



**Property  
Asset Management Plan 2024-2034**



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

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THE PROPERTY  
ASSET MANAGEMENT PLAN 2024-2034  
(PAMP)

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## GLOSSARY OF ABBREVIATIONS

Abbreviation	Description
AM	Asset Management
AMP	Activity Management Plan
ANZ	Australia New Zealand
BC	Benefit Cost
BCA	Benefit Cost Analysis
BCR	Benefit Cost Ratio
BERL	Business and Economic Research Limited
BWoF	Building Warrant of Fitness
CBD	Central Business District
CCTV	Closed Circuit Television
CDEMG	Civil Defence Emergency Management Group
DIA	Department of Internal Affairs
DOC	Department of Conservation
ERFD	Emergency Rural Fire District
ETS	Emissions Trading Scheme
FTE	Full Time Equivalent
GDP	Gross Domestic Product
GIS	Geographic Information System
GPS	Government Policy Statement
H&S	Health and Safety
ID	Identification
IIMM	International Infrastructure Management Manual
ISP	Infrastructure Strategy Plan
IT	Information Technology
KPI	Key Performance Indicator
LED	Light Emitting Diode
LGA	Local Government Act
LINZ	Land Information New Zealand
LoS	Levels of Service
LTP	Long Term Plan
NBS	New Building Standards
N/A	Not Applicable
NPDC	New Plymouth District Council
NZ	New Zealand
NZFS	New Zealand Fire Service
ODRC	Optimum Depreciated Replacement Cost
ODM	Optimum Decision Making
ORC	Optimum Replacement Cost
ORV	Optimum Replacement Value
RC	Replacement Cost
SDC	Stratford District Council
STDC	South Taranaki District Council
TRFA	Taranaki Rural Fire Authority
TRIM	Total Record Information Management
Wi-Fi	Wi-Fi is a term used to describe the wireless networking technology that allows computers and other devices to communicate over a wireless signal. The abbreviation is not an abbreviation as such.

# **EXECUTIVE SUMMARY**

## The Stratford District

The Stratford (Whakaahurangi) District is a land locked area encompassing 2170km<sup>2</sup> located in the heart of Taranaki. The district is adjacent to the New Plymouth and South Taranaki districts in the Taranaki region and the Ruapehu and Whanganui Districts in the Horizons Regional Council. Within the district there are four distinct geographical areas:

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

The rural landscape supports large farming, forestry and Department of Conservation reserves. Stratford, Whakaahurangi is a growing tourist destination owing to key attractions such as the Te Papakura o Taranaki, the Manganui Ski Field, Forgotten World Highway (SH43), Whangamōmona, Dawson and Mt Damper Falls. Three main townships make up the Stratford District. They are: Stratford; Midhirst and Toko.

## The Property Asset Management Plan

The Property Asset Management Plan (PAMP) describes the strategies and practices employed in the delivery of Council's obligations for the provision of Stratford District Council, Te Kaunihera ā Rohe o Whakaahurangi, properties at the agreed levels of service to the community. The PAMP identifies the local, regional and central government strategic and legislative drivers for the provision of service throughout the district.

Based on forecasted growth and demand for the service, the PAMP sets out how the provision of the facilities will be managed over its lifecycle to ensure the optimal delivery of the service within the financial constraints set by the Council in its Long Term Plan (LTP) 2024-2034. The levels of service to be delivered are as per the priorities and performance measures set by both the Council priorities and central government initiatives and performance measures.

The PAMP is a living document and gives effect to both the LTP and relevant reserve management plans.

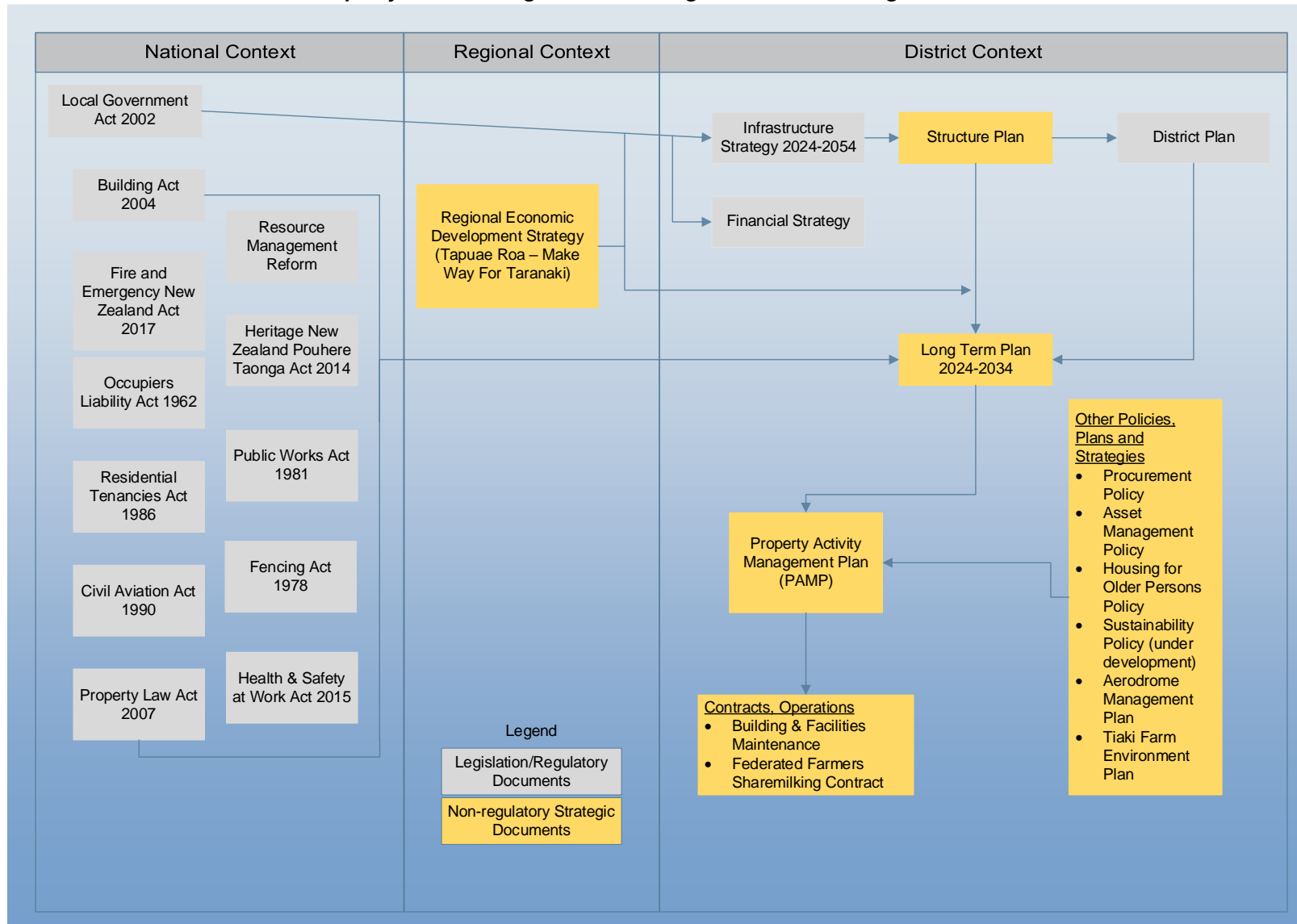
## The Strategic and Legislative Context

The Strategic and Legislative Context for the PRCAMP is as per the framework below.

The key central, regional and local government drivers are:

- The Building Act 2004;
- The Property Law Act 2007
- The Local Government Act 2002;
- The Resource Management Act 1991
- The Heritage New Zealand Pouhere Taonga Act 2014
- Fire and Emergency New Zealand Act 2017;
- Occupiers Liability Act 1962
- Public Works Act 1981
- Residential Tenancies Act 1986
- Civil Aviation Act 1990
- Health and Safety at Work Act 2015

Property Asset Management Plan Legislative and Strategic Context



## Our Community Outcomes

The Council's vision for the 2024-2034 Long Term Plan (LTP) is A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki.

Te Pūmanawa o Taranaki translates as 'The Beating Heart of Taranaki.' The Council's identified *Community Outcomes* to achieve the vision are:

- Welcoming
- Resilient
- Connected
- Enabling

The delivery of good quality infrastructure and the provision of services in a cost-effective manner via effective activity management planning will ensure the achievement of Council's Community Outcomes.

## Our Problems and Benefits Statements

The Council has identified key problems to be addressed in the coming years. Along with these, projects have been highlighted and statements of the benefits of implementing those projects in solving the identified problems. A summary of our *Problem and Benefit Statements* along with projects identified to deliver the benefits, are provided in the Table below.

### Our Problems and Benefit Statements

Item	Problem Statements	Project	Benefit Statements
1	Closed TSB Pool Complex targeted by vandalism	Demolition of the TSB Pool and associated reinstatement	<ul style="list-style-type: none"> <li>• Stop additional cost to secure the complex from vandalism.</li> <li>• Community engagement on repurposing the land.</li> <li>• To meet the current and future needs of the Community.</li> </ul>
2	Council Earthquake Prone Buildings	Seismic Strengthening of the TET for the potential use of a Civil Defence building.	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community.</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs.</li> <li>• Strengthening the buildings removes the health and safety risk to public of the structure failing during an earthquake.</li> <li>• It will provide Stratford with a facility which can be utilised during a civil defence emergency.</li> </ul>
3	<ul style="list-style-type: none"> <li>• TET Multisports Centre</li> <li>• War Memorial Centre</li> <li>• Clock Tower</li> </ul>	Seismic Strengthening of the WMC	
4		Seismic Strengthening and water tightening of the Clock Tower	
5	<p>The War Memorial Centre was extended in 1994, since then certain aspects of the centre are starting to fail.</p> <ul style="list-style-type: none"> <li>• Replace lower flat roofs (3x)</li> <li>• Renew Hot Water Supply</li> <li>• Upgrade Stadium lighting</li> </ul>	War Memorial Centre Upgrades	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>• Support community recreation services.</li> <li>• Mitigate ongoing maintenance issues</li> </ul>

Item	Problem Statements	Project	Benefit Statements
6	<p>Administration Building is outdated and suffering maintenance issues.</p> <ul style="list-style-type: none"> <li>• Kitchen Upgrade</li> <li>• Replace roof.</li> <li>• Gradual replacement of flooring</li> <li>• Carpet replacement</li> </ul>	Administration Building Upgrade	<ul style="list-style-type: none"> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>
7	Administration Building access security issues	Upgrade access to the Administration Building to swipe card	<ul style="list-style-type: none"> <li>• Easier to lock a card from being used, than to change the locks if a key is lost.</li> <li>• Monitor staff that are on site for health and safety (fire evacuations etc.).</li> <li>• Provides higher protection to the building, staff, and reduces risk of intruders and breaches of entry.</li> </ul>
8	Administration Building Furniture not suitable for use	Administration Building Furniture Replacement	<ul style="list-style-type: none"> <li>• Improves staff wellbeing</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>
9	<p>Poor storage and bathroom facilities for increased Library staff</p> <ul style="list-style-type: none"> <li>• Staff Bathroom Upgrade</li> <li>• Undemeath storage</li> </ul>	Library upgraders	<ul style="list-style-type: none"> <li>• Improves staff wellbeing</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>
10	Library's AA area doesn't provide a safe exit for staff.	Library Safety Upgrade	<ul style="list-style-type: none"> <li>• Improves staff wellbeing</li> <li>• Maintain the agreed level of service</li> </ul>
11	Increased demand for spaces for people to meet for work, accessing services and for leisure.	Development of seating and meeting spaces	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>• Support community recreation services</li> <li>• Maintain the agreed level of service</li> </ul>
12	Library's high occupancy rate increases wear and tear on the interior.	Interior painting and repair work	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>

Item	Problem Statements	Project	Benefit Statements
13	Library light box and bus shelter graphics are deteriorating	Library graphic upgrade	<ul style="list-style-type: none"> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
14	Centennial Rest rooms ongoing plumbing issues	Centennial Rest Rooms upgrade	<ul style="list-style-type: none"> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
15	Public Toilets outdated and suffering from maintenance issues.	Public Toilets infrastructure renewals	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
16	Victoria Park Grandstand a target for vandalism	Infrastructure Renewals	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
17	<p>Housing for Older Persons units outdated and suffering from maintenance issues.</p> <ul style="list-style-type: none"> <li>Roof Replacements</li> <li>Fence replacement</li> </ul>	Housing for Older Persons upgrades	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
18	<p>Continual maintenance and upgrades relating to farm operations.</p> <ul style="list-style-type: none"> <li>Culvert and Race upgrade</li> <li>Clearing of subsoil drains</li> <li>Farmhouse lighting upgrade</li> </ul>	Farm Upgrades	<ul style="list-style-type: none"> <li>Maintain the agreed level of service</li> <li>Mitigate ongoing maintenance issues</li> <li>Improve functionality on farm</li> <li>Improve health and safety of farm staff, contractors, and animals.</li> </ul>
19	Farm - current sheds don't have enough capacity for the number of calves	Construction of additional calf shed	<ul style="list-style-type: none"> <li>Increases animal wellbeing</li> <li>Improve functionality on farm</li> <li>Maintain the agreed level of service</li> </ul>
20	Surrounding ground of the Aerodrome turning bay is unusable during the wet	Widening turning area.	<ul style="list-style-type: none"> <li>Maintain the agreed level of service</li> <li>Mitigate ongoing maintenance issues</li> <li>Improve functionality on Aerodrome</li> </ul>



Item	Problem Statements	Project	Benefit Statements
21	<p>Transfer Station/City Care Building</p> <ul style="list-style-type: none"><li>• Lower concrete blockwork not watertight.</li></ul>	Sealing of blockwork	<ul style="list-style-type: none"><li>• Maintain the agreed level of service</li><li>• Mitigate ongoing maintenance issues</li></ul>

## Our Levels of Service and Performance

Stratford District Council, Te Kaunihera ā Rohe o Whakaahurangi, provides property services at the agreed Level of Service (LoS). The performance monitoring of this activity is undertaken through the use of performance measures and key performance indicators (KPIs). Our current performance is monitored through our 'Internal performance measures' which were developed and targets set by the Council. These performance indicators measure how well the Council is delivering on Levels of Service and the performance of the activity assets. A summary of the LoS performance measures as set by the Council are provided below.

### Our Level of Service Performance Measures

	Asset Category	Level of Service Category	Performance Measure
1.	Aerodrome	Customer Satisfaction	Engage and meet regularly with Aerodrome users by attending formal meetings. – 3 meeting attended annually
		Usage	Number of aircraft movements during the year. >3500. Numbers from Annual AIMM compliance reporting
2.	Stratford District Library	To provide a multi-use community hub facility that is accessible, well utilised, and engaging to both residents and visitors to the Stratford District.	Number of items (including digital) issued annually. >40,000
			Percentage of facility users satisfied with the quality of the services offered. >80%
			Number of participants in events and programmes at the facility >2,000
3.	Civic Amenities - Housing for Older Persons	To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard.	All rental units comply with legislation Target - >95%
4.	Civic Amenities – TET Multisports Centre	Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
5.	Civic Amenities - War Memorial Centre	Daily Usages	Annual daily usage of War Memorial Centre measured by the percentage of days in a year there is a booking.. Target - >75%
		Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
		Annual Bookings	Booking cancellations as a percentage of total annual bookings <20%
6.	Civic Amenities - Centennial Restrooms	Daily Usages	Annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking. – Target >70%
		Annual Bookings	Booking cancellations as a percentage of total annual bookings <20%
7.	Civic Amenities - Public Toilets	Customer Satisfaction	Percentage of Stratford District residents satisfied with overall level of service of toilets. Target - >80%
8.	Rental and Investment properties	Farm Milk Production	Milk production is maximise. >150,000 kg/ms
		Customer Satisfaction	Commercial properties are compliant with relevant legislation
		The Council farm's Environmental Plan is reviewed annually	The Council farm's Environmental Plans are reviewed annually.

## Our Programme Business Case

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in the Table below and shows how our identified projects address the identified problems and achieve our Internal/Council Performance Measures.

### Our Identified Projects and Performance Measures

Work Category	Identified Projects	Performance Measures							
		Health and Safety	Compliance with Legislation	Annual /Daily usage and cancellation	Usage (Admissions, Visit, Wi-fi, Network Session)	Customer Satisfaction	Condition	Environmental Plan reviewed annually	Milk Production
Operations/ Maintenance	Miranda Street office - General Maintenance	√				√	√		
	War Memorial Centre - General Maintenance	√	√	√		√	√		
	Civic Amenities - General Maintenance					√	√		
	Farm - General Building Maintenance	√					√		
	Aerodrome – runway releveling	√				√	√		
Renewal/ Replacement	Housing for Older Persons general maintenance					√	√		
	Library -Renewals/ Replacements					√	√		
	Miranda Street office – Renewals/Replacements					√	√		
	War Memorial Centre Renewals/Replacements		√	√		√	√		
	Civic Amenities Renewals/Replacements		√	√		√	√		
	Farm - Renewals					√	√		
	Housing for Older Persons - Replacements		√				√		
Level of Service Improvements	TET Multisport Centre-Seismic Strengthening	√	√				√		
	WMC - Seismic Strengthening	√	√				√		

Work Category	Identified Projects	Performance Measures							
		Health and Safety	Compliance with Legalisation	Annual /Daily usage and cancellation	Usage (Admissions, Visit, Wi-fi, Network Session)	Customer Satisfaction	Condition	Environmental Plan reviewed annually	Milk Production
	Clock Tower - Seismic Strengthening	√	√				√		
	Miranda Street Office – Access Improvements	√					√		
	Farm – Improvements Additional Shed	√				√		√	√
	Library – Improvements Safety Improvement around AA Site	√				√	√		
	TSB Pool Complex - Demolition	√					√		
	Municipal Building - Demolition	√					√		
	Rental & Investment Properties - Improvements		√			√	√		
	TET Multisport Centre- Infrastructure Improvements		√			√	√		

### Funding Our Investment Strategy

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets. Capital projects and activities carried out to maintain the Property services, including Renewal or Replacement projects and Level of Service Improvements, for the next 10 years will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

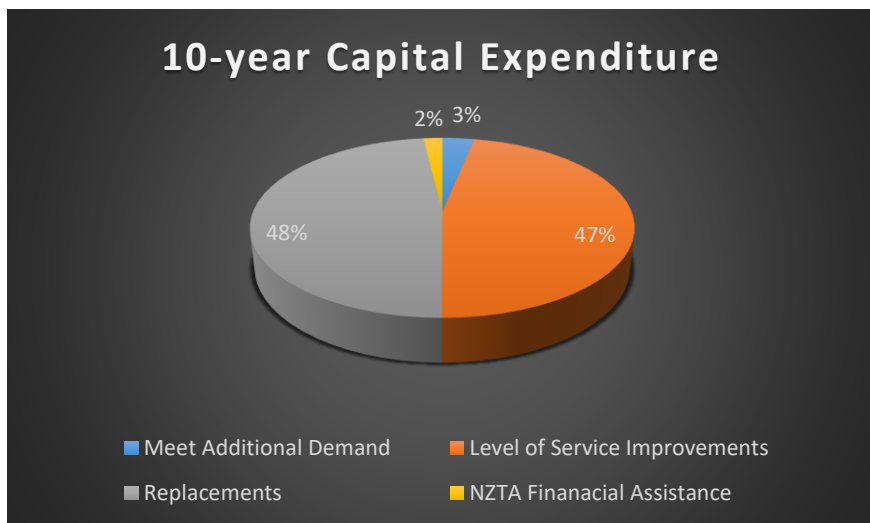
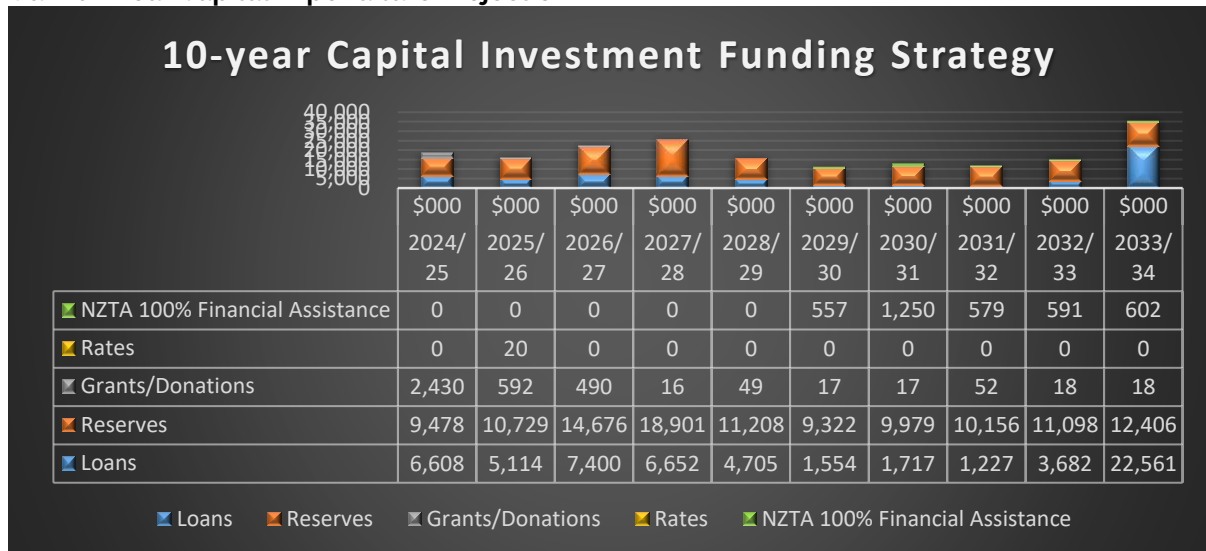
- Loans;
- Reserves; and/or
- Subsidies/ Grants by other Partners.

Generally, the Council expects that:

- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

A summary of Council's Capital Investment funding Strategy over a 10-year period is shown in the Figures below.

#### Our 10 –Year Capital Expenditure Projection



# **1.0**

## **Introduction**

## **1.0: INTRODUCTION**

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## **1.1. PURPOSE OF THE PLAN**

The Property Asset Management Plan 2024-2034 ('the PAMP') is a 10 year Strategic Plan for the Stratford District Council, Te Kaunihera ā Rohe o Whakaahurangi ('the Council'). It details how the Council will manage the Property activity and assets in an efficient, safe, reliable and sustainable manner to provide value for money to our customers and investors.

The plan informs the development of the Council's 2024-2034 Long Term Plan ('the LTP'). It shows how the Council will prioritise and address key property issues facing our District in the face of competing projects and constrained resources. The prioritisation of competing projects is necessary to deliver on Community Outcomes, the agreed Levels of Service (LoS) and also meet legislative objectives and requirements.

The PAMP proposes work programmes that deliver good value for money for our investment partners. This is achieved by doing the right things, in the right places, at the right times, for the right price and in the right ways.

The audience for this plan includes our Investment Partners, Customers and Stakeholders, the Council representatives, Council staff, contractors, consultants, developers and members of the public who will take an interest in the future of levels of service the Council will be offering in respect of its property assets.

The PAMP is reviewed every three years in line with the long-term planning process and in compliance with the Council's Asset Management Policy.

The Council's Asset Management Policy requires the Asset and Activity Management Plans to be peer reviewed by an external reviewer and members of the public who will take an interest in the future levels of service the Council will be offering before the document is formally presented to Council for adoption.

## **1.2. THE STRATFORD DISTRICT /WHAKAAHURANGI**

Initial settlements in the Stratford District, Whakaahurangi, were small Māori villages in the forested hills which were used as places of refuge in times of war, and for seasonal activities. While New Plymouth and other coastal regions of Taranaki were settled by Europeans in the 1840s, the densely forested inland Taranaki areas remained relatively isolated until the land wars of the 1860s. Following those wars, the Stratford District was created, and land was both compulsorily purchased and freely sold (see figure 2 for those that hold Mana Whenua in the District.)

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

### **1.2.1 STRATFORD**

Stratford (Whakaahurangi) is the main town in the Stratford District. It is located on the banks of the Patea River roughly 48 km south-east of New Plymouth and 30 km north of Hawera at the junction of State Highways 3 and 43. Stratford is near the geographic centre of the Taranaki region and the largest settlement of the Stratford District with an estimated population of 9880 (Statistics NZ, 2020). The town is central Taranaki's main rural servicing centre, and the administrative base of the Stratford District Council and the Taranaki Regional Council.

The site for Stratford Township on the north bank of the Patea River was cleared in 1877 and was originally named Stratford-on-Patea. It was named after Stratford-Upon-Avon, Shakespeare's birthplace, and the streets were named after Shakespearean characters including Oberon, Cordelia, Juliet and Hamlet. By 1906 the population of Stratford numbered almost 6,000. Other towns throughout the district sprung up as the bush was cleared and new farming districts developed. Schools, hotels, stores and other community facilities were established; however, the Stratford Township remained the hub of the area.

From early in the twentieth century, there was rapid development of the dairy industry, with most communities having their own factory. Roads through the district were still relatively basic, which meant travelling any distance was difficult. As roads improved throughout the 20th century,



communities in the district gradually began to lose their facilities. It was cheaper and easier to travel to larger towns for services than to maintain those services in smaller settlements.

The Forgotten World Highway (State Highway 43) links the towns of Stratford and Taumarunui and later became New Zealand's first heritage trail. It passes through the village of Whangamōmona which was first settled in 1895, with no road or rail access. Today the village has approximately 150 full-time residents, a hotel, a handful of historic buildings, and the odd goat. (*Refer: Stratford District Council Website.*)

## **1.2.2 MIDHIRST**

Midhirst is located approximately 4 km north of Stratford, on State Highway 3. Inglewood is 17 km north of Midhirst and New Plymouth is 35 km to the northwest. Midhirst was a private settlement serving those who took up land in a 2,000-hectare block and named by a settlement promotor, Albert C Fookes. AC Fookes named Midhirst after his wife's family, the Hirst family. One of the most distinctive features of Midhirst is the towering concrete and glass milk-powder drying plant, which was one of New Zealand's most advanced in its time (1980). The factory closed after amalgamating with Kiwi Dairies in 1983 and is now used for bulk grain storage.

## **1.2.3 TOKO**

Toko is located 10 km east of Stratford, at the intersection of East Road (State Highway 43) and Toko Road. Toko was established in 1891, to serve as an important centre for access to and east of Stratford.

## **1.2.4 WHANGAMŌMONA**

Whangamōmona is a rural settlement 65 km North East of Stratford on State Highway 43. Once quite a thriving settlement and the headquarters of the Whangamōmona County Council with a number of stores and a post office, it suffered decline from the mid-20<sup>th</sup> Century with only the hotel remaining as a business in town. Today an estimated 126 people live in and around Whangamōmona (Statistics NZ 2018).

## **1.2.5 MANA WHENUA/TANGATA WHENUA – WHAKAAHURANGI DISTRICT**

Ngā Iwi/Hapū that hold mana over the whenua in the Stratford District (as defined by the Stratford District Council and central government) are seven of the eight Iwi in the region of Taranaki.

Mana whenua and tangata whenua for the purposes of this activity plan can be described as *those that hold the customary authority exercised by an Iwi or hapū in a rohe, or area. Tangata whenua, in relation to a particular area, is defined as meaning 'the Iwi or hapū that holds mana whenua over that area.*

We acknowledge the following seven Iwi as tangata whenua of the Whakaahurangi rohe: Ngāti Maru, Ngāti Mutunga, Ngāti Tama, Ngā Rauru, Ngāruahine, Ngāti Ruanui and Te Atiawa. Council also recognises the role of Whakaahurangi Marae within the district.

Given that the Stratford District Boundaries also about the Ruapehu, Waitomo, and Whanganui regions, there are likely more Iwi/Hapu from these rohe with customary interest in the district, especially where assets may be close to these boundaries.

## **1.2.6 DISTRICT GEOGRAPHY**

The Stratford District is one of three territorial authorities ('TA') in the Taranaki region, overlying of which is the administrative area of the Taranaki Regional Council. The far eastern portion of the Stratford District is also overlain by the administrative area of the Horizons (Manawatu/Wanganui) Regional Council. The political division between the two regional councils lies along the Whangamōmona Saddle.

Taranaki Maunga, and Te Papakura o Taranaki, dominate the landscape of the District. In the past, successive eruptions of ash and natural erosion have created an "apron" or a "ring plain" around the base of the mountain. The fertile and generally free draining soils of this ring plain support intensive pastoral farming, especially dairying.

