



Stratford District Annual Report

2010/2011

Stratford District
In the heart of Taranaki

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PO Box 320
Stratford

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MISSION STATEMENT

**“TO SERVE THE DISTRICT AND ITS COMMUNITIES
THROUGH ADVOCACY,
PROMOTION, SERVICES, FACILITIES AND POSITIVE LEADERSHIP.”**

OUR VISION

- A community with affordable and efficient essential services which ensure the well-being and safety of the people of the district.
- A community which fosters the diverse lifestyles, cultures and interests of the Stratford district and at the same time respects the values of residents and visitors.
- A community which strengthens and enhances a high quality and sustainable environment for the residents in the district.
- A community which recognises the economic importance of sustaining the natural resources and carefully manages sustainable growth in energy and primary industries for the local economy.

OUR VALUES

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.

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Message from the Chief Executive



Welcome to the 2010/2011 Annual Report. This looks at how Council has performed against its budgets and other performance targets as they were set in the Long Term Council Community Plan.

The surplus for the year is stated as \$145,500 as against a budget of \$219,700. Care must be taken in understanding these figures as expenditure includes grants that have been paid out in this year, however the financial contribution revenue to which these grants relate has been received over the last two years.

Excluding these financial contributions which are self balancing over the last two years, the Council surplus to compare with budget would be \$333,500. Council has been able to reduce its expenditure which we have provided explanations for on page 13 "Variations to the Annual Plan".

This is good news for Council as they will be able to utilise these funds in future to aid in developing the Long Term Plan, rather than being a future cost on rates.

One particularly pleasing result has been that solid waste to landfill has reduced over the past two years from 2,078 tonnes of refuse in 2008/9 to 1,604 tonnes this year. Council's recyclables have continued to increase from 491 tonnes in 2008/9 to 1,031 this year.

This year the preliminary design work was completed for the Stratford Water Treatment Plant so that Council could get a better indication of the type of plant and the cost of the new plant. This new treatment plant is needed to achieve compliance with the NZ Drinking Water Standards which have to be met by 2013.

Further sealing of the Makuri Road was completed this year costing \$260,000 with the remaining two kilometres of this to be sealed in 2011.

Kerb and channel extensions were also completed in Glanville Road at a cost of \$149,000 which resolved some outstanding drainage issues.

The Building Act 2004 requires all local authorities to be registered as a building consent authority in order to process building consents. Every two years Council will be audited by International Accreditation NZ (IANZ) Council was audited and received confirmation of its reaccreditation this year. This entailed close scrutiny of inspection practices and monitoring of performance.

I wish to acknowledge the commitment of staff to continuing to provide good service to our ratepayers and for the various projects that have been completed successfully. It has been a challenging year for staff with a number of changes at the senior level.

S Davidson
CHIEF EXECUTIVE

Introduction

STRATFORD DISTRICT PROFILE

The Stratford District Council is one of three in the Taranaki region, the other two being the New Plymouth District Council and the South Taranaki District Council. The Stratford District represents about one quarter of the Taranaki region with a quarter of the district comprising the Egmont Ring Plain which is predominantly dairying and the balance being rolling to hill country supporting dry stock farming and bush. The predominantly rural district is well and ably supported by its service town of Stratford which is located at the intersection of SH3 and "The Forgotten World Highway" (SH43), as well as numerous community and industrial enterprises.

Stratford District is the gateway to two National Parks - the Egmont National Park with its spectacular mountain and the Whanganui National Park with its vast areas of virgin rain forest and walkways. The railway line from Stratford to Taumarunui was commenced in 1901 and was not completed until 1932.

The energy and tourism activities are both of growing significance to the Stratford District.

STATISTICAL DATA

DESCRIPTION	2010/11	2009/10
Valuations of the district (\$ millions)		
- Land Value	1,852.1	1,852.1
- Improvements	893.6	892.4
- Total Capital Value	<u>2,745.7</u>	<u>2,744.5</u>
Land Area (sq km)	2,170	2,170
Population (as per 2006 census)	8,892	8,892
Number of Rateable Assessments	4,939	4,937
Public Debt / Term Liabilities	\$3,200,500	\$4,344,200
Debt per Head of Population	\$359.93	\$488.55
Debt per Rateable Assessment	\$648.01	\$879.93
Debt Servicing as a Percentage of Rate Revenue (max 20%)	1.65%	1.90%
Full Time Permanent Staff at 30 June 2011	35	36
Roads - Sealed km	383.9	376.4
- Unsealed km	213.9	221.4

Council Structure

The Stratford District Council consists of the District Mayor and nine Councillors. These positions are subject to election every three years. The Mayor is elected at large over the whole district, with the Councillors elected from wards. There is currently one vacancy in the urban ward and the current Council is as follows:

- District Mayor - Neil Volzke, JP - 73C Cressida Ave, Stratford - Phone (06) 765 7480.

Urban Ward

- Councillor Alan Jamieson - 19 Hamlet Street, Stratford - Phone (06) 765 4220.
- Councillor Viv Milner- 108 Hamlet Street, Stratford - Phone (06) 765 6732.
- Councillor Suzanne Pugh - 123 Celia Street, Stratford - Phone (06) 765 7822.
- Councillor John Sandford, JP - 108 Regan Street, Stratford - Phone (06) 765 7992.
- Councillor Kelvin Squire - 10 Oswald Place, Stratford - Phone (06) 765 8226.

Rural Ward

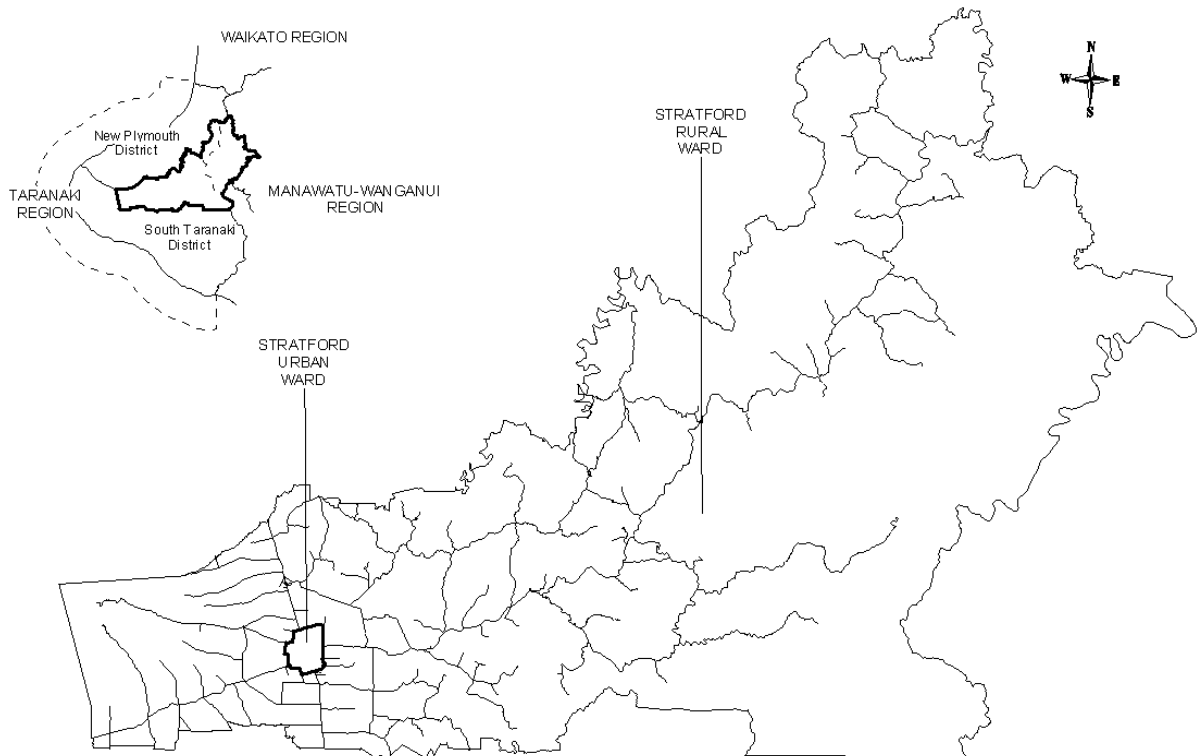
- Deputy Mayor Roger Hignett - 55B Seyton Street, Stratford - Phone (06) 765 6981.
- Councillor John Campbell - Flint Road, R D 24, Stratford - Phone (06) 765 5428.
- Councillor Rob Thomson - 43 Karina Road, New Plymouth - Phone (06) 758 1923.
- Councillor Robin Vickers - 355 Radnor Road, R D 24, Stratford - Phone (06) 762 8845.

The Stratford District is divided into two wards and their layout is shown on the map below.

Urban Ward (population 5,340): Five Councillors.

Rural Ward (population 3,552): Four Councillors.

(Population figures as per 2006 census).



The Council holds monthly meetings to monitor management activities and to ensure that the affairs of the Council are being conducted in accordance with legislative mandate and Council objectives. The Council also monitors the performance of Council Organisations and Council Controlled Organisations (including Council Controlled Trading Organisations).

The Council has set up Standing Committees made up of Elected Members to monitor and assist in the effective discharging of specific responsibilities.

These Standing Committees are:

- Policy and Services – meets monthly.
- Executive Committee – meets as required.

The Council has direct and indirect shareholdings in one Council Controlled Organisation (CCO), and control, either through ownership greater than 50%, or the ability to appoint more than half of the board. This Organisation operates on an independent basis at arms length from the Council.

Specifically, this is:

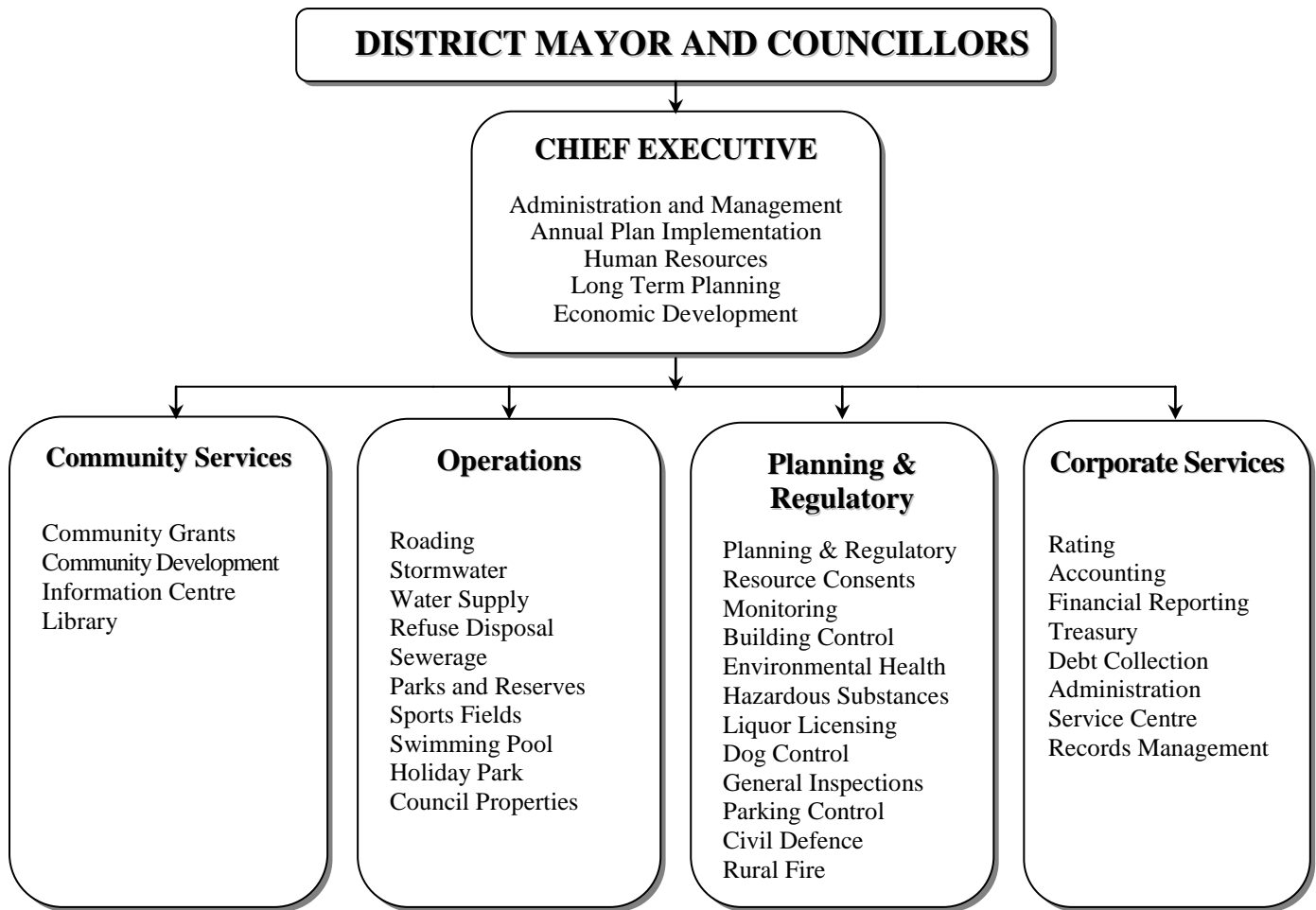
- Percy Thomson Trust.

Council has an interest through ownership or representation in the Stratford Health Trust, but does not have the ability to appoint more than half of the board, or does not own 50% or more of the shareholding.

The Council also has non-controlling interests in numerous Council Organisations, by virtue of appointing one or more board members or trustees. These are generally “not for profit” bodies.



Management Structure



MANAGEMENT FUNCTIONS

- To provide quality statutory and policy advice to Council and its Committees.
- To implement Council's policies, Annual Plan, Bylaws and decisions.
- To manage Council's business in an efficient and economic manner.

PUBLIC CONCERNS

The public is encouraged to direct concerns or complaints to the respective Departmental Manager.

Should any person believe that their concern has not received fair treatment they are advised to seek a remedy through the Chief Executive.

If any person is not satisfied with the decision of the Chief Executive they may place their concern in writing for consideration by the District Council.

HIGHLIGHTS

Introduction

The Local Government Act defines the role and responsibility of the Council in terms of promoting well-being in the community – rather than undertaking particular tasks or activities.

The purpose of this Annual Report is to outline the financial budget for the 2010/11 year, identify any changes from the Long Term Council Community Plan (LTCCP), contribute to the accountability of the Council to its community, and extend opportunities for participation by the public in decision-making processes.

Financial

Operating Results

The operating result for the year ended 30 June 2011 demonstrates the Council's commitment to delivering its services to the community within the financial parameters of its LTCCP.

Financial Position

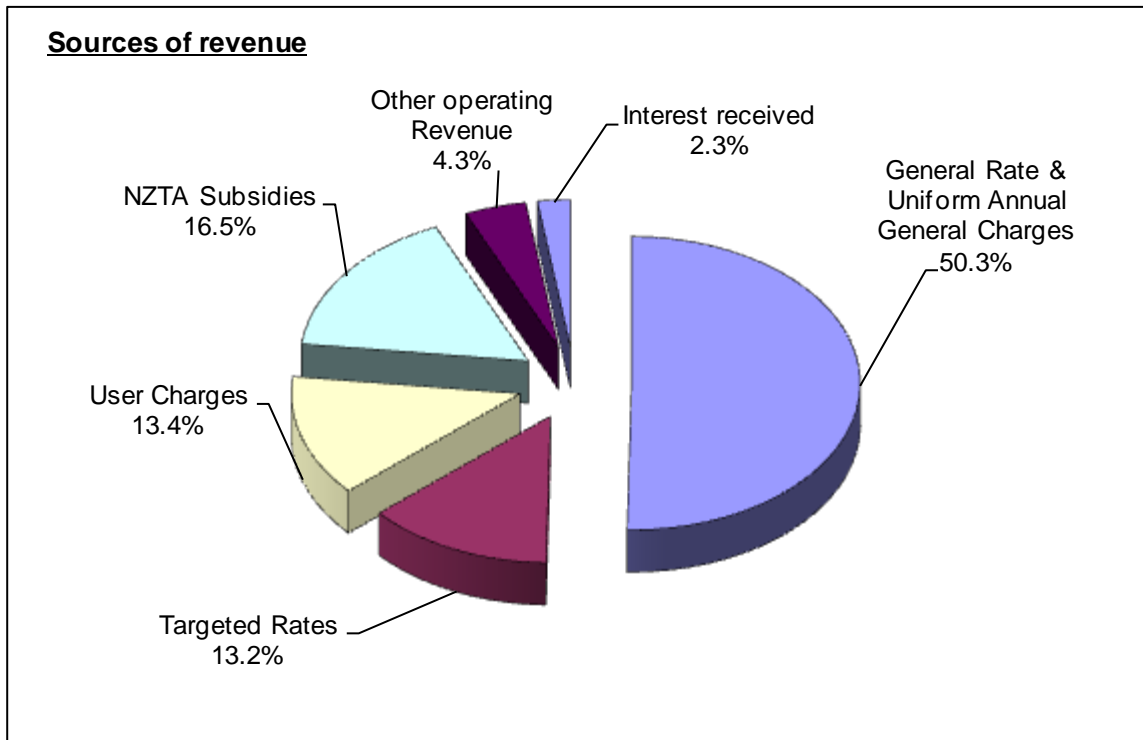
The balance sheet shows the Council's assets, liabilities and its net worth known as equity.

Council's net worth has increased from \$263.6 million to \$289.5 million, an increase of \$25.9 million. This correlates to the surplus before tax and movements in the revaluation reserves.

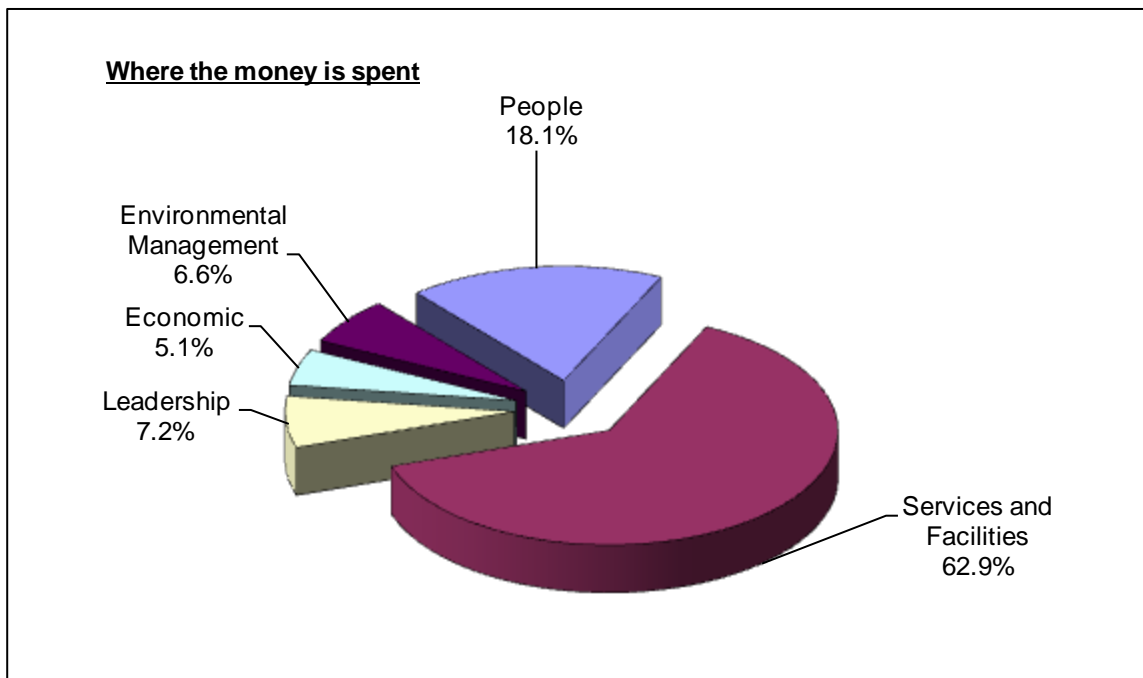
	For the years ended:		30-Jun-10
	30-Jun-11 Actual \$000	30-Jun-11 Budget \$000	30-Jun-10 Actual \$000
Revenue			
- Rates	8,837.3	8,852.4	8,541.0
- Other Revenue	5,082.3	4,638.9	5,455.8
Total Revenue	<u>13,919.6</u>	<u>13,491.3</u>	<u>13,996.8</u>
Total Operating Expenditure	<u>13,774.1</u>	<u>13,271.7</u>	<u>12,367.5</u>
Net Surplus (Deficit)	<u><u>145.5</u></u>	<u><u>219.7</u></u>	<u><u>1,629.3</u></u>
Capital Expenditure	3,264.5	3,916.3	4,162.6
Working Capital	5,553.8	7,214.4	7,275.7
Key Financial Ratios			
Current Ratio (Budget not to be less than 1:1)	4.76:1		2.73:1
Debt servicing costs (Not to be more than 20%)	1.65%		1.90%
Borrowing Debt/equity level (Not to be more than 10%)	1.11%		1.65%
Public Debt per Head of Population	\$359.93		\$488.55
Rates per Head of Population	\$993.85		\$960.53

Financial Overview

REVENUE



OPERATING EXPENDITURE



Statement of Compliance

COMPLIANCE

The Council and management of Stratford District Council confirm that all the statutory requirements of the Local Government Act 2002 have been complied with.



His Worship the Mayor
N C Volzke
11 October 2011



Chief Executive
S Davidson
11 October 2011



Independent Auditor's Report

To the readers of Stratford District Council and group's annual report for the year ended 30 June 2011

The Auditor-General is the auditor of Stratford District Council (the District Council) and group. The Auditor-General has appointed me, Clint Ramoo, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements, non-financial performance information and other information required by schedule 10 of the Local Government Act 2002 (other information) of the District Council and group on her behalf.

We have audited:

- the financial statements of the District Council and group on pages 15 to 132, that comprise the statement of financial position as at 30 June 2011, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies, explanatory information and particular information required by schedule 10 of the Local Government Act 2002; and
- the performance reporting information of the District Council and group on pages 15 to 93 that includes particular information required by schedule 10 of the Local Government Act 2002.

Opinion on the financial statements, performance reporting information and other information

In our opinion:

- The financial statements of the District Council and group on pages 15 to 132:
 - comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect:
 - the District Council and group's financial position as at 30 June 2011; and
 - the results of its operations and cash flows for the year ended on that date.
- The performance reporting information of the District Council and group on pages 15 to 93:
 - complies with generally accepted accounting practice in New Zealand; and
 - fairly reflects the District Council and group's levels of service for the year ended 30 June 2011, including:

Audit Report

- the levels of service as measured against the intended levels of service adopted in the long-term council community plan; and
 - the reasons for any significant variances between the actual service and the expected service.
- The other information of the District Council and group contained in the financial statements and the performance reporting information, complies with the requirements of Schedule 10 of the Local Government Act 2002 applicable to the annual report and fairly reflects the required information.

Our audit was completed on 11 October 2011. This is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Council and our responsibilities, and explain our independence.

Basis of opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and carry out our audit to obtain reasonable assurance about whether the financial statements, performance reporting information and other information are free from material misstatement.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements, performance reporting information and other information. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

An audit involves carrying out procedures to obtain audit evidence about the amounts and disclosures in the financial statements, performance reporting information and other information. The procedures selected depend on our judgement, including our assessment of risks of material misstatement of the financial statements, performance reporting information and other information whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the preparation of the District Council and group's financial statements, performance reporting information and other information that fairly reflect the matters to which they relate. We consider internal control in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the District Council and group's internal control.

An audit also involves evaluating:

- the appropriateness of accounting policies used and whether they have been consistently applied;
- the reasonableness of the significant accounting estimates and judgements made by the Council;
- the adequacy of all disclosures in the financial statements, performance reporting and other information;
- determining the appropriateness of the reported performance reporting information within the Council's framework for reporting performance; and

Audit Report

- the overall presentation of the financial statements, performance reporting information and other information.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements, performance reporting information and other information. We have obtained all the information and explanations we have required and we believe we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

Responsibilities of the Council

The Council is responsible for preparing:

- financial statements and performance reporting information that:
 - comply with generally accepted accounting practice in New Zealand;
 - fairly reflect the District Council and group's financial position, financial performance and cash flows;
 - fairly reflect its service performance, including achievements compared to its forecast; and
- other information in accordance with Schedule 10 of the Local Government Act 2002 that fairly reflects the required information.

The Council is responsible for such internal control as it determines is necessary to enable the preparation of financial statements, performance reporting information and other information that are free from material misstatement, whether due to fraud or error.

The Council's responsibilities arise from the Local Government Act 2002.

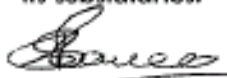
Responsibilities of the Auditor

We are responsible for expressing an independent opinion on the financial statements, performance reporting information and other information and reporting that opinion to you based on our audit. Our responsibility arises from section 15 of the Public Audit Act 2001 and section 99 of the Local Government Act 2002.

Independence

When carrying out the audit, we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the New Zealand Institute of Chartered Accountants.

Other than the audit, we have no relationship with or interests in the District Council or any of its subsidiaries.



Clint Ramoo
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Variations to the Annual Plan

The following table shows the variances to the Annual Plan for the year ended 30 June 2011.

	Actual \$000	Budget \$000	Variance \$000	Variance %
Net Operating Cost				
People	2,061.4	2,256.1	194.7	8.63%
Services and Facilities	4,914.5	4,751.4	(163.1)	(3.43%)
Leadership	499.0	873.3	374.3	42.86%
Economic	488.9	654.7	165.8	25.32%
Environmental Management	488.0	542.7	54.7	10.08%
Total Net Operating Cost	8,451.8	9,078.2	626.4	6.90%
Capital Expenditure				
Roading	2,487.5	3,092.5	605.0	19.56%
Stormwater	214.0	43.3	(170.7)	(394.14%)
Water Supply	230.7	291.7	61.0	20.91%
Sewerage	77.0	56.9	(20.1)	0.00%
Parks & Reserves	28.0	29.0	1.0	3.52%
Property	104.5	65.9	(38.6)	(58.51%)
Other	123.0	337.0	214.0	63.50%
Total Capital Expenditure	3,264.7	3,916.3	651.6	16.64%

Operating Costs

Overall net operating costs are less than predicted in the Annual plan by 6.90%, though there are movements within individual items as follows:

- People**
Expenditure in general was 8.63% less than budget mainly due to the change to the Facilities Management Contract key tasks allocation, which was done after the annual plan was adopted.
- Services and Facilities**
Expenditure was more than budget mainly due to the additional emergency management works required due to storm damage on Council roads.
- Leadership**
Governance costs were less than budget mainly due to the reduction in overheads as a result of three senior managers positions vacant.
- Economic**
Expenditure on economic development is less than budget as not all project funding was required to be utilised during the year. Information Centre expenditure was under budget as the annual print of brochures was not required.
- Environmental Management**
Net operating costs are 10% under budget mainly due to the additional revenue received from parking infringements.

Variations to the Annual Plan

- **Capital Expenditure**

The Annual Plan provided for certain capital works to be completed and provided funding for those projects. During the 2010/2011 year capital work projects were completed at close to their budget figure but for various reasons projects have not been commenced or have commenced but not completed. Funding for those projects has been carried over to next year to provide for the completion of those projects with no further impact on rates or reserves.

For significant variations of Capital Expenditure to the Annual Plan refer to "Significant Acquisitions and Replacements" towards the end of this Annual Report.

- **Other Variances**

Other revenue is above budget mainly due to a development contribution of \$480,000 that was not budgeted for.

Finance costs are less than expected because not all of the anticipated borrowing was required, and consequently interest costs were lower than budgeted.

For more detail on performance variances refer to Notes to the Financial Statements later in this report.

COUNCIL SERVICES

Groups of Activities

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

People

Library
Civic Amenities
Parks & Reserves
TSB Pool Complex
Pensioner & Elsie Fraser Housing
War Memorial Centre
Centennial Rest Rooms
Sports Fields
Community Development

Services & Facilities

Roading
Water Supply
Solid Waste (Refuse/Recycling)
Stormwater
Wastewater (Sewerage)
Business Unit
Aerodrome
Cemeteries
Council Projects

Leadership

Governance & Corporate Support
Farm Investment

Economy

Holiday Park
Rental Properties
Promotion – Business Development
Information Centre

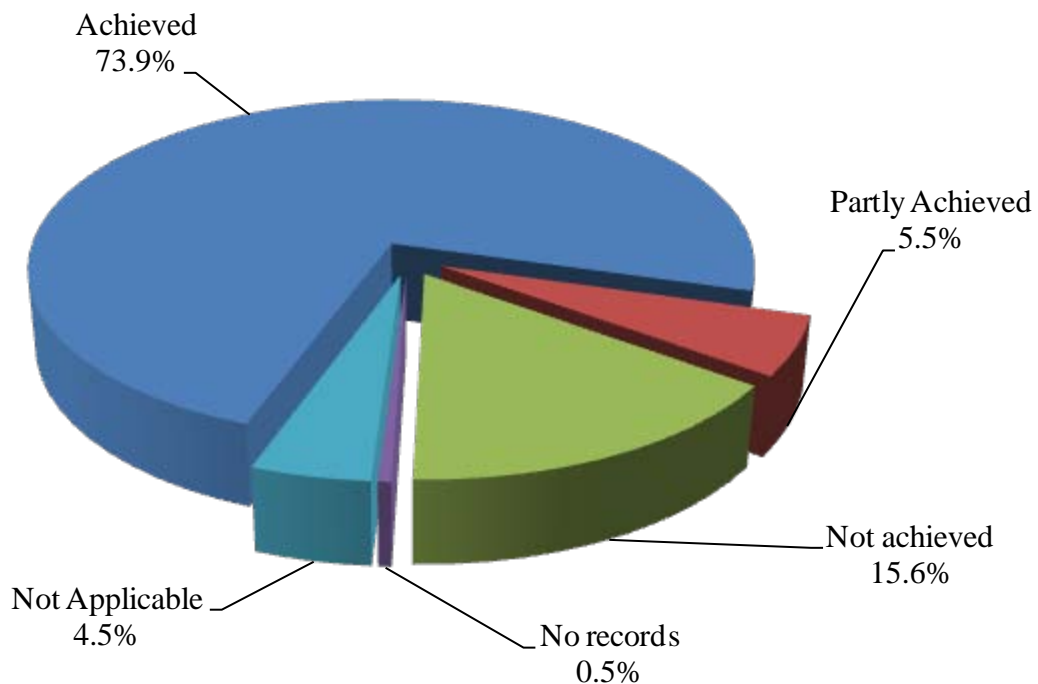
Environment

Resource Consents
District Plan
Building Control
Environmental Health
Liquor Licensing
Dog Control
Bylaws
Rural Fire
Emergency Management

Performance Reporting

In the activities that follow, performance reporting against the **Targets** will be detailed as follows:

- Achieved** Required actions have been completed and the intended level of service has been achieved.
- Or where a long-term level of service is targeted, the results for the year are in keeping with the required trend to achieve the intended level of service.
- Partly Achieved** Some outputs contributing to the intended level of service have been achieved (eg. three workshops held of the four initially proposed).
- Or the result for the year is between 50% and 75% of the intended level of service.
- Not Achieved** None of the required actions have been undertaken.
- Or the result for the year is less than half of the intended level of service.
- Or where a long-term level of service is targeted, the results for the year are contrary to the required trend to achieve the intended level of service.
- No Records** Level of service cannot be reported. No relevant records were made.
- Not Applicable** No action was required during the year.



