centre, we believe we should, as part of this, bring the TET Multi-Sports Centre up to a standard that would allow it to be used as a Civil Defence centre for our community in the event of an emergency. We're proposing to spend an estimated \$1.3million in year 3 of the plan for this. This is just 1 of 3 buildings that require earthquake strengthening in the next 25 years.

You can find more information on Council owned earthquake prone buildings and our plan for them on page 12 of this document.

## Water supply and wastewater renewals

We need to upgrade our raw water intake system and install a new grit tank. While the Stratford Water Treatment plant is only about 10 years old, the intake and grit tank delivering the river water to the treatment plant were installed in 1922! The grit tank provides the first stage of filtering for Stratford's water supply as it's taken from the river. It's a bit like a sand filter on a swimming pool, it helps to clean the water of bugs and other bits of muck before it goes into the treatment plant for final processing. This project will cost \$4 million across years 1 and 2 and is loan funded.

## Town Centre upgrades

We plan to spend \$1.4million across years 1 to 3 to make improvements to Prospero Place and Broadway. We know how important tidying up the Stratford town centre is for our community – it's something we get feedback on regularly, so we need to just get on and do the work.



## Demolish the old TSB Pool Complex

We're planning to remove the existing structures and return the area in King Edward Park back to green space. We're proposing to spend an estimated \$430,000 in year 1 on this work.



**LOOK AT THESE THINGS LATER ON**

*Year 4 onwards, because we can't do everything right now.*

### Earthquake strengthen the War Memorial Centre

The War Memorial Centre is the second council owned earthquake prone building covered in this consultation document. We're proposing to invest \$1.45million to strengthen this building in year 5 of the long term plan.

### Brecon Road Bridge extension

We're proposing to spend \$1million in Year 4 of this plan to start work on joining Brecon Road across the Patea River and Paetahi Stream. We estimate the total construction of this project to cost approximately \$20million depending on the final design of the road. We've allocated this money as loan funded including subsidy by Waka Kotahi. It's a project that has been consulted on in previous long term plan processes and is key to improving connectivity within Stratford and building resilience in our transport network. For this reason it remains on our wish list, and is also included in the Taranaki Regional Land Transport Plan. We are hopeful that Waka Kotahi will support this project with our normal 63% subsidy. If funding is not available, we will need to seek alternative funding, determine if the project can be fully funded by loan, or scrap the project altogether. We would discuss this with the community prior to making any decisions.

### Earthquake strengthening the Glockenspiel

We think this can wait until Year 10 of the plan because the main purpose of the building is not disadvantaged by delaying the work. People can still enjoy viewing the iconic feature and watch the Romeo and Juliet performance. But it does mean we are unable to hold any tours of the Glockenspiel, something we occasionally do on a market day or for special events. Our current cost estimate to strengthen the clock tower is \$1.25million but this could change.

You can find more information on Council owned earthquake prone buildings and our plan for them on page 13 of this document.

### What do you think?

We're keen to hear your views on all parts of our draft LTP, but we're specifically keen to hear what you think about how we plan to tackle our earthquake prone facilities.

We've provided more detail, the costs involved, different options available, and what our preferred way forward on the next page.

Have a look at the following information and share your views online at [Stratford.govt.nz/LTP](https://stratford.govt.nz/LTP) or use the submission form at the back of this document.





# Earthquake prone buildings

**DO YOU AGREE WITH OUR PLAN?**

## Background

In 2017, the Building (Earthquake-Prone Buildings) Amendment Act 2016 took effect.

This legislation ensures the way our buildings are managed for future earthquakes is consistent across the country. It also provides more information for people using buildings, such as notices on earthquake-prone buildings and a national public register.

In summary, the new system for managing earthquake-prone buildings aims to strike a balance between protecting people from harm in an earthquake, managing the costs of strengthening or removing buildings, and any impact on heritage.