East of the ring plain lies the rolling topography of the frontal hill country and further east, the deeply dissected hill country. These hills are not volcanic but consist of sedimentary rocks (mudstone, sandstone and siltstone). Soil properties in the eastern hill country are closely linked to the differences in rock hardness and composition. Most are steepland soils, ie, are shallow soils which have developed on steep, relatively unstable slopes. (*Refer: Stratford District Plan 2014.*)

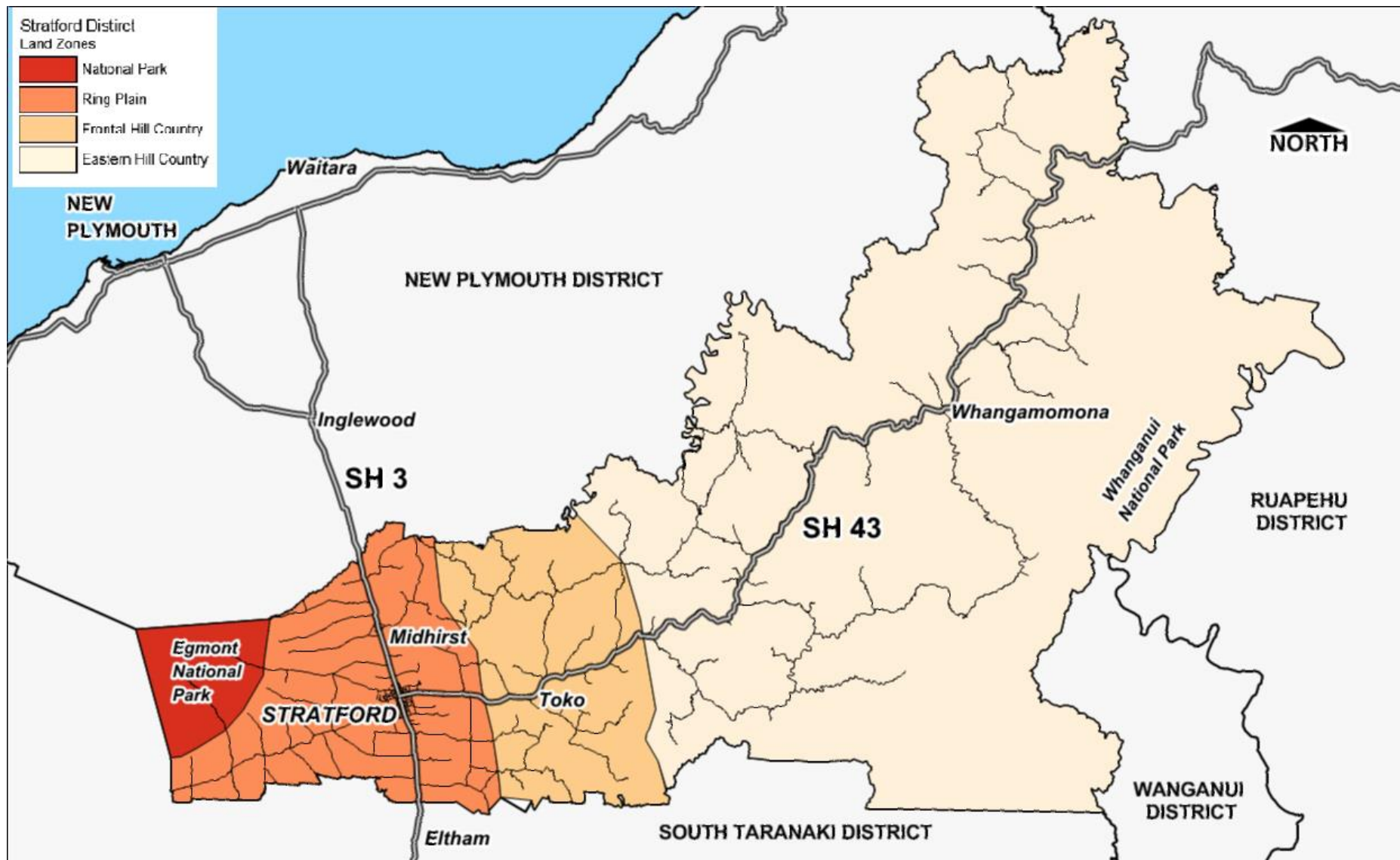


Figure 1 – The Stratford District

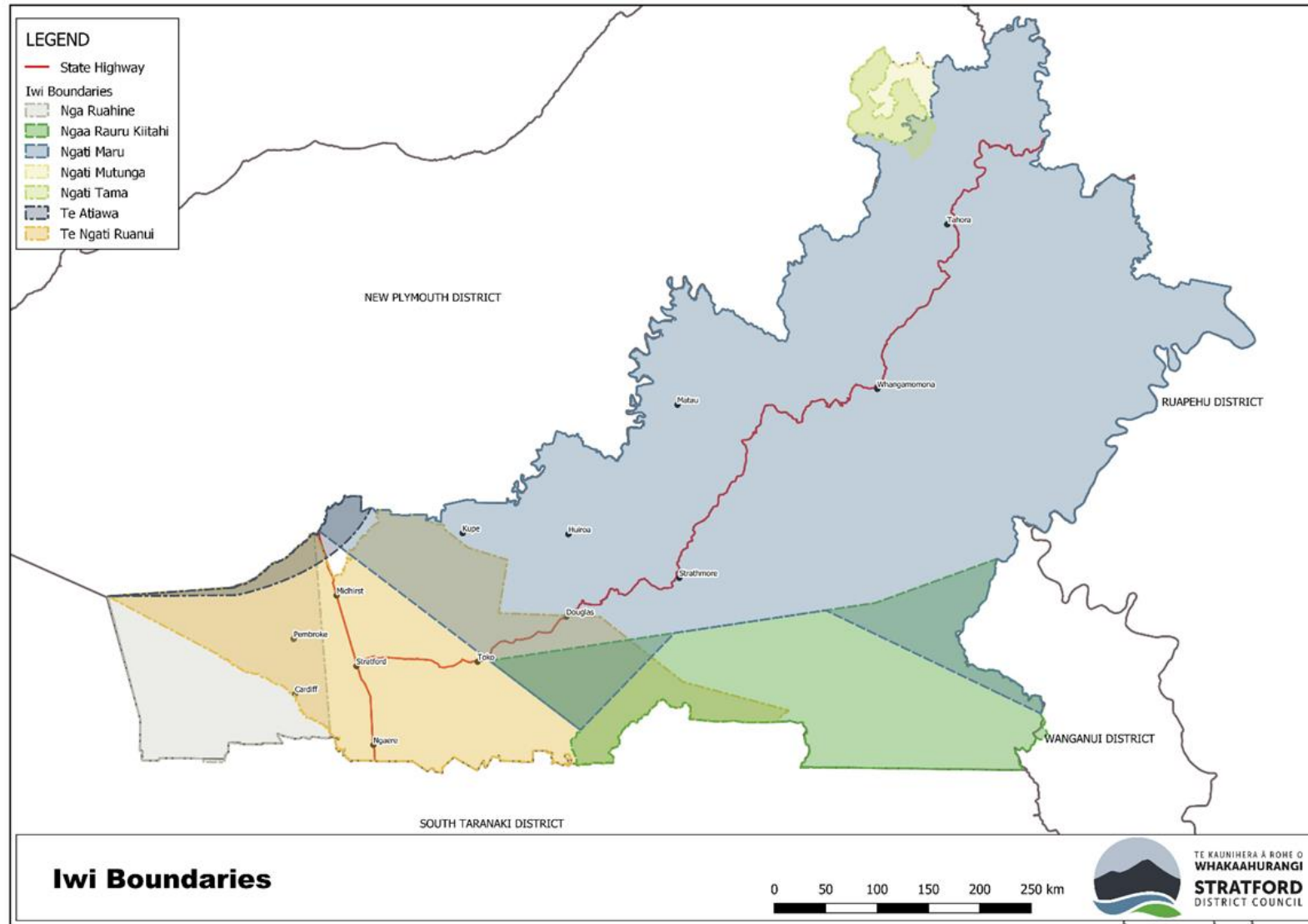
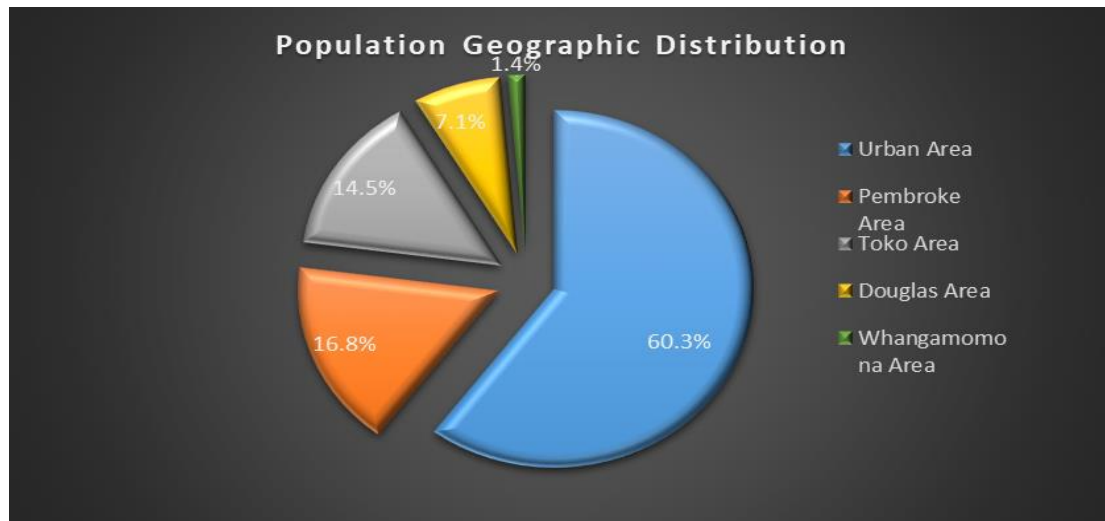


Figure 2 – Iwi Boundaries within the Stratford District



**Figure 3 - Current Population Geographic Distribution**

### 1.3. OUR MISSION, VISION AND VALUES

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

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

The Stratford District Council's **Mission Statement** is:

*'To serve the District and its communities through advocacy, promotion, services, facilities and positive leadership.'*

The Stratford District Council's **Vision Statement** is:

*"A Welcoming, Inclusive, Safe community – Te Pūmanawa o Taranaki"*

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

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

**Integrity:** *Be loyal to the organisation and trustworthy, honest and courteous with everyone we deal with.*

**Teamwork:** *Work together in the same direction, assist each other and have respect for others. Maintain a positive attitude and encourage teamwork.*

**Excellence:** *Be effective in everything we do using our experience and knowledge. Do the right thing at the right time. Be efficient by being cost-effective and ensure prudent management of public money and assets.*

**Pride:** *Take pride in our performance and our organisation.*

**Commitment:** *Have commitment and respect for each other, our business and our customers.*

**Innovation:** *Examine alternatives, challenge the obvious and have a flexible attitude.*

The Stratford District Council carries out its duties under the LGA (2002) through two key Management Teams:

- The *Senior Leadership Team*, comprising the Senior Leaders of the Council and headed by the Chief Executive. This team sets the overall direction for the delivery of Property activities and services; and
- The *Assets Department*, comprising the operational and maintenance staff who carry out the direction set by the *Senior Leadership Team*.

The structure for each Management Team is provided in Figures 4 and 5.

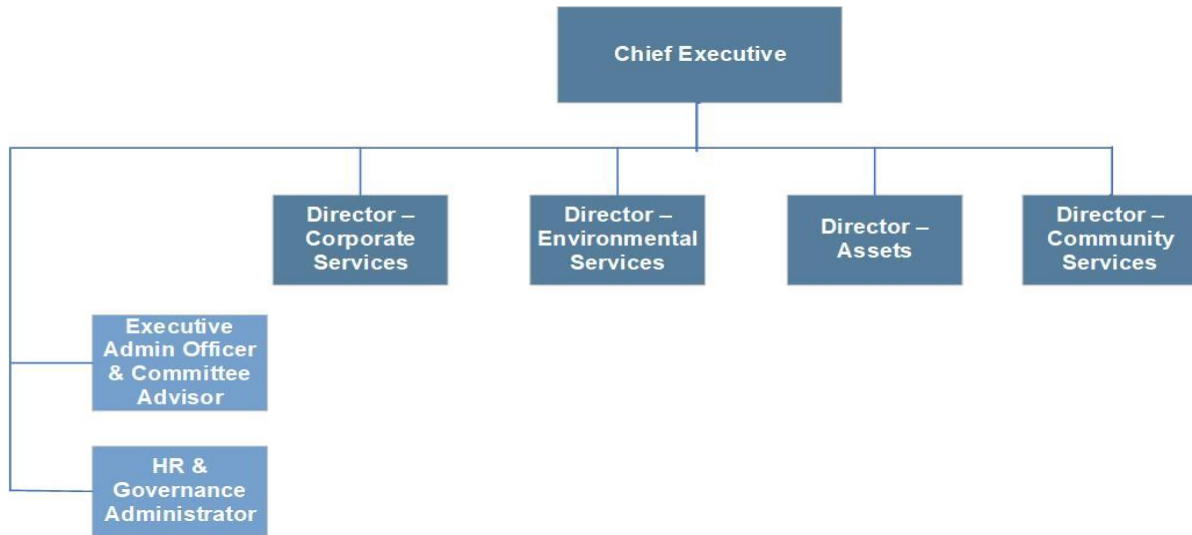


Figure 4 – The Senior Leadership Team

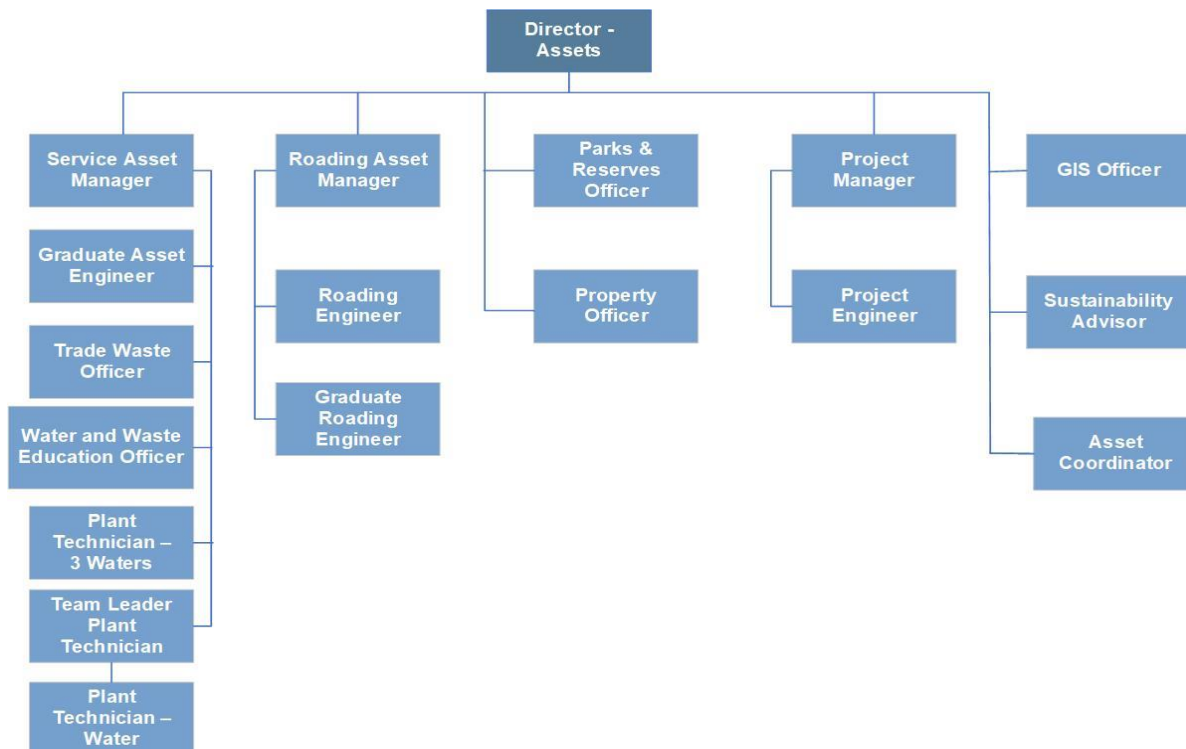


Figure 5 – The Assets Department

#### 1.4. THE PROPERTY ACTIVITY

Stratford District Council owns a variety of property assets including:

- The Stratford District Library and I-site, provides physical and digital access to a collection of lending material and information resources in a safe and welcoming environment intended for community activities, leisure, social interaction, and study. It promotes creativity and learning through the delivery of public programmes and the provision of support facilities such as the Wi-Fi network and access to equipment and technology. Information centre services include motor vehicle and driver licensing, travel and accommodation bookings, event tickets and local knowledge.
- Civic Amenities, to provide the community good or core civic functions. Civic Amenities contribute to the achievement of the District's civic and leisure needs. This portfolio includes:
  - Miranda Street Administration Building
  - War Memorial Centre
  - Centennial Restrooms
  - Clock Tower
  - Hall of Remembrance
  - Public Toilets
  - Rural Halls
  - Security Cameras
  - Digital Sign
  - Wai o Rua – Aquatic Centre
- The aerodrome to make provision provides for recreation and light commercial aviation. The aerodrome is situated at Flint Road and has two grass runways.
- Rental and Investment Properties for strategic or commercial purposes. Each property is held for specific reasons and the property portfolio is regularly reviewed to ensure any properties surplus to requirements are disposed of. This portfolio includes:
  - The Council farm
  - Municipal Building
  - Transfer Station
  - Housing for Older Persons (10 residential units)
  - TET Multisports Centre

The council overall objective is to provide services that meets the needs of the community. The goals and objectives of the Property Activity are:

- To provide an aquatic facility that is welcoming, attractive and a safe place to swim.
- To provide a library service which meets the needs of and is being used by Stratford District residents.
- Facilities are maintained to the standard of compliance and used by the Community.
- Maintain housing accommodation that complies with tenancy legislation as a minimum level.
- Maintain existing toilet facilities to a clean standard.
- Maximum profits from the farm are returned to Council.
- Leased property is safe and fit for purpose.
- Maintain the Aerodrome for use by the Stratford Community and other users.

### 1.5. THE IMPORTANCE OF THE PROPERTY ACTIVITY

Access to a range of active and passive recreation services benefits the community's physical, social and personal quality of life. The Property Activity is important to the Stratford District community because it creates and provides a sense of belonging and pride through the provision of comprehensive social, recreational, and cultural facilities that are accessible to all.

By meeting its goals and objectives, the Property Activity contributes to Council's community outcomes as shown in Table 1.

**Table 1 - Property Activity Contribution to Community Outcomes**

	Community Outcomes	Property Activity Contribution
Welcoming	<p>We celebrate the unique stories of our district.</p> <p>We are inclusive, and value our diversity.</p> <p>Stratford is a friendly place where our visitors feel welcomed.</p> <p>Our diverse community feels safe and supported.</p> <p>We promote the district as the place to visit, live, play, learn and work.</p>	
Resilient	<p>We consider our natural resources as taonga (treasures) and we will work with our treaty partners and the community to protect and look after them.</p> <p>We support a low-emissions future for our community.</p> <p>We enable our rangatahi (youth) to be sustainable leaders.</p> <p>We strive to have resilient infrastructure that meets the current and future needs of the district.</p> <p>We respect and apply Te Ao Māori values and Mātauranga Māori in our mahi (actions/work).</p>	<ul style="list-style-type: none"> <li>• To maintain the Aerodrome for use by the Stratford community and other users.</li> <li>• To provide well-maintained and utilised facilities.</li> <li>• To maintain the housing pool to ensure compliance with relevant legislation.</li> <li>• Maintain existing toilet facilities and ensure regular cleaning.</li> </ul>
Connected	<p>We provide opportunities for families and people of all ages to connect with others in the community.</p> <p>Our community is engaged and actively participates in democracy.</p> <p>We value local knowledge when making decisions.</p> <p>We advocate for the services that our community needs to live safe and healthy lives.</p> <p>We welcome opportunities to work in partnership with others to help achieve our community outcomes.</p> <p>We are committed to fostering meaningful and genuine partnerships with Mana Whenua.</p>	<ul style="list-style-type: none"> <li>• To provide an aquatic facility that is welcoming, attractive and a safe place to swim.</li> <li>• To provide a multi-use community hub facility that is accessible, well utilised and engaging to both residents and visitors to the Stratford District.</li> </ul>
Enabling	<p>We are a business-friendly District.</p> <p>We encourage a diverse and sustainable business community.</p> <p>We enable economic growth by supporting business investment and development in our district.</p> <p>We support the growth of employment opportunities within our community; with a particular focus on our rangitahi (youth).</p> <p>We carefully balance the needs and wants of our district when funding services and infrastructure.</p> <p>We encourage partnerships to collaborate with Mana Whenua for the benefits of the Stratford district.</p>	<ul style="list-style-type: none"> <li>• To run the council farm in a way that maximises profits and meets the National Environmental Standards.</li> </ul>



## 1.6. OUR PARTNERS, CUSTOMERS AND KEY STAKEHOLDERS

The Property activity exists to meet the needs and requirements of customers, partners, and key stakeholders.

Our key partners are those groups or organisations that we are aligned with as owners of Council-owned property issues in our region and district. Our customers are individuals, groups, or organisations that either directly or indirectly use services provided by the Property activity. Our key stakeholders are individuals, groups or organisations who may or may not be customers of the activity directly but have an interest in how it is managed and operated.

These groups help us focus our strategic planning on the right things. They have information and knowledge that helps us make more informed decisions. Table 2 shows how our partners, customers and key stakeholders are involved in our planning activity.

**Table 2 – Partners, Customers and Stakeholders**

Customers, Partners, and Stakeholders	Involvement
Taranaki Regional Council and Horizons Regional Council	Sets the direction of environmental management of the portfolio.
Contractors	Provide maintenance services in respect of the portfolio.
Utility Owners	New Zealand Utilities Advisory Group (NZUAG) requirements for co-ordinating networks.
New Zealand Fire and Emergency Services	Sets the compliance for Fire and Emergency
Local Iwi and Hapu	Liaise in relation to significant projects that may impact on Māori.
Community Sporting & Recreation Groups	Provide services to the community utilising Council property assets.
Farm Sharemilkers	Provides the operational aspects of the farm business.
Taranaki Emergency Management Office (TEMO) Civil Defence <ul style="list-style-type: none"> <li>Risk Reduction Advisory Group (RRAG)</li> <li>Readiness and Response Advisory Group (RARAG)</li> <li>Lifelines Advisory Group (LAG)</li> <li>Volcanic Futures; <a href="https://www.volcanicfutures.co.nz">https://www.volcanicfutures.co.nz</a></li> </ul>	Provides a fully operational Taranaki Emergency Management Office (TEMO) site for Stratford and surrounding districts
Fonterra NZ	Provides the Tiaki Farm Environment Plan to manage and mitigate environmental conditions on the farm
Civil Aviation Authority	Set the rules and regulations for the Aerodrome
Farm and Aerodrome Committee	Sets the direction of the farm and aerodrome
Aerodrome User Group and Safety Committee	Provides the operational and Health and Safety aspects of the Aerodrome
New Zealand Tenancy Services	Sets the rules and regulations of rental properties
General public; Lessees; Tourists and Visitors	Use services provided by the Property Activity

## **1.6.1 THE CUSTOMER CHARTER**

An organisation-wide *Customer Charter* was developed and introduced in 2015 and reviewed in 2023. The Customer Charter states that Council is dedicated to having commitment and respect for each other, our business and our customers. We will be honest, courteous and efficient and use our knowledge and experience to be effective by doing the right thing at the right time. We support a culture of innovation by examining alternatives, challenging the obvious and having a flexible attitude.

Our Customer Service Charter establishes a consistent customer service standard across all Council business, regardless of whether our customer is borrowing a book, going to the pool, or lodging a building consent. Our philosophy is to provide quality service to all our customers in line with the Service Standards stated in the Customer Charter.

## **1.6.2 SIGNIFICANCE AND ENGAGEMENT POLICY**

The Council's Significance and Engagement Policy is used to determine what level of community engagement is needed for each issue or proposal, to gain a clearer understanding of community views and preferences and the ways the community can influence and participate in the decision-making of the Council. The Significance and Engagement Policy is currently under review.

## **2.0**

# **Legislative and Strategic Context**

## **2.0: LEGISLATIVE AND STRATEGIC CONTEXT**

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## 2.1. OVERVIEW

This section presents the legislative and strategic context of the Property Asset Management Plan at the national, regional and district levels.

## 2.2. NATIONAL CONTEXT

There are a number of national legislative requirements that drive the Property Activity's level of service (LoS) and influence the operation and management of the assets. While many are listed below; the key drivers are described in detail in the following section.

- The Building Act 2004;
- The Property Law Act 2007
- The Local Government Act 2002;
- The Resource Management Act 1991
- The Heritage New Zealand Pouhere Taonga Act 2014
- Fire and Emergency New Zealand Act 2017;
- Occupiers Liability Act 1962
- Public Works Act 1981
- Residential Tenancies Act 1986
- Civil Aviation Act 1990
- Health and Safety at Work Act 2015
- The Climate Change Response Act 2002

### 2.2.1 THE BUILDING ACT 2004

Section 108 of [The Building Act 2004](#) requires the Stratford District Council to have a Building Warrant of Fitness (BWoF) on buildings where a Compliance Schedule has been issued. The following Council owned properties all have current Building Warrants of Fitness:

- Miranda Street – Administration Building;
- TET Multisports Centre
- Library;
- War Memorial Centre;
- TSB Pools, and
- Wai O Rua Aquatic Centre.

### 2.2.2 THE PROPERTY LAW ACT 2007

The [Property Law Act 2007](#) defines the purpose of the Act is to “restate, reform and codify (in part) certain aspects of the law relating to real and personal property”. The following Council owned/managed properties will be covered under this act and it will also cover all license to occupy and Deed of Leases

- All council owned properties
- Pensioner Housing
- Transfer Station building

### 2.2.3 THE LOCAL GOVERNMENT ACT 2002

The [Local Government Act 2002](#) (LGA) defines the purpose of local government to be:

*“to enable democratic local decision-making and action by, and on behalf of, communities; and to meet the current and future needs of communities for good-quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses”.*

The LGA includes the principles that require Council to:

- Make itself aware of community views;
- Provide opportunities for Māori to participate in decision-making processes;
- Collaborate and cooperate with other local authorities as appropriate; ensuring prudent stewardship of resources; and
- and take a sustainable development approach.

The LGA outlines the responsibilities of local authorities and the decision-making process for activities undertaken on behalf of their community, primarily through the requirement to adopt a Long Term Plan.

The LGA in Section 125 requires the Council to complete every three years, assessments of water and sanitary services for communities throughout their districts. The purpose of the assessment is to determine, from a public health perspective, the adequacy of water and sanitary services available to communities. In making such an assessment the following matters need to be considered:

- (a) the health risks arising from any absence or deficiency in water or other sanitary services;
- (b) the quality of services available to communities within the district;
- (c) the current and estimated future demands for such services;
- (d) the extent to which drinking water, solid waste meets applicable regulatory standards; and
- (e) the actual or potential consequences of stormwater, waste or sewage discharges within the district.

### **2.2.4 THE RESOURCE MANAGEMENT ACT 1991**

The [Resource Management Act 1991](#) regulates the management and use of land and other natural resources and empowers local authorities to make rules, standards, policy statements and plans in this regard. It therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

In February 2021, the Government announced it would repeal the [Resource Management Act 1991](#) (RMA) and enact new legislation in the form of three new acts. The new administration (Late 2023) has announced it will repeal the three Acts introduced by the previous administration and then repeal the RMA sometime over their tenure.

A summary of the three Acts to be repealed is as follows:

- The Natural and Built Environment Act (NBA), as the main replacement for the RMA, to protect and restore the environment while better enabling development. Introduced to Parliament on 15 November 2022. It provides an integrated framework for regulating both environmental management and land use planning and works in tandem with the Spatial Planning Act;
- The Spatial Planning Act (SPA), provides for the development and implementation of long-term strategic spatial planning across New Zealand through the development of regional spatial strategies (RSS). RSS will set out a vision and objectives for a region's development and change over a 30-year plus time span and integrate planning across different legislative frameworks associated with the management of the natural and built environment. Introduced to Parliament on 15 November 2022.; and
- The Climate Adaptation Act (CAA), to address complex issues associated with managed retreat. This bill is expected to be introduced to Parliament in 2023.

As stated on the Ministry for the Environment website<sup>1</sup>: The Natural and Built Environment Act and the Spatial Planning Act will be phased in over the coming years. A small number of changes apply from August 2023. Many parts of the Resource Management Act 1991 (RMA) are still in force for now.

The disposal of solid waste in the regional landfills, and associated effects, fall under the Natural and Built Environment Act (NBA) and The Spatial Planning Act (SPA). These effects, if not avoided, remedied or mitigated, have implications on Closed Landfills, Transfer Stations, Emergency Management and any future waste processing facilities.

The RMA and Resource Management System Reform therefore has implications for the development of this plan and its implementation including the need to comply with the Stratford District Plan.

### **2.2.5 THE HERITAGE NEW ZEALAND POUHERE TAONGA ACT 2014**

The [Heritage New Zealand Pouhere Taonga Act 2014](#) provides protection for places of historical and cultural value and, inter alia, prevents without authority any modification or destruction of archaeological sites. Accordingly, it is appropriate that Heritage New Zealand be consulted and recognition be given to the Act's provisions in carrying out any physical development of a reserve.

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<sup>1</sup>Ref: <https://environment.govt.nz/what-government-is-doing/areas-of-work/rma/resource-management-system-reform/>

## 2.2.6 FIRE AND EMERGENCY NEW ZEALAND ACT 2017

The [Fire and Emergency New Zealand Act 2017](#) is intended to strengthen the role of communities and improve support for volunteers in the provision of fire services. It aims to unify Fire Services by establishing Fire and Emergency New Zealand (FENZ).

## 2.2.7 CLIMATE CHANGE RESPONSE ACT 2002

National adaptation plan and Aotearoa New Zealand's first emissions reduction plan. From 30 November 2022 local government must 'have regard to' Aotearoa New Zealand's first emissions reduction plan when they prepare or change a regional policy statement, regional plan or district plan. This is a requirement under the Resource Management Act 1991 (RMA), made by the Resource Management Amendment Act 2020 (RMAA). This requirement was introduced to create a stronger link between the Climate Change Response Act 2002 (CCRA) and decision-making under the RMA. Further to this council is also required to report to the Climate Change Minister our adaptation preparedness. (Section 5ZW of the Climate Change Response Act.).

For the Property sector, the national emissions reduction plan supports reducing emissions from Property by;

- Homes and buildings are climate resilient and meet social and cultural needs.
- New and existing places are planned and managed to minimise risks to communities from climate change.
- Māori connections to whenua and places of cultural value are strengthened through partnerships.
- Threats to cultural heritage arising from climate change are understood and impacts minimised.

## 2.2.8 TIAKI FARM ENVIRONMENT PLAN

The Tiaki Farm Environment Plan is the result of a tailored farm environment planning service provided to you through the Co-operative Difference. It's part of the advantage you get through Farm Source as a member of the Fonterra Co-Operative. The purpose of this plan is to describe the environmental conditions present on the farm and the management of these conditions. From this, mitigations to potential impacts to water quality are documented and additional mitigations maybe planned, with sensible timeframes. Underpinning this plan, are the agreed national Good Farming Practices that are supported by the agricultural and horticultural sectors.

## 2.3. REGIONAL CONTEXT

The main regional strategy that drives the provision of Property Activities in Stratford is the Regional Economic Development Strategy - Make Way for Taranaki. The [Regional Economic Development Strategy - Make Way for Taranaki](#), Tapuae Roa was developed by the four local authorities of the Taranaki region in association with Venture Taranaki and the Ministry of Business, Innovation and Employment (MBIE). The strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable, Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure. Anticipated impacts of the Regional Economic Development Strategy and any resulting growth on the Property Activity and infrastructure are expected to be included.

## 2.4. DISTRICT CONTEXT

The Property AMP feeds, and in turn is fed into, a number of district strategies. The PAMP forms a critical part of the planning framework, as shown in Figure 5. Table 3 provides a description of the District Strategic Drivers for the PAMP, and how they influence or relate to the PAMP.

### 2.4.1 THE LONG TERM PLAN (LTP) 2024-2034

The Long Term Plan (LTP) 2024-2034 is a regulatory document pursuant to Section 93 of the Local Government Act 2002 Amendment Act 2014 that:

- Describes the activities of Stratford District Council;
- Outlines Council's contribution to the community outcomes and describes how we will manage activities we are responsible for;
- Provides integrated decision making and co-ordination of resources; and
- Provides a long-term focus for Stratford District Council's decisions and activities

The LTP provides the direction and strategies that drive the AMP. Programmes for Capital, Maintenance and Renewal works are linked to the LTP along with essential budgeting requirements. The LTP covers a planning period of 10 years and is reviewed three yearly.

## 2.4.2 THE DISTRICT PLAN

Developed in compliance with the requirements of the Resource Management Act 1991(RMA), the District Plan specifies land use policies aiming to mitigate and control the detrimental environmental effects of new developments.

## 2.4.3 THE ANNUAL PLAN

The Annual Plan is a regulatory document pursuant to Section 95 of the Local Government Act 2002 Amendment Act 2014. The Annual Plan is developed in compliance with section 95 of the LGA 2002 the Annual Plan updates information reported on within the LTP including its objectives, intended activities, performance, income and expenditure. The Annual Plan establishes the standards to be achieved in regard to land use and development.

The Annual Plan shows how that year of the LTP will be funded. It provides detailed financial forecasts for the first 3 years, with summary forecasts provided for years 4 to 10.

**Table 3 - District Strategic Drivers**

Strategies/ Plans/ Documents	Description	Review Frequency	Relationship to the Asset Management Plan
Financial Strategy	Developed to provide a financial framework for Council debt and rate levels and limits - future proof Council owned and operated assets.	Ten yearly	Provides financial framework for asset management and activity budgeting and expenditure.
Economic Development Strategy	Sets the direction for economic development and identifies priorities and measurable goals.	Three yearly	Support asset management planning and good practice.
Annual Report (AR)	Reports Council's performance for the previous year.	Annually	Reports on annual KPI targets that are determined by the Annual Plan.
Assessment of Solid waste and Sanitary Services	Undertaken in compliance with Section 125 of the Local Government Act 2002 as part of Council meeting its obligation under the Health Act 1956 to improve, promote, and protect public health within its district.	Ten yearly	Identified issues and required actions feed into the relevant AMP.
Procurement Policy	To ensure that when procuring goods, works and services Council follows procedures to act fairly and consistently with procurement	Three yearly	Allows the Property officer to exercise business judgement by enabling flexibility and innovative approaches to procurement.
Other Policies, By-laws/Plans, etc	The tools that guide and direct Council activities are: (see <a href="#">Appendix 2</a> ) Housing for the Older Person Asset Management Policy Asset Disposal Policy Smoke Free Environments Policy Public Places Bylaw Stock Control Bylaw Nuisances Bylaw Financial Delegation Policy Aerodrome Management Plan Farm Business Plan Wai o Rua – Aquatic Centre Management Plan	As applicable	Support asset management planning and good practice.