Library

1.1 What We Do

The Stratford District and Centennial Library comprises a collection of 29,377 books, 178 DVDs, four computers with free broadband access to the internet, and a range of reference materials.

Other than its main role of lending and reference reading materials, the Library offers a range of services and programmes including:

- Children's and pre-schoolers' programmes
- Database reference system
- Educational holiday programmes
- Housebound visitations
- Internet access
- Loans – regional and national inter-lending system
- Photocopying facilities
- Sales (books removed from the collection due to value, age and condition)
- Schools co-ordination
- Talking books
- Videotape and DVD hire

Membership (required to borrow material) is free, but there are cost recovery charges for services outside the core activity of the library such as photocopying, as well as overdue and damage/loss fees and costs associated with book loans from other sources.

1.2 Why We Do It

This activity contributes towards the District's well-being and achievement of the desired outcomes through the provision and maintenance by the Council of a library for the District.

Well-being	Regional Outcomes	Community Priorities
Social Cultural	<p>Connected Taranaki - A region that delivers accessible and integrated infrastructure, transport and communication systems, which meet the needs of residents and visitors.</p> <p>Vibrant Taranaki - A region that provides high quality and diverse cultural and recreational experiences, and encourages independence and creativity.</p> <p>Secure and Healthy Taranaki - A region that provides a safe, healthy and friendly place to live, work and visit.</p> <p>Skilled Taranaki - A region that values and supports learning, so that all people can play a full and active role in its social, cultural and economic life.</p>	<p>High quality health and education facilities and services, accessible to all.</p> <p>Comprehensive social, recreational and cultural facilities, accessible to all.</p> <p>Affordable, high quality core services and facilities.</p>

1.3 Performance Measures

Quantity

The numbers of Library members and users will increase annually.

Performance Measures	Targets	
	2010/11	Actual
i) Number of Library members.	Not less than: 3939 adult members. 606 young adult members. 303 junior members.	Achieved 4499 adult members 756 young adult members 429 junior members
ii) Number of Library visits.	Not less than 75,750 visits.	Achieved 90,970 visits
iii) Number of items issued.	Not less than 101,000 items issued.	Not Achieved 92,245 items issued.

Quality

- The number of books and reference materials will be not less than the national standard of 3.5 items per person living in the District.
- The respective types of books will comply with the national standard: adult non-fiction 39%, adult fiction 34%, children & young adults 27%.
- Council will spend an average of \$57,084 on the purchase of new books and reference material each year.

Performance Measures	Targets	
	2010/11	Actual
Number of books and reference materials per person.	Not less than 3.5 items per person.	Achieved 3.5 books per person
Percentage of respective types of books.	Adult non-fiction 35-40%. Adult fiction 30-40%. Children & young adults 25-30%.	Achieved adult non fiction 38% adult fiction 35% children & young adults 27%
Expenditure on purchase of new books and reference materials.	\$52,683 spent on purchase of new books and reference materials.	Not Achieved \$47,391

Costs and Funding

The Library activity will be funded 95% from the general rate and 5% from user charges.

Performance Measures	Targets	
	2010/11	Actual
Membership cost.	Free membership.	Achieved Free membership.
Cost of service.	Service provided within budget and revenue from user charges equals or exceeds 5%.	Partly Achieved Service provided within budget, but revenue from user charges was 4.4%.

Customer Satisfaction

Council will aim to ensure that Library users are satisfied with the overall level of service.

Targets		
Performance Measures	2010/11	Actual
Number of complaints received	Not more than six written complaints per year.	Achieved 1 complaint received.
Results of user or 'customer satisfaction' surveys (if surveyed)	An increasing satisfaction trend.	Not Achieved A customer satisfaction survey shows a decrease in satisfaction from 88.4% to 79.4%.

1.4 Cost of Services Statement

The detailed financial summary for the Library is shown below.

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
412.4	Operating Expenditure	461.0	507.2
18.6	Revenue	17.6	19.5
393.8	Net Cost of Service	443.4	487.7
221.9	Operating Costs	285.4	299.1
0.1	Interest	-	-
77.8	Depreciation	74.6	81.8
112.6	Overheads	101.0	126.3
412.4	Total Operating Expenditure	461.0	507.2
1.6	Principal Loan Repayments	-	-
2.8	Capital Expenditure	-	52.5
416.8	Total Expenditure	461.0	559.7
FUNDED BY:			
18.6	Charges for Services	17.6	19.5
18.6	Total Revenue	17.6	19.5
379.3	General Rates	379.3	395.6
72.1	Depreciation Funded from Reserves	68.9	78.0
2.8	Transfer from Reserves - Capital	-	52.5
15.7	Other Funding	14.7	14.1
488.5	Total Funding	480.5	559.7

Civic Amenities

1.1 What We Do

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

- Miranda Street Office
- Centennial Library Building
- War Memorial Centre
- Pensioner Housing
- Centennial Rest Rooms
- Clock Tower (Glockenspiel)
- Bell Tower
- Bus Shelters
- Hall of Remembrance
- Public Toilets
- Rural Halls:
 - Midhirst Hall
 - Kohuratahi Hall
 - Huiroa Hall

1.2 Why We Do It

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

This activity contributes to the achievement of the District's well-being and the desired outcomes through the provision by the Council of public amenities to meet the community's civic, congregational and leisure needs.

Well-being	Regional Outcomes	Community Priorities
Social Environmental Cultural	<p>Secure and Healthy Taranaki - A region that provides a safe, healthy and friendly place to live, work or visit.</p> <p>Sustainable Taranaki - A region that appreciates its natural environment and its physical and human resources in planning, delivery and protection.</p> <p>Together Taranaki - A region that is caring and inclusive, works together, and enables people to have a strong and distinctive sense of identity.</p> <p>Vibrant Taranaki - A region that provides high quality and diverse cultural and recreational experiences, and encourages independence and creativity.</p>	<p>A district with a clear identity, where people experience a sense of belonging and pride.</p> <p>Comprehensive social, recreational and cultural facilities accessible to all.</p> <p>A built environment that is attractive, safe and healthy.</p>

Civic Amenities Goal and Principal Objectives.

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

The Civic Amenities activity goal is:

The provision of well maintained functional facilities that promote enjoyment and social well-being for the community.

The principal objectives are:

- (a) To provide or facilitate a range of amenities that provide for shelter, recreation, housing, entertainment and basic services.
- (b) To partner community groups and organisations for the management of the amenities.,
- (c) Where appropriate, to plan for and forecast the investment for the future capital and provision of the amenities and to anticipate demand trends that may affect this investment.,
- (d) To provide the amenities in a cost effective manner for the benefit of District ratepayers.,
- (e) To maintain or facilitate adequate management systems for all matters relating to Civic Amenities; and
- (f) To provide for informed community consultation on all significant matters with regard to Civic Amenities.

1.3 Performance Measures

Quantity

Civic Amenities

Council will monitor the use of the War Memorial Centre and the Centennial Rest Rooms to judge the extent to which they are meeting the community's needs.

Performance Measures	Targets	
	2010/11	Actuals
Number of bookings annually - War Memorial Centre.	An annual increase in booking numbers.	Not Achieved The number of bookings was 568, a decrease on the previous year's total of 623. Some groups have transferred to the new Stratford facility "Community House".
Number of bookings annually – Centennial Rest Rooms.	Not less than the number of bookings in the previous year.	Achieved The number of bookings was 345, an increase on the previous year's total of 214. Three yoga groups and the Stratford Singers now use this facility.

Pensioner and Elsie Fraser Housing

Council provides six Elsie Fraser units and four pensioner housing units at Page Street.

Performance Measures	Targets	
	2010/11	Actual
Occupancy	Not less than 95% occupancy.	Achieved A 96% occupancy rate was achieved over the 10 units at 37 Page Street.

Quality

Civic Amenities, Pensioner and Elsie Fraser Housing

Buildings will be maintained and renewed taking into account their use and long term intentions for them.

Council's policy is to not fund depreciation to renew or replace some buildings at the ends of their economic lives, as replacement may not be the most appropriate way of providing for the then community's needs.

Council will ensure that its properties and the surrounding grounds are maintained in a clean and tidy condition so they do not detract from the amenities of the neighbourhood.

Targets		
Performance Measures	2010/11	Actual
Completion of major works, renewal and capital programme.	All major works, renewal and capital work planned for the year completed to required standards.	Achieved All major works, renewal and capital work was completed to required standards, including: <ul style="list-style-type: none"> - 200 new plastic chairs in the War Memorial Centre. - New carpet tiles were laid in the Council Chambers and passageways. - Interior decoration of pensioner housing units. Refer to detail capital expenditure report later in the report.
Number of issues/complaints about bookings or premises' condition or cleanliness.	No more than 10 issues/complaints.	Achieved All tenants are fully satisfied with the conditions and maintenance of the units and grounds. No issues/complaints were received.

Accessibility

Where possible, Council buildings will comply with the disabled access requirements of the Building Act 2004.

Targets		
Performance Measures	2010/11	Actual
Compliance with Building Act 2004.	All new works comply with the Building Act 2004 relating to access for the disabled.	Not Applicable No new works were completed.

Health & Safety

All facilities will, at all times, comply with public building licence requirements – especially relating to health and fire.

Targets		
Performance Measures	2010/11	Actual
Number of health or safety incidents.	No health or safety incidents.	Achieved No health or safety incidents.

Costs and Funding

- i) The service will be provided for a cost that will be publicly consulted on annually via the LTCCP and Annual Plan preparation process.
- ii) 20% of the annual cost of the War Memorial Centre and the Centennial Restrooms will be funded from user charges.
- iii) The balance of Civic Amenities' costs will be funded from the general rate.
- iv) Council will aim to fund 100% of the annual cost of pensioner housing from rentals.

Performance Measures	Targets	
	2010/11	Actual
Cost of service.	Service provided within budget including revenue percentages.	Partly Achieved Income and operating expenditure met budgets. 14.2% of the annual cost of the War Memorial Centre and the Centennial Restrooms was funded from user charges. Pensioner housing was funded 74.7% from rentals.

Customer Satisfaction

Civic Amenities

- i) Requests for service and complaints will be handled promptly and properly.
- ii) General public and facilities users satisfied with overall level of service.
- iii) All public toilets (and toilets within public buildings) will be kept clean, will have a continuous supply of toilet paper and running water.

Performance Measures	Targets	
	2010/11	Actual
Number of requests for service & complaints.	Not more than previous year's complaints and requests.	Achieved Three requests for service were received and dealt with promptly and properly. No complaints were received (2009/10 - 4).
Results of user or 'customer satisfaction' surveys (if surveyed).	An increasing satisfaction trend	Not Achieved A low cost survey completed in April 2011 shows an 87% satisfaction rate that the facilities were well maintained (same as 2009/10).

Pensioner and Elsie Fraser Housing

- Requests for service and complaints will be handled promptly and properly.
- Council will aim to ensure that its tenants are satisfied with overall level of service.

Performance Measures	Targets	
	2010/11	Actual
Number of requests for service & complaints.	Less than 5 complaints and requests.	Achieved Two requests for service were received and dealt with promptly and properly. No complaints were received.
Tenancy disputes.	No disputes with the tenants.	Achieved There were no disputes with the tenants.

1.4 Cost of Services Statement

The detailed financial summary for the Civic Amenities and Pensioner Housing activities are shown below. The costs of operating the Miranda Street Office are not shown here because they are allocated to the various Council functions as overheads. The Library building operating costs are included in the Library activity financial details.

Civic Amenities

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
520.6	Operating Expenditure	481.9	536.4
40.3	Revenue	40.9	37.7
480.3	Net Cost of Service	441.0	498.7
EXPENDITURE			
207.7	Operating Costs	200.8	212.4
11.0	Interest	2.7	8.9
235.2	Depreciation	215.8	242.1
66.7	Overheads	62.6	73.0
520.6	Total Operating Expenditure	481.9	536.4
10.8	Principal Loan Repayments	10.8	10.8
24.6	Capital Expenditure	10.9	13.4
556.0	Total Expenditure	503.6	560.6
FUNDED BY:			
40.3	Charges for Services	40.9	37.7
40.3	Total Revenue	40.9	37.7
238.1	General Rates	226.9	236.6
11.3	Targeted Rates	11.3	11.0
-	Transfer (to) Reserves	-	-
208.3	Depreciation Funded from Reserves	208.5	256.5
24.6	Transfers from Reserves - Capital	10.9	13.4
-	Grants - Capital	-	-
6.1	Other Funding	5.6	5.4
528.7	Total Funding	504.1	560.6

Pensioner Housing

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
68.7	Operating Expenditure	73.7	77.0
46.8	Revenue	47.0	46.8
21.9	Net Cost of Service	26.7	30.2
EXPENDITURE			
20.4	Operating Costs	27.1	26.2
22.5	Depreciation	22.6	22.7
25.8	Overheads	24.0	28.1
68.7	Total Operating Expenditure	73.7	77.0
8.5	Principal Loan Repayments	9.1	9.3
77.2	Total Expenditure	82.8	86.3
FUNDED BY:			
46.8	Charges for Services	47.0	46.8
46.8	Total Revenue	47.0	46.8
19.4	General Rates	15.9	16.6
9.0	Depreciation Funded from Reserves	9.1	9.1
0.2	Balance From Reserves	9.3	12.2
-	Transfers from Reserves - Capital	-	-
1.8	Other Funding	1.7	1.6
77.2	Total Funding	83.0	86.3

Parks and Reserves

1.1 What We Do

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

- (i) 36.7ha of passive reserves:
 - Gardens, lawns, trees, and amenity street plantings
 - 2 neighbourhood parks and 3 playgrounds
- (ii) 5.1ha in 2 operating cemeteries.
4.3ha in 5 closed cemeteries
- (iii) 10ha of urban active reserves comprising:
 - 2 croquet greens
 - 6 netball/tennis courts
 - 5 rugby fields
 - 3 cricket wickets
 - 2 soccer fields
 - 2 hockey fields
- (iv) 14km of walkway including 9 foot bridges.
- (v) 5.6ha in 14 esplanade reserves.
- (vi) Accessory structures and buildings:
 - Grandstand at Victoria Park
 - Toilet block at Victoria Park
 - Croquet pavilion at Victoria Park
 - Memorial Gates at Victoria Park
 - Malone Gates at King Edward Park
 - Netball shelters at King Edward Park
 - Stratford Gateway Structures (2)
 - Skatepark at Victoria Park
- (vii) 34.3ha in rural domains and reserves.

1.2 Why We Do It

The Parks and Reserves activity contributes to the District’s social, environmental and cultural well-being. Council has traditionally assumed the role of provider of Parks for the District because there is no alternative provider. It intends to continue the role in perpetuity in a manageable and affordable manner.

This activity contributes to the District’s well-being and the achievement of the desired outcomes through the provision by the Council of an adequate network of parks and reserves, because the amount and standard of a District’s passive, active and scenic open space is a significant contributor to its desirability and attractiveness.

Well-being	Regional Outcomes	Community Priorities
Social Environmental Cultural	<p>Secure and Healthy Taranaki - A region that provides a safe, healthy and friendly place to live, work and visit.</p> <p>Connected Taranaki - A Region that delivers accessible and integrated infrastructure, transport and communication systems, which meet the needs of residents, business and visitors.</p> <p>Together Taranaki - A region that is caring and inclusive, works together, and enables people to have a strong and distinctive sense of identity.</p>	<p>A District with a clear identity, where people experience a sense of belonging and pride.</p> <p>Affordable, high quality, core services and facilities.</p> <p>Comprehensive social, recreational and cultural facilities, accessible to all.</p> <p>A built environment that is attractive, safe and healthy.</p> <p>A diverse natural environment that is accessible to all.</p>

Parks Goal and Principal Objectives

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

The Parks activity goal is:

“To provide a well maintained, attractive and purposeful Parks network that provides for community enjoyment and well-being”.

The principal objectives are:

- (a) To provide an attractive and functional Parks network that satisfies community social and recreational needs.
- (b) To provide appropriate, safe, accessible and exciting outdoor areas that inspire people to undertake appropriate passive and active recreational activities.
- (c) To plan for, and forecast, the cost effective investment for the future provision of Parks and to anticipate demand trends that may affect this investment.
- (d) To maintain adequate management systems for all matters relating to Parks that ensures that the Parks network is maintained to meet adequate service and safety standards; and
- (e) To provide for informed community consultation on all matters with regard to the Parks network.

1.3 Performance Measures

Quantity

Parks and Reserves

Affordable and effective provision of parks and reserves.

Cemeteries

- The Council will continue to own and manage two cemeteries – at Kopuatama and Midhirst.
- Both cemeteries have the capacity to meet the District’s needs for the next 30-35 years.
- There are also five closed cemeteries – Tahora, Whangamomona, Waipuku, Midhirst and Regan Street (Stratford).
- No cremation facilities will be provided at either of the cemeteries. These are available in New Plymouth.

Performance Measures	Targets	
	2010/11	Actual
Provision of parks and reserves:	<ul style="list-style-type: none"> - 36.7ha passive - 10ha of sports fields - 2 neighbourhood parks and 3 playgrounds - 5.1ha in 2 operating cemeteries - 5 closed cemeteries - 5.6ha esplanade - 14km walkway - 9 foot bridges - 1,100 street trees - Gardens 	Achieved There has been no change to the number of facilities.
Sufficient sports fields to meet all sports clubs’ needs.	The sports clubs operated within the four sports grounds available.	Achieved All sporting codes have been able to operate within the four sports grounds available.
Number of cemeteries.	Two operational cemeteries – Kopuatama and Midhirst.	Achieved Kopuatama and Midhirst remain the only operating cemeteries in the district.

Quality and Accessibility

- i) Parks and facilities – buildings, play equipment, fences, gates etc – will be maintained to a standard appropriate for their use.
- ii) Unless there is good reason for not doing so, all parks, gardens, sports fields and public toilets open 24/7.
- iii) All parks and reserves planning and management will take into account the needs of the physically disabled and visually impaired.
- iv) Sufficient car parking, appropriate to the use, will be provided at the various facilities.
- v) Cemetery facilities – buildings, fences, gates etc – will be maintained to a standard appropriate for their use, litter bins regularly emptied, graffiti removed.
- vi) Council will maintain complete and accurate records of burials, plot locations and plot availability, and these records will be available for inspection.

Parks and Reserves

Targets

Performance Measures	2010/11	Actual
Maintenance of parks and facilities, regular emptying of litter bins, graffiti removal in accordance with facilities management contract specifications.	Not less than a 95% rating.	Achieved The Facilities Maintenance Contractor, Downer Edi Works, have fulfilled the requirements of the contract to a high standard, thus achieving a score of 98%.
Completion of major works, renewal and capital programme.	All major works, renewal and capital work planned for the year completed to required standards.	Achieved Park Development: - <i>Windsor Park</i> – redevelopment of the “beach area” and creation of a picnic area. - <i>King Edward Park</i> – removal of dying Lawsoniana trees. Fill and grass slumped area. Remove old seats and re-contour land. - <i>New Plantings</i> – King Edward Park, street frontages, Kopuatama Cemetery and roundabouts. - <i>Heritage Trail Signs</i> – four replacement signs installed in King Edward Park. All major works and renewal work was completed within budget.

Cemeteries

Targets

Performance Measures	2010/11	Actual
Maintenance of cemeteries facilities, regular emptying of litter bins in accordance with facilities management contract specifications.	Not less than average 95% rating.	Achieved The Facilities Maintenance Contractor, Downer Edi Works, have fulfilled the requirements of the contract to a high standard, thus achieving a score of 98%.
Maintenance and availability for inspection of accurate burial and plot location and availability records.	No more than 5 ‘issues’ re burial arrangements or other use of the cemeteries.	Achieved No issues with burial arrangements or other use of the cemeteries.

Health and Safety

Parks furniture, including footbridges and play equipment, will be maintained in safe condition.

Targets

Performance Measures	2010/11	Actual
Compliance with NZ Playground Safety Standards.	Play equipment meets NZ Playground Safety Standards.	Achieved Play equipment meets NZ Playground Safety Standards.

Costs and Funding

- i) The service will be provided at a cost that is publicly consulted on annually via the LTCCP or Annual Plan.
- ii) Parks and reserves will be funded 100% from general rates and sports fields 94% public, 6% private.
- iii) The cemeteries will be funded 70% from general rates and 30% from user & other charges.
- iv) Fees and charges will also be consulted on annually.

Targets

Performance Measures	2010/11	Actual
Cost of service.	Service provided within budget including revenue percentages.	<p>Partly Achieved Income and operating expenditure met budget.</p> <p>Parks and reserves were funded 98% from general rates.</p> <p>User charges funded Sport Grounds 5.2% and cemeteries 38.6%.</p>

Customer Satisfaction

- i) Requests for service and complaints will be handled promptly and properly.
- ii) General public and parks users satisfied with overall level of service.

Targets

Performance Measures	2010/11	Actual
Number of requests for service & complaints – Parks and Reserves.	Not more than 5 complaints and requests.	Achieved There were 25 requests for service and no complaints.
Results of user or 'customer satisfaction' surveys (if surveyed).	An increasing satisfaction trend.	<p>Not Achieved A low cost public survey was held in April 2011. The satisfaction rating out of 10 was as follows:</p> <ul style="list-style-type: none"> • Parks General 7.33 • Sports Grounds 7.00 • Kopuatama Cemetery 6.80 • Midhirst Cemetery 5.48 <p>These ratings were all less than the previous year.</p>
Number of requests for service & complaints – Cemeteries.	No more than 5 complaints and requests.	Achieved There was one request for service and no complaints.

1.4 Cost of Services Statement

The detailed financial summary for the Parks and Reserves and Cemeteries activities are shown below.

Parks and Reserves

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
428.1	Operating Expenditure	435.9	456.6
8.0	Revenue	8.0	6.7
420.1	Net Cost of Service	427.9	449.9
EXPENDITURE			
300.2	Operating Costs	310.9	318.8
1.5	Interest	1.9	2.3
40.6	Depreciation	41.4	40.6
85.8	Overheads	81.7	95.0
428.1	Total Operating Expenditure	435.9	456.6
1.5	Principal Loan Repayments	1.5	1.5
32.5	Capital Expenditure	28.0	29.0
462.1	Total Expenditure	465.4	487.1
FUNDED BY:			
8.0	Charges for Services	8.0	6.7
8.0	Total Revenue	8.0	6.7
463.4	General Rates	395.5	412.7
-	Transfers from (to) Reserves	-	-
19.1	Depreciation Funded from Reserves	36.4	37.6
27.3	Transfers from Reserves - Capital	23.2	23.8
7.2	Other Funding	6.7	6.4
525.0	Total Funding	469.8	487.1

Cemeteries

COST OF SERVICE STATEMENT

Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
139.0	Operating Expenditure	140.8	147.1
50.1	Revenue	56.3	48.4
88.9	Net Cost of Service	84.5	98.7
EXPENDITURE			
90.9	Operating Costs	96.3	95.1
4.6	Depreciation	4.5	4.7
43.5	Overheads	40.0	47.3
139.0	Total Operating Expenditure	140.8	147.1
-	Capital Expenditure	-	-
139.0	Total Expenditure	140.8	147.1
FUNDED BY:			
50.1	Charges for Services	56.3	48.4
50.1	Total Revenue	56.3	48.4
59.5	General Rates	89.5	93.4
-	Transfers from Reserves - Capital	-	-
6.0	Other Funding	5.5	5.3
115.6	Total Funding	151.3	147.1

Council Projects

COST OF SERVICE STATEMENT

Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
19.1	Operating Expenditure	28.0	63.3
-	Revenue	-	-
19.1	Net Cost of Service	28.0	63.3
EXPENDITURE			
19.1	Interest	28.0	63.3
19.1	Total Operating Expenditure	28.0	63.3
29.3	Principal Loan Repayments	38.4	38.4
-	Capital Expenditure	-	-
48.4	Total Expenditure	66.4	101.7
FUNDED BY:			
94.5	General Rates	97.5	101.7
-	Transfers from (to) Reserves - Capital	-	-
-	Loan Funding - Capital	-	-
94.5	Total Funding	97.5	101.7

TSB Pool Complex

1.1 What We Do

The Stratford District Council owns and manages the TSB Pool Complex located on the corner of Page and Miranda Streets, within King Edward Park.

1.2 Why We Do It

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

The TSB Pool Complex activity goal is: (note: this differs from the LTCCP)

“The provision of a well maintained attractive recreation facility that promotes enjoyment and community well-being for locals and visitors.”

The principal objectives are:

- (a) To provide a safe and supervised place for aquatic and recreational activities in a controlled healthy, environment.
- (b) To plan for, and forecast, the investment for the future capital and provision of the Pool Complex and to anticipate demand trends that may affect this investment.
- (b)(c) To ensure that the Pool Complex is maintained to meet adequate safety and service standards.,
 - (d) To provide the facility in a cost effective manner for the benefit of district ratepayers.,
 - (e) To maintain adequate management systems for all matters relating to the Pool Complex; and
 - (f) To provide for informed community consultation on all matters with regard to the Pool Complex.

The TSB Pool Complex contributes to the District’s social and environmental well-being, and the desired outcomes of comprehensive social, recreational and cultural facilities accessible to all and a built environment that is attractive, safe and healthy. Council has traditionally adopted the role of provider of a swimming pool complex for the District as there has been no alternative provider.

Well-being	Regional Outcomes	Community Priorities
Social Environmental	<p>Secure and Healthy Taranaki - A region that provides a safe, healthy and friendly place to live, work and visit.</p> <p>Together Taranaki - A region that is caring and inclusive, works together, and enables people to have a strong and distinctive sense of identity.</p> <p>Vibrant Taranaki - A region that provides high quality and diverse cultural and recreational experiences, and encourages independence and creativity.</p>	<p>Comprehensive social, recreational and cultural facilities, accessible to all.</p> <p>A built environment that is attractive, safe and healthy.</p>

1.3 Performance Measures

Quantity and Accessibility

Council will continue to own and manage the TSB Pool Complex in King Edward Park.

Performance Measures	Targets	
	2010/11	
		Actual
Provision of aquatic facilities.	i) The facility is a covered complex with three heated pools: <ul style="list-style-type: none"> - 7 lanes 25m x 13.7m main pool, 1.08m to 1.25m deep. - 13.7m x 7.3m teaching pool, 1.0m to 1.05m in depth. - 13.7m x 4.9m and 900mm deep learner pool. 	Achieved No change.
	ii) Public opening hours may be changed from time to time to better meet the community's needs. Currently they are: <ul style="list-style-type: none"> - 6.00 am to 9.00pm, Monday to Friday. - 9.00 am to 6.00pm, Saturdays. - 11.00 am to 6.00pm, Sundays and Public Holidays. 	Achieved No change.

Quality

Pool water quality will be regularly monitored to ensure it complies with the standards at all times.

Performance Measures	Targets	
	2010/11	
		Actual
Compliance with NZS 5826:2000 NZ Pool Water Quality Standards.	Full compliance at all times.	Achieved The water quality is independently checked on a monthly basis and at all times was safe for use. A "Pool Water Risk Management Plan" was completed.

Health and Safety

Health & Safety:

- i) The Pool Complex will be a safe place to work and play.
- ii) Pool staff will have obtained relevant safety accreditation and met training requirements.

Performance Measures	Targets	
	2010/11	
		Actual
Number of reported accidents, possible accidents and similar incidents p.a.	Less than 10 incidents p.a.	Achieved Six incidents were recorded.
Evidence of staff qualification.	All relevant staff qualified.	Achieved The pool personnel are all qualified with National Pool Lifeguard awards of which a component is first aid. The facility gained ACC Pool Safe Accreditation which expires in April 2012.

Costs and Funding

- i) The service will be provided for a cost that will be publicly consulted on annually via the LTCCP or Annual Plan.
- ii) The Council will fund this activity approximately 15% from user charges and 85% from the general rates.

Performance Measures	Targets	
	2010/11	Actual
Cost of Service.	Service provided within budget including revenue percentages.	Achieved Income and operating expenditure met budget. The activity was funded 18% from user charges.

Customer Satisfaction

Council will aim to ensure that Pool users are satisfied with the overall level of service.

Performance Measures	Targets	
	2010/11	Actual
Number of complaints from, or disputes with, the Contractor.	No complaints or disputes.	Achieved There were no complaints or disputes with the TSB Pool Complex contractor.
The results of customer satisfaction surveys (if surveyed).	An increasing satisfaction trend.	<p>Partly Achieved A low cost public survey held in April 2011 gave the following results (2010 results in brackets):</p> <p><i>TSB Pool Complex Use:</i></p> <ul style="list-style-type: none"> • Never 39.70% (42.8%) • Rarely 19.75% (22.8%) • Sometimes 25.72% (21.1%) • Frequently use pool outside district – Yes 16.45% (10.5%) • Frequently use pool outside district – No 83.50% (89.5%)

1.4 Cost of Services Statement

The detailed financial summary for the TSB Pool Complex is shown below.

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
521.7	Operating Expenditure	563.8	573.6
91.7	Revenue	87.6	86.3
430.0	Net Cost of Service	476.2	487.3
EXPENDITURE			
372.4	Operating Costs	422.4	418.5
13.3	Interest	3.2	10.0
78.9	Depreciation	84.5	82.3
57.1	Overheads	53.7	62.9
521.7	Total Operating Expenditure	563.8	573.6
13.2	Principal Loan Repayments	13.2	13.2
226.6	Capital Expenditure	30.1	-
761.5	Total Expenditure	607.1	586.8
FUNDED BY:			
91.7	User Charges for Services	87.6	86.3
91.7	Total Revenue	87.6	86.3
385.4	General Rates	399.1	416.4
77.1	Depreciation Funded from Reserves	82.5	77.1
226.6	Transfers from Reserves - Capital	23.6	-
7.9	Other Funding	7.3	7.0
788.7	Total Funding	600.1	586.8

Community Development

1.1 What We Do

Community Development encompasses: Economic and Business Development, Youth Development, Promotions, Education, Health & Social Services, Positive Ageing, Community and Civic Events, Community Safety, Council and Community Funding, and Community Projects, Arts and Recreation.

Community Development operates within the Community Services Department, which also incorporates the Information Centre and Stratford Library.

1.2 Why We Do It

This activity contributes to the District's well-being and achievement of the desired outcomes through the Council maintaining a general overview of trends in the social well-being of the District and initiating, either alone or (usually) in conjunction with others, action for enhancement whenever it considers that to be necessary, appropriate and practical.