**We own four buildings which have been assessed as earthquake-prone under this Act. These are the War Memorial Centre, TET Multi-Sport Centre, Glockenspiel Clock Tower and the TSB Pool Complex.**

By law, these buildings will need to be fixed by 2048 if we want to continue using them after that date. Until then, they can continue to be used like they are now, but you'll see an Earthquake Prone Building (EPB) notice attached to them, alerting users to the risk associated with entering.

While we would love to have all of our buildings earthquake strengthened as soon as possible, the financial realities make this a difficult goal to achieve. We've provided our preferred plan of action below, and alternative options that were considered.



# TET Multi-Sports Centre

**1 OUR PREFERRED ACTION PLAN**

**Focus on this building first. Strengthen the whole building to meet the building standard and, in addition, strengthen at least the Stadium component of the building to the highest level so it can be used as a Civil Defence facility.**

We have determined that the TET Multi-Sports Centre poses the highest risk, being a two-storey building with a concrete-slab second floor at risk of collapse during an earthquake.

At the same time, it is also the most cost-efficient of our buildings to upgrade to the standard required for a Civil Defence facility.



**WHEN** Year 3, 2026/27

**ESTIMATED COSTS AS AT 2024** \$1.3million

## ALTERNATIVE OPTIONS

**2**

**Do Nothing**

By doing nothing, Council will be exposed to safety and reputational risks. The building will eventually become unavailable for usage, providing no income to offset the cost to maintain. If nothing is done by 2048, the District Court could order Council to demolish the building.

**ESTIMATED COST** \$0

**3**

**Strengthen the building to the minimum level to no longer be considered an earthquake prone building.**

While the building will no longer be considered earthquake prone and will be removed from the Earthquake Prone Building database, the TET Multi Sports Centre will still be considered an Earthquake Risk building by our insurers. This option will also expose Council to the risk of future seismic strengthening requirements.

**ESTIMATED COST** \$260,000

**4**

**Strengthen the building to the minimum level to no longer be considered Earthquake Prone and Earthquake Risk, and limit Council's exposure to future seismic strengthening legislation changes.**

However, the Stratford District will continue to not have a Civil Defence base.

**ESTIMATED COST** \$630,000

**5**

**Demolish and rebuild to meet New Building Standard requirements.**

It would bring the building to a higher standard than option 3, thereby securing the future of the building, but it will not provide a Civil Defence base as this would require it to meet the highest building standard – adding further costs to the project.

**ESTIMATED COST** \$14 million

# War Memorial Centre

**Strengthen the building to the minimum level to no longer be considered Earthquake Prone and Earthquake Risk and limit Council's exposure to future seismic strengthening legislation changes.**

Due to the amount and wide variety of use it provides, we consider this building as important to our community. From weddings to funerals, birthday parties and basketball matches – we want to see this facility used for generations to come.

**WHEN** Year 5, 2028/29

**ESTIMATED COSTS AS AT 2024** \$1.45million



## ALTERNATIVE OPTIONS

**2**

### Do Nothing

By doing nothing, Council will be exposed to safety and reputational risks. The building will eventually become unavailable for use, providing no income to offset the cost to maintain.

If nothing is done by 2048, the District Court could order Council to demolish the building.

**ESTIMATED COST** \$0

**3**

### Strengthen the building to the minimum level to no longer be considered an earthquake prone building.

While the building will no longer be considered earthquake prone and will be removed from the Earthquake Prone Building database, the War Memorial Centre will still be considered an Earthquake Risk building by our insurance company. This option will also expose Council to the risk of future seismic strengthening requirements. It is likely that corporate customers will not utilise a building identified as Earthquake Prone or Earthquake Risk.

**ESTIMATED COST** \$900,000

**4**

### Demolish and rebuild to meet New Building Standard requirements.

It would allow for the consideration of current community needs and to incorporate modern building features, therefore securing the future of the building. However we think that the additional benefits of doing this option don't outweigh the significant costs associated. This option would also not meet the requirements to designate the facility as a Civil Defence centre.