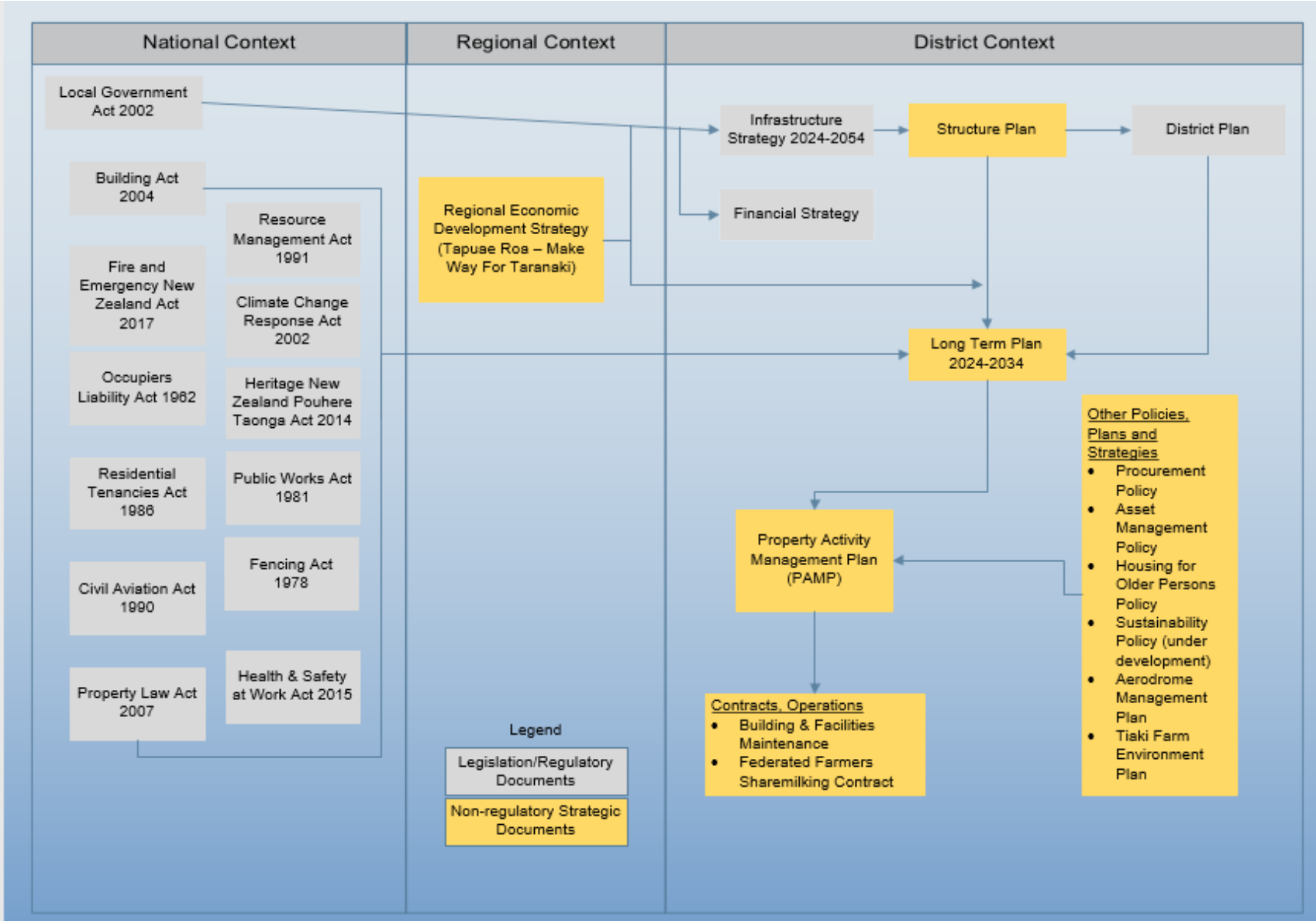


Figure 6 – Strategic and Legislative Framework for the Property Asset Management Plan

## **3.0**

# **Asset Information**

**3.0: ASSET INFORMATION**

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## 3.1. ASSET OVERVIEW

The Stratford District Council owns and manages property within the Stratford District. The Council's property portfolio contains an aerodrome, a dairy farm, transfer station, aquatic centre, library, a number of civic amenities including an administration building, community buildings and public toilets, and a number of rental or investment properties.

This section details the current asset valuation summary and provides details about infrastructure asset types. It identifies the general condition of assets and any issues/opportunities Council will need to consider. It highlights how asset condition is identified and Council's level of confidence in asset data. Figure 5 shows a spatial distribution of the Council's property portfolio.

## 3.2. ASSET VALUATION

Section 111 of the Local Government Act 2002 requires that local authorities comply with "generally accepted accounting practice" which is taken to mean the principles of the General Accepted Accounting Practice that is prepared by the New Zealand Society of Accountants (ICANZ) and included in the New Zealand Accounting Standards.

Section 6 of the Local Government (Financial Reporting and Prudence) Regulations 2014 requires Local Authorities to disclose information about core assets in its annual report, including the local authority's most recent estimate of the replacement cost. The concept of intergenerational equity in the funding of infrastructure asset is included as one of the principles of financial management. Without accurate knowledge of serviceability of assets, local authorities will only be guessing when they attempt to spread the costs of infrastructure across present and future ratepayers.

The core asset and land valuations contained in Table 4 and 5 were carried out by Telfer Young (Taranaki) as at 30 June 2023. Note that:

- **Replacement Cost (RC)** is the cost of the modern equivalent asset that replicates the existing asset most efficiently.
- **Optimised Depreciated Replacement Cost (ODRC)** is the optimised replacement cost after deducting an allowance for wear or consumption to reflect the remaining or economic service life of an asset; and
- **Annual Depreciation (AD)** is the systematic allocation of an amount over an asset over its useful life.

## 3.3. USEFUL LIFE

Useful life refers to either:

- The period over which an asset or component is expected to be available for use by an entity, or
- The number of production or similar units expected to be obtained from the asset or component by the entity. *Refer: International Infrastructure Management Manual (2015) (IIMM).*
- It is based on construction dates, environmental conditions, frequency of use and the age of the asset.

Useful lives are expressed as years. The useful lives of the property assets have been estimated as 10 – 100 years for Buildings; 5 – 10 years for Fixtures and Fitting; and: 4 – 10 years for Office Equipment.

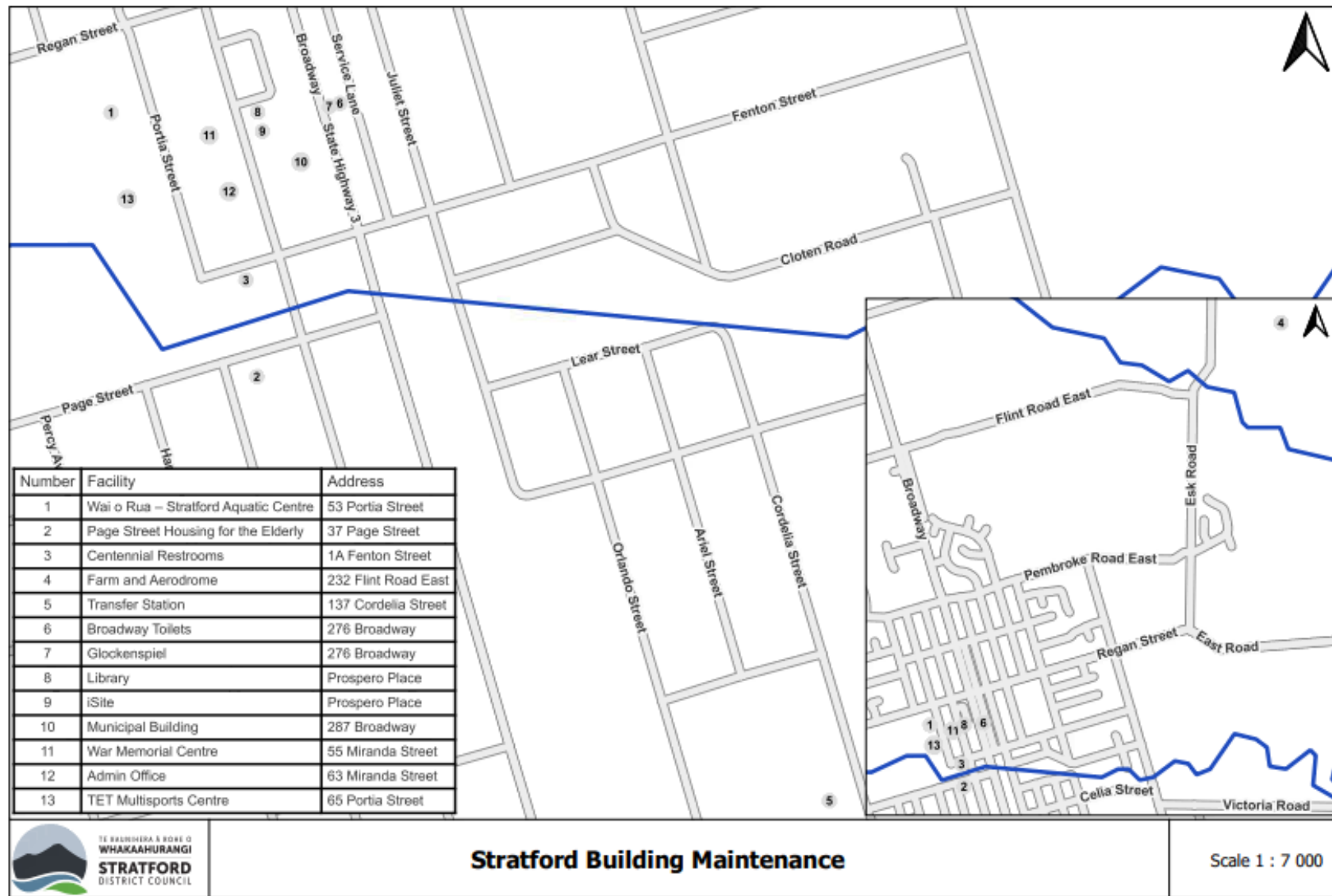


Figure 7 - Property Asset Locations within the Stratford Township -

**Table 4 –Asset Valuation Summary – Stratford District Council Core Asset Valuation Report (Source – 2023 Telfer Young Valuation Report)**

Asset Group	Description	Quantity	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
					RC	ODRC	AD
<b>Aerodrome</b>	Aerodrome	1	80	37	584,000	274,621	7,422
<b>Total</b>					<b>584,000</b>	<b>274,621</b>	<b>7,422</b>
<b>Centennial Library</b>	Library	1	80	31	1,912,100	1,230,300	39,687
<b>Total</b>					<b>1,912,100</b>	<b>1,230,300</b>	<b>39,687</b>
<b>TSB Pool</b>	Pool	1	40	0	<b>7,922,100</b>	<b>0</b>	
<b>Total</b>					<b>7,922,100</b>	<b>0</b>	<b>7,922,100</b>
<b>Wai O Rua Aquatic Centre</b>	Aquatic Centre	1	50	49	20,601,400	20,189,372	412,028
<b>Total</b>					<b>20,601,400</b>	<b>20,189,372</b>	<b>412,028</b>
<b>Civic Amenities</b>	Miranda Street, Administration Building	1	90	56	6,303,700	2,396,200	42,789
	War Memorial Centre	1	69	25	7,185,100	1,767,700	70,708
	Centennial Restrooms	1	77	14	965,500	253,400	18,100
	Clock Tower (Glockenspiel)	1	52	25	837,100	248,300	9,932
	WMC Carpark	1	80	25	248,200	57,700	2,308
	Broadway Public Toilets	1	40	31	576,500	422,800	13,639
	Whangamōmona Toilets	1	50	43	150,100	119,700	2,784
	Tangarakau Toilets (Morgan's Grave Toilets)	1	50	40	67,000	46,400	1,160
	Page Street Amenities	1	40	34	337,500	278,603	8,194

## Asset Information

Asset Group	Description	Quantity	Useful Life (yrs)	Remaining Useful Life (yrs)	Values (\$)		
					RC	ODRC	AD
	Victoria Park Exeloo's	1	50	24	2,018,400	863,500	35,979
	Hall of Remembrance	1	30	7	64,700	15,100	2,157
	Bus Shelters	2	50	12	14,300	3,400	283
<b>Total</b>					<b>18,768,100</b>	<b>6,472,803</b>	<b>208,034</b>
<b>Rural Halls</b>	Midhirst Hall	1	70	17	1,325,300	241,900	14,229
	Huiroa Hall	1	100	22	713,700	151,863	6,903
	Kohuratahi Hall	1	116	10	682,000	88,959	8,896
	Te Popo Hall	1	111	10	212,700	31,100	3,110
	York Road Hall	1	68	10	5,900	787	79
<b>Total</b>					<b>2,196,200</b>	<b>393,718</b>	<b>33,217</b>
<b>Rental Properties</b>	Housing for Elderly Units	10	80	46	2,125,800	714,600	15,535
	TET Multisports Centre	1	47	42	12,999,300	6,914,521	164,631
	Aerodrome Farm	1	90	21	1,771,900	583,005	27,762
	Farm 2	1	60	36	1,412,900	293,300	8,147
	577 Beaconsfield Road	1	50	11	713,700	151,8630	138,057
	287 Broadway – Activity Centre (Municipal Building)	1	76	7	1,013,800	42,900	6,129
	Transfer Station	1	50	16	2,101,400	1,107,300	69,206
<b>Total</b>					<b>22,138,800</b>	<b>10,880,950</b>	<b>429,468</b>
<b>Grand Total</b>					<b>29,134,001</b>	<b>39,855.94</b>	<b>445,684</b>

**Table 5 –Asset Valuation Summary – Stratford District Council Core Asset Valuation Report (Source – 2023 Telfer Young Valuation Report)**

ID	Val Ref	Address	Area	Legal Description	Land Use	Values	Authority ID
1	11980/015.01	Mountain Road	0.0008	43763 L52333 Lot 1 LO 34810 Blk III Huiroa SD	Bus Shelter	\$750	104
2	11980/081.00	Egmont Street	0.0683	Sec 10 Blk V DP 20 Midhirst W Township Blk XIII Huiroa SD	Part Midhirst Domain	\$40,000	1
3	11980/089.00	Kelly Street	0.0708	Sec 14 Blk VI DP 20 Midhirst W Tnsp Blk XIII Huiroa SD	Midhirst Hall	\$120,000	2
4	11980/092.00	Britannia Street	3.3828	Sec 131 Manganui Dist Blk XIII Huiroa SD	Midhirst Domain	\$475,000	3
6	11991/047.00	Simpson Street	3.0236	Secs 44, 46-48, 65 Pt Sec 45 & Sec 17 Town of Tahora Blk VI Pouatu SD	Tahora Domain	\$60,000	4
7	11991/054.00	Armstrong Street	1.228	Sub Sec 64 Tn of Tahora Blk VI Pouatu SD	Tahora Cemetery	\$40,000	5
8	11991/114.00	S H 43	0.107	Sec 13 Blk III Pouatu SD - Historic Reserve	Morgans Grave	\$3,000	6
9	11991/282.00	S H 43	1.757	Sec 86 Blk XIV Pouatu SD	Pound Reserve	\$50,000	7
10	11991/286.00	S H 43	0.2023	Subdn 1 of Sec 68 Blk XIV Pouatu - Loc Purp Res (site of Public Hall)	Kohuratahi Hall	\$15,000	8
11	11991/360.00	Prospect Road	0.7082	Sec 17 Whangamomona Sbdn Blk I Mahoe SD	Recreation Reserve	\$30,000	9
12	11991/361.00	Whangamomona Rd	0.8321	Sec 24 Blk I Mahoe SD	Whangamomona Cemetery	\$30,000	10
13	11991/362.00	Whangamomona Rd	1.7745	Sec 25 Blk I Mahoe SD	Recreation Reserve	\$45,000	11
14	11991/363.00	Whangamomona Rd	0.4573	Secs 26 & 47 Whangamomona Township Blk I Mahoe SD	Recreation Reserve	\$25,000	105
16	11991/378.00	Prospect Road	3.2375	Sec 10 Blk I Mahoe SD	Cemetery Reserve	\$35,000	12
17	11991/461.00	Kohuratahi Road	3.4778	Sec 20 Blk XVI Pouatu SD	Gravel Reserve	\$20,000	13
18	12001/010.00	Mountain Road	1.2014	Secs 46, 48, 50, 52, 53, Waipuku Village Blk IX Huiroa SD	Waipuku Cemetery	\$55,000	14
19	12001/011.00	Manganui Road	0.4262	All DP 5084	Croydon Domain	\$40,000	15
20	12001/086.00	Stanley Road	1.3987	Sec 22 Blk XI Huiroa SD	Te Popo Domain	\$150,000	16
0	12001/133.00	Stanley Road	2.9851	Lot 1 Subdivision of Pt Section 41 Blk XIV Huiroa SD	Ex Stanley Rd School	\$350,000	108
21	12001/134.00	Beaconsfield Road	0.0719	Pt lot 1 DP 7041, Pt secs 25 & 41 Blk XIV Huiroa SD - Loc Purp Res	Wharehuia Hall	\$50,000	17
22	12001/168.00A	Flint Road	122.3821	Lot 1 DP489200 & Pt Lots 1 DP 3176	Aerodrome Farm	\$5,500,000	18
27	12001/231.03	S H 3	0.4325	Lot 4 DP 14836 Blk XIII Huiroa SD - int in r/w	Esplanade Reserve	\$10,000	19
28	12001/261.00	York Road	0.9733	Lot 1 DP 2776 Blk XVI Egmont SD	York Road Domain	\$120,000	20



ID	Val Ref	Address	Area	Legal Description	Land Use	Values	Authority ID
29	12001/261.01	York Road	0.2408	Pt Lot 1 DP 2776 - Local Purpose Reserve - Hall Site	York Road Hall	\$60,000	21
30	12001/265.01	Derby Road	0.1527	Lot 2 DP 13594 Blk XVI Egmont SD	Esplanade Reserve	\$3,000	22
32	12001/288.00	Beaconsfield Road	0.5514	Pt DP 359 & Pt Sec 3 Blk XIII Huiroa SD - bal at 11980/124.00	Midhirst Cemetery	\$100,000	23
33	12021/043.00	S H 43	3.3296	Lot 1 DP 7090 Blk XIII Ngatimaru, Lot 2 DP 7090 Blk XVI Huiroa SD	Douglas Domain	\$180,000	24
35	12021/057.00	Makuri Road	5.6643	Secs 3, 8-15, 17 Blk IV Huiroa Twnshp Blk XI Ngatimaru SD	Huiroa Domain	\$200,000	25
36	12021/058.00	Makuri Road	0.9965	Sec 4, 6, 7, 16 Blk III, Sec 1 Blk V Huiroa Twnshp Blk IX Ngatimaru SD	Huiroa Domain	\$80,000	26
37	12021/059.00	Makuri Road	0.215	Sec 3 Blk V Huiroa Township Blk IX Ngatimaru SD	Huiroa Hall	\$20,000	106
40	12021/177.00	S H 43	2.9701	Secs 49 & 40 Blk III Ngaere SD	Toko Domain	\$250,000	27
42	12031/042.02	Opunake Road	0.0465	Lot 2 DP 9965 Blk VII Kaupokonui SD	Riverbank Reserve	\$2,000	29
43	12031/051.00	Rowan Road	1.1685	Sec 38 Blk VII Kaupokonui SD	Rowan Domain	\$150,000	30
44	12031/053.01	Opunake Road	0.4817	Secs 45 & 46 SO 11259 Blk VIII Kaupokonui SD	Recreation Reserve	\$15,000	31
47	12041/002.02	Toko Road (off)	0.106	Lots 4 & 5 DP 14688 Blk I Omoana SD	Esplanade Reserve	\$2,000	32
48	12041/005.00	Mangaotuku Road	3.5536	Sec 47 Mangaehu Suburban Blk II Omoana SD	Tututawa Domain	\$180,000	33
49	12041/007.01	Mangaotuku Road	0.1012	Sec 21 Mangaehu Village Blk II Omoana SD	Tututawa Domain	\$7,000	34
50	12041/009.02	Mangaotuku Road	0.397	Sec 50 Mangaehu Village Blk II Omoana SD	Esplanade Reserve	\$7,500	35
51	12041/013.00	Mangaotuku Road	1.2141	Sec 44 Mangaehu Suburban Blk II Omoana SD	Tututawa Domain	\$80,000	36
52	12041/014.00	Mangaotuku Road	2.7165	Sec 43 Mangaehu Suburban Blk II Omoana SD	Recreation Reserve	\$150,000	37
53	12041/108.00	Puniwhakau Road	16.9968	Sec 18 Blk I Taurakawa SD	Stock Reserve	\$20,000	38
55	12051/004.00	S H 43	4.8562	Sec 113 Blk II Ngaere SD	Kopuatama Cemetery	\$600,000	40
59	12051/030.00	Victoria Road	8.1048	Pt Lots 9, 10 & 23 DP 1942 Blk II Ngaere SD	Metal Pit & Walkway	\$620,000	41
60	12051/039.01	Victoria Road	2.0968	Lot 1 DP 9529 Blk II Ngaere SD	Vacant Land	\$320,000	42
61	12051/063.01	S H 3	0.2292	Lot 1 DP 13570 Blk I Ngaere SD	Pioneer Village Museum	\$120,000	43
62	12051/108.02	Finnerty Road	0.3898	Lots 4 & 5 DP 13087	Esplanade Reserve	\$12,000	44

ID	Val Ref	Address	Area	Legal Description	Land Use	Values	Authority ID
63	12051/112.02	Finnerty Road	0.235	Lot 2 DP 15668 Blk V Ngaere SD	Esplanade Reserve	\$7,000	45
64	12051/222.00	Bird Road	0.724	Lot 2 DP 18175 Blk III, Ngaere SD	Esplanade Reserve	\$12,000	46
69	12080/157.00	Pembroke Road	0.1898	Lot 30 DP 11843 Lot 7 DP 12482	Esplanade Reserve	\$30,000	47
70	12080/157.01	Pembroke Road	0.4496	Lots 5 & 6 DP 12482	Cassandra St Reserve	\$250,000	48
73	12080/157.37	Cassandra Street	0.0024	Lot 24 DP 11843	Transformer Site	\$2,000	49
74	12080/158.00	Caesar Street	1.6091	Lot 6 DP 11195, Lot 31 Pt Lot 29 DP 11474	Adrian Street Reserve	\$275,000	50
76	12080/217.07	Ferdinand Street	0.0012	Lots 8 & 10 DP 9368	Transformer Site	\$1,500	51
77	12080/296.01	Hamlet Street	0.0013	Lot 23 DP 8714	Transformer Site	\$1,500	52
80	12080/323.00	Fabian Street	0.0003	Lot 18 DP 8917	Segregation Strip	\$12,000	53
82	12080/338.00	Pembroke Road	0.2023	Secs 1 & 2 Tn of Stratford	Beautification Area	\$50,000	54
83	12080/382.00	Pembroke Road	0.0936	Sec 44 Tn of Stratford	Beautification Area	\$25,000	55
85	12080/677.00	Swansea Road	3.2022	Lot 7 DP 12432, Lots 11, 13 DP 15060 Lot 11 DP 15060	Swansea Rd Sports Ground	\$450,000	56
86	12090/001.00	Regan Street	0.7651	Lots 7 & 8 DP 8791, Lot 4 DP 11441, Lot 2 DP 15715	Esplanade Reserve	\$20,000	57
90	12090/017.09	Brecon Road	0.159	Lot 10 DP 16337	Esplanade Reserve	\$8,000	58
91	12090/020.15	Hathaway Street	0.0013	Lot 16 DP 8735	Transformer Site	\$1,500	59
92	12090/032.07	Celia Street	0.417	Lot 34 DP 15272	Esplanade Reserve	\$12,000	60
93	12090/065.00	Broadway	0.0343	Sec 1062 Blk I Ngaere SD	Public Toilets	\$100,000	61
94	12090/096.01	Broadway	0.0444	Lot 2 DP 16599 - int in R/W	ex Information Centre	\$100,000	894
97	12090/124.02	Prospero Place	0.1593	Sec 1066 Town of Stratford, Lots 2,3 & 4 DP 314031	Library	\$320,000	63
98	12090/124.04	Miranda Street	0.1442	Lot 1 DP 314031 & Lot 1 DP 9850	Prospero Place	\$200,000	64
100	12090/125.00	Miranda Street	0.0639	Lot 3 DP 9850	Vacant - ex Taxi & Tr	\$120,000	65
101	12090/125.01	Miranda Street	0.1032	Lots 6-8 DP 9850	Electric Light Dept	\$200,000	66
102	12090/130.00	Miranda Street	0.3511	Lot 1 DP 13003	Council Offices	\$450,000	67
103	12090/132.00	Portia Street	0.0384	Pt Secs 403 & 441 Tn of Stratford	Beautification Area	\$50,000	68
104	12090/133.00	Portia Street	0.3652	Lot 1 DP 5704	War Mem Centre Car Park	\$460,000	69

ID	Val Ref	Address	Area	Legal Description	Land Use	Values	Authority ID
105	12090/134.00	Portia Street	0.4047	Secs 400, 401, 438, 439 Town of Stratford	War Memorial Centre	\$480,000	70
107	12090/149.02	Broadway	0.009	Lot 1 DP 14549	Pedestrian Underpass	\$10,000	71
108	12090/160.00	Broadway	0.1264	Sec 747 Pt Sec 748 Tn of Stratford	Recreation Reserve	\$75,000	72
109	12090/199.00	Portia Street	0.2064	Lots 1-3 DP 7573	Pensioner Flats	\$300,000	73
111	12090/292.00	Miranda Street	19.5138	Section 125-126 Block I Ngaere Survey District and Section 470-484, 508-518, 781, 858, 935-936, 1024, 1036-1038 Town of Stratford and Lot 2 Deposited Plan 494685	King Edward Park, Old Pool, TET, New Pool	\$1,650,000	74
114	12090/329.00	Regan Street	6.9092	Secs 24-38, 67-81, 111-124 etc, Pt Sec 150 Tn of Stfd	Victoria Park	\$1,000,000	75
123	12090/344.00	Cloten Road	1.142	Secs 1 & 2 SO 13586, Sec 1034 & 1070 Town of Stratford	Windsor Park	\$150,000	78
124	12090/346.02	Lear Street	0.0041	Lot 2 DP 17730	Windsor Park	\$2,000	79
129	12090/399.00	Regan Street	0.4836	Lot 3 DP 1805	Regan Street Cemetery	\$160,000	80
133	12090/541.01	Swansea Road	0.6095	Lot 4 of Sec 76, Lots 3-5 of Sec 78 DP 1242 etc	Esplanade Reserve	\$30,000	81
135	12090/549.01	Cordelia Street	0.2099	All DP 711	Riverbank Reserve	\$15,000	83
142	12090/802.04	Orlando Street	0.4047	Secs 611, 612, 643, 644 Town of Stratford	Industrial Section	\$240,000	84
148	12090/802.16	Cordelia Street	0.5144	Lot 1 DP 13563 & Lot 1 DP 19516	Transfer Station	\$310,000	85
25	12001/231.01	S.H.3	0.041	Lot 7 DP 14836	Midhirst Water Supply	\$20,000	86
26	12001/231.02	S.H.3	0.0922	Lot 6 DP 14836	Midhirst Water Supply	\$20,000	87
37	12021/138.01	Bruce Rd	0.0205	Lot 1 DP 14980	Toko Reservoirs	\$1,500	88
38	12021/163.00	S.H.43	0.0011	Lot 1 DP 15670	Toko Water Supply	\$200	89
39	12021/163.01	S.H.43	0.0037	Lot 2 DP 15670	Toko Water Supply	\$400	90
46	12031/167.01	Cardiff Rd	2.2213	Lot 1 DP 478913	Reservoir Site	\$230,000	92
56	12051/024.00	Victoria Road	7.3096	Lots 7& 8 DP 1942	Oxidation Ponds	\$540,000	93
57	12051/024.01	Victoria Road	5.0585	Lots 5& 6 DP 1942	Oxidation Ponds	\$420,000	94
58	12051/024.02	Victoria Road	0.3721	Lot 1 DP 12300	Oxidation Ponds	\$50,000	95
	12090/101.00	Broadway	0.0297	Lot 2 DP 7982	Ex ANZ - Land only	\$175,000	956

## Asset Information

ID	Val Ref	Address	Area	Legal Description	Land Use	Values	Authority ID
	12001/170.00	Flint Road	50.9292	Lot 2 DP 3176	Farm 2 - 2015 purchase	\$2,300,000	1,012
		East Road SH43	2.7345	Section 2 Survey Office Plan 585777	Cemetery Expansion Land - 2022 purchase	\$500,000	1,269
	12080/8375	Midsummer Avenue	0.3132	LOT 105 DP 542273	Esplanade Reserve	\$25,000	1184
					<b>TOTAL</b>	<b>\$22,303,850</b>	

**3.4. ASSET INFORMATION SYSTEM**

Stratford District Council currently uses excel to support the management of the Property Activity. Data on infrastructure assets is collected during inspections and monitoring using a paper based method. All data collected in relation to the Property activity infrastructure is entered into an excel spreadsheet by the Property Officer.

**3.5. INFRASTRUCTURE ASSETS**

A summary of the Council's Property Assets is provided below and includes:

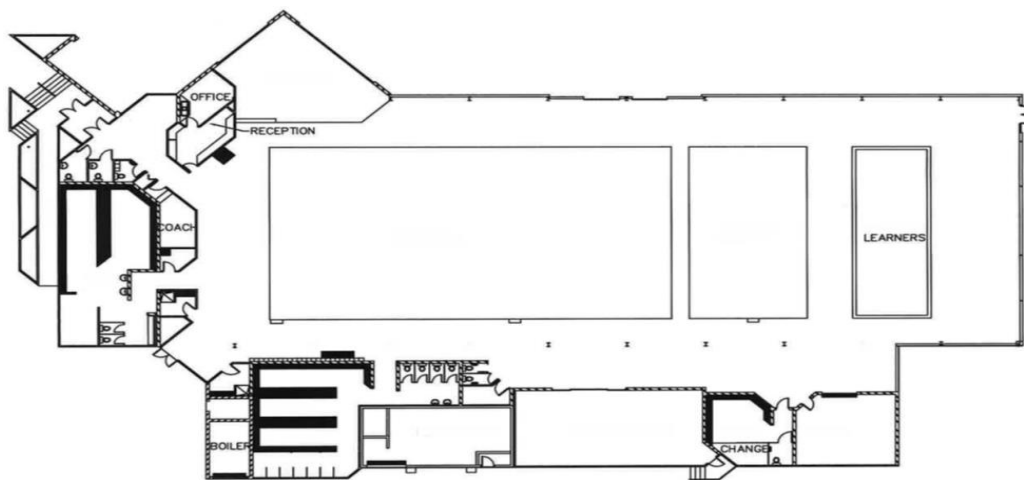
- TSB Pool Complex - Closed
- Wai-o-Rua Aquatic Centre
- TET Multisports Centre
- Stratford Aerodrome
- Transfer Station
- Stratford District Library and isite
- Civic Amenities
- Digital Sign
- Rental and Investment Properties/Land

**3.5.1 CLOSED TSB POOL COMPLEX**

The TSB Pool complex closed in October 2022, all operations have been transferred to the new Wai-o-Rua aquatic centre. The complex currently has a current building warrant of fitness for the minimum standards and regulations.