Well-being	Regional Outcomes	Community Priorities
Social Cultural	<p>Prosperous Taranaki - A region that boasts a sustainable, resilient and innovative economy that prospers within the natural and social environment.</p> <p>Secure & Healthy Taranaki - A region that provides a safe, healthy and friendly place to live, work or visit.</p> <p>Skilled Taranaki - A region that values and supports learning so that all people can play a full and active role in its social, cultural and economic life.</p> <p>Together Taranaki - A region that is caring and inclusive, works together, and enables people to have a strong and distinctive sense of identity.</p> <p>Vibrant Taranaki - A region that provides high quality and diverse cultural and recreational experiences, and encourages independence and creativity.</p>	<p>A district with a clear identity, where people experience a sense of belonging and pride.</p> <p>High quality health and education facilities and services accessible to all.</p> <p>Local jobs and training for local people.</p> <p>Comprehensive social, recreational and cultural facilities accessible to all.</p>

1.3 Performance Measures

Quantity and Quality

The Council will maintain an overview of the social needs of the District and, with others, will directly participate in the following work areas:

- i) Youth Development – including:
 - a) Management of the Youth Development partnership with the Ministry of Social Development, the facilitation of a youth stakeholders forum, and support and facilitation of the Youth Council; and
 - b) The development and management of robust School Holiday Programmes.
- ii) Education (with the various education providers).
- iii) The health and welfare of residents (with the various health and welfare agencies).
- iv) Positive Ageing (with the Office for Senior Citizens).
- v) Arranging and assisting with the provision of Council and community events.
- vi) Community funding.
- vii) Liaising with, and building relationships with, the various local community organisations and groups.

Performance Measures	2010/11	Actual
Number of Youth Councillors appointed per year.	Between 10 and 15 Youth Councillors.	Achieved It fluctuated between 11 and 13 during the year.
Number of School Holiday Programmes and attendance.	4 School Holiday Programmes are held, with at least 150 children attending.	Achieved Four School Holiday Programmes were held with an average attendance of 181 children.
Availability and use of grants and other financial assistance to third parties during the year.	100% of grants and assistance spent for intended purposes, or money returned, as declared on accountability form.	Partly Achieved - \$2,256 carried over of SPARC funding from 2009/2010. - Creative Communities - 100% allocated. - Community Grants - 100% allocated.
The number of Civic and Community events with which the Council was associated during the year.	At least 5 Civic functions per annum, and at least 5 Community functions per annum are held.	Achieved There were 5 civic and 6 community functions held during the year.

Costs and Funding

The Council will continue to fund this activity wholly from the general rate.

Performance Measures	2010/11	Actual
Cost of service	Level of service provided within budget.	Achieved Level of service provided within budget.

Customer Satisfaction

- All requests for service and complaints will be dealt with properly and promptly.
- The Council will aim to ensure that the general public is satisfied with the overall level of involvement in, and its performance in, this activity.

Performance Measures	2010/11	Actual
Requests for service.	All requests responded to within five working days.	Not Applicable Nil requests.
Results of user or customer satisfaction surveys (if surveyed).	An increasing awareness trend.	No Records From those events/services surveyed over the last three years, the results are inconclusive, but awareness seems stable. Not all events/services were surveyed in the past.

1.4 Cost of Services Statement

The detailed financial summary for this activity is shown below.

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
245.1	Operating Expenditure	259.3	323.8
21.0	Revenue	22.2	21.5
224.1	Net Cost of Service	237.1	302.3
EXPENDITURE			
181.5	Operating Costs	205.0	245.6
63.6	Overheads	54.3	78.2
245.1	Total Operating Expenditure	259.3	323.8
FUNDED BY:			
21.0	Grants	22.2	21.5
21.0	Total Revenue	22.2	21.5
268.1	General Rates	281.3	293.6
9.8	Other Funding	9.2	8.8
298.9	Total Funding	312.7	323.8

Roading

1.1 What We Do

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

1.2 Why We Do It

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

This activity contributes to the District's well-being and the achievement of the desired outcomes through the Council's provision of an integrated, safe, responsive and sustainable local land transport system, because this is a fundamental requirement for every District, and because the Council is the road controlling authority under the Local Government Act 1974, with responsibility for all local roads in the area.

Well-being	Regional Outcomes	Community Priorities
Social Economic Environmental	<p>Connected Taranaki - A Region that delivers accessible and integrated infrastructure, transport and communication systems, which meet the needs of residents, business and visitors.</p> <p>Prosperous Taranaki - A region that boasts a more prosperous yet sustainable local economy, that recognises strengths and encourages diversity.</p> <p>Secure and Healthy Taranaki - A region that provides a safe, healthy and friendly place to live, work or visit.</p> <p>Sustainable Taranaki - A region that appreciates its natural environment and its physical and human resources in planning, delivery and protection</p>	<p>Affordable, high quality, core services and facilities.</p> <p>Sustainable development.</p> <p>A built environment that is attractive, safe and healthy.</p>

Roding Goal and Principal Objectives

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

The Roding activity goal is:

To ensure the sustainable provision and adequate management of a roading infrastructure that meets the needs of current and future communities.

The principal objectives are:

- (a) To plan for, and forecast, the investment for the future maintenance and provision of the Roothing infrastructure in perpetuity, and to anticipate growth and demand trends that may affect this level of investment.
- (b) To ensure that all roads, bridges, street lighting, footpaths and traffic services meet adequate safety and service standards.
- (c) To monitor and assess the performance and compliance of the various Roothing components.
- (d) To maintain an adequate management system for all matters relating to the Roothing infrastructure; and
- (e) To provide for informed community consultation.

Council has traditionally assumed the role of provider and manager of the Roothing network for the District because it is required by law to do so and there is no alternative provider. It will continue the role in perpetuity in a manageable and affordable manner.

1.3 Performance Measures

Quantity

The affordable and effective provision of a roading network.

Performance Measures	Targets	
	2010/11	Actual
Progressive renewal and development of land transport network to meet current and projected motor vehicle, pedestrian and cycle needs.	Sealed road increases, and unsealed decreases, by 5km.	Not Achieved Seal extension 2.2km.
	Footpath increases by 220m.	Not Achieved Footpath extension 105m. Surplus funds carried over for next years project.
	Kerb & channel increases by 500m.	Achieved Kerb & channel extension 970m. Only 280m done in 2009/10 and funds carried over to this financial year for a more cost effective project.
	Annual average: - 150,000m ² reseals - 9,000m ³ metal applied to unsealed roads - 5km pavement rehabilitation - 290km water tabling	Partly Achieved Reseals 195,630m ² (32.3km) Metal dressing 11,320m ³ (44.4km) Pavement rehabilitation 2.06km Watertabling total 201.2km - Sealed 85.1km - Unsealed 116.1km
Actual renewal expenditure versus annual provision for depreciation.	Renewal expenditure matches depreciation over time.	Achieved Renewal expenditure does match depreciation over time.

Quality

Road users experience a smooth and comfortable ride on a well-maintained and managed asset.

Targets		
Performance Measures	2010/11	Actual
NAASRA roughness measurement as measured by independent consultant every two years. The NAASRA meter registers the vertical displacement between the rear axle and the body of the vehicle ie. a bump in the road. The positive vertical displacements (bumps) are accumulated to produce a roughness count for a particular section of road. NAASRA count numbers may generally be interpreted as being: Standard of maintenance.	Average urban road roughness does not exceed NAASRA 120 with no more than 5% over 150.	Not Achieved Average urban roughness is NAASRA 110.9 with no more than 23.9% over 150 (same as 2009/10 as roughness data is collected biennially).
	Average rural sealed road roughness does not exceed NAASRA 110 with no more than 5% over 130.	Achieved Average rural roughness is NAASRA 96.6 with no more than 9.0% over 150 (same as 2009/10 as roughness data is collected biennially).
	Contractor performance monitoring - 'pass' rate not less than 90%.	Not Applicable The average result over the last 12 months has been 71.6% (above average). In 2009 Council changed to a national performance evaluation method as target performance monitoring method is arbitrary (65.7% - 2009/10).

Accessibility

The needs of physically disabled and visually impaired are taken into account through regular meetings with spokespersons.

Targets		
Performance Measures	2010/11	Actual
Suitability of land transport system for use by physically disabled and visually impaired.	All accessibility requests investigated and appropriate action taken within budget constraints.	Achieved Have met with mobility scooter users to assess their needs. Footpath programme has been amended to incorporate these findings and now 100% of their concerns have now been met.

Safety

A safe roading network.

Targets										
Performance Measures	2010/11	Actual								
Number of fatal and injury crashes.	Less than 29 per year.	Achieved Actual was 13 (2009/10 - 14).								
Number of fatal and injury crashes by accident cause.	Less than the average for the previous three years for each category.	Not Achieved								
		<table border="1" style="width: 100%;"> <thead> <tr> <th colspan="2" style="text-align: center;">Number of Crashes</th> </tr> </thead> <tbody> <tr> <td>Speed</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Alcohol/ Drugs</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Failed to give way</td> <td style="text-align: center;">2</td> </tr> </tbody> </table>	Number of Crashes		Speed	1	Alcohol/ Drugs	1	Failed to give way	2
Number of Crashes										
Speed	1									
Alcohol/ Drugs	1									
Failed to give way	2									

Performance Measures	Targets		Actual																						
	2010/11		Partly Achieved																						
Number of accident contributing offences (including speed, drugs, alcohol, no seat belts). Council has up to date: Road Safety Strategy, Road Safety Action Plan, Road Safety Management Systems Policy. Proposed actions listed in Road Safety Action Plan completed.	Less than the average for the previous three years for each category.		<table border="1"> <thead> <tr> <th></th> <th>Speed</th> <th>Alcohol / Drugs</th> <th>Failed to give way</th> </tr> </thead> <tbody> <tr> <td>Average Jan-05 to Dec-07</td> <td>2.7</td> <td>1.0</td> <td>2.0</td> </tr> <tr> <td>Average Jan-06 to Dec-08</td> <td>3.0</td> <td>1.7</td> <td>3.0</td> </tr> <tr> <td>Average Jan-07 to Dec-09</td> <td>2.3</td> <td>1.0</td> <td>2.7</td> </tr> <tr> <td>Average Jan-08 to Dec-10</td> <td>2.0</td> <td>1.7</td> <td>2.7</td> </tr> </tbody> </table>				Speed	Alcohol / Drugs	Failed to give way	Average Jan-05 to Dec-07	2.7	1.0	2.0	Average Jan-06 to Dec-08	3.0	1.7	3.0	Average Jan-07 to Dec-09	2.3	1.0	2.7	Average Jan-08 to Dec-10	2.0	1.7	2.7
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	Documents up to date.		<p><i>Note</i> No seat belt wearing is reported on as this is not the cause of a crash.</p> <p>Achieved Council has up to date: Road Safety Strategy, Road Safety Action Plan Road Safety Management System</p> <p>Achieved RSAP actions are ongoing and not only measured per year. All actions proposed for 2010/11 were completed.</p>																						
	Listed actions completed.																								

Sustainability

Council's management of the network will protect the natural environment and ensure that all potential negative effects are identified and properly managed.

Performance Measures	Targets		Actual	
	2010/11		Achieved	
Consents obtained and compliance with conditions.	Consent obtained and conditions complied with throughout the year.		No consents required for roading projects this year.	

Customer Satisfaction

- i) Requests for service and complaints will be handled promptly and properly.
- ii) General public and road users satisfied with overall level of service.

Performance Measures	Targets		Actual																																										
	2010/11		Partly Achieved																																										
Number of requests for service & complaints.	Not more than previous year's complaints and requests, by number and type.		<table border="1"> <thead> <tr> <th></th> <th>08/09</th> <th>09/10</th> <th>10/11</th> </tr> </thead> <tbody> <tr> <td>Environmental</td> <td>58</td> <td>42</td> <td>31</td> </tr> <tr> <td>Sealed Pavement</td> <td>43</td> <td>33</td> <td>24</td> </tr> <tr> <td>Stormwater</td> <td>23</td> <td>23</td> <td>13</td> </tr> <tr> <td>Traffic Services</td> <td>19</td> <td>20</td> <td>16</td> </tr> <tr> <td>Unsealed Pavement</td> <td>9</td> <td>9</td> <td>18</td> </tr> <tr> <td>Storm Damage</td> <td>7</td> <td>3</td> <td>34</td> </tr> <tr> <td>Streetlighting</td> <td>5</td> <td>57</td> <td>44</td> </tr> <tr> <td>Footpath</td> <td>3</td> <td>14</td> <td>18</td> </tr> <tr> <td>TOTAL</td> <td>167</td> <td>201</td> <td>198</td> </tr> </tbody> </table>				08/09	09/10	10/11	Environmental	58	42	31	Sealed Pavement	43	33	24	Stormwater	23	23	13	Traffic Services	19	20	16	Unsealed Pavement	9	9	18	Storm Damage	7	3	34	Streetlighting	5	57	44	Footpath	3	14	18	TOTAL	167	201	198
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Streetlighting	5	57	44																																										
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Performance Measures	Targets		Actual			
	2010/11		2009	2010	2011	
Results of user or 'customer satisfaction' surveys (if surveyed).	An increasing satisfaction trend.		Not Achieved			
			Footpaths	6.68 out of 10	6.50 out of 10	5.5 out of 10
			Sealed roads	7.33 out of 10	7.00 out of 10	5.5 out of 10
			Response to complaints	6.72 out of 10	6.1 out of 104	5.0 out of 10
			Roads in general	7.35 out of 10	7.07 out of 10	5.7 out of 10
			Unsealed roads pothole repairs on time	44.4%	40.9%	37.5%
			Unsealed roads corrugations repairs on time	44.2%	43.9%	40.6%
			Vision limited by vegetation - No	45.8%	49%	65.3%
			Vision limited by vegetation - Yes	54.2%	51.0%	34.7%

Costs and Funding

- i) The service will be provided at a cost that is publicly consulted on annually via the LTCCP or Annual Plan.
- ii) This activity is partly funded by financial assistance from the New Zealand Transport Agency.
- iii) Actual renewal expenditure is to be approximately the same as the annual provision for depreciation, over time, to ensure that the long term integrity of the assets is maintained.

Performance Measures	Targets		Actual
	2010/11		
Cost of service.	Service provided within budget.		Not Achieved Operational expenditure more than budget due to storm damage in June 2011.
Receipt of financial assistance for the year from NZTA and other sources.	All entitled funding received.		Achieved All assistance applied for was received.

1.4 Cost of Services Statement

The detailed financial summary for the Roding activity (including the Business Unit) is shown below.

Roding is partly funded by a targeted rate on all rated properties. Roding is Council's most significant activity in terms of expenditure, and this change will allow greater transparency of the way that the Roding activity is funded.

Roading

COST OF SERVICE STATEMENT

Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
4,786.8	Operating Expenditure	5,460.6	5,170.3
2,416.5	Revenue	2,424.7	2,533.2
2,370.3	Net Cost of Service	3,035.9	2,637.1
EXPENDITURE			
2,316.8	Operating Costs	2,640.8	2,319.1
44.8	Interest	54.1	149.1
2,261.7	Depreciation	2,617.0	2,512.9
163.5	Overheads	148.7	189.2
4,786.8	Total Operating Expenditure	5,460.6	5,170.3
53.8	Principal Loan Repayments	53.8	96.2
3,038.8	Capital Expenditure	2,487.5	3,092.5
7,879.4	Total Expenditure	8,001.9	8,359.0
FUNDED BY:			
145.4	Charges for Services	130.0	134.9
2,271.1	NZTA Financial Assistance	2,294.7	2,398.3
2,416.5	Total Revenue	2,424.7	2,533.2
2,879.2	General Rates	3,120.1	3,106.3
281.8	Transfer from Reserves	315.6	315.6
2,518.7	Transfers from Reserves - Capital	2,092.5	2,695.9
289.2	Loan Funding - Capital	-	153.9
42.3	Grants/Donations/Subsidies - Capital	-	-
(480.0)	Transfer from Capital	26.8	(467.1)
23.8	Other Funding	22.2	21.2
7,971.5	Total Funding	8,001.9	8,359.0

Business Unit

COST OF SERVICE STATEMENT

Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
250.0	Operating Expenditure	256.4	284.7
279.6	Revenue	302.0	294.1
(29.6)	Net Cost of Service	(45.6)	(9.4)
EXPENDITURE			
205.9	Operating Costs	215.7	223.3
1.0	Depreciation	2.0	1.0
43.1	Overheads	38.7	60.4
250.0	Total Operating Expenditure	256.4	284.7
FUNDED BY:			
197.3	In-house Services - NZTA Assisted	252.2	254.9
82.3	Charges for Services	49.8	39.2
279.6	Total Revenue	302.0	294.1
(11.6)	General Rates	(15.5)	(16.1)
7.5	Other Funding	7.1	6.8
275.5	Total Funding	293.6	284.7

Water Supply

1.1 What We Do

The Water Supply activity encompasses the planning, provision and maintenance of water treatment and reticulation systems, and all associated infrastructure for the areas served. It provides safe, potable and reliable supplies of water to consumers at satisfactory pressures (with a few exceptions), and at a reasonable cost.

1.2 Why We Do It

Council has traditionally assumed the role of provider of Water Supply for the District because there is no alternative provider. It intends to continue its role in perpetuity in a manageable and affordable manner.

Well-being	Regional Outcomes	Community Priorities
Economic Environmental	<p>Connected Taranaki - A Region that delivers accessible and integrated infrastructure, transport and communication systems, which meet the needs of residents, business and visitors.</p> <p>Secure and Healthy Taranaki - A district that provides a safe, healthy and friendly place to live, work or visit.</p> <p>Sustainable Taranaki - A region that appreciates its natural environment and its physical and human resources in planning, delivery and protection.</p>	<p>Affordable, high quality, core services and facilities.</p> <p>Sustainable development.</p> <p>A built environment that is attractive, safe and healthy.</p>

This activity contributes to the District's well-being and the achievement of the desired outcomes through:

- i) The provision by the Council of public water supply systems that supply potable water and water for fire fighting for the urban areas of Stratford, Toko and Midhirst, to protect public health and property; and
- ii) The Council maintaining a general overview of the availability and quality of, and methods of provision of, water that is supplied by private means.

Water Supply Goal and Principal Objectives

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

The Water Supply activity goal is:

"To provide for the efficient and safe treatment and distribution of drinkable (potable) water for all users connected to the three treated supplies provided by Council."

The principal objectives are:

- (a) To provide treated water to the appropriate health and services standards and in required quantities;
- (b) To forecast and plan for the investment in the future provision and maintenance of the water infrastructure in perpetuity, and to anticipate growth and demand trends that may affect this level of investment;
- (c) To maintain an adequate management system, and monitor and assess the performance and compliance of various parts of the Water Supply infrastructure; and
- (d) To provide for informed community consultation.

1.3 Performance Measures

Quantity

- Council will provide, progressively renew and further develop public water supply systems at Stratford, Toko and Midhirst to meet current and projected future demand.
- Properties within respective supply areas will be able to connect to the systems and be assured of a continuous supply.

Performance Measures	Targets	
	2010/11	Actual
The preservation of asset capacity and integrity – actual renewals expenditure compared with the annual provision for depreciation.	Depreciation matches renewals expenditure <u>over time</u> .	Achieved Depreciation will match renewals over time.
Completion of renewal and new capital work planned for the year.	Renewal and capital work completed on time and within budget.	Not Achieved Due to the footpath renewal programme being significantly expanded, the budgets for lateral and hydrant renewals were over-expended (\$19,900 was funded from reserves). Of the \$240,100 allocated to the Stratford treatment plant only \$50,400 was spent with the balance being carried over to the following year. The funds carried over relate to consultancy works able to be deferred without affecting the required completion date.

Quality

- Connected properties can expect to receive good quality drinking water which is clear, does not taste or smell, and (except for some properties outside the Stratford urban area) is delivered under pressure.
- Water Supply services and management will be integrated with wastewater and stormwater services, land use decision-making and other Council responsibilities and activities.

Targets		
Performance Measures	2010/11	Actual
Number of service disruptions per year.	Less than 60 service disruption 'events' p.a.	Achieved There were 51 disruptions during the year
The results of regular appraisals of the network contractor's performance.	Not less than a 95% rating against the contract parameters.	Achieved The contractor received a 96% performance rating for the year

Sustainability

The natural environment will be protected, and all potential negative environmental effects will be identified and properly managed.

Targets		
Performance Measures	2010/11	Actual
Resource consent compliance	Current consents for all required purposes, full compliance with the conditions	Partly Achieved Council maintained full compliance with consent conditions associated with the Stratford and Toko facilities, however it failed to comply with the maximum allowable summer extraction rate for Midhirst. Council has applied for and received a variation to the consent to rectify the problem.
Water conservation – an annually reducing trend in peak water supply daily demand per rateable property	A decreasing peak daily demand	Achieved The peak demand for the year was 4602 cubic meters per day which is below the peak of 4641 the previous year

Health and Safety

- Water supplied will always be safe to drink, sufficient supplies will be provided and appropriately located for fire fighting purposes.
- The network will be managed in a safe manner.

Targets		
Performance Measures	2010/11	Actual
Number of health and safety incidents.	No health or safety incidents.	Achieved There were no health and safety issues.
Water safe to drink.	Full compliance with the New Zealand Drinking Water Standards 2005.	Achieved The Health (Drinking Water) Amendment Act gives Council until 2013 to comply with the standards. Until that time Council will continue to operate the system to comply with the 2000 standards but will remain ungraded until 2013.
Location and operation of fire hydrants – compliance with Fire Service Code of Practice.	Hydrants at all required locations, not more than 15% do not meet NZFS Code of Practice.	Achieved There were no non-complaint hydrant notifications received from NZFS.
Availability of water for fire fighting	No difficulties at a fire because of low supply or pressure.	Achieved Council has no record of any incident indicating there was a supply or pressure problem.

Costs and Funding

- The service will be provided at a cost publicly consulted on annually via the LTCCP or Annual Plan process.
- Council will fund the activity by uniform targeted rates per rating unit, plus charges for the quantity of water supplied as measured by meter for extraordinary consumers.

Performance Measures	Targets	
	2010/11	Actual
Cost of service.	Service provided within budget including revenue percentages.	Achieved The service was provide on time and on budget.
Council is satisfied that it has received during the year all of the Government subsidies and other financial assistance that is available for this activity, and to which it was entitled.	All entitled financial assistance received.	Achieved There was no known external funds available.

Customer Satisfaction

- Requests for service and complaints will be dealt with promptly and properly.
- Ten percent of requests for service and complaints are inspected to ensure work is carried out properly.
- Council will aim to ensure that water supply users are satisfied with the overall level of service provided.

Performance Measures	Targets	
	2010/11	Actual
Number of complaints and requests for service	Not more than 10 complaints and requests for service, and less than 5 relating to taste, odour, or discolouration	Not Achieved There were 104 requests for service received, 15 of which were complaints. One complaint related to chlorine taste with the rest being complaints relating to lack of notice during a shutdown.
The results of any user or public 'customer satisfaction' surveys	The same or increasing satisfaction	Not Achieved The customer satisfaction rating dropped from 7.9 last year to 6.9 this year. From the comments included in the survey, poor communication during shutdowns was the major issue. This is being addressed with the contractor.

1.4 Cost of Services Statement

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

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
937.1	Operating Expenditure	873.4	903.9
137.7	Revenue	134.3	75.9
799.4	Net Cost of Service	739.1	828.0
EXPENDITURE			
607.7	Operating Costs	558.6	556.7
30.4	Interest	13.1	26.1
186.2	Depreciation	195.9	193.9
112.8	Overheads	105.8	127.2
937.1	Total Operating Expenditure	873.4	903.9
36.0	Principal Loan Repayments	36.0	36.0
256.6	Capital Expenditure	230.7	291.7
1,229.7	Total Expenditure	1,140.1	1,231.6
FUNDED BY:			
137.7	Charges for Water Usage	134.3	75.9
137.7	Total Revenue	134.3	75.9
842.5	Targeted Rates	853.6	844.3
256.6	Transfers from Reserves - Capital	230.7	291.7
-	Depreciation Funded From Reserves	-	5.5
-	Transfers to Reserves	(77.9)	-
-	Loan Funding - Capital	-	-
16.0	Other Funding	14.8	14.2
1,252.8	Total Funding	1,155.5	1,231.6

Solid Waste (Refuse / Recycling)

1.1 What We Do

Council provides a domestic refuse and recycling collection service to the urban areas of Stratford and Midhirst.

- Weekly kerbside refuse collection of one 120 litre wheelaway bin.
- Monthly kerbside recyclables collection of one 240 litre wheelaway bin.

It also owns a transfer station situated at Cordelia Street, Stratford, which is available for the disposal of domestic and limited quantities of commercial solid waste, and the disposal of recyclables including green waste. The transfer station is open daily for limited hours. The hours may be varied from time to time by Council depending on demand.

These services are provided by a private contractor. The contract is for a term of seven years from 1 October 2006.

1.2 Why We Do It

Section 539 of the Local Government Amendment Act 1996 requires Council to adopt a Waste Management Plan, and that Plan must make provision for collection, reduction, reuse, recycling, recovery, treatment and disposal of waste.

Well-being	Regional Outcomes	Community Priorities
Economic Environmental	<p>Connected Taranaki - A Region that delivers accessible and integrated infrastructure, transport and communication systems, which meet the needs of residents, business and visitors.</p> <p>Sustainable Taranaki - A region that appreciates the value of its natural environment and its physical and human resources in planning, delivery and protection.</p>	Affordable, high quality, core services and facilities. Sustainable development Clean air, water and land.

This activity contributes to the District’s well-being and the achievement of the desired outcomes through:

- i) The provision by the Council of adequate public waste collection and disposal services for the District; and
- ii) The Council maintaining a general overview, to ensure that all solid waste in the District is disposed of in a safe and sanitary manner.

Solid Waste Management Plan Goals and Objectives

The goals and objectives for the Solid Waste activity for the Stratford District are:

Goals

- 1. To protect the health of our communities by ensuring waste does not cause a nuisance or be injurious to health.
- 2. To lower the cost of waste and risk to society.
- 3. To reduce environmental damage from the generation and disposal of waste.
- 4. To increase economic benefit by using material resources more efficiently.
- 5. To ensure compliance with statutory requirements relating to waste management.
- 6. To achieve the best practicable service for the Stratford District through consultation, co-ordination and integration on waste management issues with other District Councils in Taranaki and the Taranaki Regional Council.

2.3 Objectives

Waste Minimisation	<ul style="list-style-type: none"> • To promote methods of waste management that provide alternatives to disposal. • To continue promotion and provision of recycling facilities throughout the Stratford District.
Organic Waste	<ul style="list-style-type: none"> • To reduce the amount of organic waste disposed of to landfill.
Special Waste	<ul style="list-style-type: none"> • To dispose of special waste in an environmentally acceptable manner.
Construction and Demolition	<ul style="list-style-type: none"> • To redirect and utilise waste arising from construction and demolition.
Hazardous Waste	<ul style="list-style-type: none"> • To implement effective hazardous waste management in an environmentally sustainable manner, in line with central and regional government initiatives.
Contaminated Sites	<ul style="list-style-type: none"> • To remove unacceptable risk from contaminated sites where identified.
Organochlorines	<ul style="list-style-type: none"> • To implement the effective management of organochlorines in line with central government initiatives.
Trade Waste	<ul style="list-style-type: none"> • To ensure that public health and the environment are protected through the safe and cost effective disposal of domestic, commercial and industrial trade waste.

Waste Disposal	<ul style="list-style-type: none"> • To minimise residual waste disposed of to land by providing kerbside collection of refuse and recyclable products within urban areas. • To promote and provide methods of separating clean fill from other wastes. • To manage the refuse transfer station and recycling centre at Stratford in an environmentally and economically sustainable manner. • To ensure the environmental disposal of residual solid waste is in accordance with Ministry for the Environment guidelines. • To ensure the wise use of resources by using existing regional landfill sites, upgraded as far as practicable to modern landfill standards, in compliance with resource consents, until they reach the ends of their useful lives. • To manage the closure and re-instatement of closed sites to a state suitable for appropriate alternative land use.
General	<ul style="list-style-type: none"> • To ensure appropriate resources are available for the sustainable management of waste in the future. • To work in consultation with the community. • To use education as an integral part of the Waste Management Plan. • To ensure waste management activities are environmentally and economically sustainable. • To measure the environmental effects of waste disposal on the community of the Stratford District.

1.3 Performance Measures

Quantity

- Council has joined with the New Plymouth and South Taranaki District Councils to provide a joint landfill facility for the Region. The current landfill has sufficient capacity to accept the Region's refuse for at least the next eight years.
- The three Councils have another site with resource consents that can be used (if required) after the present site becomes full.
- The regional facility is managed by the New Plymouth District Council on behalf of the three parties.
- Domestic refuse will be collected weekly from the urban areas of Stratford and Midhirst. Domestic refuse is to be placed in 120 litre bins of the approved type (supplied by the Council free of charge, with a limit of one bin per household).
- Recyclables will be collected monthly from the kerbside at Stratford and Midhirst. Recyclables are to be placed in 240 litre bins of the approved type (also supplied by the Council, free of charge, with a limit of one bin per household).
- The generators of commercial and industrial refuse are expected to arrange for disposal of the refuse they generate.
- Council will aim to reduce the volume of waste being generated in the District.

Targets

Performance Measures	2010/11	Actual
Volume of refuse to landfill.	Less than 1,866 tonnes of refuse.	Achieved Council collected 1,604 tonnes of refuse.
Volume of recyclables collected.	More than 821 tonnes of recyclables collected.	Achieved Council collected 1,031 tonnes of recyclables.

Quality and Accessibility

- All types of refuse will be accepted at the transfer station, including ‘special’ wastes as defined in the Ministry for the Environment’s Waste Analysis Protocol.
- Council will make provision at the transfer station for recyclables and green waste to be deposited separately.
- The refuse and recyclables collection service will be carried out effectively and efficiently, and the transfer station will be properly managed and maintained at all times.
- Accessibility:
 - i) Commercial and industrial property owners will be able to take their refuse to the landfill, but residential refuse may only be taken to the transfer station in Stratford.
 - ii) Council will ensure that the opening hours of the transfer station are sufficient to meet the local needs.

Targets

Performance Measures	2010/11	Actual
Transfer station opening hours.	Open 2.00 pm – 5.00 pm Monday to Friday inclusive. 1.00 pm – 5.00 pm Saturdays and Sundays. Closed Good Friday and Christmas day.	Achieved The Transfer Station opened for the required number of hours. Following a submission to the Annual Plan, Council undertook a survey of the users and brought the Wednesday opening time forward to 10.00am.
The results of regular appraisals of the contractor’s performance.	Not less than a 95% rating.	Not Achieved The contractor received a 92% performance rating. The low rating was due to the poor performance of a temporary driver.

Health and Safety

The Council will ensure that the Solid Waste activity is managed in a safe manner.

Targets

Performance Measures	2010/11	Actual
Number of reported health or safety incidents.	No health or safety incidents.	Achieved There were no health or safety incidents during the year.

Sustainability

Council will meet all environmental standards in its management of the activity, including the aftercare of three closed landfill sites – one in Stratford and two in the rural area.

Targets

Performance Measures	2010/11	Actual
Consents obtained and compliance with conditions.	Consents obtained and conditions complied with throughout the year.	Achieved Council complied with the consent conditions.