**ESTIMATED COST** \$6.5 million



# Glockenspiel

**1 OUR PREFERRED ACTION PLAN**

**Strengthen the building to the minimum level to no longer be considered Earthquake Prone and Earthquake Risk and limit Council's exposure to future seismic strengthening legislation changes.**

The Glockenspiel is an icon of Stratford. It brings to life our Shakespearean character and sets our town apart from others. It continues to draw spectators to its shows and gives motorists a reason to stop in our town. We want this to remain a key piece of our identity, but we think work to strengthen it can come after the other 2 facilities.

The nature of this building means that the requirements are lower than those applicable to other council buildings discussed here.

**WHEN** Year 10, 2034/35

**ESTIMATED COSTS AS AT 2024** \$1.25million

## ALTERNATIVE OPTIONS

### 2 Do Nothing

By doing nothing, Council will be exposed to safety and reputational risks. The building will eventually become unavailable for tourism purposes. If nothing is done by 2048, the District Court could order Council to demolish the building.

**ESTIMATED COST** \$0

### 3 Demolish and rebuild to meet New Building Standards requirements.

The community could consider re-location of this building as part of this option.

**ESTIMATED COST** \$3.2 million



# TSB Pool Complex

**Demolish the existing structures and return the area in King Edward Park back to green space in 2024/25.**

The TSB Pool Complex has faithfully delivered its services to our community. In addition to having exceeded its design life and showing the signs of a building that has lived its life in a very challenging environment, it has also been identified as earthquake prone.

**WHEN** Year 1, 2024/25

**ESTIMATED COSTS AS AT 2024** \$430,000

## ALTERNATIVE OPTIONS

2

### Do Nothing

This option creates an eyesore within one of our parks and exposes Council to safety and reputational risks. If nothing is done by 2048, the District Court could order Council to demolish the building.

**ESTIMATED COST** \$0

3

### Complete a Detailed Seismic Assessment and seek expressions of interest from the community for repurposing the facility.

Any repurposing will require strengthening and retrofitting at a significant cost. We do not consider this proposal feasible and would suggest it would be cheaper and more practical to find an alternative building in better condition or build something that meets the needs.

**ESTIMATED COST** \$60,000 for the assessment alone, this option assumes that the community wants to repurpose the building.

## 1 OUR PREFERRED ACTION PLAN







# Financial Strategy

The Financial Strategy sets out the overall financial goals of the Stratford District Council for the Long Term Plan 2024-34 (LTP). The main target actions of this Financial Strategy are to:

- Ensure the Stratford District Council authority maintains financial sustainability to ensure independence and debt capacity for future growth opportunities. This includes ensuring targeted rate reserve balances are not in deficit by the end of the LTP.
- Build resilience for the Stratford District, by, amongst other things, adequately funding for asset renewals, and ensuring council owned buildings are earthquake strengthened and fit for purpose.
- Enable achievement of the Community Outcomes, agreed levels of service, and performance measures, without significantly burdening the districts' ratepayers.



We've provided a summary of the strategy in this document, but you can view the full *Financial Strategy* in our supporting information pack available on our website [stratford.govt.nz/LTP](https://stratford.govt.nz/LTP)

## Our financial goals

### Maintain levels of service

To ensure we can keep delivering across services in the most cost-effective way for our rate payers we plan to:

**Look after what we've got** – allocate \$9,468,100 in 2024/25, and \$76,802,000 over the remaining 9 years to renew our existing assets.

**Smooth our costs out over the 10 years to minimise impact on ratepayers where possible.** This includes loan or grant funding any projects that aim to increase service levels. This ensures that the cost of assets providing long term benefits, is spread over the expected life of the asset – aligning with the principle of inter-generational equity.

**Grants and subsidies will be actively sought** to help fund our capital works programme.

**Consider different ways of funding depreciation on our assets** in order to be practical and balance future sustainability and intergeneration equity. Like replacing a roof on your home, it's a good idea to put aside money regularly in advance of needing the roof replaced. So when the time comes, you're ready. We do this through rates, to help pay for the future replacement of our assets. This is what we mean by funding depreciation. For this plan we're proposing to fund 55% of the depreciation of Wai o Rua – Stratford Aquatic Centre, but fund 100% of our three waters assets.