**Table 6 – Closed TSB Pool Complex information**

Item		Description
Location		Page Street, within the grounds of King Edward Park, Stratford
Area		Land – 3300 m <sup>2</sup> . Buildings – 1680m <sup>2</sup>
Legal Description		Section 858 Town of Stratford
Computer Register	Freehold	724598
Land Status		Recreation reserve
Zone		Protected Area



**Figure 8 – TSB Pool Complex Floor Plan**

**3.5.2 WAI O RUA AQUATIC CENTRE**



**Figure 9 – Wai o Rua -Stratford Aquatic Centre**

The Wai o Rua aquatic centre opened in October 2022. The centre is more than double the capacity of the old TSB pool complex and is home to:

- 25m competition pool – 8 lanes depth of 1.4m to 1.8m
- 25m program pool – 0.8m to 1.4m depth
- Learn to swim pool – depth 0.9m to 1.4m, hoist
- Toddler pool – depth 0.3m
- Zero depth splash pad kitted out with a range of interactive water toys
- Fixed seating for a maximum of 350 people
- Foyer/retail area, office, reception, clubroom and party room available to hire.
- Plant and storage rooms
- Changing facilities –
  - 1 large male change room with 3 toilets, 2 urinals and 4 shower cubicles
  - 1 large female changing room with 4 toilets and 4 shower cubicles
  - 2 family accessible unisex bathrooms with large change area, shower, toilet and a baby change table
  - 1 family unisex bathroom with change area, shower, toilet and baby change table
  - 1 full accessible changing room that has a toilet, shower, electrical guided hoist and adults sized changing bed
  - 3 dry changing rooms which include a changing table.

The Pool Activities include:

- Swim Squads/Squad coaching
- Aqua aerobics
- Private / Birthday Party Hire
- Kids Fun Inflatables
- Recreation and School Holiday Fun
- Lane swimming
- Learn to swim
- School Aquatic Programmes

**Table 7 – Wai o Rua information**

Item	Description
Location	Portia Street, within the grounds of King Edward Park, Stratford
Area	Land – 0.1012 ha; Buildings – 1680m <sup>2</sup>
Legal Description	Sec 473-474;511-512 Twn STRATFORD
Computer Register	Freehold 724598
Land Status	Recreation reserve
Zone	Protected Area

**3.5.3 THE TET MULTISPORTS CENTRE**



**Figure 10 - TET MultiSports Centre**

The TET MultiSports Centre was built in the early 2000s and contains a local restaurant, and comprises of:

- Series of changing rooms and Toilets
- Office
- 2 Meeting Rooms
  - Conference Room with maximum capacity up to 30
  - Stadium Restaurant area with maximum capacity up to 500
- Large sports hall with mezzanine lookout
- Squash courts
- Gymnasium
- Restaurant
  - Open plan lounge
  - Industrial kitchen and Bar

In 2021 the management of the TET MultiSports Centre was transferred to the Stratford District Council from the Stratford Community Sports Society Incorporated. The Stratford Community Sports Society Incorporated currently lease the TET and have Sub-let it out to Roberts Tribe Limited.

It is home to many Stratford sports clubs i.e., *Darts, Gymnastics, Hockey, Indoor Football, Netball, Pool, Squash, Tennis and Volleyball*. The clubs are all managed independently by the respective clubs.

A Detailed Seismic Assessment was carried out by BCD Group in April 2023 for the centre. Which identified that the centre is 20% NBS (IL3). It was also assessed as a potential Civil Defence building (IL4). The IL4 rating is assessed to be 14% NBS (IL4). For this building to be used for Civil defence purposes, the seismic rating is to be a minimum of 100% NBS IL4. This corresponds to an E Grade building defined by the NZSEE. These ratings are less than the minimum threshold for earthquake prone buildings being 34% NBS.

Elected members have approved for the Stadium portion of the TET to be seismic strengthen to 100% IL4 and the remaining of the Centre to up to a 64% IL3

**Table 8 - TET MultiSports Centre information**

Item	Description
Location	62 Portia Street, Stratford.
Area	Land - .1012 hectares Approximately; Buildings - 2821m <sup>2</sup>
Legal Description	Sec. 516 Twn.: STRATFORD
Computer Freehold Register	724598
Land Status	Recreation Reserve
Zone	Urban

3.5.4 STRATFORD AERODROME



Figure 11 - Aerodrome Map

The Aerodrome is designated for “Aerodrome Purposes” under the District Plan and recorded in the Civil Aviation – Aeronautical Information Publication (AIP) as a non-certified aerodrome. It is zoned rural and is unattended. The facilities comprise:

- Ten hangars – privately owned and maintained with the site subject to a formal land lease; One Clubhouse (Stratford Aero Club)
- Two active grassed runways - main runway (09/27) 900 x 45 metres and a cross wind runway (16/34) 507 x 52 metres
- Fuel dispensing facility for Avgas and Jet A1 fuel, above ground holding tank
- Single unit public toilet

The users include recreational aviation aircraft - gliding, light powered aircraft, micro-light aircraft and sports aircraft, model and miniature aircraft; agricultural aviation operators and visiting light aircraft and helicopters.

Council is only responsible for the grounds and the single public toilet which is only four years old. The responsibility for all other structures falls on the appropriate user. The runways and essential drainage systems are subject to regular inspections by Council’s maintenance contractors and remedial work carried out as required.

Table 9 - Aerodrome Information

Item	Description
Location	232 Flint Road, Stratford.
Area	Land – 18 hectares Approximately; Buildings – 1680m <sup>2</sup>
Legal Description	Part Lot 1 DP 489200 and Parts Lot 1 DP 3176
Computer Freehold Register	703085, TN140/52
Land Status	Aerodrome Purposes
Zone	Rural



3.5.5 STRATFORD DISTRICT LIBRARY AND ISITE

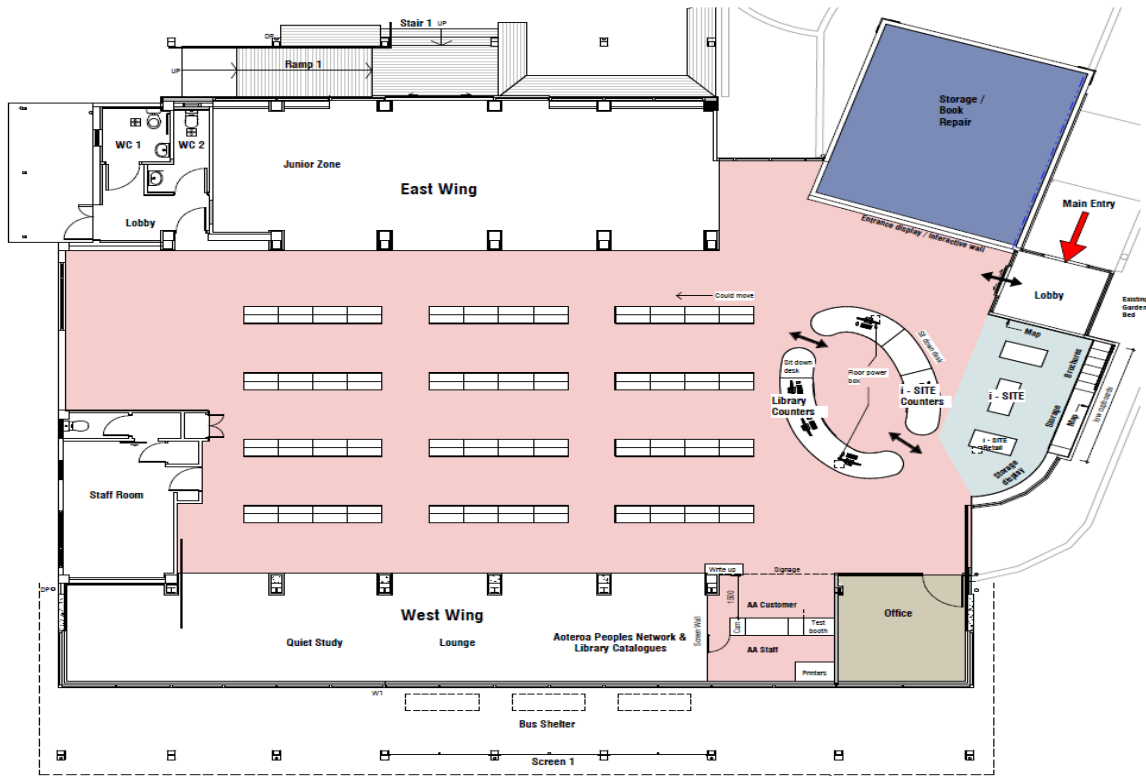


Figure 12 - Library Floor Plan

The library was constructed in 1978, additions were made in both 1998 and 2016. In late 2020 the iSite moved to the library to become a one stop Shop. This allows a more integrated customer service experience for community members and visitors to the district.

Table 10 – Stratford District Library and iSite Building Information

Item	Description
Location	54 Miranda Street, Stratford
Area	Land – 825 m <sup>2</sup> Buildings – 760m <sup>2</sup> , comprising: <ul style="list-style-type: none"> <li>• 560m<sup>2</sup> of public open space allocated to category and activity areas</li> <li>• 92m<sup>2</sup> of staff and management facilities</li> <li>• 56m<sup>2</sup> public toilets, storage and archives areas</li> <li>• 50m<sup>2</sup> of public bus shelter along Miranda Street frontage</li> </ul>
Legal Description	14 Lots 2 and 3 DP 314031, Lots 1-4 & Pt lot 5 DP 8495
Computer Freehold Register	55499
Land Status	Local Purpose (Community Building) Reserve
Zone	Business

3.5.6 CIVIC AMENITIES

With the exception of the Hall of Remembrance, the Civic Amenities are owned by Council. All Civic Amenities are regularly inspected by Council.

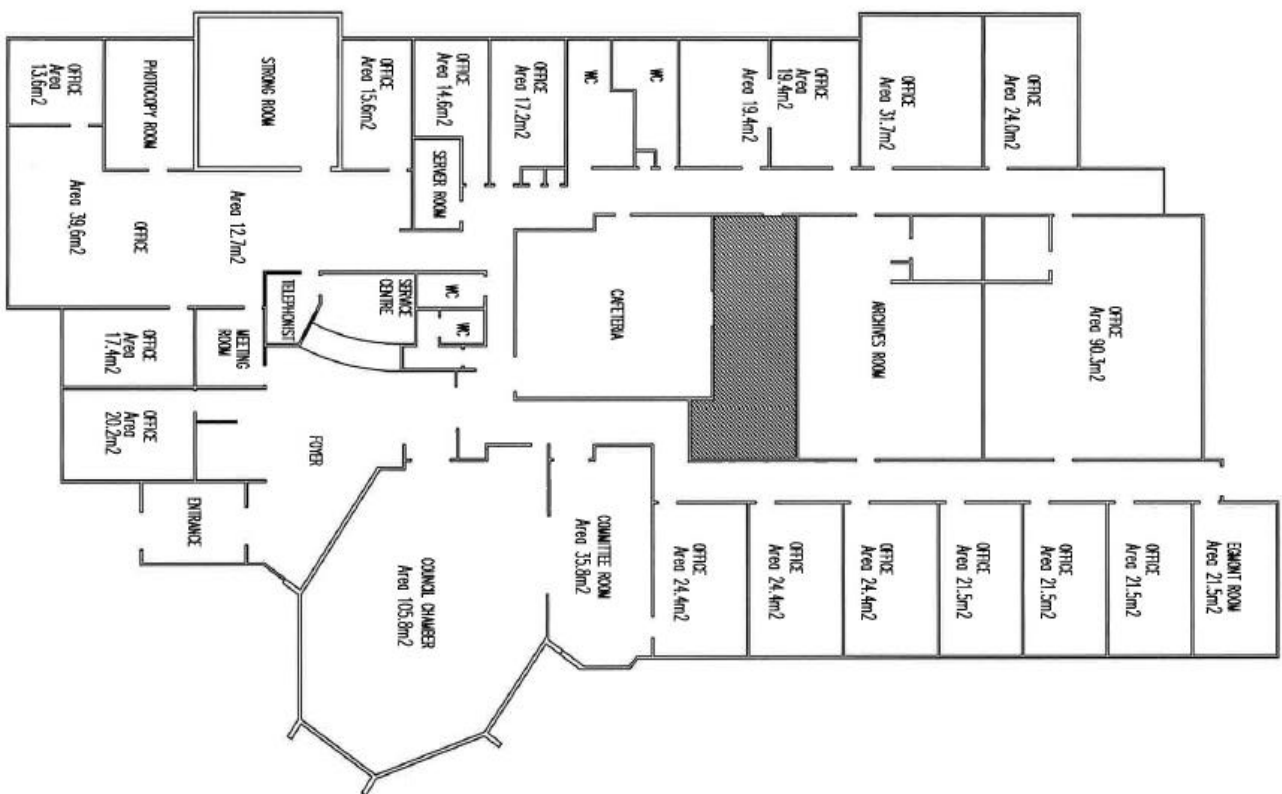
**3.5.7 COUNCIL ADMINISTRATION BUILDING**

The Council Administration Building was built in 1983 following amalgamation of the Stratford Borough and County Councils, it operates as the administration office and service centre for the Stratford District.

In 2009 the building was extended to include additional offices and garages at the rear, in 2022, due to the increase occupancy numbers the strong room was converted to an office. As part of this building consent a shower was removed, and additional toilet was installed in the ladies bathroom to make it compliant for the number of Staff.

**Table 11 - Council Administration Building Information**

Item	Description
Location	61-963 Miranda Street, Stratford
Area	Land - 3511 m <sup>2</sup> Buildings - 1420m <sup>2</sup>
Legal Description	Lot 1 DP 13003
Computer Freehold Register	TNE4/1030
Land Status	Fee Simple
Zone	Business



**Figure 13 – Council Administration Building Floor Plan**

**3.5.8 WAR MEMORIAL CENTRE**

The original portion of the War Memorial Centre, comprising what is now the sports stadium, was built in 1953. In 1995 the Centre was extended to incorporate the two meeting rooms (TSB Chambers and Function Facility), and ancillary facilities such as kitchen and additional toilets.

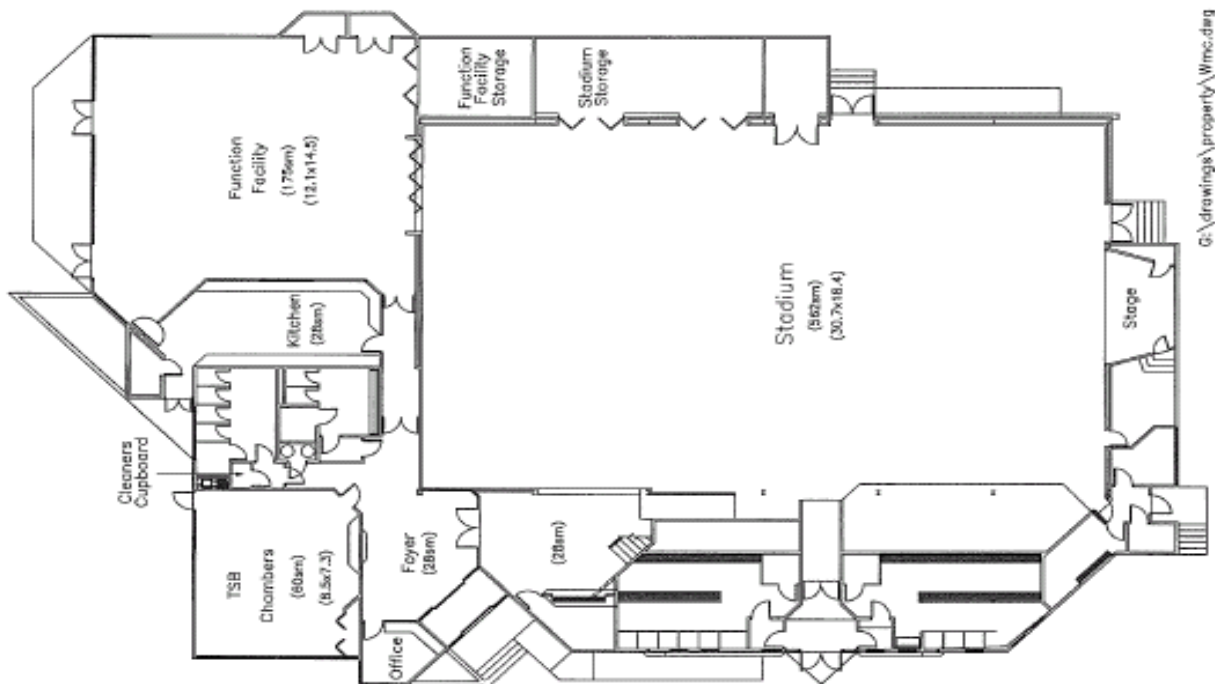
The TSB Chambers has capacity for 30-50 people with a small kitchenette, 50 padded chairs and 8 tables. The Function Facility has capacity for 90-120 people with a large newly (2022) renovated kitchen (complete with commercial stove/oven, commercial steriliser, chiller and refrigerator), 120 padded chairs and 25 tables

The stadium has a floor area of 30.7 x 18.4 (562m<sup>2</sup>) - the size of one basketball court with bleachers capable of seating 250 people and male and female changing and showering facilities.

The Complex has just had renovation work done in 2020/22, interior painting throughout the building, new carpet and vinyl, new curtains and the stadium floor was re-varnished and the kitchen upgraded with new appliances.

**Table 12 - War Memorial Centre Information**

Item	Description
Location	53-55 Miranda Street, Stratford
Area	Land – 4048 m <sup>2</sup> Buildings – 1490 m <sup>2</sup>
Legal Description	Sections 400, 401, 438, 439 Town of Stratford
Gazette Reference	NZ Gazette 1884 p 1743
Land Status	Municipal Reserve
Zone	Business



**Figure 14 - War Memorial Centre Floor Plan**

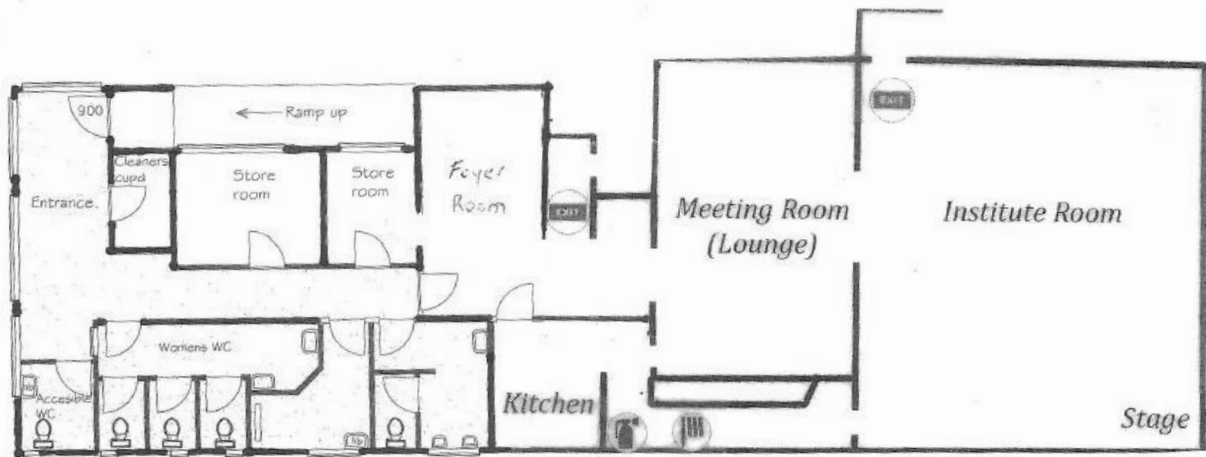
**3.5.9 CENTENNIAL RESTROOMS**

The Centennial Restrooms building was constructed in 1948 as a New Zealand Centenary project approved by the government and funded by community fundraising and grants.

The building contains two meeting rooms and a kitchen for hire at one end and public toilet facilities (open seven days a week, closed at dark) at the other. It is a well-maintained building, which has recently seen major renovations in 2020 with a new kitchen installed and a new public toilet layout which includes a family room, accessible toilet and separate men's toilets.

**Table 13 - Centennial Restrooms Information**

Item	Description
Location	1A Fenton Street, Stratford
Area	Land - 1669 m <sup>2</sup> Buildings - 330 m <sup>2</sup>
Legal Description	Section 781 Town of Stratford
Computer Freehold Register	724598
Land Status	Recreation Reserve
Zone	Protected Area



**Figure 15 - Centennial Restrooms Floor Plan**

**3.5.10 CLOCK TOWER / GLOCKENSPIEL**

This Elizabethan tower facade was constructed in 1996 around the original concrete tower that was erected in the 1960's. The clock faces are from the old Post Office built in 1924 and demolished in 1963.

In November 2023 a Detailed Seismic Assessment (DSA) for the Clock Tower was carried out by Beca. The DSA shows that the Clock Tower is 30% NBS (IL2). This corresponds to a D Grade building defined by the NZSEE. This rating is less than the minimum threshold for earthquake prone buildings being 34% NBS.

**Table 14 – Clock Tower Information**

Item	Description
Location	276 Broadway, Stratford.
Area	Land – 343 m <sup>2</sup> ; Building – 30m <sup>2</sup> (footprint)
Legal Description	Section 1062 Town of Stratford
Computer Freehold Register	TNF3/396
Land Status	Fee Simple
Zone	Business



**Figure 16 – Clocktower**

**3.5.11 TRANSFER STATION**

Built in 1985, the building was originally built as a fertiliser plant. This building was later converted in the 90's into what is now the Transfer Station. This station is operated by the contracted Solid Waste service provider.

The Solid Waste service 10-year contract has been renewed and will be commencing in October 2024

**Table 15 - Transfer Station Information**

Item	Description
Location	137 Cordelia Street
Area	2362.1m <sup>2</sup> approximately (footprint)
Legal Description	Lot: 1 DP: 19516
Computer Freehold Register	TNK2/357
Land Status	Fee Simple
Zone	Business

**3.5.12 HALL OF REMEMBRANCE**

The hall of Remembrance is located in the Municipal Building formally the Borough Council office, which is a privately owned commercial building on Broadway. It is subject to an easement in favour of Council allowing public access for the display of photographs commemorating soldiers from the district who lost their lives fighting in the Boer and First and Second World Wars. Maintenance obligations in respect of the hall are shared by Council and the building owner. The Hall of Remembrance was redecorated in 2020.

**Table 16 - Hall of Remembrance Information**

Item	Description
Location	287 Broadway, Stratford
Area	Land - 588m <sup>2</sup> ; Easement – 95m <sup>2</sup> (approximately)
Legal Description	Part Lot 1 DP 16599
Computer Freehold Register	TNJ2/296
Land Status	Fee Simple
Zone	Business

**3.5.13 PUBLIC TOILETS**

Toilet facilities throughout the Stratford district are listed below. The Centennial rest rooms public toilet is listed above in the description of Centennial rest rooms.

**Table 17 - Public Toilets Information**

Facility	Description
Broadway (behind clock tower)	A six unit complex, with one being 24 hours and two which are accessible
Victoria Park /Skate Park	Two unisex Exeloo units available 24 hours
Victoria Park/Bike Park	Two unisex Exeloo units

Facility	Description
Page Street Sportsground	Three unisex permaloo units available to users of the sportsground
Whangamōmona	Two unisex Exeloo units (dry cell) available 24 hours
Tangarakau Gorge (Morgan's Grave)	One unisex Permaloo unit (dry cell) available 24 hours

**3.5.14 RURAL HALLS**

There are two Council-owned rural halls managed and maintained by community groups/organisations on behalf of the community. They are the Huiroa Domain Hall and the Midhirst Hall.

**Table 18 - Rural Halls Information**

Item	Description	
	Huiroa Hall	Midhirst Hall
Location	1128 Makuri Road	Kelly/Egmont Street, Midhirst
Area	Land – 2150 m <sup>2</sup> Buildings – 270 m <sup>2</sup>	Land - 708m <sup>2</sup> Buildings - 480m <sup>2</sup>
Legal Description	Sec 3 Blk V Town of Huiroa	Lot 14 Blk VI DP20
Computer Freehold Register	520271	TNJ1/544
Land Status	Recreation Reserve	Fee Simple
Zone	Protected Area	Residential
Managed/Maintained by	Huiroa Hall and Domain Society	Midhirst Hall Committee

**3.5.15 SECURITY CAMERAS**

Stratford's CBD is monitored by a network of 15 CCTV cameras, linked either wirelessly or by data cable. The cameras are in the locations listed below with the monitoring hardware located in the Stratford Police Station. The first of the cameras were installed in 2000 and the network has been enhanced by the addition of extra cameras over subsequent years. Council is responsible for maintenance of the system with the hardware being upgraded as necessary and appropriate.

With the recent vandalisms, Council has installed 7 cameras linked wirelessly on main facilities. The cameras locations are listed below with the monitoring hardware located in the facility or Administration Building.

**Table 19 - Security Camera Location**

Location	No	Location	No	Location	No
Stratford Rugby Club – Orlando Street	1	Brandt Stratford – 59 Juliet Street	1	BNZ – 269 Broadway	1
TET Multisports Centre – Portia Street	2	Empire Hotel – 320 Broadway	1	Service Alley	1
Taranaki Motorcycles – 337 Broadway	1	Public Toilets – 276 Broadway	1	Kopuatama Cemetery	3
Percy Thomson – 56 Miranda Street	1	Well Café – 198 Broadway	1	Centennial Rest Rooms	1
Brandt Stratford – 59 Juliet Street	1	Bike Park/Victoria Park	3	Administration Building	3

**3.5.16 ANCILLARY STRUCTURES**

Ancillary structures and buildings owned/managed by Stratford District Council are comprised of the following;

- o Bus Shelters – Stratford and Midhirst
- o Walkway Canopy – Prospero Place
- o Gerald Grace Pergola – WMC
- o Digital Sign Consoles – Broadway North
- o Flag Poles, War Memorials, Plaques

Council undertakes monthly inspections of its civic amenities, either by Council staff or by the contractor in terms of relevant maintenance contracts. The inspections identified that these assets are generally in good condition to excellent condition. Any issues identified through inspections are considered manageable through current maintenance contracts.

**3.5.17 RENTAL AND INVESTMENT PROPERTIES AND LAND**

Council owns or manages a number of both urban and rural rental properties throughout the District, the majority of these being land held for a strategic purpose but not currently used as such. Today, only two properties under perpetual ground lease remain of the investment portfolio endowed by the Crown on the formation of the township 130 years ago.

**3.5.18 COUNCIL FARM**

The portion of the farm to the north and west of the aerodrome was purchased by Council in two transactions in 1934 and 1935 for the purpose of establishing the aerodrome. This comprised approximately 92 hectares of which roughly 17 was developed into the aerodrome and the balance farmed to provide funds for the development. In 1969 the adjoining farm to the south comprising 37 hectares was purchased to further enhance the farming operation and then in 2015 the farm to the south again was similarly purchased, totalling 132 hectares of effective farm land.

The farm is operated under a 50/50 Sharemilking agreement, which commenced in 2022. Buildings on the farm comprise of two milking sheds (one disused), three implement sheds, two residential dwellings for the Sharemilker and Workers, a relocatable unit for a seasonal worker, three calf rearing shelters and two hay barns. The operational cowshed is serviced by two effluent ponds from which over 20 hectares of paddocks are irrigated.

**Table 20 - Farm Information**

Item	Description
Location	186 - 202 Flint Road East
Area	Farm Area – Effective – 137.27. ha; Farm Area – Non-Effective – 26.33ha
Legal Description	Lot 1 DP489200 and Part Lot 1 and Lot 2 DP3176
Computer Freehold Register	703085, TN140/52, TNB3/650, TNF4/376
Land Status	Fee Simple and Aerodrome Purposes
Zone	Rural

Effective	Non-Effective
<ul style="list-style-type: none"> <li>• Pasture - 113.63 ha</li> <li>• Effluent Block - 17.25ha</li> <li>• Aerodrome - Grazed - 6.39ha</li> </ul>	<ul style="list-style-type: none"> <li>• Riparian Fenced Waterways – 17.60ha</li> <li>• Riparian Waterway Paddock 50 – 2.61ha</li> <li>• Farm Races – 2.67ha</li> <li>• Buildings – 0.76ha</li> <li>• Native Bush – 0.69ha</li> <li>• Campbell House and Land – 2.00ha</li> </ul>



**3.5.19 FLINT ROAD SUBDIVISION LAND**

41 Flint Road West was acquired in 2021 for the purpose of future residential growth area of Stratford as identified through the current revision of the District Plan. This land, once subdivided, will carry infrastructure services north to Flint Road and to provide residential sites to meet public demand. The subdivision application process has commenced and is expected to be completed by the end of 2027.

**Table 21- 41 Flint Road Subdivision information**

Item	Description
Location	41 Flint Road West
Area	4.4819 ha
Legal Description	Lot 1 DP587509
Computer Freehold Register	TNB3/1068
Land Status	Fee Simple
Zone	Residential



**Figure 17 - 41 Flint Road Subdivision**

**3.5.20 HOUSING FOR OLDER PERSONS**

This residential complex comprises of 10 purpose-built, one-bedroom units. The first four of which were built in 1986 from a bequest by a Miss Elsie Fraser. A trust was established to manage the units of Miss Elsie Frasers bequest. From 1989 six further units were built on the same site which Council funded.

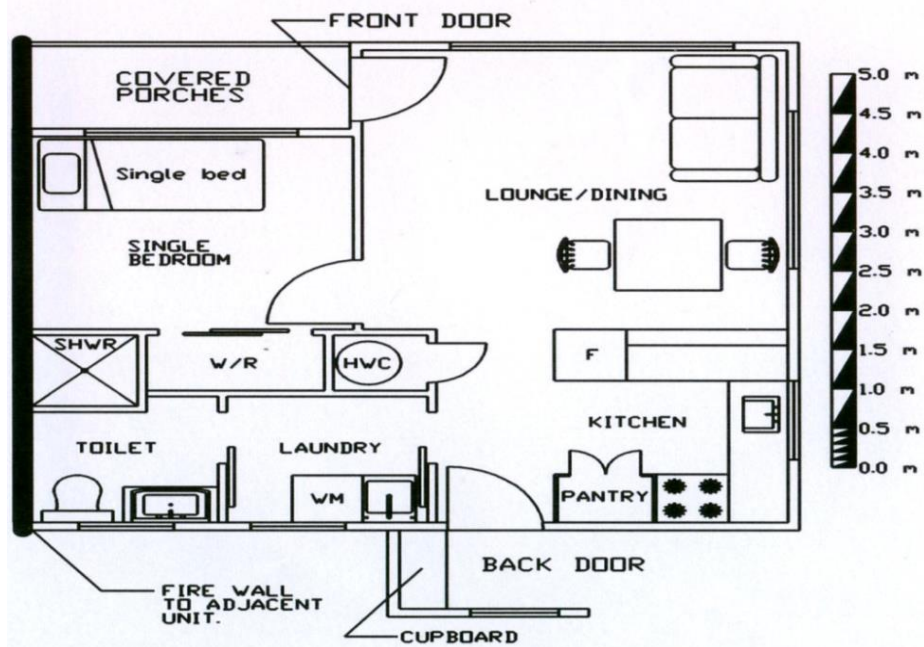
Over the years, surpluses of income over expenditure accrued in the trust account and in 1996 it purchased two of the additional units so that today, six units are owned by the trust and four by Council.