Costs and Funding

- i) The service will be provided for a cost that will be publicly consulted on annually via the LTCCP or Annual Plan process.
- ii) Generally, the activity will be funded as follows:
 - (a) Collection and disposal costs will be met from a targeted rate levied on a uniform basis against all properties in the area of benefit.
 - (b) Gate charges will apply at the transfer station (with lower charges for green waste and no charge for recyclables).
 - (c) There will be a small input from the general rate to cover the processing of green waste and landfill aftercare.

Targets		
Performance Measures	2010/11	Actual
Cost of service.	Service provided within budget including revenue percentages.	Achieved All services were completed on time and within budget.

Customer Satisfaction

- i) Requests for service and complaints will be handled promptly and properly.
- ii) Solid Waste service users satisfied with overall level of service.

Targets		
Performance Measures	2010/11	Actual
Number of requests for service & complaints.	Not more than 10 complaints & requests.	Achieved There were six complaints received.
Results of user or 'customer satisfaction' surveys (if surveyed).	An increasing satisfaction trend.	Achieved Overall satisfaction with the Refuse activity. Annual survey showed an increase in satisfaction (7.2 up to 7.55 out of 10 this year). Recycling activity was surveyed for the first time in 2011 and scored 7.49 out of 10.

1.4 Cost of Services Statement

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

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
621.5	Operating Expenditure	606.0	657.3
103.7	Revenue	39.9	57.6
517.8	Net Cost of Service	566.1	599.7
EXPENDITURE			
466.9	Operating Costs	460.9	486.6
18.0	Depreciation	18.1	18.8
136.6	Overheads	127.0	152.0
621.5	Total Operating Expenditure	606.0	657.3
4.1	Landfill Aftercare Costs	60.5	25.5
625.6	Total Expenditure	666.5	682.8
FUNDED BY:			
103.7	Charges for Services	39.9	57.6
103.7	Total Revenue	39.9	57.6
567.0	Targeted Rates	579.8	579.3
18.4	General Rates	17.8	18.6
18.0	Depreciation Funded from Reserves	18.1	18.8
-	Transfer from Reserves - Operating Expenditure	-	-
-	Transfers to Reserves	(33.0)	-
9.6	Other Funding	8.9	8.5
716.7	Total Funding	631.5	682.8

Stormwater

1.1 What We Do

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

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

1.2 Why We Do It

Council has traditionally assumed the role of provider of Stormwater services for the District because there is no alternative provider. It intends to continue its role in perpetuity in a manageable and affordable manner.

Well-being	Regional Outcomes	Community Priorities
Economic Environmental	<p>Connected Taranaki - A Region that delivers accessible and integrated infrastructure, transport and communication systems, which meet the needs of residents, business and visitors.</p> <p>Secure and Healthy Taranaki - A region that provides a safe, healthy and friendly place to live, work and visit.</p> <p>Sustainable Taranaki - A region that appreciates the value of its natural environment and its physical and human resources in planning, delivery and protection.</p>	<p>Affordable, high quality, core services and facilities.</p> <p>Sustainable development.</p> <p>Clean air, water and land.</p> <p>A built environment that is attractive, safe and healthy.</p>

This activity contributes to the District’s well-being and the achievement of the desired outcomes through:

- The provision by the Council of a public stormwater system for the commercial part of the Stratford urban area; and
- The Council maintaining a general overview of the standard and quality, and method of provision of, stormwater collection and disposal on, and for, private properties;

in order to protect land and property, and the health and safety of people.

Stormwater Goal and Principal Objectives

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

The Stormwater activity goal is:

“To provide for the effective and efficient drainage of stormwater for systems within the Stratford and Midhirst urban areas.”

The principal objectives are:

- (a) To plan for the future maintenance and provision of the stormwater system in perpetuity, and to anticipate growth and demand trends that may affect this level of investment;
- (b) To maintain management systems that monitor and assess the performance and compliance of various stormwater systems;
- (c) To minimise damage to property and inconvenience to residents during flood events; and
- (d) To provide for informed community consultation.

1.3 Performance Measures

Quantity

- There are 6.7km of stormwater pipes, and 14km of open drains in the Stratford urban area. Council is also responsible for approximately 70 metres of 450mm culvert in Midhirst.
- The Council will provide, and will progressively renew and further develop, a public stormwater service for the commercial part of Stratford only.
- It will be possible for most properties within the stormwater area to be readily connected to the public system, and once connected, to be able to dispose of their stormwater without any problems.
- Residential and industrial property owners are required to dispose of their stormwater, to the Council's satisfaction, on their own properties.

Performance Measures	Targets	
	2010/11	Actual
Provision of stormwater system.	Not less than the 2007/08 assets - 6.7km of pipes, 14km of open drains in Stratford urban area, 70m of 450mm pipe in Midhirst.	Achieved There was no decrease in the asset during the year.
The preservation of asset capacity and integrity – actual renewals expenditure compared with the annual provision for depreciation.	Actual renewals expenditure matches depreciation over time.	<p>Achieved The programmed renewal project was completed as required, however the following two projects were also undertaken during the year.</p> <p>A collapsed tunnel required emergency works at 27A Brecon Road. Following the demolition of the existing building at 406 Broadway, Council took the opportunity to upgrade the underlying tunnel before a new commercial complex is constructed.</p> <p>The two additional projects resulted in \$171k of unplanned expenditure. Actual renewal expenditure will match depreciation over time.</p>

Quality

- The system will be incrementally improved over the next 7 to 10 years, to the point where it has the capacity to handle a '1 in 20 year' storm event.
- The service and its management will be properly integrated with the wastewater and water supply services, with land use decision-making, and with other Council responsibilities and activities.

Targets		
Performance Measures	2010/11	Actual
The number of known incidences of flooding of commercial buildings during the past year.	None except in a weather event greater than a 1 in 5 year storm event.	Achieved There were no flooding events affecting the commercial area.
The results of regular appraisals of the network contractor's performance.	Not less than a 95% rating against the contract parameters.	Achieved The contractor received a 98% performance rating for the year.
Capacity of the system to handle a '1 in 20 year' storm event.	An increasing capacity annually, with full '1 in 20 year' capacity by 2016.	Achieved There was no increase in the network capacity, however 83 metres of an old tunnel, which had the potential to reduce the capacity of that section to zero, was removed.

Sustainability

In all areas of the Council's provision and management of the service, the natural environment will be protected, and all potential negative effects will be identified and properly managed.

Targets		
Performance Measures	2010/11	Actual
Resource consent compliance.	Current consents for all required purposes, no non-compliance with the conditions.	Achieved No non-compliance notices were received during the year.

Health and Safety

The system will be managed, and stormwater disposed of, in a safe manner.

Targets		
Performance Measures	2010/11	Actual
Health and safety incidents	No health or safety incidents	Achieved There were no stormwater health and safety incidents

Costs and Funding

- i) The service will be provided within the annual budget at a cost publicly consulted on annually via the LTCCP or Annual Plan process.
- ii) The Council will fund the activity by way of the general rate supplemented by some loan funding for major capital projects.

Targets		
Performance Measures	2010/11	Actual
Cost of service.	Service provided within budget including revenue percentages.	Achieved All operational work was completed on time and below budget.
Completion of renewal and new capital work planned for the year.	Renewal and capital work completed on time and within budget.	Partly Achieved The programmed renewal project was completed as required. However, as noted above, two sections of tunnel were replaced.

Customer Satisfaction

- i) Requests for service and complaints will be dealt with promptly and properly.
- ii) Ten percent of requests for service and complaints are inspected to ensure work is carried out properly.
- iii) Council will aim to ensure that Stormwater users are satisfied with the overall level of service provided.

Performance Measures	Targets	
	2010/11	Actual
Number of complaints and requests for service.	Not more than the number of complaints and requests in the previous year.	Achieved While there were 17 customer requests received, all related to road assets (26 requests in previous year). There were no complaints (2009/10 - Nil).
The results of any user or public 'customer satisfaction' surveys (if surveyed).	An increasing satisfaction trend.	Not Achieved The overall satisfaction score for stormwater was 6.22 out of 10 compared with 7.65 out of 10 in the previous year.

1.4 Cost of Services Statement

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

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
195.3	Operating Expenditure	163.0	175.8
-	Revenue	-	-
195.3	Net Cost of Service	163.0	175.8
EXPENDITURE			
102.7	Operating Costs	66.2	77.0
5.2	Interest	5.6	6.1
57.9	Depreciation	63.8	59.9
29.5	Overheads	27.4	32.8
195.3	Total Operating Expenditure	163.0	175.8
4.7	Principal Loan Repayments	4.7	4.7
239.0	Capital Expenditure	214.0	43.3
439.0	Total Expenditure	381.7	223.8
FUNDED BY:			
191.3	General Rates	188.5	196.7
133.6	Transfers from Reserves - Capital	196.5	21.6
-	Depreciation Funded From Reserves	-	1.8
-	Loan Funding - Capital	-	-
-	Grants - Capital	-	-
4.2	Other Funding	3.9	3.7
329.1	Total Funding	388.9	223.8

Wastewater (Sewerage)

1.1 What We Do

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

1.2 Why We Do It

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

Well-being	Regional Outcomes	Community Priorities
Economic Environmental	<p>Connected Taranaki - A Region that delivers accessible and integrated infrastructure, transport and communication systems, which meet the needs of residents, business and visitors.</p> <p>Secure and Healthy Taranaki - A region that provides a safe, healthy and friendly place to live, work and visit.</p> <p>Sustainable Taranaki - A region that appreciates the value of its natural environment and its physical and human resources in planning, delivery and protection.</p>	<p>Affordable, high quality, core services and facilities.</p> <p>Sustainable development.</p> <p>Clean air, water and land.</p> <p>A built environment that is attractive, safe and healthy.</p>

This activity contributes to the District's well-being and the achievement of the desired outcomes through:

- i) The provision by the Council of public wastewater collection, treatment and disposal systems for the Stratford urban area; and
- ii) The Council maintaining a general overview of the standard and quality of, and the methods of provision of, private wastewater systems in the District;

in order to protect public health and the environment.

Wastewater Goal and Principal Objectives

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

The Wastewater activity goal is:

“To contribute to the health and environmental needs of the community through the sustainable provision and adequate management of an effective, efficient and environmentally acceptable system of sanitary management”.

The principal objectives of the Wastewater system are to:

- (a) Plan for, and forecast, the investment in the future provision and maintenance of the Wastewater infrastructure in perpetuity, and to anticipate growth and demand trends that may affect this level of investment;
- (b) Ensure that all reticulation and treatment services meet appropriate health and service standards;
- (c) Monitor and assess the performance and compliance of the Wastewater infrastructure;
- (d) Maintain an adequate management system for all matters relating to the Wastewater infrastructure; and
- (e) Provide for informed community consultation.

1.3 Performance Measures

Quantity

Council will provide, progressively renew and further develop a public Wastewater system for the Stratford urban area that meets current and projected future demand.

Targets		
Performance Measures	2010/11	Actual
Provision of wastewater system.	No less than 42km of pipes, 3 pump stations, treatment plant, 2,378 connections.	Achieved There was no decreases in assets during the year.
The preservation of asset capacity and integrity – actual renewals expenditure compared with the annual provision for depreciation.	Actual renewals expenditure matches depreciation over time.	Achieved Renewal expenditure will match depreciation over time.
Completion of renewal and new capital work planned for the year.	Renewal and capital work completed on time and within budget.	Achieved The planned renewal and capital work of \$56,900 was completed on time and on budget. \$20,000 of works carried over from the previous year was also undertaken
Reduction in average wastewater discharge per rateable property per year.	An average reduction per rateable property in the total volume of wastewater discharged per year.	Not Achieved Due to an equipment failure only nine months of data was logged. The average discharge for the period logged was 7.7 cubic meters per property per day as opposed to 7.4 the previous year. The increase is due to wetter conditions causing extra infiltration.

Quality

It will be possible for properties within the serviced area to be readily connected to the system, and once connected, to always be able to dispose of their wastewater.

The Wastewater system will be properly maintained and operated at all times.

Targets		
Performance Measures	2010/11	Actual
The results of regular appraisals of the network contractor's performance	Not less than a 95% rating against the contract parameters.	Achieved The contractor received a 97% performance rating.

Sustainability

The natural environment will be protected, and all potential negative economic, environmental, social and cultural effects will be identified and properly managed.

Targets

Performance Measures	2010/11	Actual
Resource consent compliance.	Current consents for all required purposes, full compliance with the conditions.	Not Achieved Council received one non-compliance notification during the year that related to overflows at the oxidation ponds. The remedial actions taken satisfied Regional Council requirements.

Health and Safety

The system will be managed, and wastewater disposed of, in a safe manner.

Targets

Performance Measures	2010/11	Actual
Number of wastewater spills or overflows per year.	Not more than 10 spills or overflows per year.	Achieved There were seven sewer spills during the year.
Health and safety incidents.	No health or safety incidents.	Achieved There were no Wastewater health and safety incidents during the year.
The number of formal actions Council has taken during the year to require improvements to private wastewater systems.	No formal actions.	Achieved No formal actions were taken during the year.

Costs and Funding

- i) The service will be provided within the annual budget at a cost publicly consulted on annually via the LTCCP or Annual Plan process.
- ii) The Council will fund the activity by way of targeted rates that are levied according to a scale of charges calculated on the number of water closets and urinals within each separate rating unit connected to the public system.

Targets

Performance Measures	2010/11	Actual
Cost of service.	Service provided within budget including revenue percentages.	Achieved All operational work was completed within budget. Council's actual income exceeds the budget.

Customer Satisfaction

- i) Requests for service and complaints will be dealt with promptly and properly.
- ii) Ten percent of requests for service and complaints are inspected to ensure work is carried out properly.
- iii) Council will aim to ensure that Wastewater users are satisfied with the overall level of service provided.

Targets

Performance Measures	2010/11	Actual
Number of complaints and requests for service.	Not more than 25 complaints and requests for service.	Achieved There were 14 requests for service received during the year, only 6 of which were complaints relating to the Council's service (others were location requests or the owner's problem).
The results of any user or public 'customer satisfaction' surveys (if surveyed).	An increasing satisfaction trend.	Not Achieved There satisfaction score dropped from 8.4 last year to 7.3.

1.4 Cost of Services Statement

The detailed financial summary for Wastewater activity is shown below.

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
325.7	Operating Expenditure	354.5	359.5
5.1	Revenue	9.2	2.0
320.6	Net Cost of Service	345.3	357.5
EXPENDITURE			
190.8	Operating Costs	218.2	185.4
27.4	Interest	29.0	55.6
52.0	Depreciation	54.0	54.6
55.5	Overheads	53.3	63.9
325.7	Total Operating Expenditure	354.5	359.5
20.4	Principal Loan Repayments	20.4	35.2
58.3	Capital Expenditure	77.0	56.9
404.4	Total Expenditure	451.9	451.6
FUNDED BY:			
5.1	Charges for Services	9.2	2.0
5.1	Total Revenue	9.2	2.0
363.9	Targeted Rates	388.9	382.4
11.8	Transfers from Reserves - Capital	77.0	56.9
-	Depreciation Funded From Reserves	15.0	3.1
46.5	Loan Funding - Capital	-	-
8.0	Other Funding	7.5	7.2
435.3	Total Funding	497.6	451.6

Governance and Corporate Support

1.1 What We Do

Governance

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

Governance includes the formal meeting processes, elections and the means for community involvement in the democratic process.

Corporate Support

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

1.2 Why We Do It

Council is required by the Local Government Act 1974 and 2002 to provide a democratic process and manage its funding and administrative services efficiently and responsibly on behalf of the district.

Well-being	Regional Outcomes	Community Priorities
Social	Connected Taranaki	A District with a clear identity where people experience a sense of belonging and pride
Economic	Prosperous Taranaki	The leading rural trading centre attractive to residents, business and visitors alike
Environmental	Secure and Healthy Taranaki	High quality health and education facilities and services accessible to all
Cultural	Skilled Taranaki	Affordable, high quality, core services and facilities.
	Sustainable Taranaki	Local jobs and training for local people
	Together Taranaki	Sustainable development.
	Vibrant Taranaki	Comprehensive social, recreational and cultural facilities accessible to all
		Clean air, water and land
		A built environment that is attractive, safe and healthy.
		A diverse natural environment that is accessible to all.

The Governance activity, by its nature, contributes to all of the desired district Well-being, regional outcomes and community priorities.

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

1.3 Performance Measures

Quantity

- i) Provide encouragement and advocacy to influence major private and public organisations to achieve the most benefit for residents of the District.
- ii) Provide the community the opportunity to have input into Council's decision making through its planning processes and a regular public forum.
- iii) Facilitate, mentor and support a District Youth Council.
- iv) Monthly Council Meetings.
- v) Citizenship Ceremonies.

Targets		
Performance Measures	2010/11	Actual
Elected members attendance at Council meetings.	80% or greater attendance by elected members at Council meetings.	Achieved Greater than 80% attendance by elected members at Council meetings (actual 94.8%).
Youth Council meetings.	10 Youth Council meetings.	Achieved 10 Youth Council meetings were held.
Annual review of Policy Manual.	Policy Manual reviewed annually.	Achieved Policy Manual reviewed and adopted by Council 5 October 2010.
Public forum.	Hold public forum at least four times annually.	Partly Achieved Three public forums were held. The forum scheduled for August 2010 was not held due to elections.
Community participation.	Seek and consider community participation in decision making process.	Achieved Sought and considered community participation in decision making process.

Quality

- Elections will comply in all respects with legal requirements.
- Council will carry out any special consultation procedures that may be required by the Local government Act 2002.
- All Council decisions shall be lawful.
- Council will:
 - i) Manage, inform, plan and administer Corporate resources and activities to facilitate the efficient and effective delivery of services, to both external and internal customers.
 - ii) Maintain effective and efficient accounting systems, procedures and controls.
 - iii) Maintain a mix of funding mechanisms that will meet the total funding requirements of Council.
 - iv) Ensure computerised systems continue to provide an efficient, effective information system.

Targets

Performance Measures	2010/11	Actual
Compliance with legal requirements:		
i) Elections	Election process complies fully with legal requirements.	Achieved Elections processes for mayoralty complied with legal requirements.
ii) Consultation	Run special consultation procedures as required.	Not Applicable
iii) Decision making	No known unlawful decisions.	Achieved No known unlawful decisions.
Compliance with Audit New Zealand requirements.	LTCCP or Annual Plan (as appropriate) receive an unqualified Audit opinion. Five or less Audit 'findings' in Annual Report.	Not Applicable Achieved An unqualified Audit Opinion was received for the 2009/10 Annual Report with three 'findings' in their report to management.
Reporting	Monthly activity and financial reports to Council.	Achieved Monthly financial and activity reports were supplied to Council at all Council meetings.

Community Service

Recognise community service through the annual Citizens' Awards Programme.

Targets

Performance Measures	2010/11	Actual
Citizen Awards.	Recognise citizens' contributions through Citizens' Awards Programme.	Achieved Three citizens were recognised.

Costs and Funding

- The service will be provided within the annual budget at a cost publicly consulted on annually via the LTCCP or Annual Plan process.
- Council will fund the activity from the Uniform Annual General Charge (UAGC).

Targets

Performance Measures	2009/10	Actual
Cost of service	Service provided within budget.	Achieved Service was provided within budget.

1.4 Cost of Services Statement

The detailed financial summary for this activity is shown below:

Governance

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
624.0	Operating Expenditure	622.7	846.5
-	Revenue	-	-
624.0	Net Cost of Service	622.7	846.5
EXPENDITURE			
279.5	Operating Costs	314.9	417.6
344.5	Overheads	307.8	428.9
624.0	Total Operating Expenditure	622.7	846.5
FUNDED BY:			
-	Charges for Services	-	-
-	Revenue	-	-
770.8	General Rates	765.4	798.5
54.6	Other Funding	50.2	48.0
825.4	Total Funding	815.6	846.5

Corporate Support

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
87.6	Operating Expenditure	93.2	132.4
60.9	Revenue	72.0	40.0
26.7	Net Cost of Service	21.2	92.4
EXPENDITURE			
236.2	Operating Costs		
	- Chief Executive's Department	216.2	263.0
865.9	- Corporate Services Department	782.5	905.3
(1,014.5)	Overheads	(905.5)	(1,035.9)
87.6	Total Operating Expenditure	93.2	132.4
276.1	Capital Expenditure	177.0	337.0
363.7	Total Expenditure	270.2	469.4
FUNDED BY:			
60.9	Charges for Services	72.0	40.0
60.9	Total Revenue	72.0	40.0
83.1	General Rates	74.4	77.6
276.1	Transfers from Reserves - Capital	177.0	337.0
-	Grants - Capital	-	-
-	Loan Funding - Capital	-	-
14.0	Other Funding	16.2	14.8
434.1	Total Funding	339.6	469.4

Holiday Park

1.1 What We Do

The Stratford Holiday Park is located on Page Street, on a 9,100m² site in the south-western corner of King Edward Park. It comprises six self-contained units, seven tourist cabins, three standard cabins, a backpackers' lodge, toilet and ablution facilities, kitchen/lounge, office and manager's residence, camping areas, ancillary buildings, roading and other basic improvements.

The Holiday Park is operated under a formal lease, with the lessee owning the chattels and four of the self contained units, and being responsible for the day to day management and operations of the facility. Council is responsible for renewal investment and major maintenance items.

The lease expires on 29 June 2016.

The Council-owned assets are for sale. Council would like to sell its built assets and grant a ground lease to the purchaser.

1.2 Why We Do It

Council has traditionally adopted the role of provider of the Holiday Park as there has been no alternative provider in the Stratford District. However, it does not wish to continue with this role.

Well-being	Regional Outcomes	Community Priorities
Economic	<p>Secure and Healthy Taranaki - A region that provides a safe, healthy and friendly place to live, work and visit</p> <p>Connected Taranaki – A region that delivers accessible and integrated infrastructure, transport and communication systems which meet the needs of residents and visitors</p> <p>Together Taranaki - A region that is caring and inclusive, works together, and enables people to have a strong and distinctive sense of identity</p>	<p>The leading rural trading centre attractive to residents, business and visitors alike</p> <p>Affordable, high quality, core services and facilities.</p> <p>A built environment that is attractive, safe and healthy</p>

This activity contributes to the District's well-being and the achievement of the desired outcomes through the Council owning (and leasing) a Holiday Park that assists in meeting the needs of visitors to the District, which contributes to the District's promotion - business development.

Holiday Park Goal and Principal Objectives.

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

The Stratford Holiday Park activity goal is:

“To support the provision of a well maintained attractive facility that will enable visitors and tourists to stay in the district and enjoy all the attractions that it offers”.

The principal objectives are:

- (a) To plan for, and forecast, the investment for the future maintenance and existing provision of the Stratford Holiday Park and to anticipate trends that may affect this investment,
- (b) To ensure that all facilities are maintained to meet adequate safety and service standards,
- (c) To provide the facility in a cost effective manner for the benefit of District ratepayers and visitors to the District.
- (d) To maintain an adequate management/lease system for all matters relating to the Holiday Park.
- (e) To provide for informed community consultation.

1.3 Performance Measures

Quantity and Quality

The Council-owned assets are for sale. Council would like to sell its built assets and grant a ground lease to the purchaser.

Performance Measures	Targets	
	2010/11	Actual
Number of patrons per year.	Annual number of patrons within plus or minus 5% of the previous year if assets not sold.	Achieved The number of patrons was 3,509, an increase on the previous years total of 3,447. This is only a 1.77% increase.
Sale of Holiday Park assets.	Holiday Park assets sold.	Not Achieved The Holiday Park assets are on the market. Interest from prospective purchasers indicates a preference for right of occupancy as well.

Costs and Funding

- i) Council will aim to fund this facility approximately 20% from general rates, and 80% from lease and other income.
- ii) Input from general rates not to exceed \$10,400.

Performance Measures	Targets	
	2010/11	Actual
Cost of service.	Service provided within budget and revenue percentage met if assets not sold.	Achieved All lease payments were received in full. The operating expenditure was within budget.

Customer Satisfaction

Requests for service and complaints will be dealt with promptly and properly.

Performance Measures	Targets	
	2010/11	Actual
Number of complaints from, or disputes with, the lessee.	No complaints or disputes (if assets not sold).	Achieved There were no complaints or disputes with the lessee.

1.4 Cost of Services Statement

The detailed financial summary for the Holiday Park is shown below.

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
<u>65.0</u>	Operating Expenditure	<u>60.6</u>	<u>64.0</u>
<u>20.0</u>	Revenue	<u>20.0</u>	<u>20.0</u>
<u>45.0</u>	Net Cost of Service	<u>40.6</u>	<u>44.0</u>
EXPENDITURE			
13.4	Operating Costs	9.9	8.2
31.0	Depreciation	31.0	33.2
<u>20.6</u>	Overheads	<u>19.7</u>	<u>22.6</u>
<u>65.0</u>	Total Operating Expenditure	<u>60.6</u>	<u>64.0</u>
-	Capital Expenditure	-	-
<u>65.0</u>	Total Expenditure	<u>60.6</u>	<u>64.0</u>
FUNDED BY:			
<u>20.0</u>	Charges for Services	<u>20.0</u>	<u>20.0</u>
<u>20.0</u>	Total Revenue	<u>20.0</u>	<u>20.0</u>
19.9	General Rates	8.0	8.3
31.0	Depreciation Funded from Reserves	31.0	33.2
<u>2.9</u>	Other Funding	<u>2.6</u>	<u>2.5</u>
<u>73.8</u>	Total Funding	<u>61.6</u>	<u>64.0</u>

Promotion - Business Development

1.1 What We Do

The Stratford District Council manages a Promotion - Business Development role from its offices at 61-63 Miranda Street, Stratford.

1.2 Why We Do It

The Promotion - Business Development activity contributes to the community priorities of:

- Encouraging and assisting the establishment, retention and development of sustainable, new and existing businesses;
- Promoting new investments;
- Developing viable employment opportunities;
- Marketing business opportunities.

Well-being	Regional Outcomes	Community Priorities
Social Economic	<p>Prosperous Taranaki - A region that boasts a sustainable, resilient and innovative economy that prospers within the natural and social environment.</p> <p>Secure & Healthy Taranaki – A region that provides a safe, healthy & friendly place to live, work or visit.</p> <p>Skilled Taranaki - A region that values and supports learning so that all people can play a full and active role in its social, cultural and economic life.</p> <p>Sustainable Taranaki – A region that appreciates its natural environment and its physical and human resources in planning, delivery and protection.</p> <p>Vibrant Taranaki - A region that provides high quality and diverse cultural and recreational experiences, and encourages independence and creativity.</p>	<p>The leading rural trading centre attractive to residents, businesses and visitors alike.</p> <p>Affordable, high quality core services and facilities.</p> <p>Local jobs and training for local people.</p> <p>Sustainable development</p>

This activity contributes to the District's well-being and achievement of the desired outcomes through the Council maintaining a general overview of trends in the social well-being of the District and initiating, either alone or (usually) in conjunction with others, action for enhancement whenever it considers that to be necessary, appropriate and practical.

1.3 Performance Measures

Quantity and Quality

- The Council will promote the District and its business development by:
 - a) encouraging and assisting the establishment, retention and development of sustainable new and existing businesses;
 - b) promoting new investments;
 - c) identifying viable employment opportunities; and
 - d) marketing business opportunities.
- Strong relationships will be developed with local business and other groups, and with the appropriate Government agencies.
- A separate Business Plan for the activity will be prepared annually, in conjunction with the relevant stakeholders.

Performance Measures	Targets	
	2010/11	Actual
Economic and Business Development contract is administered by Council, with the following performance measures:		
Business mentoring is provided.	Provided	Achieved Provided via Venture Taranaki BMNZ and informal network service.
Delivery of Enterprise Training Programme workshops within the Stratford District.	1 enterprise workshop delivered in the District	Not Applicable Programme no longer exists; however Venture Taranaki will be providing new training capability voucher system into Stratford – marketing material being released soon.
Provision of regular start up clinics.	Provided	Achieved Provided monthly.
Business advisory service is provided.	Provided	Achieved Provided on individual basis to clients within Stratford District by Venture Taranaki.
Regional surveys are carried out each year.	2 surveys	Not Achieved One business survey completed in December 2010 with another to come mid 2011.
Business success within the District is celebrated.	Achieved	Achieved Romeo Awards were held in September 2010
Young Enterprise Scheme is run throughout Taranaki.	Achieved	Achieved
Address the area of skills gaps.	Achieved	Achieved Talented Taranaki Strategy implementation and Taranaki.info/jobs run by Venture Taranaki and working with Stratford employers in this area.
Identification of significant projects and responding as appropriate to maximise benefits to the region.	Achieved	Achieved Provided as applicable by Venture Taranaki.

Costs and Funding

The Council will fund this activity by way of the general rate after receiving any financial assistance that may be available from Government or other sources.

Performance Measures	Targets	
	2010/11	Actual
Cost of service.	Level of service provided within budget.	Achieved Level of service provided within budget.

Customer Satisfaction

- a) All identified opportunities will be pro-actively followed up vigorously.
- b) All complaints will be dealt with promptly and properly.
 - . Verbal complaints within one day.
 - . Written complaints within three days.

Performance Measures	Targets	
	2010/11	Actual
Number of requests for service or complaints.	No requests or complaints.	Achieved No requests or complaints.
Results of user or customer satisfaction surveys (if surveyed).	An increasing satisfaction trend.	Not Applicable No survey was undertaken.

1.4 Cost of Services Statement

The detailed financial summary for this activity is shown below.

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
230.6	Operating Expenditure	200.0	288.4
-	Revenue	-	-
230.6	Net Cost of Service	200.0	288.4
EXPENDITURE			
161.8	Operating Costs	141.4	203.3
68.8	Overheads	58.6	85.2
230.6	Total Operating Expenditure	200.0	288.4
FUNDED BY:			
-	Charges for Services	-	-
-	Total Revenue	-	-
273.8	General Rates	267.4	278.9
10.8	Other Funding	9.9	9.5
284.6	Total Funding	277.3	288.4

Rental and Investment Properties

1.1 What We Do

The following activities have been grouped together because they have similar issues and, individually, they are not significant activities of Council warranting specific treatment. For financial reporting purposes they are accounted for separately, although rental and vacant properties are combined in one cost centre. They are from three different activity groups – Services and Facilities, Leadership and Economy.

Aerodrome

The Aerodrome is part of the Services and Facilities group of activities. However, it is included with the Rental and Investment Properties activity for asset management purposes.

The Aerodrome is situated at Flint Road and provides two grassed runways approximately 900m and 530m in length. Council provides a fertiliser bin, and maintains the access roads, runways and associated drainage.

Farm Investment

Although the Farm is in the Leadership group of activities, it is included in the Rental and Investment Properties activity for asset management purposes.

The Farm comprises 113 hectares of land, of which 105 hectares is 'milkable'. It is managed on a 50/50 sharemilking basis and has a herringbone cowshed, sharemilkers' dwelling and associated farm buildings.