### Set realistic limits on rate increase

Keeping our rates at a low level, at a time when our costs to deliver essential services continue to increase is no longer sustainable.

It's costing us more than ever before to keep things ticking. This has resulted in a proposed increase in total rates of 15.5% for year 1 of the LTP. For the other years of the plan, we propose to set a limit on rate increases at 7% (currently it's a limit of 6). For year 1, we already know we will breach this limit due the significant cost increases across the board as we've discussed in this document. The jump in year 1 is out of necessity to reflect a realistic budget, but from year 2 onwards the rates increases settle below the limit as inflation is forecast to settle, and the focus is on maintaining existing assets and building resilience. Council will make every attempt to work within the limit of 7% however acknowledges that there are factors outside of council control that may lead to a higher rates increase in other years of the Long Term Plan, particularly as a result of central government decisions or macroeconomic conditions.

For the current proposed plan, the next 10 years of rates increases is displayed in the below graph.

### Rates are a key source of funding

Many of the services provided by Council are unable to be provided privately due to the public benefit associated with these services, limiting the economic returns on investment, or there is no practical way to charge for services efficiently.

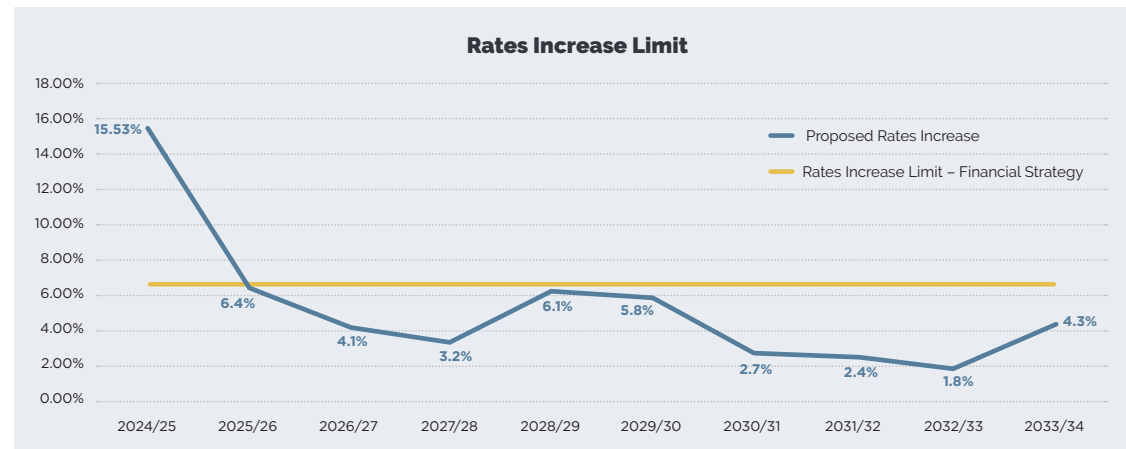
**Council sets rates on the following basis:**

**District wide rates on all properties:**

- General Rates (including a Uniform Annual General Charge)
- Rooding Rates (for the costs of the rooding activity), which will include a differential on properties that have plantation forestry.

**Targeted rate on serviced and serviceable properties:**

- Wastewater Disposal Rates (for sewage disposal from serviceable properties)
- Solid Waste Collection Rates (for refuse collection from serviceable properties)





- Water Supply Rates (for water supply to serviceable properties)

**Targeted rate on properties in a specified area:**

- Community Centres (for the maintenance of local community halls)

**Set limits on debt**

We are planning to reduce our net debt to annual operating revenue limit to 115% (it's currently at 130%) and add other limits to ensure appropriate management of costs associated with debt. This is our response to increasing levels of gross debt and the impact that debt servicing has on rates, and future financial sustainability.

In year 10 of the LTP, the proposed level of debt is expected to exceed the limit and reach 150%. Council will monitor this over the next ten years and may have to consider re-prioritising debt funded capital expenditure in the next few years.