The units each comprise of one-bedroom, open plan lounge/dining/kitchen area, bathroom and laundry. Four of the units have attached carports. Nine units have attached conservatories, and one has a rear porch.

Some of the eligibility criteria are that they must be 65 years of age or over at the time of application, in receipt of National Superannuation, War Pension or Invalid's Benefit and must not have any assets exceeding \$50,000.

**Table 22 - Housing for Older Persons Information**

Item	Description
Location	37 Page Street, Stratford
Area	Land – 4048 m <sup>2</sup> , Buildings – 650m <sup>2</sup> comprising 10 x single-person brick units each measuring 65m <sup>2</sup> approximately
Legal Description	Lots 1-3 DP 7573
Computer Freehold Register	TNH2/1193
Land Status	Fee Simple
Zone	Residential



**Figure 18 - Housing for Older Persons Unit Floor Plan**

**Table 23 - Rental Properties as at January 2024 – Source: Sample of Property Register**

Address	Area (ha)	Legal Description	Land Held For
85 Regan Street	0.0516	Lot 2 DP 1688	Community Development
124 Orlando Street	0.4048	Sec 611, 612, 643, 644	Endowment purposes
135 - 137 Cordelia Street	0.3	LOT 1 DP 19516 and LOT 1 DP 13563	Endowment purposes
Cordelia Street	0.3	LOT 1 DP 13190	Endowment purposes
287 Broadway	0.0444	Lot 2 DP16599	Community development
577 Beaconsfield Road	3.0518	Lot 1 DP 398529 and Part Section 41 Block XIV Huiroa S.D.	Disposing land

Stratford District Council routinely inspects its rental and investment properties. The latest inspections identified that these assets are generally in good condition. Any issues identified through inspections are considered manageable through the current maintenance contract. There is a large portfolio of rental and investment properties and land. The above is just a sample.

**3.5.21 EARTHQUAKE-PRONE BUILDINGS**

The Taranaki region is susceptible to various types of earthquakes, including shallow and deep earthquakes, the impacts of which can be significant, leading to potential loss of life and property damage. Buildings constructed before the introduction of the current building code, between 1954 and 2000, which are earthquake prone, are of particular concern. 4 Council owned buildings have been identified as potential earthquake prone buildings Those buildings are;

- a. War Memorial Centre (WMC) building;
- b. TET Multisports Centre;
- c. Clock Tower building; and
- d. TSB Pool building (Old Pool) building.

The Seismic assessment ratings have been derived by comparing each building against the standards of the current Building Code (BC). Under the current BC, a new building is assessed as 100% New Building Standard (100% NBS). The threshold, as defined by New Zealand Society for Earthquake Engineering (NZSEE) for:

- o Earthquake-prone buildings is 34% NBS;
- o Earthquake- Risk buildings is 67% NBS; and
- o Any building to be used for civil defence purposes is 100% NBS (IL4

The Importance level (IL) of buildings is defined in Clause 3 of the BC and classifies buildings based on the importance of its failure to the Community, ranging from IL1 to IL5 (see Table 24).

Officers are concerned that the seismic ratings of these buildings will affect the delivery of certain levels of service, i.e., civil defence functions. If there is a willingness to invest in retrofitting these buildings, a major factor for consideration is cost and affordability. If cost or affordability is an issue, the most cost-effective option could be to demolish these buildings.

**Table 24: Building Importance Levels (IL), Clause 3 of the Building Code**

Importance Level (IL)	Description of Building Type	Specific Structure
<b>IL1</b>	Buildings posing low risk to human life or the environment. Typically, small non-habitable buildings, such as sheds, barns, though they may have occupants from time to time.	<ul style="list-style-type: none"> <li>• Ancillary buildings not for human habitation</li> <li>• Minor storage facilities</li> <li>• Backcountry huts</li> </ul>
<b>IL2</b>	Buildings posing normal risk to human life or the environment. These are typical residential, commercial, and industrial buildings.	<ul style="list-style-type: none"> <li>• All buildings and facilities except those listed in importance levels 1, 3, 4, and 5</li> </ul>
<b>IL3</b>	Buildings of a higher level of societal benefit or importance, or with higher levels of risk-significant factors to building occupants. These buildings have increased performance requirements because they may house large numbers of people, vulnerable populations, or occupants with other risk factors, or fulfil a role of increased importance to the local community or to society in general.	<ul style="list-style-type: none"> <li>• Buildings where more than 300 people congregate in 1 area.</li> <li>• Buildings with primary school, secondary school, or day-care facilities with a capacity greater than 250</li> <li>• Buildings with tertiary or adult education facilities with a capacity greater than 500</li> <li>• Health care facilities with a capacity of 50 or more residents but not having surgery or emergency treatment facilities.</li> <li>• Jails and detention facilities</li> <li>• Any other building with a capacity of 5 000 or more people</li> <li>• Buildings for power generating facilities, water treatment for potable water, wastewater treatment facilities, and other public utilities facilities not included in importance level 4</li> <li>• Buildings not included in importance level 4 or 5 containing sufficient quantities of highly toxic gas or explosive materials capable of causing acutely hazardous conditions that do not extend beyond property boundaries</li> </ul>
<b>IL4</b>	Buildings that are essential to post-disaster recovery or associated with hazardous facilities.	<ul style="list-style-type: none"> <li>• Hospitals and other health care facilities having surgery or emergency treatment facilities.</li> <li>• Fire, rescue, and police stations and emergency vehicle garages</li> <li>• Buildings intended to be used as emergency shelters.</li> <li>• Buildings intended by the owner to contribute to emergency preparedness, or to be used for communication, and operation centres in an emergency, and other facilities required for emergency response.</li> <li>• Power generating stations and other utilities required as emergency backup facilities for importance level 3 structures.</li> <li>• Buildings housing highly toxic gas or explosive materials capable of causing acutely hazardous conditions that extend beyond property boundaries.</li> <li>• Aviation control towers, air traffic control centres, and emergency aircraft hangars</li> <li>• Buildings having critical national defence functions.</li> <li>• Water treatment facilities required to maintain water pressure for fire suppression.</li> <li>• Ancillary buildings (including, but not limited to, communication towers, fuel storage tanks or other structures housing or supporting water or other fire suppression material or equipment) required for operation of importance level 4 structures during an emergency</li> </ul>
<b>IL5</b>	Buildings whose failure poses catastrophic risk to a large area (e.g., 100 km <sup>2</sup> ) or a large number of people (e.g., 100 000).	<ul style="list-style-type: none"> <li>• Major dams</li> <li>• Extremely hazardous facilities</li> </ul>

The Assessments confirmed that all 4 buildings are earthquake prone buildings, while assessed as earthquake-prone, with seismic ratings of **high** to **very high**, the Building Act 2004 provides for:

- **25 years** for non-priority buildings to carry out seismic work or demolition on the issue of an *Earthquake Prone Notice*; and
- 12 ½ years for priority buildings to carry out seismic work or demolition on the issue of an *Earthquake Prone Notice*.

Although the Building Act allows 12 ½ - 25 years to carry out seismic work, Council is investigating the required strengthening works and costings to bring the buildings up to a minimum of 34%.

In 2023 and 2024, Seismic assessments were undertaken on the 4 Council owned buildings which had been identified as potential earthquake prone buildings. A summary of the seismic ratings for the 4 buildings is provided below and in Table 25

- a. The WMC building seismic rating - 15% NBS (IL3). This is classified as a **Very high-Risk** building by the New Zealand Society for Earthquake Engineering (NZSEE). The WMC building was assessed for its potential as a Civil Defence building (IL4), as well as its current use as an IL3 building. The IL4 rating is assessed to be very, very low.
- b. The TET Multisports Centre seismic rating - 20% NBS (IL3) and 14% NBS (IL4). This is classified as a **High Risk** IL3 building and **Very high-Risk** IL4 building for civil defence purposes. The TET Multisports Centre was also assessed for its potential as a Civil Defence building (IL4), as well as current use as an IL3 building.
- c. The Clock Tower building seismic rating - 30% NBS (IL2), classified as a **High-Risk** building; and
- d. The TSB Pool building seismic rating - <33% NBS (IL2). This is classified as a **High-Risk** building.

**Table 25 – Earthquake Prone Buildings**

Building	Existing IL	Proposed IL	Seismic rating (NBS) based on Existing IL	Minimum Rating for compliance with Building Code (NBS) Earthquake prone	Acceptable Rating for compliance with Industry min risk standard (NBS) Earthquake risk
1 War Memorial	IL3	IL4*	15%	34%	67%
2 TET	IL3	IL4*	20%	34%	67%
3 Clock Tower	IL2	IL3**	30%	34%	67%
4 TSB Pool	IL2	IL3	<33%	34%	67%

\* For Civil Defence purposes, required to be IL4; for Council purposes, IL3 suffices.  
 \*\* Given the location and the proximity to pedestrians in the public place, it is proposed to upgrade to an IL3 building

In September 2023, Council Officer presented a report to Council seeking direction on the future of the Closed TSB Pool Complex. Council approved for the pool complex to be demolished and reinstated for future use. This will form part of the LTP consultation process and is planned in Year 1

In January 2024 Council Officers presented NBS strengthening costings to Elected Members. The approved recommendation will guide the development of projects and budgets for the following earthquake-prone buildings, for inclusion in the 2024/34 Long Term Plan (LTP):

- War Memorial Centre (WMC);
- TET Multi Sports Centre (TET); and
- Clock Tower.

### 3.6. ASSET MANAGEMENT MATURITY ASSESSMENT

The Council has assessed its Asset Management maturity across 5 key disciplines of asset management practice including:

- Setting the Strategic Direction;
- Establishing Levels of services;
- Forecasting Future Demand;
- Collecting Asset Information; and
- Monitoring Asset Performance and Condition.

The Asset Management Maturity Index assessment in **Table 26** below provides a snapshot of where the Council is at in its asset management practices and in particular, emphasizes that seeking advanced practice in all areas may not be the best solution across activities, as this depends on the scale and type of assets being managed.

**Table 26: Property Asset Management Maturity Index Assessment**

Asset Management Disciplines	Maturity Index	Maturity Description	What we do
1 Strategic Direction	Core to Intermediate	<ul style="list-style-type: none"> <li>• AM Policy and AM Objectives developed, aligned to corporate goals and strategic context</li> <li>• AM System scope is defined and documented</li> </ul>	<ul style="list-style-type: none"> <li>• The Council has adopted an <b>Asset Management Policy</b> to provide the overall direction for asset management in the district.</li> <li>• Scope is also refined as a consequence of our Early Conversation discussions with Elected Members, which inform the LTP, and also during our regular workshops to define Strategic Direction for the Council.</li> </ul>
2 Defining Level of service	Core to Intermediate	<ul style="list-style-type: none"> <li>• Level of service and cost relationship understood.</li> <li>• Customers are consulted on significant service levels and options.</li> <li>• Annual reporting against performance targets</li> </ul>	<ul style="list-style-type: none"> <li>• Again, existing levels of service are generally maintained, however, can be re-defined as a result of either legislative requirements; customer feedback or in response to new technology. Re-definition is done as an outcome of our discussions with Elected Members, either prior to the LTP year or as and when required during the year.</li> <li>• Performance targets are measured and through monthly and annual reporting</li> <li>• An annual customer service survey is completed by customers on an annual basis</li> </ul>
3 Forecasting future demands	Core	<ul style="list-style-type: none"> <li>• Risk associated with demand change broadly understood and documented.</li> <li>• Demand management considered as an alternative to major project development.</li> </ul>	<ul style="list-style-type: none"> <li>• We have a broad understanding of the issues for each work activity and these are documented in the AMP as "Problem Statements".</li> <li>• An assessment of each option against Council Outcomes and the identified future proofing objectives;</li> <li>• Growth and demand forecasting is integrated as part of all AM planning to meet current and future needs of the community</li> </ul>
4 Collecting Asset Information	Core to Intermediate	<ul style="list-style-type: none"> <li>• A reliable register of physical, financial and risk attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place.</li> <li>• Sufficient information to complete asset valuation (Basis attributes, replacement costs and asset age</li> </ul>	<ul style="list-style-type: none"> <li>• The council ensures that data collection systems are in place to collect, store and maintain and use for prudent management of council owned assets</li> <li>• Regular maintenance reports/inspections on all council owned properties</li> <li>• Data is collected, updated and validated on an ongoing basis</li> </ul>
5 Monitoring Asset Performance and Condition	Core	<ul style="list-style-type: none"> <li>• Condition and performance information is suitable to be used to plan maintenance and renewals to meet over the short term.</li> </ul>	<ul style="list-style-type: none"> <li>• The condition - physical integrity - of an asset is deduced based on the age, material type and analysis of collected statistical data.</li> <li>• The performance, being a measure of whether the asset is delivering level of service requirements - is monitored during routine inspections and asset upgrade.</li> </ul>

### 3.7. ASSESSMENT OF ASSET CONDITION

Asset condition is a measure of an asset's physical integrity, while asset performance is a measure of whether the asset is delivering level of service requirements. Knowing the condition of an asset enables more accurate prediction of asset development, maintenance and renewal/replacement requirements.

Stratford District Council identifies the condition of property assets by a combination of:

- the age of the asset, through visual targeted inspections,
- certification of appliances throughout all buildings; and
- Maintenance monitoring bases on monthly inspections.

**Targeted inspections** are carried out on asset components that are considered critical to Council and the community, have the potential to impact on public health and safety; or where there is a specific requirement, for example to meet regulatory requirements or for asset acquisition, disposal, or justification. Targeted inspections are carried out by Council staff, the Maintenance Contractor, or specialist Consultant to identify the condition of specific asset components at intervals specified by the Asset Manager or upon request.

To identify the general condition of its property assets, Stratford District Council undertakes the following targeted inspections:

- Buildings – monthly and six monthly by the Maintenance Contractor and/or Council staff;
- Ancillary Structure – annually by the Maintenance Contractor and/or Council staff;
- Security Cameras – quarterly by the Maintenance Contractor;

**Maintenance monitoring** is carried out by the Contractor at intervals specified in the Maintenance Contract. Maintenance monitoring is carried out to identify the condition of infrastructure and any item(s) that needs attention or could affect the integrity of the asset and the service it provides. Maintenance monitoring of property assets includes:

- Structures
- Fittings, furniture, and furnishings
- All roofs on all buildings

#### Condition Grading

Visual targeted inspections (including sampling), and maintenance monitoring provide both qualitative descriptions and quantitative grading of asset component condition. Condition grading supports the development, maintenance, and renewal/replacement of an asset by enabling more accurate prioritisation of forward works programmes.

The International Infrastructure Management Manual (2015) provides guidance on assessing the condition of assets and approaches to grading the condition. In line with this Stratford District Council has developed a condition grading system to support identifying the condition of assets at the group level. Using the system assets are ranked from 1-5 as illustrated below (Table 27).

**Table 27 - Condition Grading System**

Grade	Condition	Description	Proportion of asset (%)
1	Very Good	Asset in structurally sound and excellent physical condition. No work required.	52%
2	Good	Asset in structurally sound and acceptable physical condition. Minor work required (if any).	27%
3	Fair	Asset is structurally sound but shows deterioration. Moderate work required to return asset to agreed level of service.	75%
4	Poor	Asset failure likely in the short term. Significant work required now to return asset to agreed level of service. Also, possible safety hazard.	12%
5	Very Poor	Asset has failed/is about to fail. Renewal/Replacement required Urgently.	0%

**3.8. DATA ACCURACY AND CONFIDENCE**

The accuracy and currency of data is critical to effective asset management. Accurate data enables Council and the community to have confidence in decisions made about asset development, maintenance, and renewal/replacement.

To ensure accurate asset data is entered into the asset management system Stratford District Council has put in place the *Inspection Data Management Process* (Table 28) for managing targeted visual inspection data. Also, to determine the level of confidence Council has in targeted inspection data, the Stratford District Council has put in the *Data Confidence Grading System* in Table 29. An assessment of Council's confidence in the asset data is provided in Table 29. The Asset Data Grading by Asset Group is provided in Table 30.

**Table 28 - Inspection Data Management Process**

Step	Management process	Description
1	Collect Data	Data is collected and documented about asset and asset condition.
2	Hold Data	Where feasible data is stored in a temporary place until enough is gathered for sample auditing.
3	Audit a sample of Collected Data	Where applicable a sample of collected data is checked against the asset by authorised Council staff/Consultant – minimum 5%.
4	Enter Data into Asset Management System	Data is entered into the Asset Management System by the staff member responsible for the system.

**Table 29 –Asset Data Confidence Grading System**

Grade	Confidence Level	Description
1	Highly Reliable	Data based on sound records, procedures, investigations, and analysis which is properly documented and recognised as the best method of assessment. Dataset is complete and estimated to be accurate 75%
2	Reliable	Data based on sound records, procedures, investigations, and analysis which is properly documented but has minor shortcomings. Dataset is complete and estimated to be accurate +- 25%
3	Uncertain	Data based on sound records, procedures, investigations, and analysis which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available. Dataset substantially complete but up to 50% extrapolated data and estimated to be accurate +- 20%
4	Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated and estimated to be accurate +- 40%
5	Unknown	None or very little data held



**Table 30 – Asset Data Grading by Asset Group**

Asset Group	Grade	Confidence Level
Stratford Aerodrome	2	Reliable
Stratford District Library	2	Reliable
Civic Amenities	2 - 3	Reliable to Uncertain
Rental and Investment Properties	3	Uncertain
Farm	2	Reliable
TET Multisports Centre	2 - 3	Reliable to Uncertain
Security Cameras	2	Reliable

**3.9. ASSET MANAGEMENT IMPROVEMENT PLAN**

Actions identified in this Section for improving management of the asset are as follows: (Table 31):

**Table 31 - Improvement Plan for management of the asset**

Item	Task	Timeline	Due Date
1	Develop a strategy to collect numbers of building usage and capacity statistics. This will be where appropriate	Annually	July 2025
2	Develop and implement a recurring building condition inspection programme	Monthly, 6-monthly	Ongoing
3	Develop a process to enable the timely identification of initiatives to improve buildings sustainability	Annually	July 2025
4	Monitor Performance of the AMPs service levels	Annually	Ongoing
5	Develop an implementation plan to ensure detailed condition assessments on the building	Annually	July 2025

**4.0**

## **Future Growth and Demand**

## **4.0: FUTURE GROWTH AND DEMAND**

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## 4.1. OVERVIEW

This section provides a description of population; economic growth trends forecasts and the demand drivers for the provision; development and sustainability of the Property Services to the community. It identifies the demand forecasting model used by the Council and highlights the factors that influence the demand for infrastructure and services and the associated impacts of each driver on the demand for the Property Services.

The demand for the provision of these services is generally determined by the degree to which customers use the assets. The forecasting of future demand for services enables Stratford District Council to plan ahead and identify the best way to meet that demand.

Section 14 of the Local Government Act 2002 requires local authorities to take a sustainable development approach in conducting business. In doing this Stratford District Council must take into account;

- I. the social, economic, and cultural interests of people and communities; and
- II. the need to maintain and enhance the quality of the environment; and
- III. the reasonably foreseeable needs of future generations.

Stratford District Council is committed to planning for the changing needs of its community. As part of this commitment Council utilises demand forecasting in all asset management planning. Information on future growth forecast has been supplied by Infometrics NZ.

## 4.2. DEMAND FORECASTING

Demand forecasting enables Stratford District Council to identify areas that are likely to experience significant pressures, and plan accordingly. Currently, the Stratford District Council uses a "basic" model for demand forecasting. It is a combination of formal and informal techniques. Central to this is an understanding of how growth and future demand trends will impact on Levels of Service and desired community outcomes.

As part of the planning process Council considers:

- the Asset use, demand, and capacity;
- the implementation and planning for quality and process improvements; and
- environmental impacts

Key Information gathered during the forecasting process includes:

- Historical data;
- Observed patterns and trends – use, demand, and popularity;
- Statistical estimates and projections;
- Commercial activity and anticipated business migration;
- Pending legislative changes.

From this, assumptions are formed about what could happen; enabling Council to better plan for the future needs of the community.

## 4.3. DEMAND DRIVERS AND IMPACTS

Demand drivers are the factors that influence demand for services or the infrastructure that provides those services. Future growth in the Stratford Community can be attributed to a number of factors described in detail below, including:

- Population;
- Economic Development;
- Tourism;
- Regulatory Changes;
- Land Use Changes via the Structure Plan;
- Changing Customer Needs and Expectations

## 4.3.1 POPULATION GROWTH

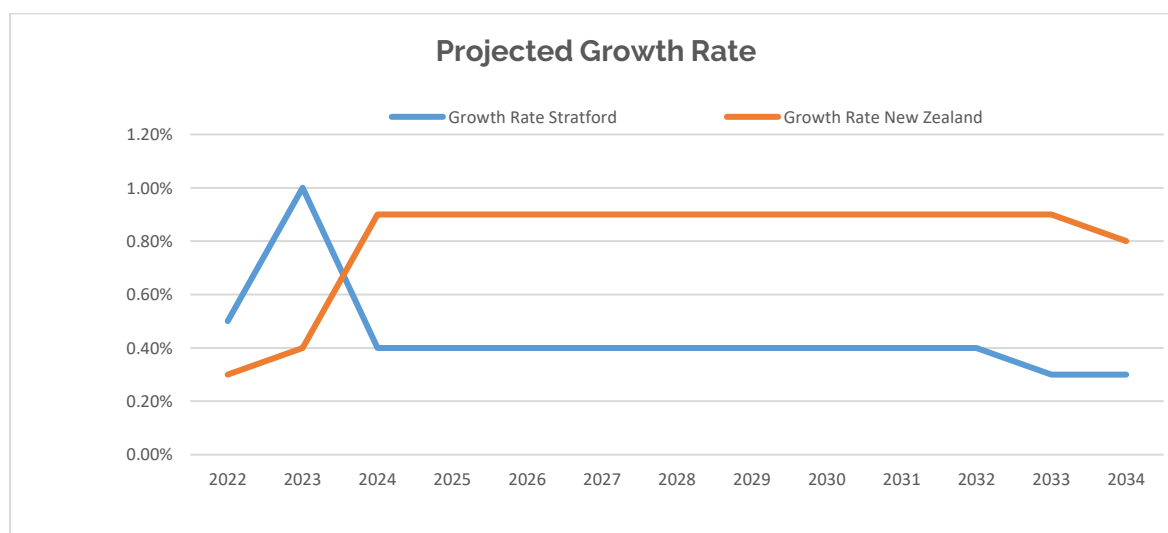
The Council is forecasting the district's population will grow from 10,295 in 2024 to 10,679 by 2034, at an average of 0.4% per year. This level of growth is unlikely to put significant pressure on council infrastructure. There is a low risk that growth may exceed these projections and Council may need to invest in additional urban growth infrastructure which will impact on capital budgets and revenue. There is also a low risk that growth is lower than the projections and Council over invests in infrastructure and services.

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

Table 32 and Figure 19 shows total population projections over ten years, against the growth projections of the total New Zealand population.

**Table 32 - Actions Identified for Improving Management of the Asset**

Year	Stratford District		New Zealand	
	Value	Growth	Value	Growth
2022	10,150	0.5%	5,123,100	0.3%
2023	10,256	1.0%	5,141,837	0.4%
2024	10,295	0.4%	5,185,924	0.9%
2025	10,334	0.4%	5,230,348	0.9%
2026	10,373	0.4%	5,275,448	0.9%
2027	10,414	0.4%	5,321,561	0.9%
2028	10,455	0.4%	5,369,026	0.9%
2029	10,497	0.4%	5,418,006	0.9%
2030	10,539	0.4%	5,467,976	0.9%
2031	10,579	0.4%	5,518,235	0.9%
2032	10,617	0.4%	5,568,085	0.9%
2033	10,650	0.3%	5,616,826	0.9%
2034	10,679	0.3%	5,663,921	0.8%



**Figure 19 – Projected Growth Rate**

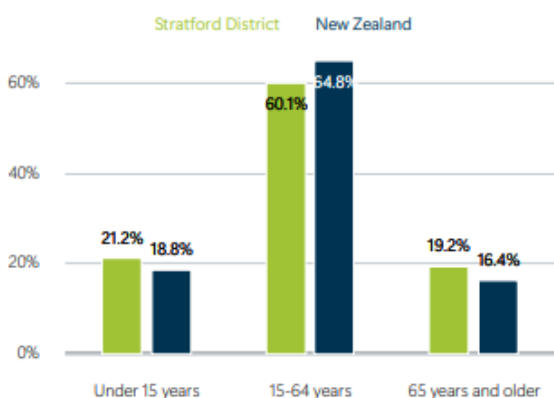
## 4.3.2 DEMOGRAPHIC CHANGES

The below graph shows the current population by age group. The Stratford district is generally trending higher than the New Zealand average in the 60+ year age brackets, and much lower in the 20-29 year age bracket. However, the district is much higher than the national average in the 0-9

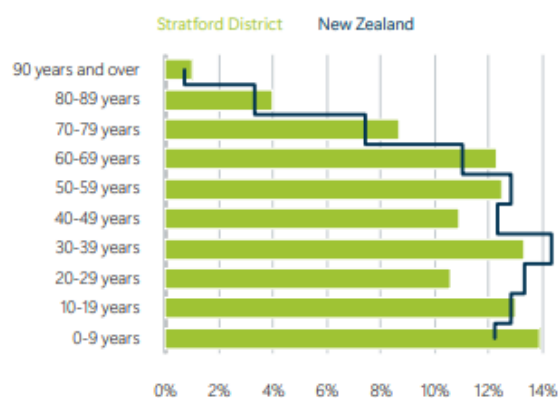
year age bracket showing positive signs of households choosing to raise their families in this district, and supporting the claim that the increase in population is largely driven by natural increase.

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

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



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



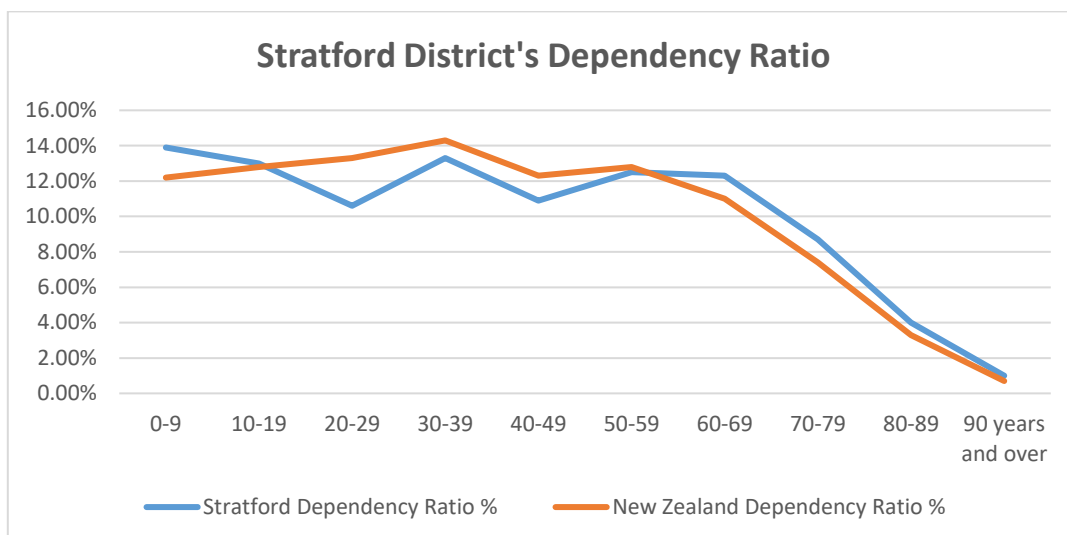
## Figure 20 - Stratford District's Population Age Structure

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

Table 33 and Figure 21 shows the Stratford District's Dependency Ratio is 67%, compared to the national average of 54%. This is something Council must be mindful of when determining funding sources (increased reliance required for user pays and exacerbator pays funding sources), and areas (prioritisation) and levels of expenditure (affordability).

**Table 33 - Stratford District's Dependency Ratio**

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



**Figure 21 – Dependency Ratio Stratford District and New Zealand**

### 4.3.3 ECONOMIC DEVELOPMENT

The four local authorities of the Taranaki region in association with Venture Taranaki, local business leaders, iwi and central government (the Ministry of Business, Innovation and Employment (MBIE)), have developed a new regional Economic Development Strategy and Action Plan for Taranaki. The Taranaki Regional Economic Development Strategy became official in August 2017 and is known as "Tapuae Rao - Make Way for Taranaki" - *Working together across the region to unlock opportunities for a thriving and successful Taranaki.*

This strategy sets a direction for economic development and identifies priorities and measurable goals for the region as a whole. It is anticipated that the Strategy will enable and support economic growth and development in the Stratford District.

While economic growth for the Stratford District is desirable Council is aware that growth can have an impact on infrastructure and the services delivered by that infrastructure.

Anticipated impacts of the Regional Economic Development Strategy and any resulting growth in the Property activity and infrastructure are expected to include:

- Increased demand for property services
- Increased pressure on existing infrastructure.
- Increased maintenance and renewal costs.

### 4.3.4 ECONOMIC HISTORY AND FORECAST

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

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

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

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

### **4.3.5 CLIMATE CHANGE**

Scientific evidence indicates the earth's climate is changing because of increases in greenhouse gases caused by human activities.

Anticipated impacts for New Zealand over the next 100 years include:

- Changes in temperature
- Projected changes in rainfall
- Extreme weather events
- Decreased frost risk
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- An increase in average sea level.

At the regional and district level research indicates Taranaki could experience more extreme and varied rainfall patterns and severe weather events.

Extreme weather events and heavy rainfall would see increases in flooding, landslides, avalanches and mudslides during heavy rainfall events while on the flip side a lack of rain during summer months could see prolonged periods of drought. Both extremes place increased pressure on government, private flood insurance schemes, and disaster relief.

The Government's principal policy response to climate change is the New Zealand Emissions Trading Scheme (ETS). In various sectors (such as energy), the Government is also undertaking a range of other policies and measures that are contributing to reducing greenhouse gas emissions while achieving other policy goals.

Council responds to and plans for impacts of climate change as part of asset management practices by monitoring NIWA data in order to plan for and make adjustments to infrastructure where and when needed. Where adjustments are needed, they are undertaken through New Works and/or Renewal/Replacement.

### **4.3.6 TOURISM**

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

Council welcomes the Stratford District being seen as a visitor destination but is mindful that increases in visitor numbers may have an impact on infrastructure and the services it provides. Anticipated impacts of the Visitor Sector Action Plan and any increases in visitor numbers on the Water Supply Activity and infrastructure are expected to include:

- Increased demand for water services
- Increased pressure on existing infrastructure.

Increased maintenance and renewal costs.



### 4.3.7 THE (DRAFT) STRUCTURE PLAN FOR STRATFORD

The SDC is currently undertaking a Structure Plan of the Stratford District, which is in response to an increased demand for residential development sites in Stratford. This 30 year long term strategy plan will feed into the District Plan review and the Infrastructure Strategy, to ensure that the growth areas identified herein are duly catered for as and when required.

The Plan will identify key growth areas in Stratford, in addition to areas that lend themselves to in-filling. Roding, Solid Waste Services, Water and Wastewater infrastructure will be planned to service these areas accordingly. Given its proximity and centrality to key employment generators and tourist areas in the New Plymouth and South Taranaki District, the creation of new and affordable residential lots is expected to support the growth forecast for the town. To facilitate this strategy, the Stratford District Council has led the creation of a quality and affordable subdivision to jumpstart the growth process and facilitate the development of quality affordable homes to the community. The uptake of the newly created lots was quick and has attracted homeowners from all parts of the Taranaki region as well as nationally.