Land

The Council manages both urban and rural land under this activity. The land falls into three general groups:

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

1.2 Why We Do It

Council provides some of these properties as a community good, some as investments and others because there are no other agencies able or willing to provide them.

Well-being	Regional Outcomes	Community Priorities
Economic	<p>Connected Taranaki - A Region that delivers accessible and integrated infrastructure, transport and communication systems, which meet the needs of residents, business and visitors.</p> <p>Prosperous Taranaki - A region that boasts a more prosperous yet sustainable local economy, that recognises strengths and encourages diversity.</p>	<p>The leading rural trading centre, attractive to residents, businesses and visitors alike.</p> <p>Affordable, high quality, core services and facilities.</p>

This activity contributes to the District's well-being and the achievement of the desired outcomes through:

- Council's ownership of an Aerodrome, thereby making provision for local air transport, recreation and light commercial needs.
- Council's ownership of a farm property within which the Stratford Aerodrome is located, and farming the land with the profits offsetting the annual rate requirement.
- Ensuring that all Council-owned land and other property within the District that is not immediately required for any Council service is:
 - i) identified as being either surplus to the Council's long-term requirements, or as property that needs to be retained; and
 - ii) in the meantime utilised in the most effective and efficient manner.

Goal and Principal Objectives

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

The Rental and Investment Properties activity goal is:-:

(note: this differs from the *"The provision of properties for investment and economic growth that promote financial and social well-being for the community"*).

The principal objectives are:

- (a) To provide an aerodrome and other rental properties for commercial and non-commercial use by the Stratford District community;
- (b) To provide the community with an acceptable financial return from the Farm and other rental investments;
- (c) To provide and maintain the properties in a cost effective manner for the benefit of district ratepayers;
- (d) To maintain or facilitate adequate management systems for all matters relating to the properties; and
- (e) To provide for informed community consultation on all significant matters with regard to the properties.

1.3 Performance Measures

Quantity and Quality

Aerodrome

- The Council will continue to manage the Stratford Aerodrome that currently comprises two grassed runways, approximately 900m and 530m in length respectively.
- The main users of the facility are the Stratford Aero Club, Taranaki Gliding Club, other recreational users, and top dressing operators.
- These parties are individually responsible for their own hangars, and the Stratford Aero Club for its clubrooms. Recreational and private users are co-ordinated by the Aero Club. The Council's involvement is therefore limited to maintenance of the runways and associated drainage and the access roads, and the provision of a fertiliser bin.
- The Aerodrome is situated within the boundaries of a 113 ha farm owned by the Council, so there is ample capacity for its future extension if required.
- Traditionally, the Stratford Aero Club had the only hangars, but now there are five private hangars and the area allocated for that purpose is almost fully occupied. The Council is to consider what its future approach to this matter will be.

Targets		
Performance Measures	2010/11	Actual
The extent to which the need for public aerodrome facilities in the District is being met, as evidenced by the number of organisations or individuals who base their aviation activities at the Aerodrome.	Not less than five organisations or individuals based at the Aerodrome.	Achieved There are seven organisations or individuals based at the Aerodrome.

Farm Investment

- Council owns land acquired for an aerodrome. The Farm activity relates to that part of the land not currently required for aerodrome purposes.
- 105ha of land are milked on, and the Farm is managed under a 50/50 sharemilking arrangement.
- Improvements will be maintained and renewed to the appropriate standard except to the extent that Council's policy is not to renew the asset or fund depreciation.

Targets		
Performance Measures	2010/11	Actual
Satisfaction that use of the property is being maximised from a commercial point of view	Quarterly reports from Farm Consultants assure Council that the Farm is responsibly managed.	Achieved The Farm Consultants carried out quarterly inspections of the farm and their findings have been reported to Council.

Performance Measures	Targets	
	2010/11	Actual
Completion of major works, renewal and capital programme. Number of complaints from, or disputes with, the sharemilkers.	Milk fat production is equal to, or better than, other farms of a similar size in the District.	Not Achieved Total production supplied to Fonterra Co-Operative Ltd for the season was 92,024kgMs. This was 4% below other farms of a similar size in the district. A Certificate of Excellence in Highest Quality Milk Production was awarded to J & A West and Stratford District Council for supplying milk that reached Fonterra's 100% finest quality standards for the season. An outstanding record reflecting excellence in both on-farm hygiene practices and an ongoing commitment to milk quality.
	Formal up to date agreement with sharemilkers in place and being complied with.	Achieved Jonathan & Asha West have accepted a three year sharemilking position as from 1 June 2010.
	All major works, renewal and capital work planned for the year completed to required standards.	Achieved Project works including Farm Pasture Development and a Non-potable water system were completed to required standards.
	No complaints or disputes.	Achieved There were no complaints or disputes with the sharemilkers.

Land

- The Council has several properties in the following categories:
 - Properties that serve a Council purpose or are of strategic importance to the Council, and which generally have limited potential for any other use.
 - Land with commercial potential, and its legal status permits its availability for sale.
- Eight properties have been identified as surplus to requirements as at June 2009.
- Buildings will be maintained and renewed taking into account their use and long term intentions for them.
- Council's policy is not to fund depreciation to renew or replace some buildings at the ends of their economic lives.

Performance Measures	Targets	
	2010/11	Actual
Rental Properties: Currency of lease agreements.	Agreements up to date.	Achieved All lease agreements are up to date.
Compliance with lease conditions.	100% of lease conditions complied with.	Achieved 100% of lease conditions were complied with.
Payment of rentals.	All rentals paid.	Achieved All rentals are paid and up to date.
Properties sold: a) Integrity of sale process.	No dispute about sale process.	Achieved No Council properties were sold.
b) Proof that sale price was fair and reasonable.	Valuer's reports proved sale prices were fair and reasonable.	Not Applicable
Completion of major works, renewal and capital programme.	All major works, renewal and capital work planned for the year completed to required standards.	Achieved No major works undertaken.

Health and Safety

Aerodrome

- The Aerodrome will be managed and operated in a safe manner.

Targets		
Performance Measures	2010/11	Actual
Number of reported health or safety incidents.	No health or safety incidents reported.	Achieved No health or safety incidents were reported.

Costs and Funding

Aerodrome

Approximately 80% of the cost of this activity will be funded from the annual profits of 'the Farm', with the balance from user charges.

Targets		
Performance Measures	2010/11	Actual
Cost of service.	Service provided within budget including revenue percentages.	Achieved Revenue from user charges is above budget. User charges funded 9% and the balance 100% funded from farm lease. Operating expenditure met target.

Farm Investment

Council will use the net income from the Farm to offset the annual rate requirement – this depends largely on milk solids prices.

Targets		
Performance Measures	2010/11	Actual
Net income received	Net income to offset rates not less than 1% of total rates.	Achieved Net income did offset rates by 1% of total rates.

Land

The Council will aim for this activity to be fully funded from rental payments/user fees and charges.

Targets		
Performance Measures	2010/11	Actual
Cost of service	Service provided within budget including revenue percentages.	Achieved Rental payments have fully funded operating expenditure.

Customer Satisfaction

Aerodrome

- Requests for service and complaints handled promptly and properly.
- Lessees and tenants satisfied with overall level of service.

Targets		
Performance Measures	2010/11	Actual
Number of complaints	No complaints.	Achieved There were no complaints or request for service from users of the Aerodrome.
Results of user or 'customer satisfaction' surveys (if surveyed)	An increasing satisfaction trend.	Achieved No survey conducted in 2010/11. The users were satisfied with the facilities at the Aerodrome.

Farm Investment

Requests for service and complaints will be handled promptly and properly.

Performance Measures	Targets	
	2010/11	Actual
Number of complaints from, or disputes with, the sharemilkers.	No complaints or disputes.	Achieved There were no complaints or disputes with the sharemilkers.

Land

Requests for service and complaints will be handled promptly and properly.

Performance Measures	Targets	
	2010/11	Actual
Number of requests for service and complaints or disputes with tenants.	No complaints or disputes.	Achieved There were no complaints or disputes with lessees.

1.4 Cost of Services Statement

The detailed financial summary for this activity is shown below.

Aerodrome

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
48.1	Operating Expenditure	49.1	49.1
33.2	Revenue	50.9	48.4
14.9	Net Cost of Service	(1.8)	0.7
EXPENDITURE			
42.2	Operating Costs	43.7	42.7
5.9	Overheads	5.4	6.4
48.1	Total Operating Expenditure	49.1	49.1
FUNDED BY:			
33.2	Charges for Services	50.9	48.4
33.2	Total Revenue	50.9	48.4
0.8	Other Funding	-	0.7
34.0	Total Funding	50.9	49.1

Farm

COST OF SERVICE STATEMENT

Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
178.7	Operating Expenditure	197.1	236.9
317.9	Revenue	342.0	302.5
(139.2)	Net Cost of Service	(144.9)	(65.6)
EXPENDITURE			
142.0	Operating Costs	161.0	197.9
18.4	Depreciation	18.4	18.6
18.3	Overheads	17.7	20.3
178.7	Total Operating Expenditure	197.1	236.9
-	Capital Expenditure	9.6	-
178.7	Total Expenditure	206.7	236.9
FUNDED BY:			
317.9	Charges for Services	342.0	302.5
317.9	Total Revenue	342.0	302.5
(63.5)	General Rates	(65.1)	(67.9)
-	Transfers from Reserves - Capital	9.6	-
2.6	Other Funding	2.4	2.3
257.0	Total Funding	288.9	236.9

Rental Properties

COST OF SERVICE STATEMENT

Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
30.9	Operating Expenditure	28.6	33.1
29.2	Revenue	30.5	25.0
1.7	Net Cost of Service	(1.9)	8.1
EXPENDITURE			
4.7	Operating Costs	3.4	5.2
8.7	Depreciation	8.7	8.8
17.5	Overheads	16.5	19.1
30.9	Total Operating Expenditure	28.6	33.1
-	Capital Expenditure	-	-
30.9	Total Expenditure	28.6	33.1
FUNDED BY:			
29.2	Charges for Services	30.5	25.0
29.2	Total Revenue	30.5	25.0
12.5	General Rates	(2.7)	(2.9)
8.7	Depreciation Funded from Reserves	8.7	8.8
2.4	Other Funding	2.2	2.1
52.8	Total Funding	38.7	33.1

Information Centre

1.1 What We Do

The Stratford District Council owns and manages the Stratford Information Centre. It is the sole Information Centre and AA Agent in the District.

1.2 Why We Do It

Well-being	Regional Outcomes	Community Priorities
Social Economic Cultural	Prosperous Taranaki - A region that boasts a sustainable, resilient and innovative economy that prospers within the natural and social environment.	The leading rural trading centre, attractive to residents, business and visitors alike. Affordable, high quality, core services and facilities. Local jobs and training for local people.

This activity contributes to the District's well-being and achievement of the desired outcomes through:

- i) the Council providing information services for tourists and other visitors to the District (which in turn contributes towards the promotion - business development of the District); and
- ii) the Council also using the opportunity to act as the Automobile Association's Agent for the District (thereby providing for local residents AA services that otherwise might not have been available).

1.3 Performance Measures

Quantity

- Council will continue to provide the Stratford Information Centre, either directly or on a contract basis. The preference is contract if sustainable.
- The Centre will continue to act as the local agent for the Automobile Association. As such, local residents and visitors will continue to have ready access to the most up-to-date information about the roads, and have the ability to re-licence their vehicles and obtain their drivers licences there.

Performance Measures	Targets	
	2010/11	Actual
The degree to which the service can be judged to be meeting the local community's and visitor needs, measured by:		
a) The number of people who visit the Information Centre.	1% increase	Not Achieved 49,832 (5.3% decrease from 52,619 in 2009/10).
b) The number of people who use the AA Agency Services.	1% increase	Not Achieved 11,820 people used AA Services (5% decrease from 12,471 last year).
c) Retention of the Automobile Association agency.	AA agency retained	Achieved AA Agency retained.

Quality

- The Information Centre will continue to have Visitor Information Network Inc (VIN) accreditation.
- VIN has 90 accredited offices in New Zealand; its vision is to be recognised globally as the most valued source of New Zealand visitor information and travel services.
- This network assists with the provision, planning, operation and management of the Centre – enabling benchmarking against national and regional trends.
- VIN also has Qualmark endorsement, which is nationally recognised by TNZ.

Targets		
Performance Measures	2010/11	Actual
Compliance with VIN accreditation membership requirements and standards.	Successfully pass VIN assessment and receive VIN accreditation.	Achieved Passed and received VIN accreditation in May 2011.

Customer Satisfaction

The Council will aim to ensure that the public and users of the Information Centre are satisfied with the service provided.

Targets		
Performance Measures	2010/11	Actual
Number of complaints received.	Not more than three complaints per year.	Achieved There were no complaints.
Results of user or 'customer satisfaction' surveys (if surveyed).	An increasing satisfaction trend.	Not Achieved 2009/10 - 8.4 out of 10 2010/11 - 7.4 out of 10

Costs and Funding

- The service will be provided for a cost that will be publicly consulted on annually via either the LTCCP or Annual Plan preparation process.
- The activity will be funded approximately 69% from general rates and 31% from user charges (retail sales, commissionable travel, accommodation and tourist activity bookings) if delivered directly, or 100% general rates if via contract.

Targets		
Performance Measures	2010/11	Actual
Cost of service.	The service is provided within budget including revenue percentages.	Achieved The service was provided within budget including revenue percentages.

1.4 Cost of Services Statement

The detailed financial summary for the Information Centre is shown below.

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
366.1	Operating Expenditure	358.5	436.6
115.3	Revenue	108.3	122.4
250.8	Net Cost of Service	250.2	314.2
EXPENDITURE			
265.0	Operating Costs	269.5	323.8
1.3	Interest	0.3	1.1
1.0	Depreciation	0.9	1.1
98.8	Overheads	87.8	110.6
366.1	Total Operating Expenditure	358.5	436.6
1.4	Principal Loan Repayments	-	1.4
367.5	Total Expenditure	358.5	438.0
FUNDED BY:			
115.3	Charges for Services	108.3	122.4
115.3	Total Revenue	108.3	122.4
282.2	General Rates	290.6	303.2
13.8	Other Funding	13.0	12.4
411.3	Total Funding	411.9	438.0

Planning and Regulatory

1.1 What We Do

The Planning and Regulatory Department activities are either required by statute or by bylaws promulgated by the Council in response to public expectations. The activities broadly cover resource management policy planning and implementation, and the regulation and enforcement of various statutes and bylaws.

1.2 Why We Do It

The Stratford District Council aims to provide Planning & Regulatory services that meet the needs of current and future communities and visitors.

Well-being	Regional Outcomes	Community Priorities
Social Economic Environmental Cultural	<p>Sustainable Taranaki - A region that appreciates its natural environment and its physical and human resources in planning, delivery and protection.</p> <p>Secure and Healthy Taranaki - A region that provides a safe, healthy and friendly place to live, work and visit.</p>	<p>A district with a clear identity, where people experience a sense of belonging and pride.</p> <p>Sustainable development.</p> <p>Clean air, water and land.</p> <p>A built environment that is attractive, safe and healthy.</p> <p>A diverse natural environment that is accessible to all.</p>

These activities contribute to the District's well-being and achievement of the desired outcomes through the Council:

- District Plan, Resource Consents, Strategic Direction
- Building Control
- Environmental Health
- Liquor Licensing
- Dog Control
- Bylaws
- Rural Fire Control
- Emergency Management

1.3 Performance Measures

District Plan

As required by the Resource Management Act 1991, Council will maintain an operative District Plan.

Performance Measures	Targets	
	2010/11	Actual
Review of District Plan.	District Plan operative by 30 June 2009. Ongoing.	Achieved Variation 1 being processed.

Resource Consents - Landuse and Subdivisions

- Council will ensure that all subdivision and development in the District takes place in conformity with the requirements of the District Plan.
- Council will aim to ensure that none of its resource consent or land use consent decisions are subsequently overturned by the Environment Court.

Performance Measures	Targets	
	2010/11	Actual
Number of Council resource consent or land use consent decisions subsequently overturned by the Environment Court.	No decisions overturned by the Environment Court.	Achieved No decisions referred to Environment Court.
Number of complaints regarding inadequate conditions being imposed relating to roading, water supply, wastewater or stormwater infrastructure to be constructed and transferred to the Council.	No complaints that inadequate conditions were imposed.	Achieved No complaints received re inadequate consent conditions.

Building Control

- Pursuant to the requirements of the Building Act 2004, Council will monitor and exercise control over all building work that is undertaken in the District; and
- It will monitor and enforce the requirements of the Fencing of Swimming Pools Act 1977.
- Council is accredited as a building consent authority, as required by the Building Act 2004.

Performance Measures	Targets	
	2010/11	Actual
Accreditation as a Building Consent Authority (directly or indirectly).	Accreditation maintained.	Achieved Accreditation current and renewal assessment completed.
Compliance issues raised by Department of Building and Housing.	No compliance issues raised.	Achieved No compliance issues raised.

Environmental Health

- Council will inspect all premises that are required to be registered under the Health Act 1956, the Food Act 1981 and the Food Hygiene Regulations 1974 for compliance every year (eg. food premises, hairdressers, funeral directors and camping grounds) and will take steps to ensure that all food workers are aware of their obligations.
- As required by Section 31 of the Resource Management Act 1991, Council will respond to noise complaints.
- It will monitor the public water, wastewater, stormwater and sanitary services to ensure that they are being satisfactorily managed and are performing satisfactorily, from the public health point of view; and
- It will also maintain a general overview of the public health of the District and respond to public health complaints.

Performance Measures	Targets	
	2010/11	Actual
Percentage of premises registered.	100% of premises required to be registered are registered.	Achieved 100% of premises registered.
Percentage of registered food premises inspected.	100% of registered premises inspected.	Achieved 100% of registered premises were inspected.
Percentage of food workers trained in food safety at the time of inspection.	Not less than 75% of food workers trained in food safety at the time of inspection.	Achieved 75% of food workers trained.

Liquor Licensing

- As the District Licensing Agency, Council will issue On, Off, and Club licences that allow the sale and supply of liquor, and will inspect the premises for compliance each year.
- It will also process applications for renewal licences and ‘Special’ Licences (licences that allow the sale and supply of liquor at events such as sporting occasions, street parties, or other functions).

Performance Measures	Targets	
	2010/11	Actual
Percentage of On, Off, and Club licensed premises inspected.	100% of licensed premises inspected during the year.	Achieved 100% of premises inspected.

Dog Control

- The Council will exercise its responsibilities under the Dog Control Act 1996, the Dog Control Amendment Act 2003, and Council’s Dog Control Bylaw, including:
 - i) the maintenance and regular review of a Dog Control Policy and a Dog Bylaw;
 - ii) the maintenance of a register of all known dogs in the District (currently approximately 2,300);
 - iii) the promotion of responsible dog ownership;
 - iv) impounding (and, if not claimed, destroying) stray dogs; and
 - v) responding to complaints about dangerous, stray, barking, nuisance etc dogs.
- Council will issue a public report annually about the administration of its policy and dog control practices including information relating to the numbers of:
 - ii)i) registered dogs in the District;
 - ii) probationary owners and disqualified owners in the District;
 - iii) dogs classified as dangerous and menacing;
 - iv) infringement notices issued; and
 - v) complaints received and the number of prosecutions taken.

Performance Measures	Targets	
	2010/11	Actual
Number of dogs registered.	98% of known dogs registered by 30 June.	Achieved 98% of known dogs registered.
Adoption of annual report about the administration of the Council’s policy and dog control practices.	Annual report adopted by 30 July.	Achieved Annual report to Council Policy & Services Committee 26 July 2011.

Bylaws

The Council will monitor and, where necessary, enforce compliance with Council’s Bylaws relating to:

- i) wandering stock;
- ii) overhanging hedges and vegetation;
- iii) abandoned vehicles;
- iv) the inappropriate use of berms; and
- v) parking control (including infringement notices).

Targets		
Performance Measures	2010/11	Actual
Number of legal challenges on the basis that a bylaw is unreasonable or Council's enforcement of it is not fair and reasonable.	No legal challenges.	Achieved No legal challenges made to any bylaws.

i) Rural Fire Control

The Council will exercise its responsibilities under the Forest and Rural Fires Act 1977, including:

- i) the identification of potential hazards;
- ii) the preparation of Fire Response Plans and procedures;
- iii) the maintenance of appropriate response and recovery capabilities; and
- iv) co-ordination with other rural fire response organisations

Targets		
Performance Measures	2010/11	Actual
Review of the Rural Fire Response Plan prior to the deadline date specified in the Forest and Rural Fires Act 1977.	Review completed 10 working days prior to the deadline date.	Not Applicable Review not required in 2010/2011.

Emergency Management

- To promote consistency across the Region, Council has contracted its Civil Defence obligations for the District to the Taranaki Regional Council.
- Performance is monitored through the contractual arrangement and via participation in the (Regional) Civil Defence Emergency Management Group and the co-ordinating Executive Group.

Targets		
Performance Measures	2010/11	Actual
Evidence that the Region (including the Stratford District) has sound and comprehensive plans and procedures in place for the management of an emergency.	Regular Civil Defence exercises confirm the Region has sound and comprehensive plans and procedures in place for the management of an emergency.	Achieved Civil Defence exercises conducted by the Taranaki CDEMG as reported to the CEG.

Quality

All of the above responsibilities will be exercised:

- i) in a manner that is legislatively correct;
- ii) with a duty of care; and
- iii) fairly.

Targets		
Performance Measures	2010/11	Actual
Number of proceedings initiated against Council alleging it has acted unlawfully or been negligent in exercising its responsibilities.	No proceedings.	Achieved No proceedings initiated against Council.
The number of actual or potential claims notified to Council's insurers.	No actual or potential claims notified.	Achieved No potential claims during 2010/2011.

Health and Safety

All of the above responsibilities will be carried out safely.

Targets		
Performance Measures	2010/11	Actual
Number of health or safety incidents relating to Planning & Regulatory functions.	No health or safety incidents.	Not Achieved One car accident – no injuries.

Costs and Funding

- The service will be provided for a cost that will be publicly consulted on annually via the LTCCP or Annual Plan process.
- Council will fund this activity by a combination of rates (from the uniform general charge) and user charges.

Targets		
Performance Measures	2010/11	Actual
Cost of service.	The net operating cost of the service is within budget.	Achieved All activities within budget except Building Control due to lesser inspections and building consents.

Customer Satisfaction

- a) All complaints will be responded to within the timeframes.

Targets		
Performance Measures	2010/11	Actual
Response to complaints.	100% of complaints responded to within the specified timeframes.	Achieved 100% of complaints received responded to within specified timeframes.
Number of complaints received.	Not more than 700 complaints.	Achieved Dog complaints 269 Bylaw complaints 273 Health complaints 8 Nuisances 0 Other complaints 0 TOTAL 550

- b) All applications for consent/re-licensing etc will be processed within the following timeframes:

Targets		
Performance Measures	2010/11	Actual
i) Resource Consent applications (other than those that are required to be notified).	90% processed within 15 working days (and in no case more than 20 working days).	Achieved 98% processed within 15 working days. 0% over 20 working days.
ii) Resource Consent applications that are required to be notified.	Notified, and notice served, within 10 working days.	Achieved No notified consent applications.
iii) Building Consent applications (for work valued for less than \$500,000).	Within 20 working days.	Achieved 100% processed within 20 working days.
PIM applications	Urgent – 2 working days.	Achieved No separate PIM applications received.
LIM applications	Non-urgent – 10 working days.	Achieved 100% LIMs processed within required timeframes.
iv) Applications for a new, or renewal of, liquor licenses.	Within 10 working days (providing all information required is received) – except where objections have been received.	Not Achieved One application took 15 working days.
v) Applications to register a dog.	One day.	Achieved 100% processed within one day.

- c) Council will aim to ensure that users of this service and the general public are satisfied with the overall level of service.

Performance Measures	Targets	
	2010/11	Actual
Processing of applications.	100% of applications for consent/relicensing etc responded to within the specified timeframes.	Not Achieved Exceptions where timeframes not met are noted above.
Results of any user or customer satisfaction surveys (if surveyed).	An increasing satisfaction trend.	Not Achieved A low cost public survey showed slight decrease in satisfaction levels. No significance test completed but return rate was poor (7.1 out of 10 down to 5.8).

1.4 Cost of Services Statement

The detailed financial summary for this activity is shown below.

District Plan

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
52.8	Operating Expenditure	46.7	50.3
-	Revenue	-	-
52.8	Net Cost of Service	46.7	50.3
EXPENDITURE			
30.1	Operating Costs	26.2	24.7
22.7	Overheads	20.5	25.6
52.8	Total Operating Expenditure	46.7	50.3
FUNDED BY:			
70.6	General Rates	45.4	47.4
3.2	Other Funding	3.0	2.9
73.8	Total Funding	48.4	50.3

Resource Consents

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
92.2	Operating Expenditure	97.5	106.9
34.1	Revenue	47.0	51.0
58.1	Net Cost of Service	50.5	55.9
EXPENDITURE			
41.7	Operating Costs	52.2	48.5
50.5	Overheads	45.3	58.4
92.2	Total Operating Expenditure	97.5	106.9
FUNDED BY:			
34.1	Charges for Services	47.0	51.0
34.1	Total Revenue	47.0	51.0
0.9	General Rates	47.4	49.4
7.4	Other Funding	6.8	6.5
42.4	Total Funding	101.2	106.9

Building Control

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
250.2	Operating Expenditure	220.6	262.6
181.3	Revenue	142.4	203.5
68.9	Net Cost of Service	78.2	59.1
EXPENDITURE			
180.1	Operating Costs	157.4	181.2
70.1	Overheads	63.2	81.4
250.2	Total Operating Expenditure	220.6	262.6
FUNDED BY:			
181.3	Charges for Services	142.4	203.5
181.3	Total Revenue	142.4	203.5
3.2	General Rates	47.9	50.0
10.3	Other Funding	9.5	9.1
194.8	Total Funding	199.8	262.6

Environmental Health

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
83.3	Operating Expenditure	91.4	101.3
9.2	Revenue	12.1	10.0
74.1	Net Cost of Service	79.3	91.3
EXPENDITURE			
46.3	Operating Costs	58.2	59.1
37.0	Overheads	33.2	42.2
83.3	Total Operating Expenditure	91.4	101.3
FUNDED BY:			
9.2	Charges for Services	12.1	10.0
9.2	Total Revenue	12.1	10.0
74.3	General Rates	83.0	86.6
5.4	Other Funding	4.9	4.7
88.9	Total Funding	100.0	101.3

Liquor Licensing

COST OF SERVICE STATEMENT		Actual	Budget
Actual		2010/11	2010/11
2009/10		\$000	\$000
<u>71.4</u>	Operating Expenditure	<u>72.1</u>	<u>82.9</u>
<u>17.1</u>	Revenue	<u>18.3</u>	<u>20.0</u>
<u>54.3</u>	Net Cost of Service	<u>53.8</u>	<u>62.9</u>
EXPENDITURE			
20.4	Operating Costs	26.2	25.3
<u>51.0</u>	Overheads	<u>45.9</u>	<u>57.6</u>
<u>71.4</u>	Total Operating Expenditure	<u>72.1</u>	<u>82.9</u>
FUNDED BY:			
<u>17.1</u>	Charges for Services	<u>18.3</u>	<u>20.0</u>
<u>17.1</u>	Total Revenue	<u>18.3</u>	<u>20.0</u>
54.3	General Rates	54.2	56.5
<u>7.3</u>	Other Funding	<u>6.7</u>	<u>6.4</u>
<u>78.7</u>	Total Funding	<u>79.2</u>	<u>82.9</u>

Dog Control

COST OF SERVICE STATEMENT		Actual	Budget
Actual		2010/11	2010/11
2009/10		\$000	\$000
<u>148.9</u>	Operating Expenditure	<u>145.3</u>	<u>164.8</u>
<u>111.8</u>	Revenue	<u>91.3</u>	<u>115.9</u>
<u>37.1</u>	Net Cost of Service	<u>54.0</u>	<u>48.9</u>
EXPENDITURE			
67.3	Operating Costs	71.8	72.6
1.1	Depreciation	1.1	1.1
<u>80.5</u>	Overheads	<u>72.4</u>	<u>91.1</u>
<u>148.9</u>	Total Operating Expenditure	<u>145.3</u>	<u>164.8</u>
-	Capital Expenditure	-	-
<u>148.9</u>	Total Expenditure	<u>145.3</u>	<u>164.8</u>
FUNDED BY:			
<u>111.8</u>	Charges for Services	<u>91.3</u>	<u>115.9</u>
<u>111.8</u>	Total Revenue	<u>91.3</u>	<u>115.9</u>
32.6	General Rates	37.1	38.7
<u>11.4</u>	Other Funding	<u>10.7</u>	<u>10.2</u>
<u>155.8</u>	Total Funding	<u>139.1</u>	<u>164.8</u>

Bylaws

COST OF SERVICE STATEMENT

Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
97.4	Operating Expenditure	96.8	110.5
28.1	Revenue	32.7	5.0
69.3	Net Cost of Service	64.1	105.5
EXPENDITURE			
31.1	Operating Costs	37.1	36.2
66.3	Overheads	59.7	74.3
97.4	Total Operating Expenditure	96.8	110.5
FUNDED BY:			
28.1	Charges for Services	32.7	5.0
28.1	Total Revenue	32.7	5.0
94.2	General Rates	93.2	97.2
9.5	Other Funding	8.7	8.3
131.8	Total Funding	134.6	110.5

Rural Fire Control

COST OF SERVICE STATEMENT

Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
23.6	Operating Expenditure	25.2	28.9
-	Revenue	-	-
23.6	Net Cost of Service	25.2	28.9
EXPENDITURE			
6.5	Operating Costs	9.4	7.1
0.2	Depreciation	0.5	3.1
16.9	Overheads	15.3	18.8
23.6	Total Operating Expenditure	25.2	28.9
4.8	Capital Expenditure	-	-
28.4	Total Expenditure	25.2	28.9
FUNDED BY:			
27.6	General Rates	25.7	26.8
4.8	Transfers from Reserves - Capital	-	-
2.4	Other Funding	2.2	2.1
34.8	Total Funding	27.9	28.9

Emergency Management

COST OF SERVICE STATEMENT

Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
37.0	Operating Expenditure	36.2	39.9
0.6	Revenue	-	-
36.4	Net Cost of Service	36.2	39.9
EXPENDITURE			
16.7	Operating Costs	17.8	17.5
20.3	Overheads	18.4	22.4
37.0	Total Operating Expenditure	36.2	39.9
FUNDED BY:			
0.6	Subsidies	-	-
0.6	Total Revenue	-	-
34.8	General Rates	35.9	37.4
2.9	Other Funding	2.6	2.5
38.3	Total Funding	38.5	39.9

Council Controlled Organisations

PERCY THOMSON TRUST

1.1 What We Do

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

1.2 Why We Do It

The Trust was established to fulfil the wishes and bequest of the late Percy Thomson to provide an art gallery, arboretum and herbarium.