**Review fees and charges regularly**

As the cost of delivering services increases, it's important to review how much we charge for particular services. Fees and charges are usually only set for a service that a user has discretion to use or not, and where it is efficient for the Council to collect the fee or charge.

We have the ability to review these every year as part of our annual plan process and will continue to adjust income sources where necessary to meet the demands of the current economic climate.

We have reviewed all fees and charges and updated the following areas: Aerodrome, Building Services, Transfer Station, Sportsground use, Three Waters connections, Dog Registrations, Cemeteries, Resource Consents, Venue Hire, Health Registrations, Staff charge out rates, and Wai o Rua – Stratford Aquatic Centre.

You can view the full *Fees & Charges Schedule* online at [stratford.govt.nz/LTP](http://stratford.govt.nz/LTP)



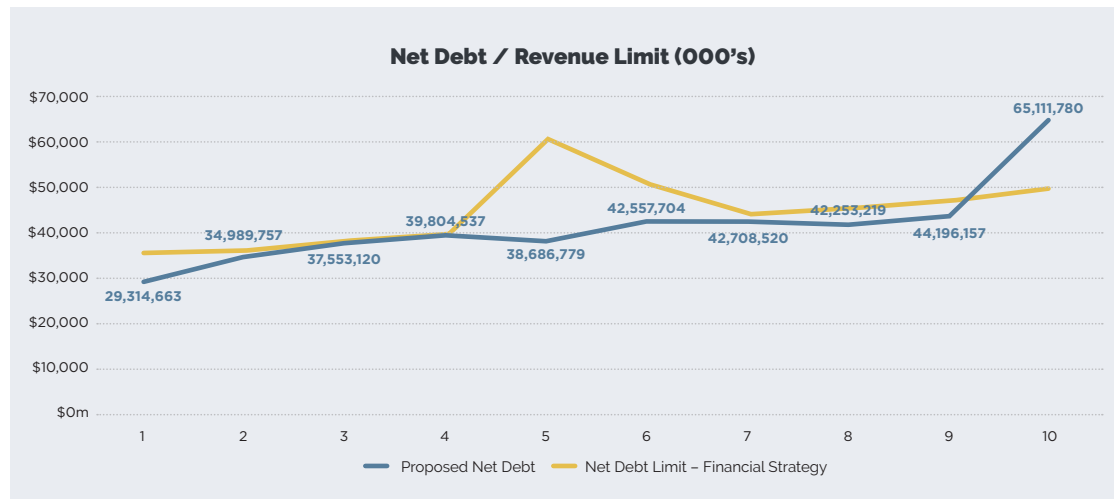
**Our policies**

**We've made proposed changes to the following policies, which you can view online and share feedback on as part of our consultation process.**

**Revenue and Financing Policy**

**Rates Remission Policy**







**Treasury Management Policy**





# So what does this mean for your rates?

This is heavily dependent on your circumstances. It varies depending on the services your property receives as well as the recent property revaluation. We have included sample rates for the district below. These are based off real properties, but every property will be impacted differently.

Property type	New Property value	2023/24 Annual Rates	Proposed 2024/25 Annual Rates	Movement %	Movement \$	Weekly \$ Increase
<b>Residential</b> Connected to water services and rubbish and recycling services 	\$440,000	\$3,049.15	\$3,568.79	17.04%	\$519.63	\$10
	\$770,000	\$3,817.54	\$4,440.62	16.32%	\$623.08	\$12
	\$1,000,000	\$4,046.71	\$5,048.22	24.75%	\$1,001.51	\$19
<b>Rural (Pastoral ie, Sheep and Beef farms)</b> Not connected to services 	\$2,475,000	\$5,925.67	\$7,409.44	25.04%	\$1,483.77	\$29
<b>Rural (Dairy)</b> Not connected to services 	\$5,048.22	\$10,104.62	\$10,407.94	3%	\$303.32	\$6
<b>Rural (Lifestyle Property)</b> Not connected to services 	\$1,030,000	\$3,687.91	\$4,305.23	16.74%	\$617.32	\$11
<b>Forestry</b> Including Differential Roading Targeted Rate 	\$1,030,000	\$10,346.03	\$11,340.48	9.61%	\$994.46	\$19
<b>Commercial</b> Connected to water services 	\$510,000	\$3,129.01	\$3,532.16	12.88%	\$403.15	\$8