### 4.3.8 REGULATORY CHANGES

The SDC regularly reviews regulatory changes that may or will affect the SDC property services. This primarily includes updates to resource consents and changes to legislation and standards. There are no immediate concerns of regulatory changes at the time of writing this AMP, however there is an expectation that the legislation, standards and guidelines related to these services will be reviewed and updated in the future.

### 4.3.9 CUSTOMER NEEDS AND EXPECTATIONS

Council has indicated a desire to promote growth in Stratford by developing new residential subdivisions with sections serviced by municipal solid waste services, water supply and wastewater schemes. Inherently, this will have an effect on the Stratford solid waste services whereby the demand for disposal and recycling of waste in these areas will increase. The increase to the services is easily managed within the existing solid waste contract with a small increase in the number of kerbside collections required. There will be minimal impact on the transfer station service.

## 4.4. IMPROVEMENT PLAN

**Table 34 - Future Growth Improvement Plan**

Sub Section	Task	Due Date
4.3.1	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing Property Services.	On-going

**5.0**  
**Level of Service Performance**

## **5.0: LEVELS OF SERVICE PERFORMANCE**

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## 5.1 OVERVIEW

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

Through asset management planning, the relationship between the LoS and the cost of service is determined. Once determined, the relationship is evaluated in consultation with the community to define the agreed LoS, which are then used to:

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

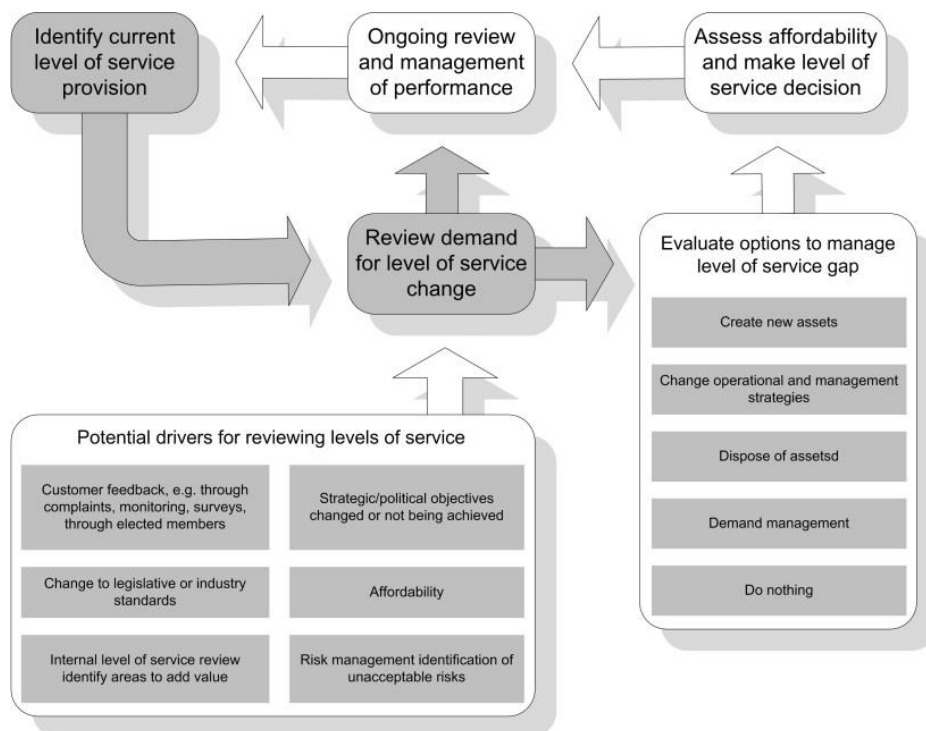
The LoS section details legislative and regulatory requirements affecting the operation, management and LoS for this activity.

This section:

- Highlights the current LoS provided by the Stratford District Council;
- Defines the desired LoS for the futures; and
- Outlines performance measures that will be used to monitor the delivery of the agreed LoS.

## 5.2 LEVEL OF SERVICE DEVELOPMENT/REVIEW PROCESS

LoS review is an on-going process which can be triggered by a variety of drivers. The development and review of the LoS will be undertaken following the process diagram in Figure 22 (Source: IIMM (2015)).



**Figure 22 - Level of Service Review Process**

## 5.3 LEVEL OF SERVICE STATEMENTS

The following are the levels of service for Civic Amenities;

- To provide well-maintained and utilised facilities.
- Maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard
- Maintain existing toilet facilities and ensure regular scheduled cleaning.

## 5.4 PERFORMANCE MONITORING AND REPORTING

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

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

Monitoring of LoS is done by measuring usage/patronage, customer satisfaction surveys and Compliance in New Zealand Safety standards.

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

- monthly reports to Elected Members, also accessible to the public via the Council website; and
- the Long Term Plan, Annual Plan and Annual Report to our customers, key stakeholders and partners.
- quarterly reports to the Farm and Aerodrome Committee

## 5.5 CURRENT PERFORMANCE

Stratford District Council provides services for the benefit of the community. To ensure these expectations and requirements are met, Stratford District Council undertakes performance monitoring of the Property activity and services it provides.

Performance monitoring is undertaken through the use of performance measures and KPIs. Our current performance is monitored through the 'Internal performance measures presented in Table 35 below. These performance measures were determined by Council to inform the community about how well the Council is delivering on LoS and the performance of the activity assets.

**Table 35 - Internal Performance Measures**

Asset Category	Level of Service Category	Performance Measure
1. Aerodrome	Customer Satisfaction	Engage and meet regularly with Aerodrome users by attending formal meetings. – 3 meeting attended annually
	Usage	Number of aircraft movements during the year. >3500. Numbers from Annual AIMM compliance reporting
2. Stratford District Library	To provide a multi-use community hub facility that is accessible, well utilised, and engaging to both residents and visitors to the Stratford District.	Number of items (including digital) issued annually. >40,000
		Percentage of facility users satisfied with the quality of the services offered. >80%
		Number of participants in events and programmes at the facility >2,000

## Levels of Service Performance

Asset Category		Level of Service Category	Performance Measure
3.	<b>Civic Amenities - Housing for Older Persons</b>	To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard.	All rental units comply with legislation
4	<b>Civic Amenities – TET Multisports Centre</b>	Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
5.	<b>Civic Amenities - War Memorial Centre</b>	Daily Usages	Annual daily usage of War Memorial Centre measured by the percentage of days in a year there is a booking.. Target - >75%
		Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times. Target – 100%
		Annual Bookings	Booking cancellations as a percentage of total annual bookings <20%
6	<b>Civic Amenities - Centennial Restrooms</b>	Daily Usages	Annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking. – Target >70%
		Annual Bookings	Booking cancellations as a percentage of total annual bookings <20%
7.	<b>Civic Amenities - Public Toilets</b>	Customer Satisfaction	Percentage of Stratford District residents satisfied with overall level of service of toilets. Target - >80%
8	<b>Rental and Investment properties</b>	Farm Milk Production	Milk production is maximise. >150,000 kg/ms
		Customer Satisfaction	Commercial properties are compliant with relevant legislation
		The Council farm's Environmental Plans is reviewed annually	The Council farm's Environmental Plans are reviewed annually.
9	<b>Wai o Rua – Aquatic Centre</b>	To provide an aquatic facility that is welcoming, attractive and a safe place to swim.	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.
			Poolsafe Accreditation is met.
			Percentage of facility users satisfied with the quality of the services and programmes offered.
			Number of facility users per annum.

### 5.5.1 AERODROME

The Aerodrome is required to be maintained to be use by the Stratford Community and other users. There must be a high level of satisfaction amongst the users in respect of the condition and maintenance of the aerodrome.

The performance target for the level of satisfaction amongst the users with regard to the condition and maintenance of the aerodrome for the year 2024/2025 as stated in the 2024-2034 Long Term Plan is attending 3 User Group meeting annually.

In 2022/2023 70.27% of the users surveyed were satisfied with the condition and maintenance of the Aerodrome. This is an increase of 20.27% on the previous year, the Aerodrome is achieving Level of Service requirements for customer satisfaction. See Figure 23.

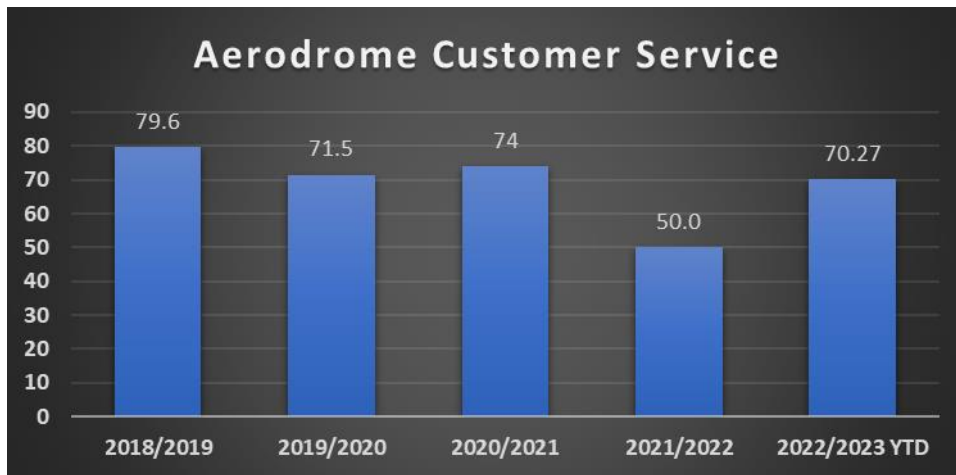


Figure 23 – Aerodrome Customer Satisfaction - Annual Report

**5.5.2 CIVIC AMENITIES ACTIVITY PERFORMANCE**

Civic Amenities are facilities that are well maintained, accommodation that complies with tenancy legislation and maintained public toilet facilities.

**Annual Bookings of War Memorial Centre** - The War Memorial Centre annual bookings performance target for 2024/2025 as stated in the 2024-2034 Long term Plan is >500.

In 2022/2023 there were 430 bookings recorded for the War Memorial Centre. Over the last few years the target hasn't been met due to Covid19 and the Communities change of circumstances. See Figure 24.

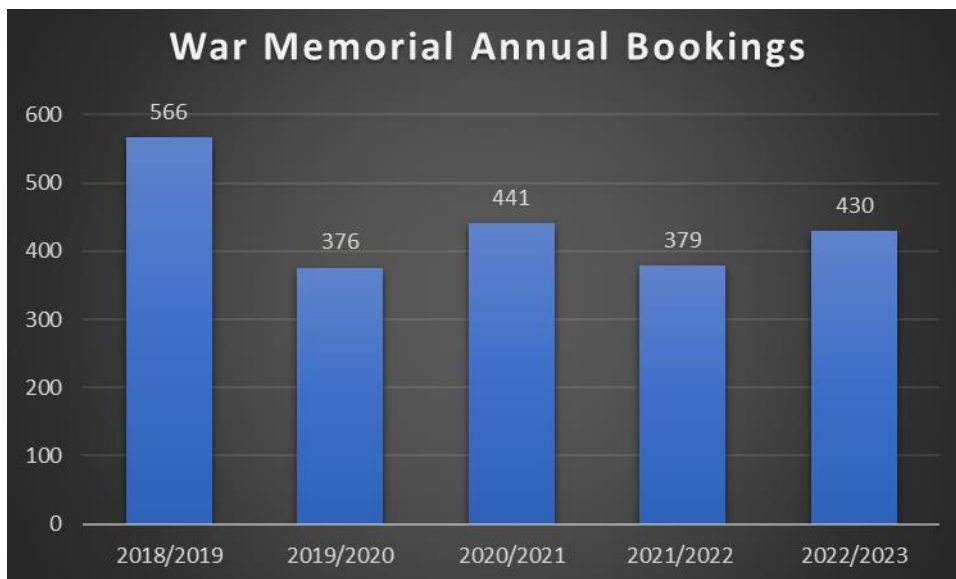


Figure 24 - WMC Annual Bookings - Annual Report

**Annual Bookings of the Centennial Restrooms** - The Centennial Restroom annual bookings performance target for 2024/25 as stated in the 2024-2034 Long Term Plan is >200.

In 2022/23 there were 252 bookings recorded for the Centennial Restrooms. This was an increase on the previous year's bookings at the Centennial Restrooms and it achieved the Level of Service requirements for bookings.- See Figure 25.

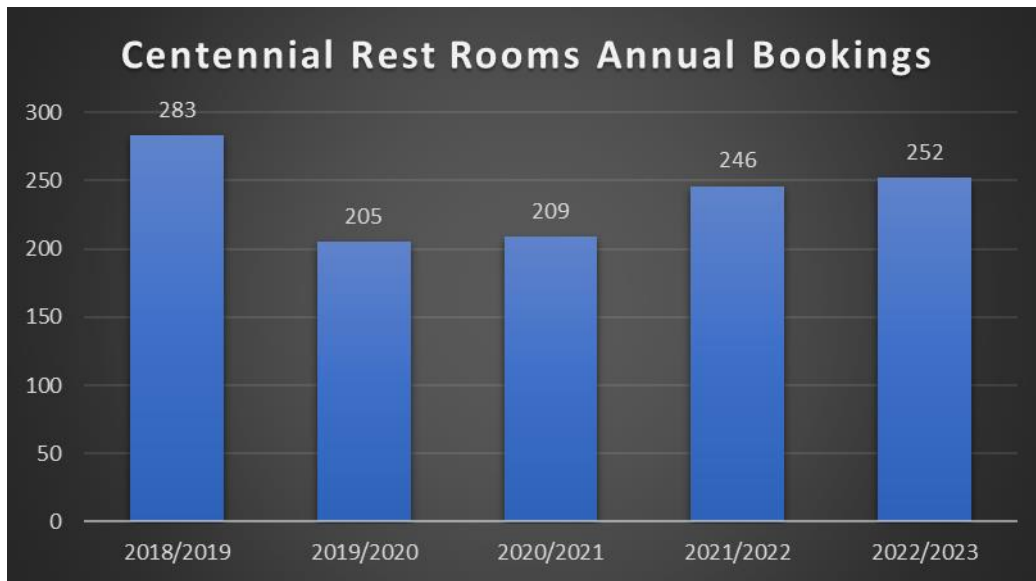


Figure 25 - CRR Annual Bookings - Annual Report

**Housing for Older Persons Customer Satisfaction** - The performance target for the Housing for Older Persons tenants in 2022/2023 (as stated in the 2021-2031 Long Term Plan) is >89%.

In 2022/2023 the percentage of people satisfied with the Housing for Older Persons was 87.03%, this is a 14.03% increase from the previous year. See Figure 26.

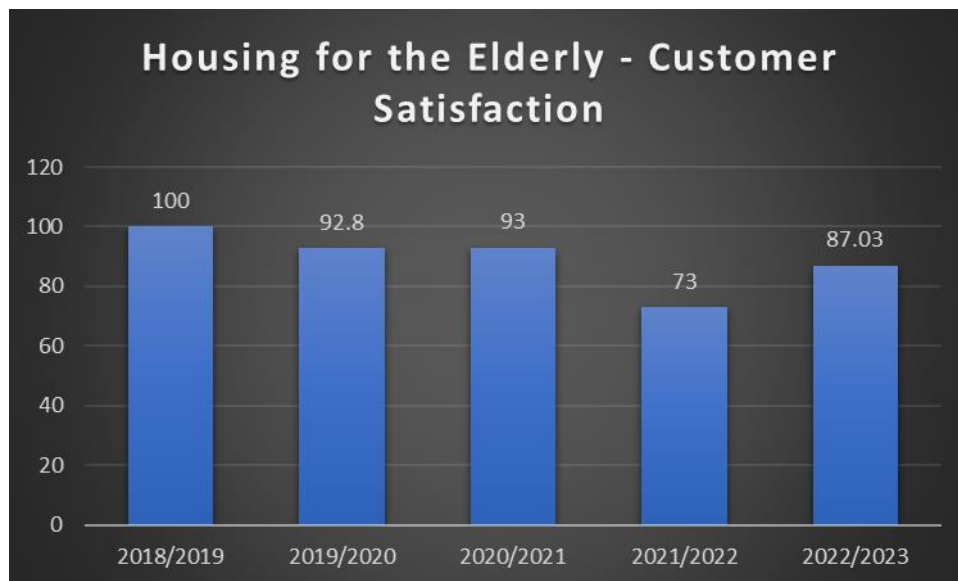
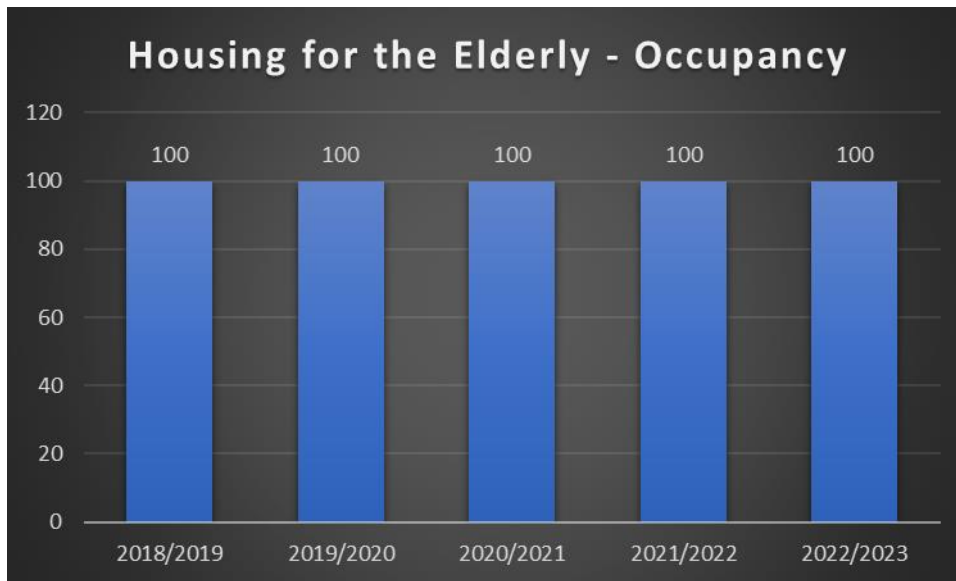


Figure 26 – Housing for Older Persons Customer Satisfaction - Annual Report

A new performance target has been recommended for inclusion in the 2024/34 Long Term Plan (LTP)

*“To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard.”*

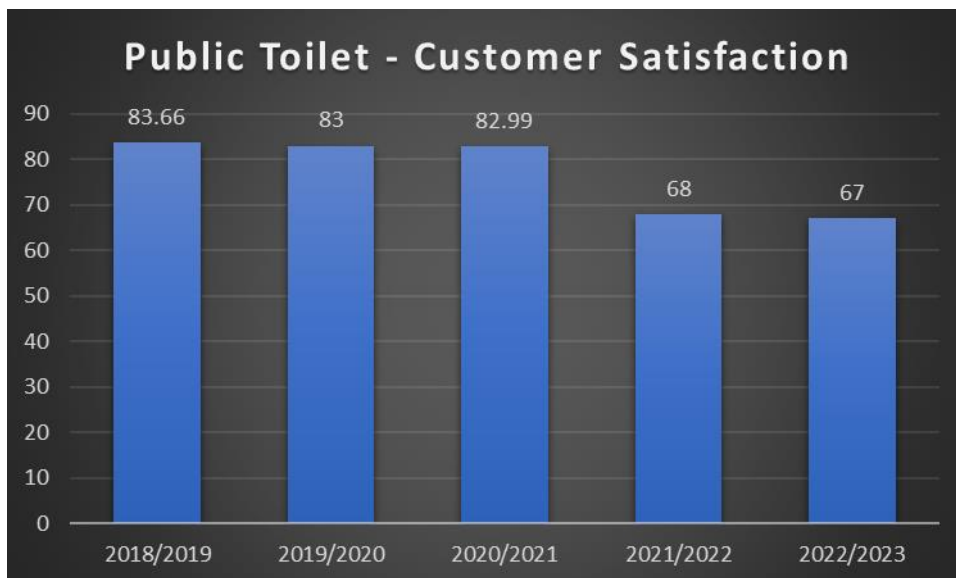




**Figure 27 – Housing for Older Persons Occupancy - Annual Report**

**Public Toilet Customer Satisfaction** - The performance target for customer satisfaction with the overall level of service for the public toilets managed by Stratford District Council for 2024/25 as stated in the 2024-2034 Long Term Plan) is 80%.

In 2022/2023 the percentage of people satisfied with the overall level of service of toilets was 67%. During the recent years, there has been an increase occurrence of vandalism to the public toilets,, which has left the toilets in an unusable state and in some cases due to the repetitiveness of the vandalism, Council had to close some public toilets. .See figure 28.



**Figure 28 – Public Toilet Customer Satisfaction - Annual Report**

### 5.5.3 STRATFORD LIBRARY CUSTOMER SATISFACTION.

The performance target for the percentage of customers satisfied with library services in 2024/2025 as stated in the 2024-2034 Long Term Plan is >80%. See Figure 29.

In 2022/2023 98.87% of library users were satisfied with library services. This is an increase on the previous year and the library achieve Level of Service requirements.

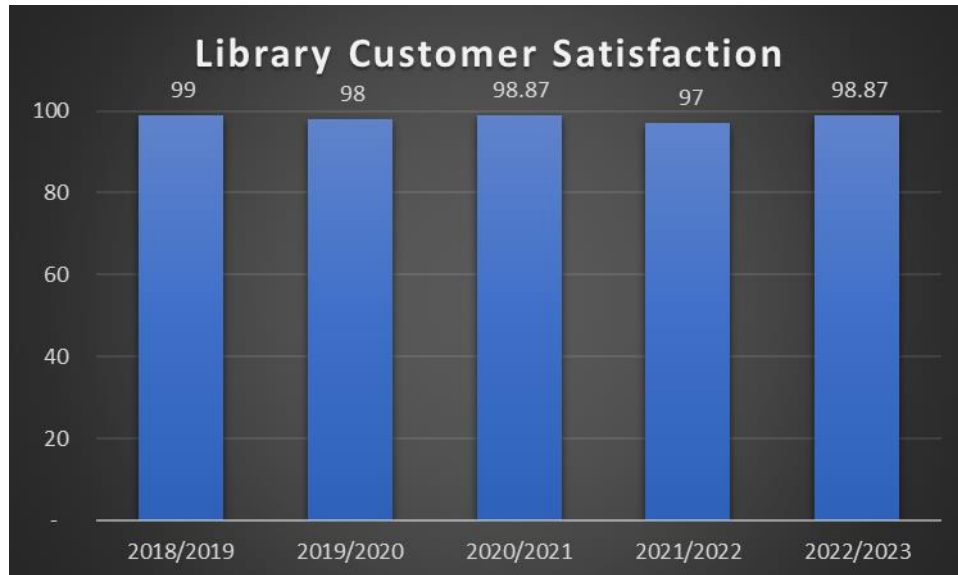


Figure 29 - Customer Satisfaction - Annual Report

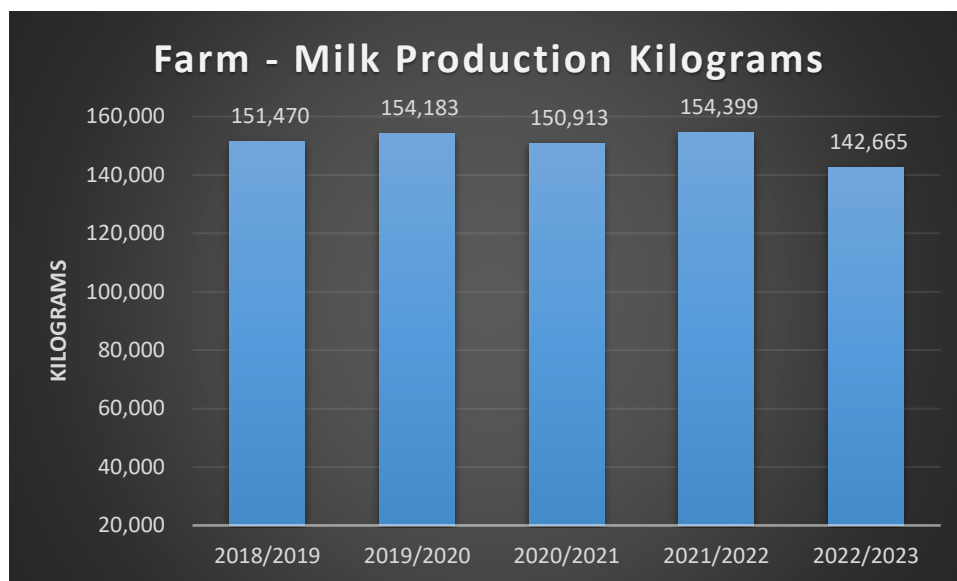
### 5.5.4 THE FARM

**Milk Production** – The performance target for milk solids production in 2024/2025 (as stated in the 2024-2034 Long Term Plan) is >150,000kgs per year.

In 2022/2023 there was a total of 142,659.9 kg of milk solids collected from the farm. This is a decrease from previous years and the performance target was not reached. See Figure 30. Due to increased cost of off-farm grazing it was considered to graze calves on the farm, which has resulted in a reduced milk production total

The Council Farm allocates \$50,000 yearly to offset rates for the Stratford Community. The production performance has been consistent over the years, which has enabled the allocation of extra milk production revenue to be put towards rate mitigation.

In the 2023/2024 financial year, \$118,512 from milk production and the one-off \$79,359 dividend from the sale of the Fonterra Chile asset, totalling \$197,871 was used for rate mitigation.



**Figure 30 - Milk Solids Production Kilograms - Annual Report**

### 5.5.5 WAI O RUA – AQUATIC CENTRE

The performance target for the percentage of facility users satisfied with the quality of the services and programmes offered, as stated in the 2024-2034 Long Term Plan is >80%.

The Aquatic Centre was opened in October 2022, there is no previous performance measures to be compared against. In 2022/2023 84% of pool users were satisfied with the pool, and the pool achieved Level of Service requirements.

### 5.6 DESIRED PERFORMANCE

A summary of the Council's targets/ desired performance levels are presented in Tables 37-40. This desire stems from the Council's resolve to maintain its agreed level of service delivery and strengthen the community's confidence in the Council's ability to deliver excellent services to the community.

The Council will take into account its Customer Charter in its provision of quality service to all our customers. Council will rate its performance against the key performance indicators (KPI's) or targets as per Table 36 below.

**Table 36 - Performance Rating Index**

Rating	Description
<b>Achieved</b>	Required actions have been completed and the intended level of service has been achieved; or Where a long-term level of service is targeted, the results for the year are in keeping with the required trend to achieve the intended level of service.
<b>Not Achieved</b>	None of the required actions have been undertaken, or The result for the year is less than half of the intended level of service, or Where a long-term level of service is targeted, the results for the year are contrary to the required trend to achieve the intended level of service.
<b>Not Applicable</b>	No action was required during the year.

## 5.7 ASSET MANAGEMENT IMPROVEMENT PLAN

Actions identified in this Section for improving management of the asset are as follows:

**Table 37 - Levels of Service Performance Improvement Plan**

Item	Task	Due Date
1	Continuous performance measuring completed using KPIs	Ongoing
2	Review levels of service relevance, monitoring and reporting	Ongoing

# Levels of Service Performance

**Table 38 - Performance Measures – Aerodrome**

Activity Objective/ Level of Service	Performance Measure	Outcome Category	Trend			Current		Target				How Measured
			2019/20	2020/21	2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/34		
To maintain the Aerodrome for use by the Stratford community and other users.	Customer Satisfaction	A high level of satisfaction amongst the users with the condition and maintenance of the aerodrome.  <b>Proposed Performance</b>  Engage and meet regularly with Aerodrome users by attending formal meetings.	Council Measure	71.5%	74%	50%	70.27%	>3	>3	>3	>3	Annual Meeting Attendance
The Aerodrome is used by the Stratford community and visitors.	Customer Satisfaction	Number of aircraft movements during the year	Council Measure	Not measured	614	1,606	1,491	>3,500	>3,500	>3,500	>3,500	Annual number of movements

# Levels of Service Performance

**Table 39 - Performance Measures – Stratford District Library**

Activity Objective/ Level of Service	Performance Measure		Outcome Category	Trend			Current	Target				How Measured
				2019/20	2020/21	2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/34	
<p>To provide a library service which meets the needs of and is being used by Stratford District residents –</p> <p><b>Proposed</b></p> <p><b>To provide a multi-use community hub facility that is accessible, well utilised, and engaging to both residents and visitors to the Stratford District</b></p> <p>Library services will be accessible to the community –</p>	Usage	Number of people visiting the library is measured. <i>Proposed Performance</i> Number of items (including digital) issued annually.	Council Measure	52,554	65,560	57,670	62,010	>40,000	>40,000	>40,000	>40,000	Monthly statistics from Koha
	Customer Satisfaction	Percentage of facility users satisfied with the quality of the services offered.	Council Measure	98%	98.87%	97%	98.87%	>80%	>80%	>80%	>80%	Annual Residents Survey
	Usage	The number of visitors accessing the Wi-Fi service is measured.- <i>Removed</i>	Council Measure	25,955	22,087	97%	62,010	0	0	0	0	
	Customer Satisfaction	The number of sessions accessing the People's Network is measured.	Council Measure	6,441	6,048	2436	New Measure	>2,000	>2,000	>2,000	>2,000	Internal attendance records

# Levels of Service Performance

**Table 40 - Performance Measures - Civic Amenities**

Activity Objective/ Level of Service	Performance Measure	Outcome Category	Trend			Current		Target			How Measured	
			2019/20	2020/21	2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/ 34		
To provide facilities that are well maintained and utilised.	Condition	Buildings legally requiring a Building WoF have a current Building WoF at all times.	Council Measure	100%	100%	100%	100%	100%	100%	100%	100%	Building WoF records
	Usage	Annual booking of War Memorial Centre.  <i>Proposed Performance</i> Annual daily usage of War Memorial Centre measured by the percentage of days in a year there is a booking.	Council Measure	376	441	379	430	>75%	>75%	>75%	>75%	Booking records
		Annual booking of Centennial Restrooms.  <i>Proposed Performance</i> Annual daily usage of Centennial Restrooms measured by the percentage of days in a year there is a booking.	Council Measure	205	209	246	252	>70%	>70%	>70%	>70%	Booking records
To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard).  <i>Proposed</i> To maintain the housing pool to ensure compliance with the relevant legislation (including Residential Tenancy Act and Healthy Homes Standard).	Usage	Annual Occupancy rate.  <i>Proposed Performance</i> All rental units comply with legislation	Council Measure	100%	100%	100%	100%					Legislative Requirements all met

## Levels of Service Performance

To provide clean, well maintained toilet facilities.	Customer Satisfaction	Percentage of Stratford District residents satisfied with overall level of service of toilets.	Council Measure	83%	82.99%	68%	67%	>80%	>80%	>80%	>80%	Annual Residents Survey
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**Table 41 - Performance Measures - Rental and Investment**

Activity Objective/ Level of Service	Performance Measure	Outcome Category	Trend			Current	Target				How Measured	
			2019/20	2020/21	2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/34		
To run the council farm in a way that maximises profits and meets the National Environmental Standards (NES).	Milk production is maximised. (KgMS)	Council Measure	154.178	150.912	154.399	142.665	>150,000	>150,000	>150,000	>150,000	Milk Supplier's Statements issued by milk collector (currently Fonterra).	
	The Council farm's Environmental Plans is reviewed annually	Council Measure		Achieved	Not Achieved	Achieved	Achieved	Achieved	Achieved	Achieved	Reviewed Annually	
To ensure commercial properties owned are safe and legally compliant.	Customer Satisfaction  Condition	Number of complaints from tenants.  <i>Proposed Performance</i> Commercial properties are compliant with relevant legislation.	Council Measure	3	2	1	0	Achieved	Achieved	Achieved	Achieved	Compliance



# Levels of Service Performance

**Table 42 - Performance Measures - Wai o Rua - Aquatic Centre**

Activity Objective/ Level of Service	Performance Measure	Outcome Category	Trend			Current	Target				How Measured		
			2019/20	2020/21	2021/22	2022/ 23	2023/24	2024/25	2025/26	2026/34			
<p>The pool complex will be a safe place to swim.</p> <p><b>Proposed</b> To provide an aquatic facility that is welcoming, attractive and a safe place to swim.</p> <p>That the pool facilities meet demand.</p>	Number of reported accidents, possible accidents and similar incidents pa. <p><b>Proposed Removal of measure</b></p>	Council Measure				<b>125</b>						Reported monthly to Council.	
	Compliance with NZS5826:2010 NZ Pool Water Quality Standards.	Council Measure				<b>100%</b>	Met	Met	Met	Met		Water quality register.	
	Poolsafe Accreditation is met.	Council Measure				<b>100%</b>	Met	Met	Met	Met		Annual Reporting	
	Customer Satisfaction	Percentage of pool users are satisfied with the pool. <p><b>Proposed Performance</b></p> <p>Percentage of facility users satisfied with the quality of the services and programmes offered.</p>	Council Measure				<b>84%</b>	>80%	>80%	>80%	>80%		Annual Residents Survey.
	Usage	Number of facility users per annum.	Council Measure				<b>61,378</b>	>75,000	>75,000	>75,000	>75,000		Reported monthly to Council

# **6.0**

## **Strategic Assessment**

**6.0: STRATEGIC ASSESSMENT**

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## 6.1 OVERVIEW

The '*Strategic Assessment*' section presents an assessment of the need for investment against strategic outcomes. It defines the problems facing the Stratford District Council; highlights the investment projects necessary to address these problems and the benefits of each identified investment project.