1.3 How We Are Going to Get There

The objects of the Trust are:

- To receive the Thomson Arboretum, the Thomson Herbarium and the Thomson Gallery and to be responsible for the ongoing establishment and maintenance of an arboretum, herbarium and art gallery in Stratford;
- To manage the Trust facilities and to create, acquire, promote, exhibit and manage the collections for the benefit of the inhabitants of the Stratford District and the public generally;
- To endeavour to achieve the objectives the Council sets for the delivery of services in respect of the Trust facilities as negotiated and set out in the Charter, the Business Plan, and the Strategic Plan;
- To implement the Council's policy as revised from time to time for the development and enhancement of the Trust facilities with an emphasis on Stratford and in accordance with the Charter, Business Plan and Strategic Plan;
- To provide advice to the Council on the Council's long term policy for the development of gallery services in Stratford;
- To establish exhibition programmes and education policies for the Trust facilities;
- To develop acquisition, de-accession and collection development policies for the Trust;
- To provide all financial, administration, marketing, technology and services required for the Trust facilities;
- To determine charges for viewing or using any of the Trust facilities and the collections with a view to generating appropriate revenue and encouraging public enjoyment and utilisation of the Trust facilities and collections;
- To house and care for any art collections, antiquities or other articles acquired by, loaned, created or otherwise made available to the Trust and particularly to preserve and maintain the collections (subject to any de-accession policies developed by the Trustees);
- To lease land or other assets where the Trustees determine that such land or other assets can be used in conjunction with the Trust facilities or to promote the objectives of the Trust;
- To solicit and raise funds and carry out such activities as are necessary or conducive for the carrying out and giving effect to the objects of the Trust;
- To encourage and foster liaison and co-operative activities with related facilities, particularly those in the Stratford District; and
- Generally to do all acts, matters and things that the Trustees consider may advance the objects of the Trust.

1.4 Performance Measures

Performance Measures	Targets	
	2010/11	Actual
Delivery of art exhibitions.	Deliver proposed art exhibitions including one national exhibition per year.	Achieved Art exhibitions were delivered throughout the year, some of these being national exhibitions, including Mirror Magic, Voyage to Antarctica and Drawn from Italy.
Development and maintenance of arboretum.	Develop and maintain the arboretum to the standards in the Facilities Management Contract.	Achieved The arboretum has been developed and maintained by Stratford District Council to the standards in the Facilities Management Contract.
Delivery of herbarium.	Deliver the herbarium via the internet.	Achieved The herbarium continues to be delivered via the internet in conjunction with Taranaki Regional Council.
Cost of service.	The Trust will operate within approved budgets satisfaction trend.	Achieved The Trust operated within the approved budget as detailed in the 2010/2011 Annual Report.

1.5 Cost of Services Statement

The Council has agreed to provide an annual grant of no more than one percent of rates to the Trust. The grant provided for in the estimates is \$25,000 for each year, plus an additional \$4,000 worth of facilities maintenance on the Arboretum.

COST OF SERVICE STATEMENT			
Actual 2009/10 \$000		Actual 2010/11 \$000	Budget 2010/11 \$000
207.8	Operating Expenditure	245.4	269.9
92.3	Revenue	121.1	48.2
115.5	Net Cost of Service	124.3	221.7
EXPENDITURE			
153.7	Operating Costs	186.6	215.0
54.1	Depreciation	58.8	54.9
207.8	Total Operating Expenditure	245.4	269.9
FUNDED BY:			
92.3	User Charges	121.1	48.2
92.3	Total Revenue	121.1	48.2
25.0	Council Grant	25.0	25.0
-	Vested Assets	125.0	-
66.7	Investment Interest	66.2	50.0
23.8	Transfer to Accumulated Surplus	(91.9)	146.7
207.8	Total Funding	245.4	269.9

FINANCIAL STATEMENTS

Statement of Comprehensive Income Of The Stratford District Council

FOR THE YEAR ENDED 30 JUNE 2011

	Note	Council			Group	
		Actual 2010/11 \$000	Budget 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Income						
Rates Revenue	4	8,837.3	8,852.4	8,541.0	8,837.3	8,541.0
Finance Income	9A	321.5	300.0	268.9	387.7	335.6
Other Revenue	5	4,760.8	4,338.9	5,186.9	4,840.7	5,238.0
Other Gains/(Losses)	6	-	-	-	-	-
Total Income		13,919.6	13,491.3	13,996.8	14,065.7	14,114.6
Expenditure						
Employee Benefit Expenses	7	2,311.6	2,435.9	2,375.5	2,372.8	2,433.2
Depreciation and Amortisation	15 & 16	3,764.2	3,714.6	3,386.6	3,823.0	3,440.7
Other Direct Operating Costs	8	7,552.3	6,798.6	6,443.5	7,486.5	6,473.3
Finance Costs	9	146.0	322.5	161.9	146.0	161.9
Total Operating Expenditure		13,774.1	13,271.6	12,367.5	13,828.3	12,509.1
NET SURPLUS/(DEFICIT) BEFORE TAX		145.5	219.7	1,629.3	237.4	1,605.5
Income Tax Expense	10	-	-	-	-	-
SURPLUS/(DEFICIT) AFTER TAX		145.5	219.7	1,629.3	237.4	1,605.5
Surplus/Deficit attributable to:						
Stratford District Council		145.5	219.7	1,629.3	270.5	1,618.9
Percy Thomson Trust		-	-	-	(33.1)	(13.4)
Other Comprehensive Income						
Loss on sale of financial assets at fair value through other comprehensive income		-	-	-	-	(0.3)
Revaluation of financial assets at fair value through other comprehensive income		(36.8)	-	2.4	(35.6)	13.1
Gains/(Losses) on Property Revaluation		25,762.2	22,479.7	-	25,888.5	-
Total Other Comprehensive Income		25,725.4	22,479.7	2.4	25,852.9	12.8
Total Comprehensive Income for the Year		25,870.9	22,699.4	1,631.7	26,090.3	1,618.3
Total Comprehensive Income attributable to:						
Stratford District Council		25,870.9	22,699.4	1,631.7	25,995.9	1,631.7
Percy Thomson Trust		-	-	-	94.4	(13.4)
		25,870.9	22,699.4	1,631.7	26,090.3	1,618.3

Explanations of significant variances against budget are detailed in note 31.

The accompanying notes form part of these financial statements.

Reconciliation Between Cost of Service Statements And Statement of Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2011

	Council		
	Actual	Budget	Actual
	2010/11	2010/11	2009/10
	\$000	\$000	\$000
Total Operating Income (Activity Cost of Service Statements)			
People	223.3	218.5	226.4
Services and Facilities	3,017.3	3,059.6	3,025.9
Leadership	414.0	342.5	378.8
Economic	158.8	167.4	164.5
Environmental Management	343.8	405.4	382.2
Total Operating Income	4,157.2	4,193.4	4,177.8
Total Operating Income (Statement of Comprehensive Income)	13,919.6	13,491.3	13,996.8
VARIANCE	(9,762.4)	(9,297.9)	(9,819.0)
Reconciling Item			
Rates Revenue	8,837.3	8,852.4	8,541.0
Development Levies	510.3	-	819.0
Sundry Income	93.3	145.5	145.8
Grants - Taranaki Electricity Trust & Other	0.0	0.0	42.3
Dividend Income	0.0	0.0	2.0
Finance Income	321.5	300.0	268.9
Total Reconciling Items	9,762.4	9,297.9	9,819.0
Total Operating Expenditure (Activity Cost of Service Statements)			
People	2,284.7	2,474.6	2,205.1
Services and Facilities	7,931.8	7,811.0	7,322.6
Leadership	913.0	1,215.8	890.3
Economic	647.7	822.1	692.6
Environmental Management	831.8	948.1	856.8
Total Operating Expenditure	12,609.0	13,271.6	11,967.4
Total Operating Expenditure (Statement of Comprehensive Income)	13,774.1	13,271.6	12,367.5
VARIANCE	(1,165.1)	0.0	(400.1)
Reconciling Item			
Net Losses on Disposals and Other Sundry Expenses	113.0	0.0	139.9
Development Levies	697.4	0.0	0.0
Other Expenditure	75.7	0.0	172.8
Low Interest Loan Expense	162.5	0.0	17.3
Landfill Aftercare Expenses	69.5	0.0	70.1
Gratuity transferred to Provision	47.0	0.0	0.0
Total Reconciling Items	1,165.1	0.0	400.1
Net Surplus per Statement of Comprehensive Income	145.5	219.7	1,629.3

Statement Of Financial Position Of The Stratford District Council

FOR THE YEAR ENDED 30 JUNE 2011

	Note	Council			Group	
		Actual 2010/11 \$000	Budget 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Assets						
Current Assets						
Cash and Cash Equivalents	11	7,306.2	8,032.0	8,398.0	7,809.5	8,799.3
Debtors and Other Receivables	12	1,615.5	1,020.0	632.7	1,628.7	645.9
Prepayments		45.2	-	32.0	45.7	32.0
Other Financial Assets	14	15.6	-	9.1	15.6	9.1
Total Current Assets		8,982.5	9,052.0	9,071.8	9,499.5	9,486.3
Non-Current Assets						
Property, Plant and Equipment	15	284,450.9	279,725.5	259,234.0	286,329.8	260,915.3
Intangible Assets	16	665.8	-	643.3	665.8	643.3
Other Financial Assets	14	840.9	724.8	696.0	1,438.0	1,366.9
Total Non-Current Assets		285,957.6	280,450.3	260,573.3	288,433.6	262,925.5
Total Assets		294,940.1	289,502.3	269,645.1	297,933.1	272,411.8
Liabilities						
Current Liabilities						
Creditors and Other Payables	17	1,752.4	817.6	1,122.3	1,767.9	1,130.8
Provisions	18	24.5	-	25.5	24.5	25.5
Employee Benefit Liabilities	19	111.4	108.9	147.2	116.1	152.1
Borrowings	20	-	1,355.5	1,143.7	-	1,143.7
Total Current Liabilities		1,888.3	2,282.0	2,438.7	1,908.5	2,452.1
Non-current Liabilities						
Provisions	18	214.5	116.9	204.5	214.5	204.5
Employee Benefit Liabilities	19	145.1	199.2	180.4	145.1	180.4
Other Loans		-	29.3			
Borrowings	20	3,200.5	3,578.6	3,200.5	3,200.5	3,200.5
Total Non-current Liabilities		3,560.1	3,923.9	3,585.4	3,560.1	3,585.4
Total Liabilities		5,448.4	6,205.9	6,024.1	5,468.6	6,037.5
Equity						
Retained Earnings	21	169,345.2	169,131.5	168,112.2	171,619.4	170,211.1
Other Reserves	21	120,146.5	114,164.9	95,508.8	120,845.1	96,163.1
Total Equity Attributable to Stratford District Council		289,491.7	283,296.4	263,621.0	292,464.5	266,374.4
Total Liabilities & Equity		294,940.1	289,502.3	269,645.1	297,933.1	272,411.8

The accompanying notes form part of these financial statements.

Statement In Changes Of Equity Of The Stratford District Council

FOR THE YEAR ENDED 30 JUNE 2011

	Note	Council			Group	
		Actual 2010/11 \$000	Budget 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Balance at 1 July		263,621.0	260,597.0	261,989.3	266,374.4	264,756.1
Total Comprehensive Income for the Year		25,870.9	22,699.4	1,631.7	26,090.3	1,618.3
Balance at 30 June		289,491.9	283,296.4	263,621.0	292,464.7	266,374.4
Attributed to:						
Stratford District Council		289,491.9	283,296.4	263,621.0	289,491.9	263,621.0
Percy Thomson Trust		-	-	-	2,972.8	2,753.4
Balance at 30 June		289,491.9	283,296.4	263,621.0	292,464.7	266,374.4

The accompanying notes form part of these financial statements.

Statement Of Cashflows Of The Stratford District Council

FOR THE YEAR ENDED 30 JUNE 2011

	Note	Council			Group	
		Actual 2010/11 \$000	Budget 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Cash Flows from Operating Activities						
Receipts from Rates Revenue		8,900.0	8,852.4	8,678.1	8,900.0	8,678.1
Interest Received		333.0	300.0	254.0	402.1	320.3
Dividends Received		-	-	2.0	-	2.0
Subsidies, Grants and Donations		1,987.1	2,398.3	2,738.4	2,059.6	2,813.4
Receipts from Other Revenue		1,861.2	1,940.6	3,039.0	1,866.7	3,082.7
Regional Council Rates		618.9	-	550.6	618.9	550.6
Payments to Suppliers and Employees		(9,298.2)	(9,244.3)	(9,472.8)	(9,412.3)	(9,639.0)
Interest Paid		(146.0)	(338.3)	(161.9)	(146.0)	(161.9)
Goods and Services Tax (net)		(43.0)	-	(4.2)	(44.0)	(5.0)
Regional Council Rates		(618.9)	-	(550.6)	(618.9)	(550.6)
Net Cash from Operating Activities	22	3,594.1	3,908.8	5,072.6	3,626.1	5,090.6
Cash Flows from Investing Activities						
Proceeds from Sale of Property, Plant and Equipment		(113.0)	-	(139.9)	(113.0)	(139.9)
Proceeds from Sale of Investments		-	6,020.0	-	70.0	50.0
Purchase of Property, Plant & Equipment		(3,241.6)	(3,916.3)	(4,073.4)	(3,241.6)	(4,073.4)
Acquisition of Investments		(187.6)	(6,000.0)	(13.6)	(187.6)	(13.6)
Net Cash from Investing Activities		(3,542.2)	(3,896.3)	(4,226.9)	(3,472.2)	(4,176.9)
Cash Flows from Financing Activities						
Proceeds from Borrowings		-	153.9	335.6	-	335.6
Repayment of Borrowings (Loans)		(1,143.7)	(1,364.8)	(56.4)	(1,143.7)	(56.4)
Net Cash from Financing Activities		(1,143.7)	(1,210.9)	279.2	(1,143.7)	279.2
Net (Decrease)/Increase in Cash, Cash Equivalents and Bank Overdrafts						
Cash, Cash Equivalents and Bank Overdrafts at the Beginning of the Year		(1,091.8)	(1,198.4)	1,124.9	(989.8)	1,192.9
Cash, Cash Equivalents and Bank Overdrafts at the End of the Year	11	7,306.2	8,032.0	8,398.0	7,809.5	8,799.3

The GST (net) component of operating activities reflects the net GST paid and received with the Inland Revenue Department. The GST (net) component has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes.

The accompanying notes form part of these financial statements.

Notes To Financial Statements

1. STATEMENT OF ACCOUNTING POLICIES FOR THE YEAR ENDED 30 JUNE 2011

Reporting Entity

Stratford District Council ("the Council") is a territorial local authority governed by the Local Government Act 2002.

The activities of the Percy Thomson Trust, a non-profit organisation controlled by Council, are included in these financial statements only to the extent of the grant to be paid to the Trust.

The primary objective of the Council and group is to provide goods or services for the community or social benefit rather than making a financial return. Accordingly, the Council has designated itself and the group as public benefit entities for the purposes of New Zealand equivalents to International Financial Reporting Standards (NZ IFRS).

The financial statements of the Council and group are for the year ended 30 June 2011. The financial statements were authorised for issue by Council on 11 October 2011.

The operations of the Council have been divided into the following five functions:

- People.
- Services and Facilities.
- Leadership.
- Economic.
- Environmental Management.

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.

1.1 BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

The financial statements of the Council and group have been prepared in accordance with the requirements of the Local Government Act 2002, which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These financial statements have been prepared in accordance with NZ GAAP. They comply with NZ IFRS, and other applicable financial reporting standards, as appropriate for public benefit entities.

In order to meet its obligations of public accountability, the Council has also 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.

1.2 **BUDGET FIGURES**

The budget figures are those approved by the Council in its 2010/11 Annual Plan. The budget figures have been prepared in accordance with NZ GAAP, using accounting policies that are consistent with those adopted in preparing these financial statements.

1.3 **REVENUE RECOGNITION**

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

Rates Revenue

Rates are set annually by a resolution from Council and relate to a financial year. All ratepayers are invoiced within the financial year to which the rates have been set. Rates revenue is recognised when payable.

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.

Government Grants

Government grants are received from the New Zealand Transport Agency, which subsidises part of the costs of maintaining the local roading infrastructure. The subsidies are recognised as revenue upon entitlement, as conditions pertaining to eligible expenditure have been fulfilled.

Provision of Services

Revenue from the rendering of services is recognised by reference to the stage of completion of the transaction at balance date, based on the actual service provided as a percentage of the total services to be provided.

Vested Assets

Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as income. Assets vested in the Council are recognised as income when control over the asset is obtained.

Sales of Goods

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

Traffic and Parking Infringements

Revenue from traffic and parking infringements is recognised when the infringement notice is issued.

Interest and Dividends

- Interest income is recognised using the effective interest method.
- Dividends are recognised when the right to receive payment has been established.

Development 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.

Development contributions are classified as part of "Other Revenue".

1.4 **BORROWING COSTS**

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

1.5 **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 income or directly in equity.

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

1.6 **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 the Council will obtain ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term and its useful life.

Operating Leases

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

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

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

Commitments and contingencies are disclosed exclusive of GST.

1.8 **CASH AND CASH EQUIVALENTS**

Cash and cash equivalents includes cash on hand, deposits held with banks and other short term investments with maturities of three months or less, and bank overdrafts. Bank overdrafts are shown as a current liability in the statement of financial position.

1.9 **DEBTORS AND OTHER RECEIVABLES**

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

1.10 **NON-CURRENT ASSETS HELD FOR SALE**

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

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

1.11 **PROPERTY, PLANT AND EQUIPMENT**

Items of a capital nature over \$1,000 are treated as property, plant and equipment. Property, plant and equipment are classified into two categories:

Unrestricted The Council is able to sell these assets without restrictions.

Restricted The disposal of these assets is limited by legislation, or in the manner in which they were vested, or cannot be physically uplifted and sold.

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

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

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

Property, plant and equipment are valued as follows:

Class	Method of Valuation
Land	Fair Value
Buildings	Optimised Depreciated Replacement Cost
Roads, Bridges and Footpaths	Depreciated Replacement Cost
Reticulation Systems	Depreciated Replacement Cost

Valuation

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

Council's land and building assets have been revalued by TelferYoung (Taranaki) Limited, independent valuers as at 30 June 2011 at fair value as determined from market-based evidence. As part of the valuation exercise, TelferYoung has undertaken a peer review on internal assessment work performed by Council staff on the stormwater, waste water and water supply infrastructure reticulation networks and confirmed that the processes followed the requirements of NZ IAS 16.

Roading assets have been revalued by the independent valuers Opus International.

Public Benefit Entity Revaluation

Revaluation increases and decreases relating to individual assets within a class of assets are offset. Revaluation increase and decrease 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 Income to the extent that it reverses a net revaluation decrease of the same class of assets previously recognised in the Statement of Comprehensive Income. A net revaluation decrease for a class of assets is recognised in the Statement of Comprehensive Income, 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 the 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, the 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 the 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 the 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 lost does not exceed the amount in the revaluation reserve for that same class of asset.

Where the 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 Income, a reversal of that impairment loss is also recognised in the Statement of Comprehensive Income.

1.12 **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 financial performance. The useful lives of intangible assets have been estimated as follows:

- Software 3-10 years.

1.13 **DEPRECIATION**

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

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

	<u>Years</u>
Buildings	10-100
Plant	5-10
Motor Vehicles	5
Fixtures and Fittings	5-10
Office Equipment	4-10
Roading Basecourse	15-80
Roading Seal	5-15
Roading Culverts	20-80
Roading Sumps	80
Signs	10
Bridges (including Tunnels)	60-150
Footpaths	20-80
Streetlights	30
Stormwater	20-80
Water Supply	50-80
Sewerage	40-80
Street Beautification	10-100

1.14 **BUSINESS UNIT**

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

1.15 **COST OF SERVICE STATEMENTS**

The Cost of Service Statements report the net cost of services for significant activities of the 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, depreciation and indirect costs (overheads) allocated on the 'step' method, based on hours of service supplied to each activity.

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

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

1.16 **EMPLOYEE ENTITLEMENTS**

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

1.17 **FINANCIAL INSTRUMENTS**

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

The Council's loans and mortgages are categorised as loans and receivables. Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These are initially recognised at fair value and subsequently measured as amortised cost.

A provision for impairment of receivables is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of receivables.

Share assets held for strategic purposes are categorised at fair value through other comprehensive income. These are initially recognised, and subsequently measured, at fair value. Gains and losses are directly recognised in equity.

At each balance date the Council assesses whether there is any objective evidence that a financial asset is impaired. Any impairment losses are recognised in the statement of financial performance.

Borrowings and other financial liabilities are initially recognised at fair value less transaction costs, and subsequently measured at amortised cost.

1.18 **PROVISIONS**

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

1.19 **CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS**

In preparing these financial statements the 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 (in accordance with NZIAS 37) 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 is 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, the Council could be over or underestimating the depreciation charge recognised in the statement of financial performance. 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 the Council's asset management planning activities.

1.20 **ROUNDING ERRORS**

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

1.21 **CHANGES IN ACCOUNTING POLICIES**

There have been no changes in accounting policies during the financial year.

Standards, amendments and interpretations issued but not yet effective that have not been early adopted, and which are relevant to the Council and group, are:

- *NZ IFRS 9 Financial Instruments will eventually replace NZ IAS 39 Financial Instruments: Recognition and Measurement.* NZ IAS 39 is being replaced through the following three main phases:

Phase 1 - Classification and Measurement

Phase 2 - Impairment Methodology; and

Phase 3 - Hedge Accounting

Phase 1 on the classification and measurement of financial assets has been completed and has been published in the new financial instrument standard NZ IFRS 9. NZ IFRS 9 uses a single approach to determine whether a financial asset is measured at amortised cost or fair value, replacing the many different rules in NZ IAS 39. The approach in NZ IFRS 9 is based on how an entity manages its financial instruments (its business model) and the contractual cashflow characteristics of the financial assets. The new standard also requires a single impairment method to be used, replacing the many different impairment methods in NZ IAS 39. The new standard is required to be adopted for the year ended 30 June 2014. Council has not yet assessed the effect of the new standard and expects it will not be early adopted.

1.22 **SIGNIFICANT ACCOUNTING POLICIES**

Basis of Consolidation

The consolidated financial statements are prepared adding together like items of assets, liabilities, equity, income and expenses on a line-by-line basis. All significant intergroup balances, transactions, income and expenses are eliminated on consolidation.

Subsidiaries

The Council consolidates in the group financial statements all entities where the Council has the capacity to control their financing and operating policies so as to obtain benefits from the activities of the subsidiary. This power exists where the Council controls the majority voting power on the governing body or where such policies have been irreversibly predetermined by the Council or where the determination of such policies is unable to materially affect the level of potential ownership benefits that arise from the activities of the subsidiary.

The cost of a business combination is measured as the aggregate of:

- the consideration transferred, which is generally measured at acquisition date fair value;
- the amount of any non-controlling interest measured at either fair value or the non-controlling interest in the fair value of the net identifiable assets of the acquiree; and
- the acquisition date fair value of the previously held equity interest in the acquiree, if any.

Any excess of the cost of the business combination over the Council's interest in the net fair value of the identifiable assets, liabilities, and contingent liabilities is recognised as goodwill. If the Council's interest in the net fair value of the identifiable assets, liabilities, and contingent liabilities recognised exceeds the cost of the business combination, the difference will be recognised immediately in the surplus or deficit.

Investments in subsidiaries are carried at cost in the Council's parent entity financial statements.

Associate

The Council's associate investment is accounted for in the group financial statements using the equity method. An associate is an entity over which the Council has significant influence and that is neither a subsidiary nor an interest in a joint venture. The investment in an associate is initially recognised at cost and the carrying amount in the group financial statements is increased or decreased to recognise the group's share of the surplus or deficit of the associate after the date of acquisition. Distributions received from an associate reduce the carrying amount of the investment.

If the share of deficits of an associate equals or exceeds its interest in the associate, the group discontinues recognising its share of further deficits. After the group's interest is reduced to zero, additional deficits are provided for, and a liability is recognised, only to the extent that the Council has incurred legal or constructive obligations or made payments on behalf of the associate. If the associate subsequently reports surpluses, the group will resume recognising its share of those surpluses only after its share of the surpluses equals the share of deficits not recognised.

Where the group transacts with an associate, surplus or deficits are eliminated to the extent of the group's interest in the associate.

Dilution gains or losses arising from investments in associates are recognised in the surplus or deficit.

The investment in the associate is carried at cost in the Council's parent entity financial statements.

Joint Venture

A joint venture is a contractual arrangement whereby two or more parties undertake an economic activity that is subject to joint control. For jointly controlled operations, the Council and group recognises in its financial statements the assets it controls, the liabilities and expenses it incurs, and the share of income that it earns from the joint venture.

2. **BASIS OF CONSOLIDATION**

The purchase method is used to prepare the consolidated statements, which involves adding together like items of assets, liabilities, equity, income and expenses on a line-by-line basis. All significant intergroup balances, transactions, income and expenses are eliminated on consolidation.

Notes To Financial Statements

3. SUMMARY COST OF SERVICES

FUNCTION	Income		Expenditure		Actual	Budget	Actual
	Actual	Budget	Actual	Budget	2010/11	2010/11	2009/10
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
People							
Library	17.6	19.5	461.0	507.2	443.4	487.7	393.8
Parks and Reserves	8.0	6.7	435.9	456.6	427.9	449.9	420.1
Swimming Pool	87.6	86.3	563.8	573.6	476.2	487.3	430.0
Civic Amenities	40.9	37.7	481.9	536.4	441.0	498.7	480.3
Pensioner Housing	47.0	46.8	82.8	77.0	35.8	30.2	30.4
Community Development	22.2	21.5	259.3	323.8	237.1	302.3	224.1
Sub-Total	223.3	218.5	2,284.7	2,474.6	2,061.4	2,256.1	1,978.7
Services and Facilities							
Business Unit	302.0	294.1	256.4	284.7	(45.6)	(9.4)	(29.6)
Roading	2,424.7	2,533.2	5,460.6	5,170.3	3,035.9	2,637.1	2,370.3
Solid Waste (Refuse/Recycling)	39.9	57.6	606.0	657.3	566.1	599.7	517.8
Wastewater (Sewerage)	9.2	2.0	354.5	359.5	345.3	357.5	320.6
Stormwater	-	-	163.0	175.8	163.0	175.8	195.3
Water Supplies	134.3	75.9	873.4	903.9	739.1	828.0	799.4
Aerodrome	50.9	48.4	49.1	49.1	(1.8)	0.7	14.9
Cemeteries	56.3	48.4	140.8	147.1	84.5	98.7	88.9
Council Projects	-	-	28.0	63.3	28.0	63.3	19.1
Sub-Total	3,017.3	3,059.6	7,931.8	7,811.0	4,914.5	4,751.4	4,296.7
Leadership							
Governance	-	-	622.7	846.5	622.7	846.5	624.0
Corporate Support	72.0	40.0	93.2	132.4	21.2	92.4	26.7
Farm Investment	342.0	302.5	197.1	236.9	(144.9)	(65.6)	(139.2)
Sub-Total	414.0	342.5	913.0	1,215.8	499.0	873.3	511.5
Economic							
Economic Development	-	-	200.0	288.4	200.0	288.4	230.6
Information Centre	108.3	122.4	358.5	436.6	250.2	314.2	250.8
Holiday Park	20.0	20.0	60.6	64.0	40.6	44.0	45.0
Rental Properties	30.5	25.0	28.6	33.1	(1.9)	8.1	1.7
Sub-Total	158.8	167.4	647.7	822.1	488.9	654.7	528.1
Environmental Management							
Resource Consents	47.0	51.0	97.5	106.9	50.5	55.9	58.1
District Plan	-	-	46.7	50.3	46.7	50.3	52.8
Building Control	142.4	203.5	220.6	262.6	78.2	59.1	68.9
Environmental Health	12.1	10.0	91.4	101.3	79.3	91.3	74.1
Liquor Licensing	18.3	20.0	72.1	82.9	53.8	62.9	54.3
Dog Control	91.3	115.9	145.3	164.8	54.0	48.9	37.1
Bylaws	32.7	5.0	96.8	110.5	64.1	105.5	69.3
Emergency Management	-	-	36.2	39.9	36.2	39.9	36.4
Rural Fire	-	-	25.2	28.9	25.2	28.9	23.6
Sub-Total	343.8	405.4	831.8	948.2	488.0	542.7	474.6
Total Activity Income & Expenditure	4,157.2	4,193.4	12,609.0	13,271.7	8,451.8	9,078.2	7,789.6
Plus: General Rates & UAGC	7,003.7	7,046.4			(7,003.7)	(7,046.4)	(6,756.3)
Plus: Targeted Rates	1,833.6	1,806.0			(1,833.6)	(1,806.0)	(1,784.7)
Plus: Gratuity transferred to Provision	-	-	47.0		47.0	-	-
Total Income and Operating Expenditure	12,994.5	13,045.8	12,656.0	13,271.7	(338.5)	225.8	(751.4)

Each significant activity is stated gross of internal costs and revenues and excludes general and targeted rates attributable to activities (refer to note 4).

In order to fairly reflect the total external operations for the Council in the Statement of Comprehensive Income, these transactions are eliminated as shown above.

Notes To Financial Statements

4. RATES REVENUE

	Council & Group	
	Actual	Actual
	2010/11	2009/10
	\$000	\$000
General Rates & UAGC	7,003.7	6,756.3
Targeted Rates Attributable to Activities		
Water	853.6	842.5
Sewerage	388.9	363.9
Refuse	579.8	567.0
Community Halls	11.3	11.3
Total Revenue from Rates	8,837.3	8,541.0

Rates Remissions

Rates revenue is shown net of rates remissions and non-rateable land. Stratford District Council's rates remission policy provides for rates to be remitted for various purposes. Council committed itself at the start of the year to certain remissions which are listed below:

	Council & Group	
	Actual	Actual
	2010/11	2009/10
	\$000	\$000
Total Rates Revenue	8,918.2	8,628.8
Rates Remissions		
Community, Sporting and Other Organisations	29.2	34.6
Council Owned Properties and Land Subject to an Open Space Covenant	31.2	34.4
Maori Free-hold Land	20.5	18.8
Total Remissions	80.9	87.8
Rates Revenue Net of Remissions	8,837.3	8,541.0

In accordance with the Local Government (Rating) Act 2002 certain properties cannot be rated for general rates. This includes schools, places of religious worship, public gardens and reserves. These non-rateable properties, where applicable, may be subject to targeted rates in respect of sewerage, water and refuse. Non-rateable land does not constitute a remission under Stratford District Council's rates remission policy.

5. OTHER REVENUE

	Council		Group	
	Actual	Actual	Actual	Actual
	2010/11	2009/10	2010/11	2009/10
	\$000	\$000	\$000	\$000
User Charges	1,862.5	1,906.7	1,869.9	1,912.8
NZTA Subsidies	2,294.7	2,271.1	2,294.7	2,271.1
Grants - Taranaki Electricity Trust & Other	-	42.3	72.5	87.3
Dividend Income	-	2.0	-	2.0
Development/Financial Contributions	510.3	819.0	510.3	819.0
Sundry Revenue	93.3	145.8	93.3	145.8
Total Other Revenue	4,760.8	5,186.9	4,840.7	5,238.0

There are no unfulfilled conditions and other contingences attached to New Zealand Transport Agency subsidies recognised.