## Property value changed?

Last year, properties in the Stratford District were revalued and we have used these new valuations to determine how much you will pay in rates for the 2024/2025 financial year. Some properties in our district have seen a significant rise in capital value while others have pretty much remained unchanged. For this reason, you may see a wider range in the rates increases than usual.

There are a number of misconceptions about property valuations and Council collecting rates. People often think that an increase or decrease in valuation will automatically result in an increase or decrease in rates. Many people also think that an increase in the district's values will mean that the Council gets more money. This is not true. Council does not collect more rates as a result of increased property values or less rates if values decrease. But your property's new value will help determine the share of the total rate revenue you pay.

# Understanding rates: Where is every \$100 of your rates spent, and where is it coming from?

This graphic shows our proposed budget for Year 1 of the long term plan. The brackets around the Farm means that it provides an income.

**Our highest areas of the rates requirement are Roads and Footpaths (22%), Wai o Rua – Stratford Aquatic Centre (13%) and Water Supply (12%).**

*You are most likely used to seeing roading and water make up a high proportion of our rates, but might be wondering why the pool is so much?*

The jump in funding for the aquatic centre is due to the increase in the size of the facility and the consequent rise in operating costs, as well as non-direct costs such as interest, insurance and depreciation. The Aquatic Centre has seen a huge increase in visitor numbers since opening, with visitors for 2023/24 already reaching 86,933 by the end of February 2024. The Aquatic Centre meets a number of our community outcomes, specifically those relating to social and culture wellbeing. We're mindful of the cost of this facility when not everyone in our community uses it and continue to review operating costs and revenue sources to make this investment accessible for people for decades to come.



**STRATFORD DISTRICT COUNCIL**

## Proposed 2024/25 Budget

**How each \$100 of rates is spent**

Aquatic Centre	\$13.46
Aerodrome	\$0.59
Civil Defence and Emergency Management	\$2.42
Community and Economic Development	\$5.12
Council Property	\$5.23
Farm	(\$0.79)
Democracy	\$7.54
Library/i-Site	\$4.05
Parks, Reserves and Cemeteries	\$6.05
Regulatory Services	\$6.94
Roads and Footpaths	\$22.45
Solid Waste (Refuse and Recycling)	\$6.37
Stormwater	\$2.51
Wastewater	\$5.23
Water Supply	\$12.83

\$100

**Where each \$100 comes from**

General Rates	\$13.00
Targeted Rates	\$19.00
UAGC	\$8.00
Reserves	\$14.00
NZTA Subsidies	\$16.00
Fees, charges and other revenue	\$9.00
Grants	\$2.00
Loans	\$19.00

\$100

# Your decision makers - the Mayor and Councillors



**Neil Volzke, Mayor**  
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027 6317 418



**Min McKay, Deputy Mayor**  
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**Ellen Hall**  
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**Clive Tongaawhikau**  
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021 818 006

Get in touch with the mayor or your local councillors if you have any questions about what we're proposing for the next 10 years.

## Want to know more?

This Consultation Document covers our focus areas as we develop the Long Term Plan 2024 – 2034.



The supporting documents can be found on our website [stratford.govt.nz/LTP](https://stratford.govt.nz/LTP)

The supporting documents include:

- Draft Financial Strategy
- Draft Infrastructure Strategy
- Asset Management Plans (AMPs)
- Draft supporting policies including the Revenue and Financing Policy
- Draft Fees and Charges
- Financial Forecasts
- Community Vision and Outcomes
- Key Assumptions
- Activity Statements

# When are the public meetings?

Join us at one of our public meetings held during April, or invite us to present to your community organisation.