## 6.2 OUR BUSINESS CASE

Section 17A of the Local Government Act (LGA) 2002 requires the local authority to '*review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good quality local infrastructure, local public services and performance of regulatory functions*'.

## 6.3 OUR PROBLEM STATEMENTS

Between November 2023 and January 2024, Council staff prepared business cases to support the projects presented for consideration in the Long Term Plan (LTP) process. The purpose was to seek elected members direction regarding some capital projects being proposed in the 2024-2034 LTP.

The business cases included an assessment of each project identified in addition to the project's:

- Strategic alignment;
- Alternative options;
- Funding sources;
- Efficiency improvements (where applicable);
- Community outcomes alignment;
- Costings verification; and
- Risk identification.

After a series of meetings, Elected Members considered the information and provided the necessary direction - in some cases modifying or removing the proposed projects from the programme.

The main problems/issues identified and *workshopped* were the following Council earthquake prone buildings;

- TET Multisports Centre – Seismic Strengthening
- War Memorial Centre - Seismic Strengthening
- Clock Tower - Seismic Strengthening and water tightening
- Closed TSB Pool Complex Demolition

### 6.1.1 TET MULTISPORTS CENTRE

The TET Multisports Centre was built in the early 2000s and is home to many Stratford sports clubs i.e., *Darts, Gymnastics, Hockey, Indoor Football, Netball, Pool, Squash, Tennis and Volleyball*.

A Detailed Seismic Assessment (DSA) was carried out by BCD Group in April 2023, which identified that the TET is 20% NBS (IL3). This is classified as **Very High-Risk** and corresponds to an **E Grade** building, as defined by the NZSEE. This rating is less than the minimum threshold for earthquake prone buildings being 34% NBS.

The TET was also assessed for its potential as a Civil Defence building (IL4). The IL4 rating is assessed to be 14% NBS (IL4). For this building to be used for Civil defence purposes, it is important for the seismic rating to be a minimum of 100% NBS IL4.

A report was taken to Council in January 2024 and the decision has been made to strengthen the TET Stadium component to 100% IL4 and the rest of the TET to 100% NBS IL3. The cost for the strengthening works is estimated to be \$1,300,000 and has been planned for 2025/2027.



Figure 31 TET Multisports Complex

### 6.1.2 WAR MEMORIAL CENTRE (WMC)

The sports stadium of the WMC building was built in 1953. In 1995 the WMC building was extended to incorporate meeting and function rooms and ancillary facilities such as kitchen and additional toilets.

A Detailed Seismic Assessment (DSA) for the WMC building was carried out by BCD Group in January 2023. The DSA shows that the WMC building is 15% NBS (IL3). This is classified as **Very High-Risk** and corresponds to an **E Grade** building, as defined by the NZSEE. This rating is less than the minimum threshold for earthquake prone buildings being 34% NBS (IL3).

A report was taken to Council in January 2024 and the decision has been made to strengthen the WMC to 67% NBS IL2. The cost for the strengthening works is estimated to be \$1,450,000 and has been planned for 2027/2029.



Figure 32 War memorial Centre

### 6.1.3 CLOCK TOWER

The Clock Tower was originally part of the old Stratford Post Office located south of Broadway. Considered an earthquake risk, the tower was demolished, and a new tower erected in 1960. In

1996 the Elizabethan Clocktower was erected surrounding the tower, and the Romeo and Juliet glockenspiel was added.

The DSA for the Clock Tower was carried out by Beca in January 2024. The DSA shows that the Clock Tower is 30% NBS (IL2). This is classified as **Very High-Risk** and corresponds to an **E Grade** building, as defined by the NZSEE. This rating is less than the minimum threshold for earthquake prone buildings being 34% NBS (IL3).

A report was taken to Council in January 2024 and the decision has been made to strengthen the Clock Tower to 34% NBS IL2. The cost for the strengthening works is estimated to be \$1,250,000 and has been planned for 2033/2034.



**Figure 33 Clock Tower**

#### **6.1.4 TSB POOL COMPLEX**

With the new Stratford Aquatic Centre opening in October 2022, the TSB Pool complex was closed.

In April 2023, Beca Limited completed a high-level Initial Seismic Assessment (ISA) on the TSB pool complex. This identified seismic rating of the complex is <33% NBS (IL2). This classifies the complex as a **High-Risk** building.

A report was taken to Council in September 2023 and the decision was made to demolish the TSB Pool complex and reinstate it back to grass for use in the future. This is planned for 2024/2025.



**Figure 34 TSB Pool Complex**

## 6.4 OUR BENEFIT STATEMENTS

The Council Officers identified a number of projects to address the problems at the agreed level of service to the community. While all these project were not included due to funding constraints, Table 43 below provides a summary of projects approved by Elected Members.

The benefits of implementing these projects are presented in Table 43 below and include:

- Maintaining levels of service;
- Ensuring building safety; and
- Supporting community recreation services.

**Table 43 - Summary of Problem and Benefit Statements**

Item	Problem Statements	Project	Benefit Statements
1	Closed TSB Pool Complex targeted by vandalism	Demolition of the TSB Pool and associated reinstatement	<ul style="list-style-type: none"> <li>• Stop additional cost to secure the complex from vandalism.</li> <li>• Community engagement on repurposing the land.</li> <li>• To meet the current and future needs of the Community.</li> </ul>
2	Council Earthquake Prone Buildings <ul style="list-style-type: none"> <li>• TET Multisports Centre</li> <li>• War Memorial Centre</li> <li>• Clock Tower</li> </ul>	Seismic Strengthening of the TET for the potential use of a Civil Defence building.	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community.</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs.</li> <li>• Strengthening the buildings removes the health and safety risk to public of the structure failing during an earthquake.</li> <li>• It will provide Stratford with a facility which can be utilised during a civil defence emergency.</li> </ul>
3		Seismic Strengthening of the WMC	
4		Seismic Strengthening and water tightening of the Clock Tower	
5	The War Memorial Centre was extended in 1994, since then certain aspects of the centre are starting to fail. <ul style="list-style-type: none"> <li>• Replace lower flat roofs (3x)</li> <li>• Renew Hot Water Supply</li> <li>• Upgrade Stadium lighting</li> </ul>	War Memorial Centre Upgrades	<ul style="list-style-type: none"> <li>• To meet the current and future needs of the Community</li> <li>• To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>• Support community recreation services.</li> <li>• Mitigate ongoing maintenance issues</li> </ul>
6	Administration Building is outdated and suffering maintenance issues. <ul style="list-style-type: none"> <li>• Kitchen Upgrade</li> <li>• Replace roof.</li> <li>• Gradual replacement of flooring</li> <li>• Carpet replacement</li> </ul>	Administration Building Upgrade	<ul style="list-style-type: none"> <li>• Mitigate ongoing maintenance issues</li> <li>• Maintain the agreed level of service</li> </ul>

Item	Problem Statements	Project	Benefit Statements
7	Administration Building access security issues	Upgrade access to the Administration Building to swipe card	<ul style="list-style-type: none"> <li>Easier to lock a card from being used, than to change the locks if a key is lost.</li> <li>Monitor staff that are on site for health and safety (fire evacuations etc.).</li> <li>Provides higher protection to the building, staff, and reduces risk of intruders and breaches of entry.</li> </ul>
8	Administration Building Furniture not suitable for use	Administration Building Furniture Replacement	<ul style="list-style-type: none"> <li>Improves staff wellbeing</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
9	Poor storage and bathroom facilities for increased Library staff <ul style="list-style-type: none"> <li>Staff Bathroom Upgrade</li> <li>Underneath storage</li> </ul>	Library upgraders	<ul style="list-style-type: none"> <li>Improves staff wellbeing</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
10	Library's AA area doesn't provide a safe exit for staff.	Library Safety Upgrade	<ul style="list-style-type: none"> <li>Improves staff wellbeing</li> <li>Maintain the agreed level of service</li> </ul>
11	Increased demand for spaces for people to meet for work, accessing services and for leisure.	Development of seating and meeting spaces	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Support community recreation services</li> <li>Maintain the agreed level of service</li> </ul>
12	Library's high occupancy rate increases wear and tear on the interior.	Interior painting and repair work	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
13	Library light box and bus shelter graphics are deteriorating	Library graphic upgrade	<ul style="list-style-type: none"> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
14	Centennial Rest rooms ongoing plumbing issues	Centennial Rest Rooms upgrade	<ul style="list-style-type: none"> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>



Item	Problem Statements	Project	Benefit Statements
15	Public Toilets outdated and suffering from maintenance issues.	Public Toilets infrastructure renewals	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
16	Victoria Park Grandstand a target for vandalism	Infrastructure Renewals	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
17	Housing for Older Persons units outdated and suffering from maintenance issues. <ul style="list-style-type: none"> <li>Roof Replacements</li> <li>Fence replacement</li> </ul>	Housing for Older Persons upgrades	<ul style="list-style-type: none"> <li>To meet the current and future needs of the Community</li> <li>Mitigate ongoing maintenance issues</li> <li>Maintain the agreed level of service</li> </ul>
18	Continual maintenance and upgrades relating to farm operations. <ul style="list-style-type: none"> <li>Culvert and Race upgrade</li> <li>Clearing of subsoil drains</li> <li>Farmhouse lighting upgrade</li> </ul>	Farm Upgrades	<ul style="list-style-type: none"> <li>Maintain the agreed level of service</li> <li>Mitigate ongoing maintenance issues</li> <li>Improve functionality on farm</li> <li>Improve health and safety of farm staff, contractors, and animals.</li> </ul>
19	Farm - current sheds don't have enough capacity for the number of calves	Construction of additional calf shed	<ul style="list-style-type: none"> <li>Increases animal wellbeing</li> <li>Improve functionality on farm</li> <li>Maintain the agreed level of service</li> </ul>
20	Surrounding ground of the Aerodrome turning bay is unusable during the wet	Widening turning area.	<ul style="list-style-type: none"> <li>Maintain the agreed level of service</li> <li>Mitigate ongoing maintenance issues</li> <li>Improve functionality on Aerodrome</li> </ul>
21	Transfer Station/City Care Building <ul style="list-style-type: none"> <li>Lower concrete blockwork not watertight.</li> </ul>	Sealing of blockwork	<ul style="list-style-type: none"> <li>Maintain the agreed level of service</li> <li>Mitigate ongoing maintenance issues</li> </ul>

# **7.0**

## **Lifecycle Management**

## **7.0: LIFECYCLE MANAGEMENT**

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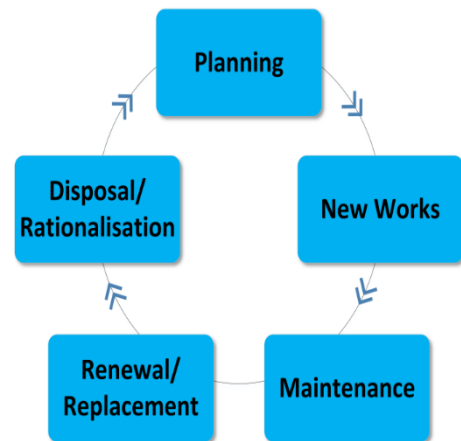
## 7.1 OVERVIEW

Lifecycle Asset Management focuses on management options and strategies to minimise risks to assets, and any potential risk of assets.

It considers all relevant consequences from initial planning through to renewal, replacement, disposal or rationalisation of assets.

Lifecycle Asset Management acknowledges that assets are always in a state of decay and their useful life is primarily influenced by;

- Physical characteristics
- Operating environment
- Customer requirements



Lifecycle Asset Management enables Stratford District Council to identify issues, determine appropriate response options and identify strategies and programmes for response to identified issues/opportunities in order to deliver Levels of Service and achieve both asset and organisational goals and objectives.

The Lifecycle Asset Management section contains current Stratford District Council procurement and contract arrangements and the prioritisation of works:

- That meets the short and long term needs of our community;
- That offers value for money; and
- In a sustainable manner to the least whole-of-life cost.

This section presents a detailed plan of prioritised work over a 10-year planning period in response to the problem and benefit statements highlighted in Section 6 of this plan. It presents Council's practices and projects to maintain the property assets over its lifecycle through Council's:

- Procurement Policy;
- Management Strategies;
- Contractual Arrangements;
- Programme Business Case for the next 10 years;
- Disposal Strategy; and
- Planning for Improvement

## 7.2 PROCUREMENT POLICY

Procurement for the purpose of implementing projects identified in the work programmes are undertaken in accordance with the Council's Procurement Policy. The Council's Procurement Policy for the purpose of procuring goods works and services is aimed at ensuring that Council:

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

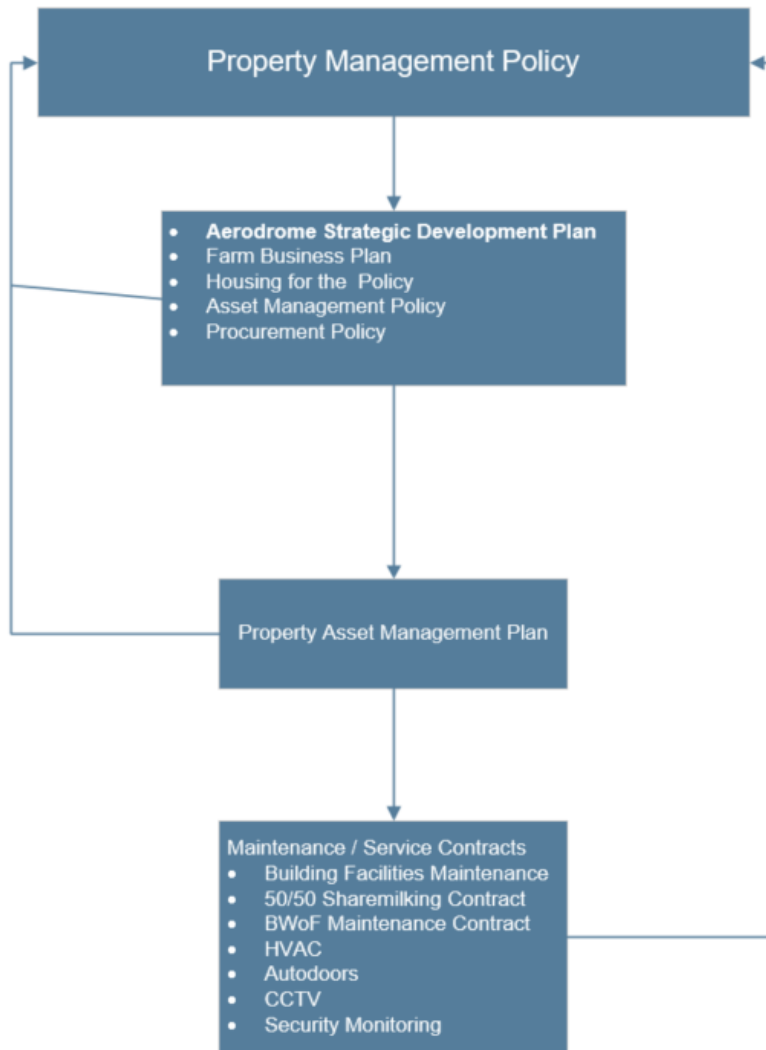
All personnel involved in procurement procedures are required to maintain the confidentiality of the process. The Council, as a public entity, must act fairly and consistently, in accordance with relevant legislation.

### 7.3 MANAGEMENT STRATEGIES

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

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

These strategies as presented in Figure 35, are either under review or currently being prepared.



**Figure 35 – Property Asset Management Strategies**

### 7.4 CONTRACTUAL ARRANGEMENTS

Council has several maintenance contracts for the building facilities. The main one being with Fulton Hogan for the provision of ongoing maintenance and cleaning services of Council's properties. Fulton Hogan is to provide not only physical works but also a degree of professional services for significant aspects of the work.

The initial contract term was for 3 years from 1 July 2019 to 30 June 2022, with an option to roll over another two 24-month period if Council is satisfied with the contractor's performance. The first roll-over period has been granted to 2024 with a further performance review due on 30 June 2024.

Other maintenance contracts are for preventative maintenance, which are required for buildings which a compliance schedule has been issued.

## 7.5 PROGRAMME BUSINESS CASE

The programme business case details how the problems identified in the previous sections will be addressed. This is presented in Table 42 below and shows the identified projects necessary to achieve our internal measures.

The identified projects are grouped under three main categories of:

- Operations/Maintenance works;
- Renewal/Replacement works; and
- Level of Service Improvements.

The prioritisation of planned maintenance, renewal/replacement and capital projects is based on:

- Level of Service requirements;
- Criticality and risk assessment associated with investment levels that potentially change the level of service;
- Age and condition of the infrastructure;
- Budgetary constraints;
- Growth – required by and supporting population and economic growth.

These key outcomes have been considered for each activity at an asset group level.

### 7.5.1 OPERATIONS AND MAINTENANCE

Operation and Maintenance strategies cover policies that determine how the asset will be operated and maintained on a day-to-day basis to consistently achieve optimum use. A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance. Operating budgets are detailed in the Investment Funding Strategy Section of this document.

The operation and maintenance of assets is undertaken through:

- **Routine Maintenance** - The day-to-day maintenance which is required on an on-going basis and is budgeted for under the Services Maintenance Contracts as "key tasks";
- **Planned Maintenance** - Non-day-to-day maintenance which is identified in advance and is incorporated into a maintenance budget for a certain time period; and
- **Ready Response** - Maintenance that is unexpected and necessary to continue operation of the service.

The previous expenditure figures for operations and maintenance, as detailed in the Annual Plan, are presented in Figure 36. The planned works are presented in Table 44 below.

**Table 45** provides details of each project approved, including budget and approved timeframe. Please note that all figures are not inflated.



Figure 36: Property Operating Expenditure - Annual Report

Table 44 - Identified Projects and Performance Measures

Work Category	Identified Projects	Performance Measures							
		Health and Safety	Compliance with Legislation	Annual /Daily usage and cancellation	Usage (Admissions, Visit, Wi-fi, Network Session)	Customer Satisfaction	Condition	Environmental Plan reviewed annually	Milk Production
Operations/ Maintenance	Miranda Street office - General Maintenance	√				√	√		
	War Memorial Centre - General Maintenance	√	√	√		√	√		
	Civic Amenities - General Maintenance					√	√		
	Farm - General Building Maintenance	√					√		
	Housing for Older Persons general maintenance					√	√		
Renewal/ Replacement	Library -Renewals/ Replacements					√	√		
	Miranda Street office - Renewals/Replacements					√	√		
	War Memorial Centre Renewals/Replacements		√	√		√	√		

Work Category	Identified Projects	Performance Measures							
		Health and Safety	Compliance with Legalisation	Annual /Daily usage and cancellation	Usage (Admissions, Visit, Wi-fi, Network Session)	Customer Satisfaction	Condition	Environmental Plan reviewed annually	Milk Production
Level of Service Improvements	Civic Amenities Renewals/Replacements		√	√		√	√		
	Farm - Renewals					√	√		
	Housing for Older Persons - Replacements		√				√		
	TET Multisport Centre- Seismic Strengthening	√	√				√		
	WMC - Seismic Strengthening	√	√				√		
	Clock Tower - Seismic Strengthening	√	√				√		
	Miranda Street Office – Access Improvements	√					√		
	Farm – Improvements Additional Shed	√				√		√	√
	Library – Improvements Safety Improvement around AA Site	√				√	√		
	TSB Pool Complex - Demolition	√					√		
	Municipal Building - Demolition	√					√		
	Rental & Investment Properties - Improvements		√			√	√		
	TET Multisport Centre- Infrastructure Improvements		√			√	√		



**Table 45 - Planned Operation and Maintenance Works**

<b>Project 1 – Administration Building – general maintenance</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Interior and Exterior Painting</b>	<b>30,000</b>			<b>140,000</b>

Problem Statement                      General wear and tear

Benefits of investment                      Preservation of building components

Consequences of non-investment                      Continued deterioration of building components leading to full replacement

<b>Project 2 - War Memorial Centre – general maintenance</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Interior and Exterior Painting and furniture replacement</b>	<b>30,000</b>	<b>20,000</b>		<b>150,000</b>
- <b>Resurface Stadium Floor</b>				<b>80,000</b>

Problem Statement                      The War Memorial Centre was extended in 1994, since then certain aspects of the centre are starting to fail.

Benefits of investment                      Preservation of building components

Consequences of non-investment                      Continued deterioration of building components leading to full replacement

<b>Project 3 - Library – general maintenance</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Interior Painting</b>		<b>50,000</b>		<b>20,000</b>

Problem Statement                      General wear and tear

Benefits of investment                      Preservation of building components, increased customer satisfaction with facility

Consequences of non-investment                      Continued deterioration of building components leading to full replacement, loss of bookings due to low customer satisfaction with facility

<b>Project 4 – Centennial Rest Rooms – general maintenance</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Interior and Exterior Painting</b>		<b>30,000</b>		<b>60,000</b>
- <b>Resolve plumbing issues</b>	<b>10,000</b>			

Problem Statement                      General wear and tear, ongoing plumbing issues

Benefits of investment                      To continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs

Consequences of non-investment                      Continued deterioration of building components leading to full replacement, increase repairs and maintenance cost

<b>Project 5 - Civic Amenities - general maintenance</b>		2024/25	2025/26	2026/27	2027-2034
<b>- Exterior and Interior painting</b>		<b>20,000</b>	<b>50,000</b>	<b>20,000</b>	<b>70,000</b>
Problem Statement	General wear and tear				
Benefits of investment	Preservation of building components, improved town appearance				
Consequences of non-investment	Continued deterioration of building components and town appearance				
<b>Project 6 - Farm - general building maintenance</b>		2024/25	2025/26	2026/27	2027-2034
<b>- Exterior and Interior painting</b>		<b>30,000</b>	<b>20,000</b>	<b>20,000</b>	<b>70,000</b>
<b>Farm Race and Culvert upgrades</b>		<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>175,000</b>
Problem Statement	General wear and tear and continual farm race maintenance				
Benefits of investment	Mitigate ongoing maintenance issues and cost				
Consequences of non-investment	Continued deterioration of farm race and drains leading to safety issues				
<b>Project 7 - Aerodrome - general maintenance</b>		2024/25	2025/26	2026/27	2027-2034
<b>Painting of Public Toilet</b>			<b>5,000</b>		<b>10,000</b>
Problem Statement	General wear and tear				
Benefits of investment	Mitigate ongoing maintenance issues and cost				
Consequences of non-investment	Continued deterioration of building components				
<b>Project 8 - Housing for Older Persons - general maintenance</b>		2024/25	2025/26	2026/27	2027-2034
<b>- Selected interior Painting</b>		<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>
<b>- Repaint interior- Elsie Fraser</b>		<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>
Problem Statement	General wear and tear				
Benefits of investment	Preservation of building components, improved tenant satisfaction				
Consequences of non-investment	Continued deterioration of building components and customer satisfaction				

Project 9 – Rental Properties – General Maintenance	2024/25	2025/26	2026/27	2027-2034
- Repair work on conservatory at Transfer station		20,000	5,000	35,000
Problem Statement	General wear and tear			
Benefits of investment	Preservation of building components, improved tenant satisfaction			
Consequences of non-investment	Continued deterioration of building components and customer satisfaction			

**7.5.2 RENEWAL/REPLACEMENT**

Renewal is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original capacity. Work over and above restoring an asset to its original capacity is new asset expenditure. Assets identified for renewal are typically:

- Near or beyond the end of their expected life
- Have known condition and / or performance deficiencies
- Have both known deficiencies and are of a critical nature

The planned renewal/replacement works are presented in Table 46 and 47 below.

**Table 46 - Renewal Justifications**

Justification	Description
Asset Performance	Assets fail to meet Level of Service requirements. This is identified through monitoring of asset reliability, capacity and efficiency during operation and planned maintenance inspections. Indicators of non-performing assets include: <ul style="list-style-type: none"> <li>• Structural failure</li> <li>• Repeated asset failure (breaks, faults)</li> <li>• Ineffective and/or uneconomic operation</li> <li>• Unsafe conditions for the public</li> </ul>
Economics	Assets are uneconomic to continue repairing them. (I.e., the annual cost of repairs exceeds the annualised cost of its renewal). Economic considerations include: <ul style="list-style-type: none"> <li>• Co-ordination of renewal works with other planned works such as asset component reconstruction.</li> <li>• Development of new technology, which may reduce the direct and social costs of alternative service delivery methods or repair works</li> </ul>
Risk	The risk of failure and associated environmental, public health, financial or social impact justifies proactive action (e.g., probable extent of property damage, health and safety risk). Where such assets are identified (critical assets), proactive inspection is undertaken to determine asset condition at a frequency appropriate to the risk and rate of asset decay.
Life Cycle	Assets have reached the end of their useful life.

**Table 47 - Planned Renewal /Replacement Works**

<b>Project 1 - War Memorial Centre</b>		2024/25	2025/26	2026/27	2027-2034
-	<b>Replacement of Lower roof x3</b>				<b>400,000</b>
-	<b>Hot Water Supply Renewal</b>	<b>40,000</b>			
-	<b>Stadium Lights Upgrade</b>				<b>30,000</b>
Problem Statement	Components at end of useful life and starting to fail				
Benefits of investment	Maintain operational integrity of the building, to continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs				
Consequences of non-investment	Continued deterioration of building components and customer satisfaction				
<b>Project 2 – Administration Building renewals/replacements</b>		2024/25	2025/26	2026/27	2027-2034
-	<b>Partial Carpet Replacement</b>			<b>30,000</b>	<b>35,000</b>
-	<b>Kitchen Upgrade</b>				<b>40,000</b>
Problem Statement	General wear and tear				
Benefits of investment	Maintain operational integrity of building				
Consequences of non-investment	Continued deterioration of building components and customer satisfaction				
<b>Project 3 – Library Renewals and Replacements</b>		2024/25	2025/26	2026/27	2027-2034
-	<b>Staff Bathroom Upgrade</b>	<b>15,000</b>			
-	<b>Light box and Bus Shelter Graphics Renewal</b>	<b>10,000</b>	<b>10,000</b>		
-	<b>Windowsill Replacements</b>	<b>10,000</b>	<b>10,000</b>		
Problem Statement	Poor storage and bathroom facilities for increased Library staff, Library light box and bus shelter graphics are deteriorating				
Benefits of investment	Maintain operational integrity of building, Improves staff wellbeing				
Consequences of non-investment	Continued deterioration of building components and customer satisfaction				
<b>Project 4 – Farm Renewals and Replacements</b>		2024/25	2025/26	2026/27	2027-2034
-	<b>Farm House New Light and fixtures</b>	<b>15,000</b>			
Problem Statement	Components at end of useful life				
Benefits of investment	Maintain operational integrity of building				

Consequences of non-investment	Continued deterioration of building components and customer satisfaction			
<b>Project 5 – Pensioner Housing Renewals and Replacements</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Roof Replacement</b>	<b>120,000</b>	<b>80,000</b>		
- <b>Picket Fence replacement</b>			<b>10,000</b>	
Problem Statement	Components at end of useful life			
Benefits of investment	Maintain operational integrity of building			
Consequences of non-investment	Continued deterioration of building components and customer satisfaction			
<b>Project 6 - Civic Amenities</b>	2024/25	2025/26	2026/27	2027-2034
- <b>Public Toilet Infrastructure Renewals</b>	<b>15,000</b>			
Problem Statement	Components at end of useful life			
Benefits of investment	Maintain operational integrity of building			
Consequences of non-investment	Loss of operational functionality			

**7.5.3 LEVEL OF SERVICE IMPROVEMENTS**

The Stratford District Council's main focus is on maintaining levels of service rather than improving levels of services. The planned level of service improvement works are presented in Table 48 below.

**Table 48 - Planned Level of Service Improvement Works**

<b>Project 1 – Seismic Strengthening</b>	2024/25	2025/26	2026/27	2027-2034
<b>TET - Structural Strengthening to IL3</b>		<b>50,000</b>	<b>800,000</b>	
<b>TET - Structural Strengthening to IL4</b>			<b>450,000</b>	
<b>WMC - Structural Strengthening</b>				<b>1,450,000</b>
<b>Clock Tower - Structural Strengthening and water tightening of facade</b>				<b>1,250,000</b>
Problem Statement	Council Earthquake Prone Buildings			
Benefits of investment	Strengthening the buildings removes the health and safety risk to public of the structure failing during an earthquake.			
Consequences of non-investment	Further structural and levels of service deterioration, loss of building functionality			

Project 2 – Administration Building		2024/25	2025/26	2026/27	2027-2034
- Access Upgrade				40,000	
Problem Statement	Access security issues				
Benefits of investment	Improve level of service and protection to the building, staff, and reduces risk of intruders and breaches of entry.				
Consequences of non-investment	Security of the building is weak and increases the risk of intruders entering.				
Project 3 - Farm Improvements		2024/25	2025/26	2026/27	2027-2034
- Construct Additional Calving Sheds		40,000			
- Clearing and install of subsoil drains			50,000		
Problem Statement	Current sheds don't have enough capacity for the number of calves.				
Benefits of investment	Improve functionality on farm and animal welfare				
Consequences of non-investment	Risk of calves getting sick from cross contamination. Subsoil drains fail which will cause the paddock to flood and be unusable for half of the season.				
Project 4 - Library		2024/25	2025/26	2026/27	2027-2034
- Development of seating areas/meeting spaces		25,000		25,000	
- Safety Improvements around AA Desk		5,000	25,000		
- Underneath Storage		10,000			
Problem Statement	Library's AA area doesn't provide a safe exit for staff.				
Benefits of investment	Improves staff wellbeing and continue to provide core Civic Amenities which contribute to the achievement of the District's civic and leisure needs				
Consequences of non-investment	Increases the health and safety risk to staff.				
Project 5 - Demolition of disused buildings		2024/25	2025/26	2026/27	2027-2034
- Demolition of TSB Pool Complex and associated reinstatement		430,000			
- Demolition of Municipal Building and associated reinstatement			300,000		
Problem Statement	Closed TSB Pool Complex targeted by vandalism, General wear and tear				
Benefits of investment	Preservation of building components				
Consequences of non-investment	Continued deterioration of building components and increase cost to secure the building from vandalism.				