Notes To Financial Statements

6. OTHER GAINS/(LOSSES)

	Council		Group	
	Actual	Actual	Actual	Actual
	2010/11	2009/10	2010/11	2009/10
	\$000	\$000	\$000	\$000
Gain (Loss) on Disposal of Property, Plant and Equipment	-	-	-	-
Total Gains/(Losses)	-	-	-	-

7. EMPLOYEE BENEFIT EXPENSES

	Council		Group	
	Actual	Actual	Actual	Actual
	2010/11	2009/10	2010/11	2009/10
	\$000	\$000	\$000	\$000
Salaries and Wages	2,382.7	2,390.2	2,444.1	2,448.2
Increase/(Decrease) in Employee Benefit Liabilities	(71.1)	(14.7)	(71.3)	(15.0)
Total Employee Benefit Expenses	2,311.6	2,375.5	2,372.8	2,433.2

8. OTHER EXPENSES

	Council		Group	
	Actual	Actual	Actual	Actual
	2010/11	2009/10	2010/11	2009/10
	\$000	\$000	\$000	\$000
Fees to Principal Auditor:				
<i>Audit Fees for Financial Statement Audit</i>	74.2	69.8	80.0	75.2
<i>Audit Fees for FMIS</i>	-	10.3	-	10.3
<i>Audit Fees for Other Services - LTCCP</i>	-	-	-	-
Impairment of Receivables (note 12)	(4.8)	(3.5)	(4.8)	(3.5)
Net Losses on Disposals and Other Sundry Expenses	113.0	139.9	113.0	139.9
Development Levies	697.4	-	697.4	-
Other Expenditure	61.7	66.1	61.7	66.1
Low Interest Loan Expense	162.5	17.3	162.5	17.3
Landfill Aftercare Expenses	69.5	70.1	69.5	70.1
Operating Expenses	6,378.8	6,073.5	6,307.2	6,097.9
Total Other Expenses	7,552.3	6,443.5	7,486.5	6,473.3

9. FINANCE COSTS

	Council		Group	
	Actual	Actual	Actual	Actual
	2010/11	2009/10	2010/11	2009/10
	\$000	\$000	\$000	\$000
Interest Expense				
Interest on Bank Borrowings	146.0	161.9	146.0	161.9
Total Finance Costs	146.0	161.9	146.0	161.9

Notes To Financial Statements

9A. FINANCE INCOME

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Interest Income				
Interest on Term Deposits	321.5	268.9	387.7	335.6
Total Finance Costs	321.5	268.9	387.7	335.6

10. TAX

Both Council and its subsidiary, the Percy Thomson Trust, are exempt from income tax.

Components of Tax Expense	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Current Tax Expense				
Adjustments to Current Tax in Prior Years	-	-	-	-
Deferred Tax Expense	-	-	-	-
Income Tax Expense	-	-	-	-

Relationship Between Tax Expense and Accounting Profit	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Surplus/(Deficit) Before Tax	145.5	1,629.3	145.5	1,605.5
Tax at 30%	43.7	537.7	43.7	529.8
Non-deductible Expenditure	-	-	-	-
Non-taxable Income	(43.7)	(537.7)	(43.7)	(529.8)
Prior Year Adjustment	-	-	-	-
Tax Expense	-	-	-	-

11. CASH AND CASH EQUIVALENTS

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Cash at Bank and in Hand	2,306.2	2,898.0	2,559.5	3,049.3
Short Term Deposits Maturing Three Months or Less from Date of Acquisition	5,000.0	5,500.0	5,250.0	5,750.0
Total Cash and Cash Equivalents	7,306.2	8,398.0	7,809.5	8,799.3

The carrying value of cash and bank and short-term deposits with maturity dates of three months or less approximates their fair value.

Refer to note 14 for weighted average effective interest rate for cash and cash equivalents.

Notes To Financial Statements

Cash, cash equivalents and bank overdrafts include the following for the purpose of the cash flow statement:

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Cash at Bank and in Hand	2,306.2	2,898.0	2,559.5	3,049.3
Short Term Deposits Maturing Three Months or Less from Date of Acquisition	5,000.0	5,500.0	5,250.0	5,750.0
	7,306.2	8,398.0	7,809.5	8,799.3

12. DEBTORS AND OTHER RECEIVABLES

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Rates Receivables	293.6	276.2	293.6	276.2
Related Party Receivables (note 25)	-	2.3	-	2.3
Sundry Debtors	1,326.6	363.7	1,339.8	376.9
	1,620.2	642.2	1,633.4	655.4
Less: Provision for Impairment of Receivables	4.7	9.5	4.7	9.5
Total Debtors and Other Receivables	1,615.5	632.7	1,628.7	645.9

A further loan of \$360,000 was made to the Stratford Health Trust during the year (2010 - \$40,000). A total of \$400,000 was approved by Council to advance to the Stratford Health Trust. The loan is interest free and repayable over 20 years, commencing in the 2011/12 year.

Fair Value

Debtors and other receivables are non-interest bearing and receipt is normally on 30 day terms. Therefore, the carrying value of debtors and other receivables approximates their fair value.

There is no concentration of credit risk with respect to receivables outside the group as the group has a large number of customers.

Council does not provide for any impairment on rates receivable as it has various powers under the Local Government (Rating) Act 2002 to recover any outstanding debts. Ratepayers can apply for payment plan options in special circumstances. Where such payment plans are in place debts are discounted to the present value of future repayments.

These powers allow Council to commence legal proceedings to recover any rates that remain unpaid four months after the due date for payment. If payment has not been made within three months of the Court's judgment, then Council can apply to the Registrar of the High Court to have the judgement enforced by sale or lease of the rating unit.

Notes To Financial Statements

The age of rates receivable overdue, whose payment terms have been renegotiated but not impaired, are as follows:

	Council		Group	
	Actual	Actual	Actual	Actual
	2010/11	2009/10	2010/11	2009/10
	\$000	\$000	\$000	\$000
Up to 1 year	251.8	234.4	251.8	234.4
1 year to 2 years	37.8	37.8	37.8	37.8
2 years to 3 years	3.4	3.4	3.4	3.4
3 to 4 years	0.6	0.6	0.6	0.6
More than 4 years	-	-	-	-
Carrying amount	293.6	276.2	293.6	276.2

All overdue receivables, except for rates receivable, have been assessed for impairment and appropriate provisions applied. Council holds no collateral as security or other credit enhancements over receivables that are either past due or impaired.

The status of sundry debtors as at 30 June 2011 and 2010 are detailed below:

	2011		
	Gross Impairment		Net
	2010/11	2010/11	2010/11
	\$000	\$000	\$000
Not past due	1,279.5	-	1,279.5
Past due 1 to 30 days	6.2	-	6.2
Past due 31 to 60 days	1.8	-	1.8
Past due 61 to 120 days	34.4	-	34.4
Past due > 120 days	4.7	(4.7)	-
Total	1,326.6	(4.7)	1,321.9

	2010		
	Gross Impairment		Net
	2009/10	2009/10	2009/10
	\$000	\$000	\$000
Not past due	311.9	-	311.9
Past due 1 to 30 days	15.5	-	15.5
Past due 31 to 60 days	5.4	-	5.4
Past due 61 to 120 days	21.4	-	21.4
Past due > 120 days	9.5	(9.5)	-
Total	363.7	(9.5)	354.2

There are no impairments for Percy Thomson Trust.

The impairment provision has been calculated based on expected losses for Council's pool of debtors. Expected losses have been determined based on an analysis of Council's losses in previous periods and review of specific debtors.

	Council		Group	
	Actual	Actual	Actual	Actual
	2010/11	2009/10	2010/11	2009/10
	\$000	\$000	\$000	\$000
Individual Impairment	4.7	9.5	4.7	9.5
Total provision for impairment	4.7	9.5	4.7	9.5

Notes To Financial Statements

Individually impaired receivables have been determined to be impaired because of the significant financial difficulties being experienced by the debtor. An analysis of these individually impaired debtors is as follows:

	Council		Group	
	Actual	Actual	Actual	Actual
	2010/11	2009/10	2010/11	2009/10
	\$000	\$000	\$000	\$000
Past due 1 to 60 days	-	-	-	-
Past due 61 to 120 days	-	-	-	-
Past due > 120 days	4.7	9.5	4.7	9.5
Total individual impairment	4.7	9.5	4.7	9.5

Movements in the provision for impairment of receivables are as follows:

	Council		Group	
	Actual	Actual	Actual	Actual
	2010/11	2009/10	2010/11	2009/10
	\$000	\$000	\$000	\$000
At 1 July	9.5	13.0	9.5	13.0
Additional Provisions made during the year	(4.8)	(3.5)	(4.8)	(3.5)
At 30 June	4.7	9.5	4.7	9.5

The Council and group holds no collateral as security or other credit enhancements over receivables that are either past due or impaired.

13. INVENTORIES

Council was not carrying any inventories at year end (2010 - Nil).

14. OTHER FINANCIAL ASSETS

	Council		Group	
	Actual	Actual	Actual	Actual
	2010/11	2009/10	2010/11	2009/10
	\$000	\$000	\$000	\$000
Current Portion				
Loans and Receivables				
Electrical Endowment Loans repayments less than 12 Months	9.7	9.1	9.7	9.1
Community Loan - Stratford Health Trust	5.9	-	5.9	-
Total Current Portion	15.6	9.1	15.6	9.1
Non-current Portion				
Electrical Endowment Loans	46.0	55.8	46.0	55.8
Community Loan - Stratford Health Trust	214.3	22.7	214.3	22.7
Unlisted Shares Percy Thomson Trust /Stratford Health Trust	0.1	0.1	0.1	0.1
Financial Assets Available for Sale	-	-	597.1	670.9
Listed Shares	580.5	617.4	580.5	617.4
Total Non-current Portion	840.9	696.0	1,438.0	1,366.9

There were no impairment provisions for other financial assets.

Community Loan

The face value of the community loan is \$400,000 (2010 \$40,000). Fair value has been determined using cash flows based on Council's assumed cost of borrowing of 6.6% (2010 - 5.5%).

Notes To Financial Statements

15. PROPERTY, PLANT AND EQUIPMENT

2011

	Cost / Revaluation 1 July 2010 \$000	Accumulated Depreciation and Impairment Charges 1 July 2010 \$000	Carrying Amount 1 July 2010 \$000	Current Year Additions \$000	Current Year Disposals \$000	Current Year Depreciation \$000	Depreciation Reversed on Disposal /Revaluation \$000	Revaluation n Surplus \$000	Cost / Revaluation 30 June 2011 \$000	Accumulated Depreciation and Impairment Charges 30 June 2011 \$000	Carrying Amount 30 June 2011 \$000
Council Operational Assets											
Land	5,162.5	-	5,162.5	30.8	-	-	-	(13.3)	5,180.0	-	5,180.0
Buildings	7,730.4	671.1	7,059.3	50.1	-	370.7	(1,041.8)	365.0	7,103.7	-	7,103.7
Surplus Properties	354.1	-	354.1	-	0.7	-	-	(26.4)	327.0	-	327.0
Plant	294.3	100.2	194.1	19.8	-	16.1	-	-	314.1	116.3	197.8
Motor Vehicles	234.4	125.0	109.4	32.0	(4.8)	35.1	-	-	271.2	160.1	111.1
Furniture/Fittings	323.8	277.2	46.6	24.2	-	6.7	-	-	348.0	283.9	64.1
Office Equipment	1,150.3	656.4	493.9	-	-	82.4	-	-	1,150.3	738.8	411.5
Library Books	582.8	240.5	342.3	47.4	-	47.4	-	-	630.2	287.9	342.3
Work In Progress	-	-	-	32.8	-	-	-	-	32.8	-	32.8
Total Operational Assets	15,832.6	2,070.4	13,762.2	237.1	(4.1)	558.4	(1,041.8)	325.3	15,357.3	1,587.0	13,770.3
Council Restricted Assets											
Land	8,155.3	-	8,155.3	-	-	-	-	(957.7)	7,197.6	-	7,197.6
Buildings	3,761.4	421.2	3,340.2	46.8	-	180.5	(601.7)	74.7	3,281.2	-	3,281.2
Street Beautification	1,543.2	17.6	1,525.6	4.8	-	27.8	-	-	1,548.0	45.4	1,502.6
Water System	4,978.5	371.5	4,607.0	197.8	47.4	195.9	(567.4)	781.7	5,343.2	-	5,343.2
Sewerage System	2,618.8	102.5	2,516.3	80.2	3.4	53.9	(156.4)	402.2	2,941.4	-	2,941.4
Stormwater System	2,156.5	115.1	2,041.4	210.8	66.3	63.8	(178.9)	328.1	2,450.2	-	2,450.2
Rubbish Bins	203.4	-	203.4	-	-	-	-	-	203.4	-	203.4
Roading Network	170,337.2	3,930.8	166,406.4	2,407.3	-	2,315.1	(3,930.8)	16,304.1	185,117.8	2,315.1	182,802.7
Land Under Roads	45,623.7	-	45,623.7	-	-	-	-	6,803.8	52,427.5	-	52,427.5
Bridges	11,616.1	563.6	11,052.5	80.2	-	301.9	(563.6)	1,700.0	12,832.7	301.9	12,530.8
Work In Progress	-	-	-	-	-	-	-	-	-	-	-
Total Restricted Assets	250,994.1	5,522.3	245,471.8	3,027.9	117.1	3,138.9	(5,998.8)	25,436.9	273,343.0	2,662.4	270,680.6
Total Council Property, Plant and Subsidiaries Property, Plant and Buildings	266,826.7	7,592.7	259,234.0	3,265.0	113.0	3,697.3	(7,040.6)	25,762.2	288,700.3	4,249.4	284,450.9
Buildings	1,712.0	103.8	1,608.2	3.6	-	56.2	-	95.6	1,651.2	-	1,651.2
Land	-	-	-	125.0	-	-	-	53.0	178.0	-	178.0
Furniture & Fittings	23.1	17.1	6.0	-	-	2.4	-	-	23.1	19.5	3.6
Office Equipment	1.9	1.9	-	1.4	-	0.2	-	-	3.3	2.1	1.2
Arboretum	67.2	-	67.2	-	-	-	-	(22.3)	44.9	-	44.9
Total Subsidiaries Assets	1,804.2	122.8	1,681.4	130.0	-	58.8	-	126.3	1,900.5	21.6	1,878.9
Total Group Property, Plant and Subsidiaries Assets	268,630.9	7,715.5	260,915.4	3,395.0	113.0	3,756.1	(7,040.6)	25,888.5	290,600.8	4,271.0	286,329.8

Notes To Financial Statements

2010

	Cost / Revaluation	Accumulated Depreciation and Impairment Charges	Carrying Amount	Current Year Additions	Current Year Disposals	Current Year Depreciation	Depreciation Reversed on Disposal /Revaluation	Revaluation Surplus	Cost / Revaluation	Accumulated Depreciation and Impairment Charges	Carrying Amount
	1 July 2009 \$000	1 July 2009 \$000	1 July 2009 \$000	\$000	\$000	\$000	\$000	\$000	30 June 2010 \$000	30 June 2010 \$000	30 June 2010 \$000
Council Operational Assets											
Land	5,162.5	-	5,162.5	-	-	-	-	-	5,162.5	-	5,162.5
Buildings	7,699.6	306.3	7,393.3	52.7	-	367.0	-	-	7,752.3	673.3	7,079.0
Surplus Properties	354.1	-	354.1	-	-	-	-	-	354.1	-	354.1
Plant	274.0	85.9	188.1	20.3	-	14.3	-	-	294.3	100.2	194.1
Motor Vehicles	234.4	101.7	132.7	-	-	23.3	-	-	234.4	125.0	109.4
Furniture/Fittings	322.1	265.4	56.7	1.7	-	11.8	-	-	323.8	277.2	46.6
Office Equipment	1,070.5	573.9	496.6	79.8	-	82.5	-	-	1,150.3	656.4	493.9
Library Books	532.1	189.8	342.3	50.7	-	50.7	-	-	582.8	240.5	342.3
Work In Progress	-	-	-	-	-	-	-	-	-	-	-
Total Operational Assets	15,649.3	1,523.0	14,126.3	205.2	-	549.6	-	-	15,854.5	2,072.6	13,781.9
Council Restricted Assets											
Land	8,155.3	-	8,155.3	-	-	-	-	-	8,155.3	-	8,155.3
Buildings	5,002.1	217.6	4,784.5	280.6	-	219.0	-	-	5,282.7	436.6	4,846.1
Water System	4,759.5	185.3	4,574.2	256.6	37.6	186.2	-	-	4,978.5	371.5	4,607.0
Sewerage System	2,564.7	50.5	2,514.2	58.3	4.2	52.0	-	-	2,618.8	102.5	2,516.3
Stormwater System	2,015.6	57.2	1,958.4	239.0	98.1	57.9	-	-	2,156.5	115.1	2,041.4
Rubbish Bins	203.4	-	203.4	-	-	-	-	-	203.4	-	203.4
Roading Network	167,502.5	1,950.9	165,551.6	2,834.7	-	1,979.9	-	-	170,337.2	3,930.8	166,406.4
Land Under Roads	45,623.7	-	45,623.7	-	-	-	-	-	45,623.7	-	45,623.7
Bridges	11,454.3	281.8	11,172.5	161.8	-	281.8	-	-	11,616.1	563.6	11,052.5
Total Restricted Assets	247,281.1	2,743.3	244,537.8	3,831.0	139.9	2,776.8	-	-	250,972.2	5,520.1	245,452.1
Total Council Property, Plant and Equipment	262,930.4	4,266.3	258,664.1	4,036.2	139.9	3,326.4	-	-	266,826.7	7,592.7	259,234.0
Subsidiaries Property, Plant and Equipment											
Buildings	1,779.1	51.9	1,727.2	-	-	51.9	-	-	1,779.1	103.8	1,675.3
Furniture & Fittings	23.1	15.0	8.1	-	-	2.1	-	-	23.1	17.1	6.0
Office Equipment	1.9	1.8	0.1	-	-	0.1	-	-	1.9	1.9	-
Total Subsidiaries Assets	1,804.1	68.7	1,735.4	-	-	54.1	-	-	1,804.1	122.8	1,681.3
Total Group Property, Plant and Equipment	264,734.5	4,335.0	260,399.5	4,036.2	139.9	3,380.5	-	-	268,630.8	7,715.5	260,915.3

The net carrying amount of plant and equipment held under finance lease is \$nil (2010 - \$Nil).

Notes To Financial Statements

16. INTANGIBLE ASSETS

	<u>Council & Group</u> <u>\$000</u>
Year Ended 30 June 2010	
Additions	177.1
Amortisation Changes	-
Less: Amortisation	60.2
Balance at 30 June 2010	
Cost	841.1
Accumulated Amortisation and Impairment	-
Less: Disposals	49.8
Less: Accumulated Amortisation	148.0
Closing Carrying Amount	<u><u>643.3</u></u>
Year Ended 30 June 2011	
Additions	89.4
Amortisation Changes	-
Less: Amortisation	66.9
Balance at 30 June 2011	
Cost	930.5
Accumulated Amortisation and Impairment	-
Less: Disposals	49.8
Less: Accumulated Amortisation	214.9
Closing Carrying Amount	<u><u>665.8</u></u>

All intangible assets referring to above are computer software.

17. CREDITORS AND OTHER PAYABLES

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Trade Payables	1,256.4	711.6	1,265.1	714.7
Deposits and Bonds	92.7	92.7	92.7	92.7
Accrued Expenses	135.6	64.0	142.4	69.4
Amounts due to Related Parties (note 25)	-	2.1	-	2.1
Rates in Advance	176.3	189.2	176.3	189.2
Advances Received	91.4	62.7	91.4	62.7
Total Creditors and Other Payables	<u>1,752.4</u>	<u>1,122.3</u>	<u>1,767.9</u>	<u>1,130.8</u>

Creditors and other payables are non-interest bearing and are normally settled on 30-day terms, therefore the carrying value of creditors and other payables approximates their fair value.

Notes To Financial Statements

18. PROVISIONS

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Current Provisions are Represented by:				
Landfill Aftercare Provisions	24.5	25.5	24.5	25.5
Total Current Provisions	24.5	25.5	24.5	25.5
Non-current Provisions are Represented by:				
Landfill Aftercare Provisions	214.5	204.5	214.5	204.5
Total Non-Current Provisions	214.5	204.5	214.5	204.5
Total Provisions	239.0	230.0	239.0	230.0

Movements for the Landfill Aftercare provision are as follows:

	\$000	\$000	\$000	\$000
Opening Balance 1 July	230.0	164.1	230.0	164.1
Additional provision made	69.5	70.1	69.5	70.1
Amounts used	(60.5)	(4.2)	(60.5)	(4.2)
Closing Balance 30 June	239.0	230.0	239.0	230.0

Rural Landfills

In February 1998 Stratford District Council renewed its aftercare consents for the Pukengahu and Huiroa landfills which were closed in 1990 and 1991 respectively.

These consents require Council to monitor and maintain the sites until June 2016 after which time an assessment will be undertaken by the Taranaki Regional Council to determine the level of any future maintenance (if any) required.

Stratford Landfill

In March 1999 Stratford District Council renewed its consent for the Swansea Road landfill. While the consent required the site to be closed by June 2005 it was actually closed on 18 March 2002.

Council has an ongoing liability to ensure the site continues to be managed in a manner that least affects the environment and the work is expected to include the following major components:

- Environmental Monitoring (surface and groundwater).
- Surface groundwater controls (drainage maintenance).
- Earthworks (in the initial years the land is expected to sink due to the refuse decomposition and filling will be required to avoid ponding).

These liabilities are expected to continue for over 25 years following the closure of the landfill however the financial impact is expected to be greatest for the first five years.

The long term nature of the liability means that there are inherent uncertainties in estimating costs that will be incurred. The provision has been estimated taking into account existing technology and is discounted using a discount rate of 7.5%.

The management of the landfill will influence the timing of recognition of some liabilities.

Notes To Financial Statements

19. EMPLOYEE BENEFIT LIABILITIES

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Annual Leave	111.4	147.2	116.1	152.1
Long Service Leave	6.8	11.4	6.8	11.4
Retirement Gratuities	138.3	169.0	138.3	169.0
Total Employee Benefit Liabilities	256.5	327.6	261.2	332.5
<u>Comprising:</u>				
Current	111.4	147.2	116.1	152.1
Non-current	145.1	180.4	145.1	180.4
Total Employee Benefit Liabilities	256.5	327.6	261.2	332.5

20. BORROWINGS

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Current				
Secured Loans	-	1,143.7	-	1,143.7
Total Current Borrowings	-	1,143.7	-	1,143.7
Non-current				
Secured Loans	3,200.5	3,200.5	3,200.5	3,200.5
Total Non-current Borrowings	3,200.5	3,200.5	3,200.5	3,200.5

Security

Council's loans are secured over the rates of the district.

Maturity Analysis and Effective Interest Rates

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Less than one year	-	1,143.7	-	1,143.7
Later than one year but not more than five years	3,200.5	2,864.8	3,200.5	2,864.8
Later than five years	-	335.7	-	335.7
	3,200.5	4,344.2	3,200.5	4,344.2

The weighted average effective interest rate for 2010/11 is 3.72% (2009/10 4.33%).

The carrying amounts of borrowings repayable approximate their fair value.

Notes To Financial Statements

21. EQUITY

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Retained Earnings - 1 July	168,112.2	167,827.0	170,294.3	170,032.9
Transfers to:				
Restricted Reserves	(582.3)	(868.4)	(582.3)	(868.4)
Council Created Reserves	(4,731.8)	(5,276.0)	(4,731.8)	(5,276.0)
Transfers from:				
Council Created Reserves	5,335.9	4,772.6	5,335.9	4,772.6
Restricted Reserves	1,065.7	27.7	1,065.7	27.7
Profit / (Loss) for the year	145.5	1,629.3	237.4	1,605.5
Retained Earnings - 30 June	169,345.2	168,112.2	171,619.4	170,294.3
Restricted Reserves - 1 July	1,515.2	674.5	1,515.2	674.5
Transfers to:				
Retained Earnings	(1,065.7)	(27.7)	(1,065.7)	(27.7)
Transfers from:				
Retained Earnings	582.3	868.4	582.3	868.4
Restricted Reserves - 30 June	1,031.8	1,515.2	1,031.8	1,515.2
Fair Value through other comprehensive income - 1 July	(189.9)	(192.3)	(179.2)	(192.0)
Revaluation Gains/(Losses) on Investments Carried at Fair Value	(36.8)	2.4	(35.6)	12.8
Fair Value through other comprehensive income - 30 Jun	(226.7)	(189.9)	(214.8)	(179.2)
Council Created Reserves - 1 July	6,403.8	5,900.4	6,403.8	5,900.4
Transfers to:				
Retained Earnings	(5,335.9)	(4,772.6)	(5,335.9)	(4,772.6)
Transfers from:				
Retained Earnings	4,731.8	5,276.0	4,731.8	5,276.0
Transfer from Activities				
Council Created Reserves - 30 June	5,799.7	6,403.8	5,799.7	6,403.8
Asset Revaluation Reserves - 1 July	87,779.7	87,779.7	88,340.1	88,340.1
Revaluation Gains/(Losses)	25,762.0	-	25,888.3	-
Asset Revaluation Reserves - 30 June	113,541.7	87,779.7	114,228.4	88,340.1
Total Other Reserves	120,146.5	95,508.8	120,845.1	96,079.9
Asset Revaluation Reserves consist of:				
Operational Assets				
Land	4,846.1	4,886.5	4,899.1	4,886.5
Buildings	3,324.2	2,959.2	3,957.9	3,519.6
Restricted Assets				
Sewerage System	554.1	151.9	554.1	151.9
Water System	1,720.2	938.5	1,720.2	938.5
Stormwater System	727.1	398.7	727.1	398.7
Rooding Network	99,739.0	74,931.0	99,739.0	74,931.0
Land	2,049.9	3,007.5	2,049.9	3,007.5
Buildings	581.1	506.4	581.1	506.4
Total	113,541.7	87,779.7	114,228.4	88,340.1

Restricted Reserves relate to:

- trusts and bequest funds that have been provided to Council by various people for specific projects. During the year Council, in accordance with the conditions of the bequest, applied certain funds to a native plants reserve; and
- disaster insurance reserve, which is restricted by Council resolution, may only be applied to the replacement of Council's fixed assets and infrastructure in the event of a natural disaster.

Notes To Financial Statements

22. RECONCILIATION OF NET PROFIT/(LOSS) AFTER TAX TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Profit/(Loss) after Tax	145.5	1,629.3	237.4	1,605.5
Add/(Less) Non-cash Items:				
Depreciation and Amortisation	3,764.2	3,386.6	3,823.0	3,440.7
Impairment of Financial Assets	-	-	-	-
Vested Assets	-	-	(125.0)	-
Add/(Less) Items Classified as Investing or Financing Activities:				
(Gains)/Losses on Disposal of Property, Plant and Equipment	113.0	139.9	113.0	139.9
Add/(Less) Movements in Working Capital Items:				
(Increase)/Decrease in Accounts Receivable	(996.6)	763.7	(997.1)	765.3
Increase/(Decrease) in Accounts Payable	603.3	(851.0)	610.3	(864.6)
Increase/(Decrease) in Provisions	-	-	-	-
Increase/(Decrease) in Employee Benefits	(35.3)	4.1	(35.5)	3.8
Net Cash Inflow/(Outflow) from Operating Activities	3,594.1	5,072.6	3,626.1	5,090.6

Notes To Financial Statements

23. COMMITMENTS

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Financial Commitments				
* Downer EDI Works Ltd will provide facilities management services to the Council for the period to 30 June 2012, with two further rights of renewal for one year, for Utility Services.	245.2	480.6	245.2	480.6
* Downer EDI Works Ltd will provide facilities management services to the Council for the period to 30 June 2012, with two further rights of renewal for one year, for Civic Amenities.	433.0	848.2	433.0	848.2
* Downer EDI Works Ltd will provide facilities management services to the Council for the period to 30 June 2014, with two further rights of renewal for one year, for Roading.	12,067.8	-	12,067.8	-
* Fulton Hogan Ltd will provide facilities management services to the Council for a period of three years, with two further rights of renewal for one year, for Roading, commencing 1 July 2006. Council have exercised the second and final right of renewal, for the period 1 July 2010 to 30 June 2011.	-	2,683.1	-	2,683.1
* Council are committed to a lease of the Holiday Park to 29 June 2016. The value of the commitment varies as it is calculated on an agreed valuation between both parties at the time of each rent review. Review of rent payment is set on 30 June 2011.	101.2	20.0	101.2	20.0
* Percy Thomson Trust will provide building space in the Complex for the Information centre to operate, for the period to 1 June 2014, with one further right of renewal for three years.	72.9	-	72.9	-
* Waste Management Ltd will provide refuse collection services to the Council for the period to 30 September 2013.	711.8	954.0	711.8	954.0
Total	13,631.9	4,985.9	13,631.9	4,985.9
Financial Commitments				
Not later than one year	5,017.2	3,641.0	5,017.2	3,641.0
Later than one year and not later than five years	8,440.6	1,324.9	8,440.6	1,324.9
Later than five years	-	-	-	-
Total non-cancellable Financial Commitments	13,457.8	4,965.9	13,457.8	4,965.9
Operating Leases as a Lessor				
Not later than one year	20.2	20.0	20.2	20.0
Later than one year and not later than five years	81.0	-	81.0	-
Later than five years	-	-	-	-
Total Operating Leases as a Lessor	101.2	20.0	101.2	20.0
Operating Leases as a Lessee				
Not later than one year	25.0	-	25.0	-
Later than one year and not later than five years	47.9	-	47.9	-
Later than five years	-	-	-	-
Total Operating Leases as a Lessee	72.9	-	72.9	-
Non-financial Commitments				
* Council is committed to a 50/50 sharemilking agreement with the current sharemilker to 31 May 2013.				
* Council is committed to various leases of rental properties for terms ranging from five years and no right of renewal to 21 years with a perpetual right of renewal.				
* Council is committed to a number of leases of sports fields to various sports bodies for varying terms.				
* Council is committed to a lease of the aerodrome club buildings, and private hangars.				
* Quotable Value NZ Ltd will provide valuation services to Council for the period to 30 June 2012.				
* AA Drivers Licensing have given Council an agency relationship to 30 April 2014.				
* The Information Centre has various commission agreements with tourism providers.				

Notes To Financial Statements

24. CONTINGENCIES

Stratford District Council and Group has no contingencies as at 30 June 2011 (2010 - Nil).

25. RELATED PARTY TRANSACTIONS

Council is the ultimate parent of the group and controls one entity, being Percy Thomson Trust and has no significant influence over any other entities. The Percy Thomson Trust building is on Council-owned land, and there is no charge to the Trust.