 <p><b>Tuesday 9 April</b>  <b>3pm</b> Whangamomona Hall</p>	 <p><b>Tuesday 16 April</b>  <b>5.30pm</b> War Memorial Centre</p>	 <p><b>Tuesday 23 April</b>  <b>6pm</b> Whakaahurangi Marae</p>
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## KEY DATES

 <p><b>28 MARCH 2024</b></p> <p><b>Submissions Open</b></p> <hr/>	 <p><b>1 MAY 2024</b></p> <p><b>Submissions Close</b></p> <hr/>	 <p><b>14 MAY 2024</b></p> <p><b>Public hearing and deliberations</b></p> <hr/>	 <p><b>BY 30 JUNE 2024</b></p> <p><b>Final Long Term Plan adopted</b></p> <hr/>
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## Tell us what you think?

### MAKING A SUBMISSION IS EASY!



#### Online

The easiest way to let us know what you think is to complete our online submission form. To complete the submission form and survey online, go to [stratford.govt.nz/LTP](https://stratford.govt.nz/LTP). You can also provide comments by emailing us at [submissions@stratford.govt.nz](mailto:submissions@stratford.govt.nz)



#### In writing

Fill in the submission form at the end of this document. Post your completed submission form to Council, or drop it to one of our facilities. Additional forms are available from the library and Visitor Information Centre, Council offices and on our website.



#### In person

You can present your thoughts to Council by speaking to your submission in person. If you'd like to do this, put in a submission outlining the key points you'll refer to. On your submission form, make sure you select the option to speak to your submission.

## Submission Form

Tell us what you think by  
1 May 2024



### Submit online

Visit Council's website,  
stratford.govt.nz/LTP



### Email

submissions@stratford.govt.nz



### Post this form to

Long Term Plan 2024 – 2034  
Submissions,  
Stratford District Council,  
PO Box 320, Stratford 4352



### Drop into

Service Centre,  
Stratford District Council,  
63 Miranda Street, Stratford

Need clarification on any of the information in this document? Give us a call before making your submission on 06 765 6099.

**PLEASE NOTE:** Submissions on this LTP are public information and your information and submission will be made available to the public as part of deliberations. Your submission will only be used for the purpose of the LTP process and will be held by Stratford District Council at 63 Miranda Street, Stratford 4332. You may access the information and request its correction, if required. Please contact our Privacy Officer on [privacy@stratford.govt.nz](mailto:privacy@stratford.govt.nz) if you want to request that your details remain private.

Full name

---

I am submitting feedback (please tick)

As an individual

On behalf of an organisation

Name of Organisation (if applicable)

---

Address

---

Phone

Mobile

---

Email

---

Please tick if you would like to speak to your submission at the Council hearings on 14 May. Someone will contact you to confirm this.

#### Optional Demographic Information This is kept confidential for analysis only.

Age

- <24  
 25-34  
 35-44  
 45-54  
 55-64  
 65>

Gender

- Female  
 Male  
 Other  
 Prefer not to say

Ethnicity

---

Do you live in the Stratford district?

Yes – where?

No - where?

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How did you hear about this LTP consultation?

- Newspaper  
 Email  
 Website  
 Meeting  
 Facebook  
 Other \_\_\_\_\_

## The Key Questions

**1** Do you agree or disagree with our top priorities? Is anything missing?

**2** We've done a lot of work reviewing budget lines to identify savings. Do you think we could make further savings somewhere? If so, what service would you be willing to see a decrease in?

**3** Do you agree with our preferred plan of action for managing our earthquake prone buildings? Or would you prefer one of the other options listed?

- Tick here if you agree with Option 1 for the TET Multi-Sports Stadium
- Tick here if you agree with Option 1 for the War Memorial Centre
- Tick here if you agree with Option 1 for the Glockenspiel
- Tick here if you agree with Option 1 for the TSB Pool Complex

Prefer another option for any of these buildings?  
Let us know below:

**4** Do you have any other comments to make on our draft LTP and supporting information?



**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.