Related Party Transactions with Subsidiaries, Associates or Joint Ventures

	Actual 2010/11 \$000	Actual 2009/10 \$000
Percy Thomson Trust		
Grant received from the Council	25.0	25.0
Rent received from Council for the Information Centre	20.6	20.6
Fees paid to Council for administration services	20.6	20.6

Transactions with Key Management Personnel

- During the year Councillors and key management, as part of a normal customer relationship, were involved in minor transactions with the Council (such as payment of rates, etc).
- Roger Hignett, Deputy Mayor, is a Trustee of Percy Thomson Trust. Michael Freeman, former Chief Executive, was a Trustee of Percy Thomson Trust.

Payments Made to Related Parties

	<u>Interest Declared</u>	<u>Nature of Transaction</u>	Actual 2010/11 \$000	Actual 2009/10 \$000
Taranaki Sports Trust				
- Michael Freeman, Chief Executive	Trustee) School Holiday	24.5	20.8
- Alan Frost, Councillor	Trustee) Programme and		
- John Sandford, Councillor	Trustee) Annual Grant		
- John Jones, SDC Manager	Trustee)		
Sandford's Dairy Ltd				
- John Sandford, Councillor	Director/Shareholder	Goods Purchased	4.8	4.9
J and L Taranaki Ltd				
- Sue Pugh, Councillor	Family is Shareholder	Services Performed	-	1.6
Roy James Contractor Ltd				
- Pauline James, SDC Manager	Director/Shareholder	Services Performed	-	3.3
Taranaki Pioneer Village				
- John Campbell, Councillor	Member	Annual Grant	8.9	-
Jamieson Motors Taranaki Ltd				
- Alan Jamieson, Councillor	Director/Shareholder	Goods Purchased	0.3	-

Payments Received from Related Parties

Payments Received from Related Parties

	<u>Interest Declared</u>	<u>Nature of Transaction</u>	Actual 2010/11 \$000	Actual 2009/10 \$000
Taranaki Sports Trust				
- Michael Freeman, Chief Executive	Trustee) Services provided	0.4	1.0
- Alan Frost, Councillor	Trustee)		
- John Sandford, Councillor	Trustee)		
- John Jones, SDC Manager	Trustee)		
Taranaki Electricity Trust				
- John Campbell, Councillor	Trustee	Grant Received	1.0	42.3

Notes To Financial Statements

Key Management Personnel Compensation

Key Management Personnel Compensation

	Actual 2010/11 \$000	Actual 2009/10 \$000
Salaries and other short term employee benefits	759.3	790.5
Post employment benefits	57.9	-

- Key management personnel include the Mayor, Councillor's, Chief Executive and four other senior management positions.
- The Chief Executive resigned on 8 February 2011, one senior manager resigned on 25 February 2011 and another senior manager resigned on 29 April 2011. The Chief Executive's position was filled on 7 June 2011 but one manager's position will not be filled. The other senior manager's position is currently vacant pending an appointment.

26. REMUNERATION

Chief Executive (Former)

The Chief Executive of Stratford District Council, appointed under section 42 of the Local Government Act 2002, received a salary of \$152,361 (2009//10 - \$158,550). This was for the period 1 July 2010 to 8 February 2011.

In terms of his contract, the Chief Executive also received the following additional benefits:

	Cost during the financial year	
	2010/11	2009/10
Vehicle (for the period 1 July 2010 to 8 February 2011)	\$5,962	\$10,000

For the year ended 30 June 2011 the annual remuneration package that was being received by the former Chief Executive was calculated at \$158,593.

In addition to the above, an amount of \$2,963 was incurred by Stratford District Council for fringe benefit tax on the above vehicle (2009/10 - \$4,153).

Chief Executive (Current)

The Chief Executive of Stratford District Council, appointed under section 42 of the Local Government Act 2002, received a salary of \$11,076 (2009//10 - \$Nil). This was for the period 7 June 2011 to 30 June 2011.

In terms of her contract, the Chief Executive also received the following additional benefits:

	Cost during the financial year	
	2010/11	2009/10
Vehicle (for the period 7 to 30 June 2011)	\$577	\$0

As at 30 June 2011 the annual remuneration package that was being received by the current Chief Executive was calculated at \$170,000.

In addition to the above, an amount of \$315 was incurred by Stratford District Council for fringe benefit tax on the above vehicle (2009/10 - \$Nil).

Notes To Financial Statements

Elected Representatives

	Total remuneration Council	
	2010/11	2009/10
	\$	\$
Mayor - N Volzke	57,772	48,944
Mayor - J Edwards (to 13 August 2009)	0	6,599
<u>Councillors</u>		
R Hignett	26,509	21,495
R Vickers	13,454	13,434
J Rowe (to 9 October 2010)	3,947	13,434
J Sandford	13,454	13,434
K Squire	13,454	13,434
S Pugh	13,454	13,434
A Frost (to 9 October 2010)	3,947	13,434
N Volzke (to 13 August 2009)	0	3,178
V Milner	13,454	13,434
A Jamieson (from 16 October 2010)	9,506	0
R Thomson (from 16 October 2010)	9,506	0
J Campbell (from 16 October 2010)	9,506	0

No elected representative received any remuneration from Council's CCO, the Percy Thomson Trust.

27. SEVERANCE PAYMENTS

No severance payments have been to any employee of Council during the 2010/11 year (2009/10 - Nil).

28. EVENTS AFTER THE BALANCE SHEET DATE

There were no significant events after balance date.

29. FINANCIAL INSTRUMENT

Financial Instruments Categories

The accounting policies for financial instruments have been applied to the line items below:

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
FINANCIAL ASSETS				
Loans and receivables				
Cash and cash equivalents	7,306.2	8,398.0	7,809.5	8,799.3
Debtors and other receivables	1,615.5	632.7	1,628.7	645.9
Other financial assets:				
Electrical Endowment Loan	55.7	64.9	55.7	64.9
Community loans	220.2	22.7	220.2	22.7
Total loans and receivables	9,197.6	9,118.3	9,714.1	9,532.8
Fair value through other comprehensive income				
Other financial assets:				
Local authority stock and Bonds	-	-	597.1	670.9
Unlisted shares	0.1	0.1	0.1	0.1
Listed shares	580.5	617.4	580.5	617.4
Total fair value through other comprehensive income	580.6	617.5	1,177.7	1,288.4
FINANCIAL LIABILITIES				
Financial liabilities at amortised cost				
Creditors and other payables	1,752.4	1,122.3	1,767.9	1,130.8
Borrowings:				
Secured loans	3,200.5	4,344.2	3,200.5	4,344.2
Total financial liabilities at amortised cost	4,952.9	5,466.5	4,968.4	5,475.0

Notes To Financial Statements

Council has a series of policies to manage the risks associated with financial instruments. Council is risk averse and seeks to minimise exposure from its treasury activities. Stratford District Council has established Council approved Liability Management and Investment policies. These policies do not allow any transactions that are speculative in nature to be entered into.

Market Risk

Price Risk

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices. Council is exposed to equity securities price risk on its investments, which are classified as financial assets held at fair value through equity. This price risk arises due to market movements in listed securities. The Council's equity investments are held for strategic purposes, as opposed to generating a financial return. The Council's exposure to price risk is not considered material.

Currency Risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Council is not exposed to currency risk, as it does not enter into foreign currency transactions.

Interest Rate Risk

The interest rates on Council's investments are disclosed in Note 14 and on Council's borrowings in Note 20.

Fair Value Interest Rate Risk

Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. Borrowing issued at fixed rates expose the Council to fair value interest rate risk. Council's Liability Management policy outlines the level of borrowing that is to be secured using fixed rate instruments. In addition, investments at fixed interest rates expose the Council to fair value interest rate risk.

If interest rates on investments at 30 June 2011 had fluctuated by plus or minus 1%, the effect would have been to decrease/increase the equity reserve by \$87,602 (2010 \$70,032).

If interest rates on borrowings at 30 June 2011 had fluctuated by plus or minus 1%, the effect would have been to decrease/increase the surplus after tax by \$39,258 (2010 \$37,386) as a result of higher/lower interest expense on floating rate borrowings.

Cashflow Interest Rate Risk

Cashflow interest rate risk is the risk that the cashflows from a financial instrument will fluctuate because of changes in market interest rates. Borrowings and investments issued at variable interest rates expose Council to cashflow interest rate risk.

Notes To Financial Statements

Credit Risk

Credit risk is the risk that a third party will default on its obligation to Council causing Council to incur a loss.

Fair Value Hierarchy Disclosure

For those instruments recognised at fair value in the statement of financial position, fair values are determined according to the following hierarchy:

- Quoted market prices (level 1) - Financial instruments with quoted prices for identical instruments in active markets.
- Valuation technique using observable inputs (level 2) - Financial Instruments with quoted prices for similar instruments in active markets or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are observable.
- Valuation techniques with significant non-observable inputs (level 3) - Financial instruments valued using models where one or more significant inputs are not observable.

The following table analyses the basis of the valuation of classes of financial instruments measured at fair value in the statement of financial position.

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Financial Assets				
Local Authority Stock and NZ Bonds				
- Quoted Market Price	-	-	-	-
- Observable Inputs	-	-	597.1	670.9
- Significant Non-Observable Inputs	-	-	-	-
Listed Shares				
- Quoted Market Price	522.1	522.1	522.1	522.1
- Observable Inputs	58.4	95.3	58.4	95.3
- Significant Non-Observable Inputs	-	-	-	-

Financial Instruments Risk

Council's maximum credit exposure for each class of financial instrument is as follows:

	Council		Group	
	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000
Cash and cash equivalents	7,306.2	8,398.0	7,809.5	8,799.3
Debtors and other receivables	1,615.5	632.7	1,628.7	645.9
Stratford Health Trust Loan	220.2	22.7	220.2	22.7
Community and related party loans	55.7	64.9	55.7	64.9
Total credit risk	9,197.6	9,118.3	9,714.1	9,532.8

Credit Quality of Financial Assets

Credit risk is minimised by investing with counterparties with a high degree of security. Cash deposits are limited to those organisations which have registered bank status and Council's Investment Policy limits the amount of credit exposure to any one institution or organisation.

	Council		Group	
	Actual 2010/11 \$000	Actual 2010/11 \$000	Actual 2009/10 \$000	Actual 2010/11 \$000
COUNTERPARTIES WITH REGISTERED BANK STATUS				
Cash and cash equivalents	7,306.2	8,398.0	7,809.5	8,799.3
OTHER COUNTERPARTIES				
Community loans:				
Stratford Health Trust Loan	220.2	22.7	220.2	22.7
Electrical Endowment Loans	55.7	64.9	55.7	64.9

Debtors and other receivables mainly arise from Council's statutory functions, therefore there are no procedures in place to monitor or report the credit quality of debtors and other receivables with reference to internal or external credit ratings. Council has no significant concentrations of credit risk in relation to debtors and other receivables as it has a large number of credit customers, mainly ratepayers, and Council has powers under the Local Government (Rating) Act 2002 to recover outstanding debts from ratepayers.

Liquidity Risk

Liquidity risk is the risk that Council will encounter difficulty raising liquid funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Council aims to maintain flexibility in funding by keeping committed credit lines available.

In meeting its liquidity requirements, Council maintains a target level of investments that must mature within the next 12 months.

Council manages its borrowings in accordance with its funding and financial policies, which includes a Liability Management policy. These policies have been adopted as part of the Council's Long Term Council Community Plan.

The maturity profiles of the Council's interest bearing investments and borrowings are disclosed in Notes 14 and 20 respectively.

Notes To Financial Statements

30. CAPITAL MANAGEMENT

The Council's capital is its equity (or ratepayers' funds), which comprise retained earnings and reserves. Equity is represented by net assets.

The Local Government Act 2002 [the Act] requires the Council to manage its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently and in a manner that promotes the current and future interests of the community. Ratepayer's funds are largely managed as a by-product of managing revenues, expenses, assets, liabilities, investments and general financial dealings.

The objective of managing these items is to achieve intergenerational equity, which is a principle promoted in the Act and applied by the Council. Intergenerational equity requires today's ratepayers to meet the costs of utilising the Council's assets and not expecting them to meet the full cost of long term assets that will benefit ratepayers in future generations. Additionally, the Council has in place asset management plans for major classes of assets detailing renewal and maintenance programmes, to ensure ratepayers in future generations are not required to meet the costs of deferred renewals and maintenance.

The Act requires the Council to make adequate and effective provision in its Long Term Council Community Plan (LTCCP) and in its Annual Plan (where applicable) to meet the expenditure needs identified in those plans. And the Act sets out the factors that the Council is required to consider when determining the most appropriate sources of funding for each of its activities. The sources and levels of funding are set out in the funding and financial policies in the Council's LTCCP.

Stratford District Council has the following Council created reserves:

- reserves for different areas of benefit;
- self-insurance reserves; and
- trust and bequest reserves.

Reserves for different areas of benefit are used where there is a discrete set of rate or levy payers as distinct from the general rate. Any surplus or deficit relating to these separate areas of benefit is applied to specific reserves.

Self-insurance reserves are built up annually from general rates and are made available for specific unforeseen events. The release of these funds generally can only be approved by Council.

Trust and bequest reserves are set up where Council has been donated funds that are restricted for particular purposes. Interest is added to trust and bequest reserves where applicable and deductions are made where funds have been used for the purpose they were donated.

Notes To Financial Statements

31. EXPLANATION OF SIGNIFICANT VARIANCES BETWEEN ACTUAL AND BUDGET

Explanations for major variations from Council's estimated figures in the 2010/2011 Annual Plan are as follows:

Statement of Comprehensive Income

Expenditure is less than expected mainly due to lesser interest paid (\$176,000) as not all the loans were taken up and interest rates were less than anticipated. Revenue is above the budget mainly due to a development contribution of \$480,000 that was not budgeted for.

Taranaki Electricity Trust (TET)

Taranaki Electricity Trust did not grant Council any funds during the 2010/11 year (2009/10 was \$42,312).

Unrealised Gain on Shares

There were no unrealised gains on shares.

Statement of Financial Position

Current liabilities are slightly less than last year as there is no current portion of borrowings in 2010/2011.

The greatest improvement within equity is due to a larger than estimated increase in the asset revaluations.

Significant Acquisitions And Replacements

<u>Annual Budget</u> \$	<u>ACTIVITY</u>	<u>REASONS FOR ACQUISITION</u>	<u>Funded From</u>	<u>2010/11 Actual</u> \$	<u>Project Status</u>
	<u>Roading</u> <i>Capital Expenditure</i>				
153,900	Seal Extension	To maintain Council's seal extension programme to ensure road users experience a smooth, safe and comfortable ride	Loan	153,900	<i>Complete</i>
102,600	Seal Extension	To maintain Council's seal extension programme to ensure road users experience a smooth, safe and comfortable ride	Rates	82,013	<i>Carried Over</i>
	<u>Renewal Expenditure</u>				
497,000	Unsealed Road Metalling	To maintain Council's roading network to an acceptable level to ensure road users experience a smooth, safe and comfortable ride	Reserves	521,373	<i>Complete</i>
1,004,200	Sealed Road Resurfacing	To maintain Council's roading network to an acceptable level to ensure road users experience a smooth, safe and comfortable ride	Reserves	724,788	<i>Complete</i>
132,900	Drainage Renewals	To maintain Council's roading network to an acceptable level to ensure road users experience a smooth, safe and comfortable ride	Reserves	208,868	<i>Complete</i>
589,800	Pavement Rehabilitation	To maintain Council's roading network to an acceptable level to ensure road users experience a smooth, safe and comfortable ride	Reserves	219,887	<i>Carried Over</i>
98,200	Structure Components Replacement	To maintain Council's roading network to an acceptable level to ensure road users experience a smooth, safe and comfortable ride	Reserves	80,257	<i>Complete</i>
78,600	Traffic Services	To maintain Council's roading network to an acceptable level to ensure road users experience a smooth, safe and comfortable ride	Reserves	123,585	<i>Complete</i>
97,000	Associated Improvements	To maintain Council's roading network to an acceptable level to ensure road users experience a smooth, safe and comfortable ride	Reserves	27,274	<i>Carried Over</i>
45,000	Sealed Road Resurfacing - Special Purpose Roads	To maintain Council's roading network to an acceptable level to ensure road users experience a smooth, safe and comfortable ride	Reserves	30,615	<i>Complete</i>
<u>2,799,200</u>				<u>2,172,560</u>	

Significant Acquisitions And Replacements

<u>Annual Budget</u> \$	<u>ACTIVITY</u>	<u>REASONS FOR ACQUISITION</u>	<u>Funded From</u>	<u>2010/11 Actual</u> \$	<u>Project Status</u>
	<u>Street Services</u>				
	<i>Capital Expenditure</i>				
119,600	Kerb and Channel Extension	To maintain Council's kerb and channel extension programme to improve carriageway drainage	Rates	68,311	<i>Carried Over</i>
20,500	Footpath Extensions	To maintain Council's footpath extension programme to provide a safe and comfortable passage for pedestrians	Rates	0	<i>Carried Over</i>
	<i>Renewal Expenditure</i>				
116,400	Footpath Renewal	To maintain Council's footpath network to provide a safe and comfortable passage for pedestrians	Reserves	91,533	<i>Carried Over</i>
34,400	Kerb and Channel Renewal	To maintain Council's kerb and channel network to improve carriageway drainage	Reserves	0	<i>Carried Over</i>
2,400	Underverandah Lighting Renewal	To maintain Council's underverandah lighting network to improve safety for citizens	Reserves	2,262	<i>Complete</i>
<u>293,300</u>				<u>162,106</u>	
	<u>Stormwater</u>				
	<i>Capital Expenditure</i>				
21,700	Reticulation Capacity Increase	To upgrade sub-standard drainage to meet Council's standards	Rates	17,512	<i>Complete</i>
<u>21,600</u>	<i>Renewal Expenditure</i>				
	Reticulation Renewals	To replace sub-standard drainage to meet Council's standards	Reserves	196,450	<i>Complete</i>
<u>43,300</u>				<u>213,962</u>	
	<u>Water Supply</u>				
	<i>Capital Expenditure</i>				
14,600	Laterals	To replace sub-standard water laterals	Reserves	29,890	<i>Complete</i>
7,300	Hydrants	To replace sub-standard water hydrants	Reserves	11,905	<i>Complete</i>
32,200	Reticulation Riders	To install new ridermains to achieve pressure/flow standards set by Council	Reserves	31,957	<i>Complete</i>
76,700	Treatment - Major Upgrade	To provide a healthy, sustainable and environmentally acceptable water supply system	Reserves	0	<i>Carried Over</i>
	<i>Renewal Expenditure</i>				
99,200	Reticulation Renewals	To replace ridermains to achieve pressure/flow standards set by Council	Reserves	103,914	<i>Complete</i>
8,200	Treatment Renewals - Minor	To maintain the computer systems associated with the water treatment process	Reserves	17,604	<i>Complete</i>
51,200	Treatment Renewals	To provide for the safe and efficient treatment of drinkable water for all users	Reserves	1,077	<i>Carried Over</i>
2,300	Treatment Renewals - Toko	To provide for the safe and efficient treatment of drinkable water for all users	Reserves	2,580	<i>Complete</i>
<u>291,700</u>				<u>198,927</u>	

Significant Acquisitions And Replacements

<u>Annual Budget</u> \$	<u>ACTIVITY</u>	<u>REASONS FOR ACQUISITION</u>	<u>Funded From</u>	<u>2010/11 Actual</u> \$	<u>Project Status</u>
	<u>Sewerage</u>				
	<i>Capital Expenditure</i>				
9,300	Reticulation Capacity Increase	To provide a healthy, sustainable and environmentally acceptable sanitary disposal system	Reserves	0	<i>Carried Over</i>
	<i>Renewal Expenditure</i>				
47,600	Reticulation Renewals	To provide a healthy, sustainable and environmentally acceptable sanitary disposal system	Reserves	0	<i>Carried Over</i>
56,900				0	
	<u>Parks & Reserves</u>				
	<i>Capital Expenditure</i>				
19,100	Park Development	To continue with Council's park development programme	Reserves	18,481	<i>Complete</i>
4,700	New and Replantings	To continue with Council's park development programme	Reserves	4,700	<i>Complete</i>
	<i>Renewal Expenditure</i>				
5,200	Heritage Trail Signs	To replace missing and damaged signs	Rates	4,798	<i>Complete</i>
29,000				27,979	
	<u>Property</u>				
	<i>Renewal Expenditure</i>				
10,300	Civic Amenities - Replace Bell Tower Wiring	To ensure that Council's buildings and interior fitouts are maintained to a standard appropriate to the usage	Reserves	7,757	<i>Complete</i>
50,000	Information Centre Refurbishment	To ensure that Council's buildings and interior fitouts are maintained to a standard appropriate to the usage	Reserves	24,274	<i>Carried Over</i>
3,100	WMC - Replace Tables, Trolleys and Chairs	To ensure that Council's buildings and interior fitouts are maintained to a standard appropriate to the usage	Reserves	3,100	<i>Complete</i>
1,000	Library - Replace Venetian Blinds	To ensure that Council's buildings and interior fitouts are maintained to a standard appropriate to the usage	Reserves	0	<i>Not Required</i>
51,500	Library - Replace Carpet and Linoleum	To ensure that Council's buildings and interior fitouts are maintained to a standard appropriate to the usage	Reserves	0	<i>Not Required</i>
115,900				35,131	

Significant Acquisitions And Replacements

<u>Annual Budget</u> \$	<u>ACTIVITY</u>	<u>REASONS FOR ACQUISITION</u>	<u>Funded From</u>	<u>2010/11 Actual</u> \$	<u>Project Status</u>
	<u>Administration</u>				
	<i>Renewal Expenditure</i>				
127,000	Computers and Peripherals	Ongoing IT repalcements and upgrades	Reserves	0	<i>Carried Over</i>
30,000	Vehicle Replacements	Ongoing vehicle replacements as per Council Policy	Reserves	20,306	<i>Complete</i>
75,000	Telephone System	To ensure that Council's telecommunicatins system was meeting Council's needs	Reserves	0	<i>Carried Over</i>
20,000	Business Unit - Autocad and Traffic Counters	To update the Autocad version, and replace ageing traffic counters	Reserves	16,930	<i>Complete</i>
35,000	Miscellaneous Equipment	Ongoing repalcement	Reserves	0	<i>Carried Over</i>
<u>287,000</u>				<u>37,236</u>	
<u>3,916,300</u>	<u>Sub-Total</u>			<u>2,847,901</u>	

Significant Acquisitions And Replacements

CARRIED OVER FROM PREVIOUS YEARS

<u>Budget</u> \$			<u>Funded</u> <u>From</u>	<u>2010/11</u> <u>Actual</u> \$	<u>Project</u> <u>Status</u>
	<u>Roading</u>				
54,455	Footpath Renewal	To maintain Council's footpath network to provide a safe and comfortable passage for pedestrians	Reserves	54,455	Complete
19,039	Footpath Extension	To maintain Council's footpath network to provide a safe and comfortable passage for pedestrians	Rates	10,000	Carried Over
5,140	Under Verandah Lighting	To maintain Council's underverandah lighting network to improve safety for citizens	Reserves	5,140	Complete
80,774	Kerb and Channel Extension	To maintain Council's kerb and channel extension programme to improve carriageway drainage	Rates	80,774	Complete
44,400	Kerb and Channel Renewal	To maintain Council's kerb and channel renewal programme to improve carriageway drainage	Reserves	2,420	Carried Over
<u>203,808</u>				<u>152,789</u>	
	<u>Sewerage</u>				
16,872	Reticulation Capacity Increase	To provide a healthy, sustainable and environmentally acceptable sanitary disposal system	Reserves	2,804	Complete
79,022	Reticulation Renewals	To provide a healthy, sustainable and environmentally acceptable sanitary disposal system	Reserves	74,181	Complete
<u>95,894</u>				<u>76,985</u>	
	<u>Property</u>				
38,990	Swimming Pool Roof	To provide a well maintained attractive recreation facility for locals and visitors	Reserves	23,614	Complete
<u>38,990</u>				<u>23,614</u>	
	<u>Administration</u>				
106,093	Computers and Peripherals	Ongoing replacement	Reserves	85,769	Carried Over
<u>106,093</u>				<u>85,769</u>	
<u>444,785</u>	<u>Sub-Total</u>			<u>339,157</u>	

Significant Acquisitions And Replacements

AUTHORISED ADDITIONAL EXPENDITURE FROM PREVIOUS YEARS

<u>ACTIVITY</u>	<u>REASONS FOR ACQUISITION</u>	<u>Funded From</u>	<u>2010/11 Actual</u> \$	<u>Project Status</u>
- Stratford Water Treatment Plant Design Services	To provide a healthy, sustainable and environmentally acceptable water supply system	Reserves	31,768	<i>Carried Over</i>
- Farm - Non-potable water supply system	To provide a healthy, sustainable and environmentally acceptable water supply system to the Council-owned farm	Reserves	9,550	<i>Complete</i>
- TSB Pool - Lane ropes	To provide a well maintained attractive recreation facility for locals and visitors	Reserves	6,467	<i>Complete</i>
- Miranda Street Office Carpet Replacement (Funded from the library carpet budget)	To ensure that Council's buildings and interior fitouts are maintained to a standard appropriate to the usage	Reserves	29,693	<i>Complete</i>
<u>-</u> <u>Sub-Total</u>			<u>77,478</u>	

SUMMARY

<u>Annual Budget</u> \$		<u>2010/11 Actual</u> \$
3,916,300	2010/11 Annual Plan	2,847,901
444,785	Carried Over From Previous Years	339,157
0	Authorised Additional Expenditure	77,478
<u>4,361,085</u>	Total Capital and Renewal Expenditure	<u>3,264,536</u>

Maori Participation In Decision-Making Processes

INTRODUCTION

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

CONSULTATION

Council currently has an ongoing commitment to Maori consultation with respect to all of its planning processes, including those under the Resource Management Act, the Strategic Plan and its financial planning. It is important to the Council that its processes of consultation with Maori are appropriate to the needs of Maori in the district.

RESOURCE MANAGEMENT ACT 1991

The consultation carried out under the Resource Management Act recognises the interests within the Stratford District area of the following iwi and hapu groups:

- Ngati Ruanui Tahua Iwi Authority.
- Ngati Mutunga Iwi Authority.
- Nga Ruahine Iwi Authority.
- Te Atiawa Iwi Authority.
- Pukerangiora Hapu Management Committee Inc.
- Nga Rauru Trust Board.
- Ngati Maru Tribal Council.

In respect of the Resource Management Act, Council also gives regard to the Statutory Acknowledgements in accordance with the Ngati Ruanui Claims Settlement Act 2003.

FURTHER PLANNING CONSULTATION

Council recognises the role of Stratford's Whakaahurangi Marae within the District. Council welcomes and encourages Maori involvement in its consultation processes and holds consultation meetings on the Marae.

Council will seek to honour any processes or agreements developed with Maori as they relate to consultation as a part of its decision-making processes.

DEVELOPMENT OF MAORI CAPACITY TO CONTRIBUTE TO DECISION-MAKING

Council is committed to maintaining communication and its good working relationship with Whakaahurangi Marae, so as to encourage and facilitate the involvement of local Maori in Council's decision-making processes.

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

Statement of Resources

COUNCIL ASSETS

Parks And Reserves

Adrian Street Reserve	1.6 ha
Cassandra Street Reserve	0.5 ha
Celia Street Reserve	1.9 ha
King Edward Park (including Centennial Park)	20.4 ha
Regan Street Cemetery Reserve	0.5 ha
Swansea Road Reserve	3.2 ha
Victoria Park	6.9 ha
Windsor Park	1.5 ha
Prospero Place	<u>0.2 ha</u>
	36.7 ha

Carrington Walkway 8 km

Sporting Facilities

Cricket Pitches	3
Croquet Greens	2
Netball Courts	6
Rugby Fields	5
Soccer Fields	2

Indoor Sporting Facilities

Badminton Courts	4
Basketball Courts	1

Information Centre

Holiday Park

Indoor Heated Swimming Pool

Cemeteries

Kopuatama	Waipuku (closed)
Midhirst (1 open, 1 closed)	Whangamomona (closed)
Tahora (closed)	Pioneer (closed)

Library

Civic Amenities

Bell Tower	Hall of Remembrance
Clock Tower	Public Toilets (Broadway)
Centennial Rest Rooms	Victoria Park Public Toilets
	War Memorial Centre

Statement of Resources

Housing And Property

Administration Building	
Pensioner Housing Units	4
Elsie Fraser Units	6

Other Properties

Aerodrome	17 ha
Dairy Farm	113 ha
Victoria Road	20 ha
Transfer Station	0.51 ha
Other Urban Properties	5.04 ha
Other Rural Properties	5.85 ha
Stanley Road (for future cemetery use)	2.9851 ha

DISTRICT ASSETS

Rural Halls And Domains

Croydon Road Domain and old School	Te Popo Domain
Douglas Domain	Toko Domain
Huiroa Domain and Hall	Tututawa Domain and old School
Midhirst Domain	Whangamomona Campsite
Midhirst Hall	Whangamomona Domain
Kohuratahi Hall	Whangamomona Recreation Reserve
Strathmore Domain	
Tahora Domain	

Roads (in kilometres)

	Rural	Urban	Total
Sealed	334.77*	41.61 [#]	376.38
Unsealed	221.35	0.07	221.42
w	556.12	41.68	597.80

* Includes 14.2 km Special Purpose Roads (Mt Egmont/Taranaki Roads)

Includes 0.7 km Service Lanes

Road Structures

	Rural	Urban	Total
Bridges	150	2	152
Road Tunnels	3	-	3
Stock Underpasses (ratepayer owned)	43	-	43
	196	2	198

NB: Roads and Road Structures on State Highway 3 and State Highway 43 are not included.

Statement Of Human Resource Policies

STATEMENT OF PURPOSE

To continue to foster and maintain an environment at the Stratford District Council that:

- Ensures that the Council is a "Good Employer" as required and defined in the Local Government Act.
- Is consistent with all existing employment and related legislation.
- Uses the principles of "good faith" as contained in the Employment Relations Act.
- Recognises the needs of individuals and groups.
- Supports strategic direction of the organisation as determined by the Chief Executive.

Human Resource strategies, policies and procedures will continue to be developed and reviewed to ensure the compliance and alignment to the Council's strategic direction.

EQUAL EMPLOYMENT OPPORTUNITIES (EEO)

EEO means eliminating barriers to ensure that everyone is treated fairly in employment and has the opportunity to perform to their maximum. EEO is about fairness and merit. It offers a larger applicant pool of talent, a more diverse workforce and aims to prevent any problems that discrimination or harassment can cause in the workplace. EEO does not introduce quotas requiring selection of employees from target groups regardless of their skills, qualifications or experience, or those of other candidates.

FULL TIME PERMANENT STAFF (AS AT 30 JUNE 2011)

	Chief Executive	Operations	Community & Environmental Services	Corporate Services	Total
Corporate Staff	2	6	14	10	32
Engineering Business Unit		3			3
Total Full Time Staff	2	9	14	10	35

NOTES

In addition to the above, Council also employs the following:

Part-Time Staff:

- 3 Cleaners
- 1 Library Assistant
- 3 Information Officers

(This is equivalent to 3.0 full time staff)