Project 6 – Aerodrome		2024/25	2025/26	2026/27	2027-2034
- Widening Turn area		15,000			
Problem Statement	Environmental damage of surrounding land				
Benefits of investment	Maintain operational integrity of the aerodrome road				
Consequences of non-investment	Continued deterioration of surrounding land				

Project 7 – Rental Units		2024/25	2025/26	2026/27	2027-2034
- Transfer Station/City Care Sealing of concrete blockwork		30,000			
Problem Statement	General wear and tear and life span of appliances				
Benefits of investment	Preservation of building components				
Consequences of non-investment	Continued deterioration of building components leading to full replacement				

Project 8 – TET Multisorts Centre		2024/25	2025/26	2026/27	2027-2034
- Continued upgrades of facility to meet Level of Service		50,000	50,000	50,000	350,000
Problem Statement	General Wear and Tear				
Benefits of investment	Preservation of building components, increased customer satisfaction with facility				
Consequence of non-investment	Continued deterioration of building components and town appearance				

## 7.6 DISPOSAL STRATEGY

Disposal is the retirement or sale of assets whether surplus or replaced by new or improved systems. Assets may need to be disposed of for a number of reasons, particularly if they fall under some criteria, including those identified below:

- Underutilisation;
- Obsolescence;
- Cost Inefficiency;
- Policy change;
- Provision exceeds required Levels of Service;
- Service provided by other means (e.g., private sector involvement); and
- Potential risk of ownership (financial, environmental, legal, social).

As part of the lifecycle asset management process, Council considers the costs of asset disposal in the long-term financial forecasts. These costs are generally incorporated in the capital cost of Level of Service increases or asset renewals.

At this time, the Stratford District Council plans to dispose of the following property assets due to them becoming obsolete as a result of renewal or upgrading works.

# **8.0**

## **Risk Management**



**8.0: RISK MANAGEMENT**

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## 8.1. OVERVIEW

Risk is the effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.

The main risk to asset management planning is the inability to deliver on agreed Levels of Service due to unplanned events and situations.

The Risk Management section highlights the Stratford District Council's risk management framework and process. It identifies significant negative effects and hazards linked to the Activity and infrastructure assets. The section also identifies critical assets and our approach to emergency response and health and safety.

## 8.2. RISK MANAGEMENT FRAMEWORK

The Stratford District Council has prepared a *Corporate Risk Management Framework June 2018* which includes processes that identify, evaluate and manage all risks that may impact on the agreed Levels of Service to the Community. The purpose of this framework is to promote consistency and to describe the components of Stratford District Council's risk management system. The Council wide risk register allocates all council risks into the following 6 categories:

- Compliance and Legislation Risks;
- Data Information Risks;
- Financial
- Health and Safety Wellbeing
- Operational Risks
- Reputational and Conduct Risks;

The potential risks identified for the Property assets under these six broad categories are described in detail in this report.

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

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

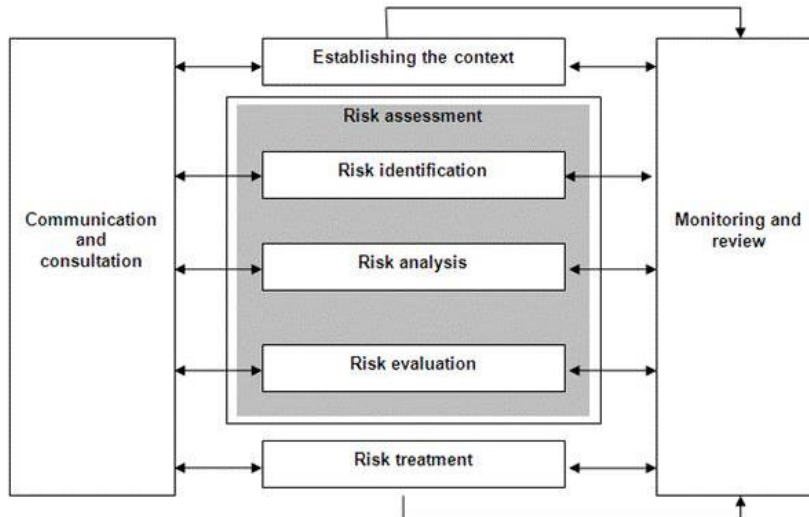
The objectives of the Council's Risk Management framework are to establish a systematic and structured approach to managing risks across the Stratford District Council and to embed risk management practices into business strategy, planning and core operations to ensure that key risks are proactively identified, managed and communicated. Benefits from applying effective risk management include:

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

### 8.3. RISK ASSESSMENT PROCESS

The Stratford District Council's Risk Management Process in Figure 37 identifies risk management strategies to minimise risks associated with the provision of services. It is designed to ensure that:

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



**Figure 37 - Risk Management Process**

A Risk Matrix allows for easy identification for the highest risks in the Council enabling appropriate resources to be allocated.

		Consequences				
		Minor	Important	Serious	Major	Catastrophic
Likelihood	Almost Certain	2- Moderate	5- High	7- High	20-Extreme	25-Extreme
	Likely	2- Moderate	4- Moderate	6- High	16-Very High	20-Extreme
	Possible	1-Low	3- Moderate	4- High	12-Very High	15-Very High
	Unlikely	1-Low	2- Moderate	3- Moderate	8- High	10-Very High
	Rare	1-Low	1-Low	1-Low	4- Moderate	5- High

**Figure 38 - The Risk Matrix - sourced from Vault, the Council's risk software**

### 8.4. POTENTIAL RISKS

The Stratford District Council has made a number of risk assumptions<sup>2</sup> under the six broad risk areas of Compliance and Legislation, Data Information, Financial, Health and Safety Wellbeing, Operational, & Reputational and Conduct. These are presented in [Appendix 1](#).

### 8.5. TOP TEN RISKS

The Stratford District Council has identified the top ten Property risks from the 10 categories in the Risk Management Framework ([Appendix 1](#)), in Table 49.

<sup>2</sup> statements that are presumed to be true without concrete evidence to support them

While *Compliance and Legislation*, *Financial and Reputation and Conduct Risks* impact on the achievement of the Organisation's high-level objectives and actions in the Long-Term Plan, *Operational Risks* impact people, processes and technologies that support the business as usual delivery of activities. The *Control Description* is a set of management intervention/ mitigation measures applied in response to risks, while *Residual Risk* is the resulting risk following the application of the mitigation measures.

**Table 49 - Top 10 Identified Property Risks**

Category	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
<b>1. Compliance and Legislation</b>	Activity Management Plans	If Property AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised.	6 High	AMPs are reviewed every 3 years to address the current problems and issues at the time in order to develop work programmes for the next 3 years. Early review of AMP. Property Officer to obtain necessary information from Activity Managers to inform the early preparation of the AMP.	4 High
<b>2. Data and Information</b>	Uncontrolled access to Aquatic Centre Building Management System	If untrained unauthorised Staff access the Building Management System (BMS) installed at the pool they might compromise the running of the specialised systems installed. This could cause system downtime, , ransoms may be demanded, potential, reputational damage, and potential loss of funds.	16 Very High	Restrict access to the system so only authorised personnel have access through IT.	3 Moderate
<b>3. Financial</b>	New Regulations require Significant Investment	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then the ability to finance investment could be compromised and rates increases could breach limits.	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High
<b>4. Health &amp; Safety</b>	Physical works/projects	If health and safety accidents or incidents occur during the physical works programme then increased costs can occur , Council reputation is damaged	4 High	Health and Safety plans are established well in advance to projects being undertaken. Physical hazards and risks are eliminated Hazard Identification records are kept. Projects do not proceed without correct Health and Safety sign off. Good communication to all staff. Approved JSA's, pre-qualification, TMP if it	2 Moderate

Category	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
				is on the road and Communication Plan to be written. Undertake audits of site and spot checks.	
<b>5</b> <b>Health and Safety Wellbeing</b>	Harassment / Robbery	From the public within a Council owned asset / facility.	4 High	Establish emergency procedures, Security cameras in place. Ensure staff are trained to deal with potential threat. Design / limit access to building so that threats are minimised.	4 Moderate
<b>6.</b> <b>Operational</b>	Natural Disaster - Response preparedness	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	15 Very High	Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities. Ensure signage viewed in publicly accessible area within public halls..	12 Very High
<b>7.</b> <b>Operational</b>	<b>Critical Asset Failure</b>	If a critical property asset fails, then unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	15 Very High	Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event. Management practices and staff training, retention to ensure appropriate skill level in critical asset maintenance. Consider suitable alternative routes to maintain access.	5 High
<b>8.</b> <b>Operational</b>	Council employees abuse members of the public	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and	8 High	Refer to the Staff Code of Conduct.	4 Moderate

Category	Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
		potentially be taken to court.			
<b>9. Reputational And Conduct</b>	<b>Government Policy Impacting on Local Government</b>	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	Where a policy change may have a significant impact, Council can make a submission regarding the change. Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	8 High
<b>10. Reputational And Conduct</b>	<b>Council employees abuse members of the public</b>	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	Refer to the Staff Code of Conduct.	4 Moderate

### 8.6. RISK RESPONSE

The Stratford District Council has a suite of response strategies for the top 10 risks identified above. They include avoiding, exploiting, transferring/sharing, reducing or accepting the risk. These response strategies are summarised in Table 50 below.

**Table 50 - Risk Response Strategies and Definitions**

Response	Definitions
Avoid	To terminate exposure to a potential risk, generally the organisation needs to exit the activity which gives rise to the risk, or not start an activity which would give rise to the risk
Exploit	For risks which present an opportunity for Stratford District Council, a legitimate approach is to increase Stratford District Council's exposure to the risk; generally, this would represent a situation where Stratford District Council can gain an advantage through their management of this risk.
Transfer/Share	Risk transfer is getting another party to undertake the activity generating the risk, or getting another party to take on all or part of the risk itself.
Reduce	For risks which present a threat to Stratford District Council, but which cannot be avoided, the development of additional controls or mitigation strategies will reduce the likelihood or impact of the risk.
Accept	Accepting the risk by informed decision. This means continuing with the business activity/project as currently defined, aware of how much risk is being carried, monitoring changes in overall risk, and ensuring appropriate levels of contingency at the Stratford District Council level.

## 8.7. SIGNIFICANT NEGATIVE EFFECTS

### 8.7.1 AERODROME

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

Social & environmental - The Aerodrome activity has the potential to negatively impact on the social and environmental well-being of the local community through noise.

To mitigate this, the aerodrome is located in a rural area and Council owns the farm surrounding the aerodrome which serves as a buffer zone. These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

### 8.7.2 LIBRARY / I-SITE

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

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

### 8.7.3 CIVIC AMENITIES

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

### 8.7.4 RENTAL AND INVESTMENT PROPERTIES

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

Environmental & cultural - Contamination of streams that cross or border the council owned farm, from runoff from paddocks, effluent ponds or animals gaining access to the river has the potential to negatively impact the environmental and cultural wellbeing. This is mitigated by good farming practices and significant investment made in fencing and riparian planting of stream edges as well as effluent management. These negative effects and any controls and mitigation in place have to be balanced against the positive impact the activity has on the social, economic, environmental and cultural well-being of its users and the district overall.

## 8.8. CRITICAL ASSETS

Critical assets are defined as those assets that are likely to have more significant consequences than other assets if they fail. Failure of critical assets has the potential to have significant economic, social and environmental impacts for the community and Council.

Property assets are considered critical by Stratford District Council because they provide space which can be utilised for civil defence emergency related activities, e.g., welfare centre and operations centres.

### 8.8.1 CRITICALITY EVALUATION

The Stratford District Council establishes criticality by using two rating levels - activity level and corporate level. Activity level criticality is based on the criticality criteria shown in Table 51; Table 52 provides the Activity Level Criticality Rating with examples. Corporate level criticality ranks

activities based on the criticality of the service the activity provides at the corporate level as illustrated in Table 53 below.

**Table 51 - Activity Level Criticality Criteria**

Customers affected	Number of customers affected by asset failure.
Redundancy	Ability to replace or circumvent the failed asset.
Health and Safety	Direct or indirect impact of asset failure on the health & safety of individuals or the community.
Cost of failure	Cost to repair/ replace the asset including cost of temporary service provision.

**Table 52 - Activity Level Criticality Rating and Examples**

Rating	Rating	Description	Example
1	<b>Very High</b>	<b>Critical, no redundancy</b> - Failure of equipment compromises H&S directly (impact, explosion) or indirectly (failure to supply drinking water to hospital).	Council Offices (Miranda Street Offices)
2	<b>High</b>	<b>Critical, no redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	TSB Pool Complex
3	<b>Medium</b>	<b>Critical with redundancy</b> - Failure of equipment does not compromise H&S but affects production or Level of Service	War Memorial Complex
4	<b>Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/Level of Service but cost of repair/replacement is above \$100k	Farm
5	<b>Very Low</b>	<b>Not critical, no redundancy</b> - Failure of equipment has no effects on H&S and/or production/LoS and cost of repair/replacement is below \$100k	Public Library

**Table 53 - Corporate Level Criticality**

Rating	Description
<b>1</b>	Roading, Water Supply assets.
<b>2</b>	Cemeteries. Wastewater (Sewage).
<b>3</b>	Solid Waste and Stormwater.
<b>4</b>	Property.
<b>5</b>	Parks, Reserves and Cemeteries.



**8.8.2 CRITICAL ASSETS**

Critical assets are documented in the asset information management system (AssetFinda). The assets are shown in Table 54. The identified critical assets are ranked according to their functional criticality, activity and corporate level criticality.

**Functional Criticality** is a product of the Activity Criticality and Corporate Criticality, i.e.:

$$\text{Functional Criticality} = \text{Activity Criticality} \times \text{Corporate Criticality}$$

The functional criticality ranking ranks assets from 1 to 5, with 1 being the highest score (the most critical) and 5 being the lowest (least critical).

In 2017, Stratford District Council undertook an internal review of its critical assets. The review identified that there was a need to:

- Document the formula used for identifying criticality in the Asset Management Plans;
- Link criticality and critical assets to incident response; and
- Prioritise critical assets at the Activity level.

Following the review, we have undertaken the following:

- Identified the formula used for identifying functional criticality. This formula is shown in the above paragraph in brackets.
- The linking of criticality and critical assets to incident response is currently being considered as part of reviewing our Incident Response Plans.

The review also confirmed that the critical assets for the Property activity are as follows:

**Table 54 - List of Critical Property Assets**

Criticality Rating				Asset Description	Criticality Description
Activity Priority	Functional Criticality	Activity Level	Corporate Level		
1	4	1	4	Council Offices (Miranda Street Offices)	As the operational centre of all the district's assets, any disruption would affect council's ability to manage and maintain its infrastructure and other assets. Business requirements around physical space and IT define the downtime a relocation would result in.
3	8	2	4	War Memorial Complex	High use facility, closure would affect a large number of recreational and commercial users.
3	8	2	4	TET Multisports Centre	High use facility, closure would affect a large number of recreational and commercial users.
4	8	2	4	Farm	The operational nature of the farm means that any disruption could have potential impacts on animal welfare as well as council revenue.
5	8	2	4	Library/ I-Site	Single facility within the district. While the services are not crucial, closure or unavailability would have a notable impact on a large number of residents.
6	16	4	4	Public Toilets	These are high use facilities which directly contribute to public health. There is some redundancy throughout the Stratford township to manage the impact of a closure.
3		3	4	Housing for Older Persons	Critical failure or other reasons to close this facility would require the relocation of its frail and elderly residents. While not council's immediate responsibility, Council would have a moral

Criticality Rating				Asset Description	Criticality Description
Activity Priority	Functional Criticality	Activity Level	Corporate Level		
					obligation to assist residents in finding and relocating to new accommodation. The impact on health of the residents and negative press would outweigh any financial impact on Council.
3		3	4	Aerodrome	No redundancy although aircraft could be re-directed to privately owned air strips within the district or another aerodrome outside the district if this facility became unavailable. Critical failure of this facility would leave a number of aircraft stranded until temporary repairs could be made. Due to the mainly recreational nature of usage, this would have only a minor impact on the owners of aircraft located at the aerodrome.
5		4	4	Rental Property	No redundancy but availability not considered critical. Financial impact on Council minimal. Impact on short term users minor while impact on long term tenants more significant. There may be a financial impact on Stratford's economy.
5		4	4	Rental Property	No redundancy but availability not considered critical. Financial impact on Council minimal. Impact on short term users minor while impact on long term tenants more significant. There may be a financial impact on Stratford's economy.

## 8.9. EMERGENCY RESPONSE

### 8.9.1 CIVIL DEFENCE

The Taranaki Region operates a CDEM (Civil Defence Emergency Management) Group Office, called the Taranaki Emergency Management Office (TEMO). TEMO is a shared service between all four councils in Taranaki. In 2017 The Taranaki CDEM group agreed to a constituting agreement that outlined the separate roles of the Group Office (TEMO), Taranaki Regional Council, and the three district councils. Funding for this arrangement comes from the *'Uniform Annual General Charge; (UAGC) Rates*.

The Stratford District Council has plans and resources in place to ensure it can;

- Reduce the risk of emergencies occurring;
- Be ready for an emergency;
- Respond to any emergency; and
- Recover from any emergency.

### 8.9.2 FIRE

Fire and Emergency New Zealand was established on 1 July 2017 and provides a single approach to improved fire management of urban and rural fires within the District. The district comprises of all lands, within the three Taranaki territorial local authority areas including those lands administered by the Department of Conservation (DOC).

### 8.9.3 LIFELINES

Lifeline utilities are entities that provide essential infrastructure services to the community such as water, wastewater, transport, energy, and telecommunications. These services support communities, enable business, and underpin the provision of public services.

The Property Activity is not a lifeline service as described in Part B of Schedule 1 of the Civil Defence Emergency Management Act (CDEMA) 2002. However, it will provide infrastructure that would be used in an emergency situation which links it to Activities which are considered lifeline services.

## 8.9.4 INCIDENT RESPONSE PLANS

Stratford District Council has an Incident Response Plan for this activity. The plan contains schedules and procedures for managing incidents and escalating events that affect the delivery of services. Incidents are ranked on a scale of 1 – 5 to determine response and control level.

Level	Action
Level 1	<ul style="list-style-type: none"> <li>Contractor actions and informs Stratford District Council after event</li> </ul>
Level 2	<ul style="list-style-type: none"> <li>Contractor actions and accepts direction from Stratford District Council</li> </ul>
Level 3	<ul style="list-style-type: none"> <li>Decision making by Stratford District Council, Property Manager</li> </ul>
Level 4	<ul style="list-style-type: none"> <li>Decision making solely by Stratford District Council, Property Manager and the Director Assets</li> </ul>
Level 5	<ul style="list-style-type: none"> <li>Decision making in consultation with Group Controller Civil Defence</li> <li>Emergency Management Group (CDEM)</li> </ul>

8.10. RISK INSURANCE

The Local Government Act 2002 requires that from 2014 details of insurance of assets be included. This information is included in the following table. Insurance arrangements as at 30 June 2023 are as follows:

Figure 39 - Asset Insurance Valuations

	<b>CARRYING VALUE</b> (as at 30 June 2023) <b>\$000</b>
<b>ASSETS FROM STATEMENT OF FINANCIAL POSITION</b>	
Property, plant and equipment	462,427
Investment property	303
<b>Total</b>	<b>462,780</b>
<b>LESS</b>	
Land component of operational assets	-9,374
Land under roads	-54,384
Land – restricted assets	-12,928
<b>Total</b>	<b>-76,686</b>
<b>NET NON-FINANCIAL ASSETS (EXCLUDING LAND)</b>	<b>386,094</b>

	<b>INSURED VALUE</b> (as at 30 June 2023) <b>\$000</b>	
<b>INSURANCE ARRANGEMENTS</b>		
Material damage cover for buildings, plant, contents	-66,313	Subject to various deductibles including \$5k for most claims except for earthquake or volcanic eruption where deductible is 5% of sum insured or 10% for pre 1935 buildings.
Motor vehicle insurance cover (including leased vehicles)	-216	Insured for market value – carrying value assumed for this purpose.
<b>RISK SHARING ARRANGEMENTS</b>		
Cover for infrastructure assets as a member of LAPP Central Government assistance	-44,441	Sum equates 40% of the ORV value of scheduled assets. A deductible of \$150,000 applied. It is anticipated (though cannot be guaranteed) that under the terms contained in the Guide to Civil Defence Emergency Management Plan central government may fund 60% of the qualifying cost of reinstating essential infrastructure with a deductible of \$150,000
<b>Council arrangements for covering deductibles and/or uninsured assets</b>	<b>110,970</b>	
<b>SUM NOT SPECIALLY INSURED</b>	<b>275,124</b>	Note the 60% of the ORV of infrastructure assets which may be funded by central government equates \$6.6m.

The Council has no insurances relating to financial or intangible assets. The uninsured assets consist of the Roding Network, \$273m, which NZTA may assist with in the event of an emergency

**8.11. PUBLIC HEALTH**

**8.11.1 ASSESSMENT OF WATER AND SANITARY SERVICES**

In 2022 Stratford District Council undertook its third assessment of water and sanitary services. The purpose of the assessment is to determine, from a public health perspective, the adequacy of water and sanitary services available to communities.

No actions came out of the 2022 sanitary assessment for the Property activity, however, the 2016 action items still apply.

For the Property activity the 2016, Assessment focused on public toilets and:

- the health risks arising from any absence or deficiency;
- the quality of services available to communities within the district;
- the current and estimated future demands for such services;

In relation to public toilet services currently provided by Stratford District Council the assessment concluded:

- There are no public health issues concerning public toilets provided by Stratford District Council at this time.

However, the assessment did recommend that Council commence collecting usage data from Council toilet facilities that have data collection technology in order to identify public toilet facility requirements.

In relation to areas of the District where there are no public toilets, the assessment found no evidence of any risk to public health In relation to un-serviced areas and access to public toilets the assessment did identify the following required actions:

**8.12. HEALTH AND SAFETY**

**8.12.1 HEALTH AND SAFETY ADVISOR**

Stratford District Council employs a Human Resource/Health and Safety Advisor. The Advisor is responsible for the ongoing development and management of our HSE environment and ensuring staff are adequately trained in all aspects of health and safety.

**8.12.2 HEALTH AND SAFETY POLICY**

In 2023 Stratford District Council reviewed and updated its Health and Safety Policy to better reflect legislative requirements reinforce its commitment to the philosophy that the health and safety of its employees, volunteers, contractors and subcontractors is of prime importance. SDC is committed to ensuring its operations are conducted in a safe and efficient manner that will not incur injury to personnel or damage to the environment.

**8.12.3 INCIDENT / ACCIDENT REPORTING**

In accordance with the Stratford District Council Health and Safety Policy all Council staff are required to report any accidents/incidents. Accidents/incidents are reported via the Vault incident reporting system. Vault was integrated into Stratford District Council in 2016 as part of a joint initiative between Stratford District Council and South Taranaki District Council.

**8.13. IMPROVEMENT PLAN**

**Table 55 – Risk Management Improvement Plan**

Item	Task	Due Date
1	Continuous review of the risks for the Property Activity	On-going

## **9.0**

# **Investment Funding Strategy**

**9.0: INVESTMENT FUNDING STRATEGY**

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## 9.1. OVERVIEW

Our Investment Funding Strategy (IFS) incorporates our *Funding Impact Statement* and sets out how the Stratford District Council plans to finance its overall operations to meet its objectives now and in the future. A key objective of the strategy is the future-proofing of delivery of the property services.

This IFS provides the long term financial forecasting for all Property activities and projects described in this PAMP. The IFS presents the funding sources determined for each of these to ensure a sustainable long-term approach to planning and asset management.

The historical cost for the activities by asset group is described in detail in the *Lifecycle Management* Section. This section presents the Council's Capital Investment Strategy for the next ten years and the financial standards and policies used in developing the strategy.

## 9.2. FINANCIAL STANDARDS

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

## 9.3. FUNDING AND FINANCIAL POLICIES

The Local Government Act in Section 102 requires that the Stratford District Council '*must, in order to provide predictability and certainty about sources and levels of funding, adopt the funding and financial policies listed*' below:

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

The Council may also adopt either or both the *Rates Remission Policy* and a *Rates Postponement Policy*.

The Council has adopted all the relevant funding and financial policies described below. These policies guide the funding and financial decisions relating to the management of the Council's Property Assets.

### 9.3.1 REVENUE AND FINANCING POLICY

The *Revenue and Financing Policy* sets out Stratford District Council's policies in respect of the funding for capital and operating expenditure. The current policy was reviewed in December 2017. The funding sources are detailed in the LTP 2024-2034 and include general and targeted rates, borrowing, grants and subsidies, etc.

### 9.3.2 TREASURY MANAGEMENT POLICY

The Council's Treasury Management Policy incorporates the *Liability Management Policy* and the *Investment Policy* requirements of the LGA. It guides the Council to prudently manage its revenue, expenditure, assets, liabilities, reserves and investments, in the interest of the Council and district ratepayers. The current policy was reviewed in 2019.

### 9.3.3 DEVELOPMENT AND FINANCIAL CONTRIBUTIONS POLICY

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



## 9.4. FUNDING OUR INVESTMENT STRATEGY

The Council's Investment Strategy covers how the Stratford District Council plans to deliver on the services it offers whilst achieving value for money, with a key focus on future-proofing Council's assets.

Capital projects and activities carried out to maintain the Property services, including Renewal or Replacement projects and Level of Service Improvements, for the next 10 years will be funded as per the Revenue and Financing Policy, through one or a combination of the following sources:

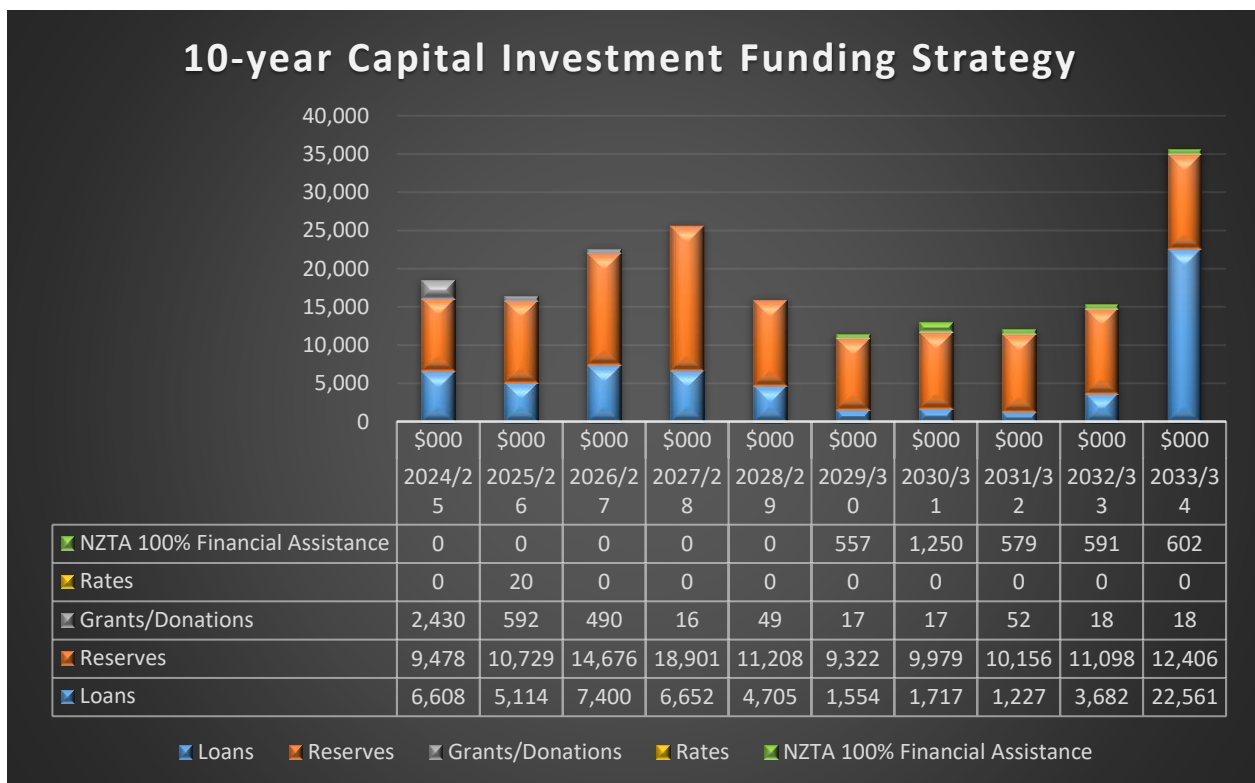
- Loans;
- Reserves; and/or
- Subsidies/ Grants by other Partners.

The Council expects that:

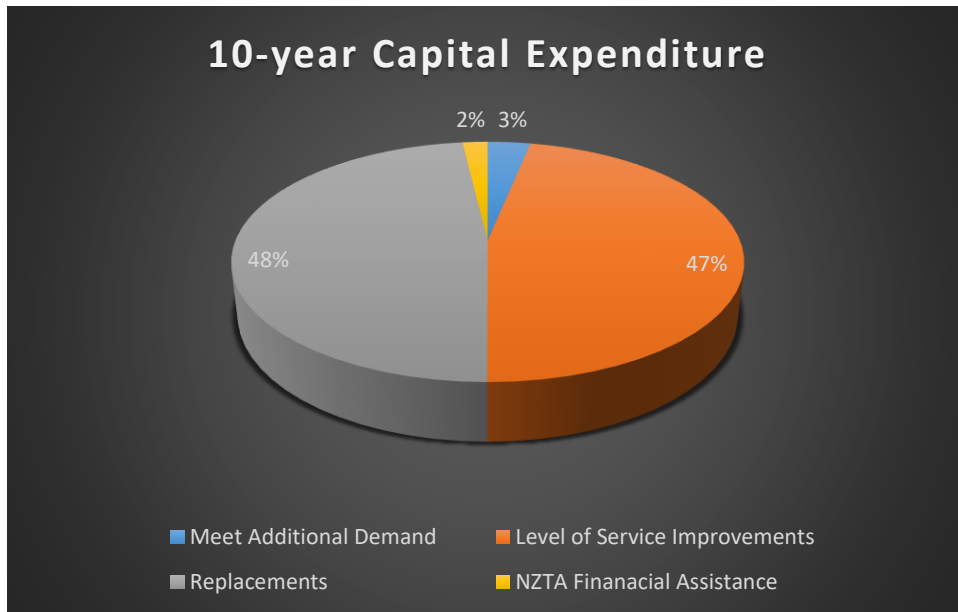
- Renewal or Replacement projects will be equally funded from Loans and Reserves;
- Operations and Maintenance activities will be funded through Rates; and
- Level of Service Improvements projects will be funded from loans and, where possible, any alternative funding source.

The Council is very pro-active in seeking alternate funding sources. Where appropriate, the Council submits funding requests to the *TSB Community Trust (TSB)* and the *Taranaki Electricity Trust (TET)*. The Council also applies to the *Ministry of Business, Innovation and Employment (MBIE)* for tourism grants and initiatives

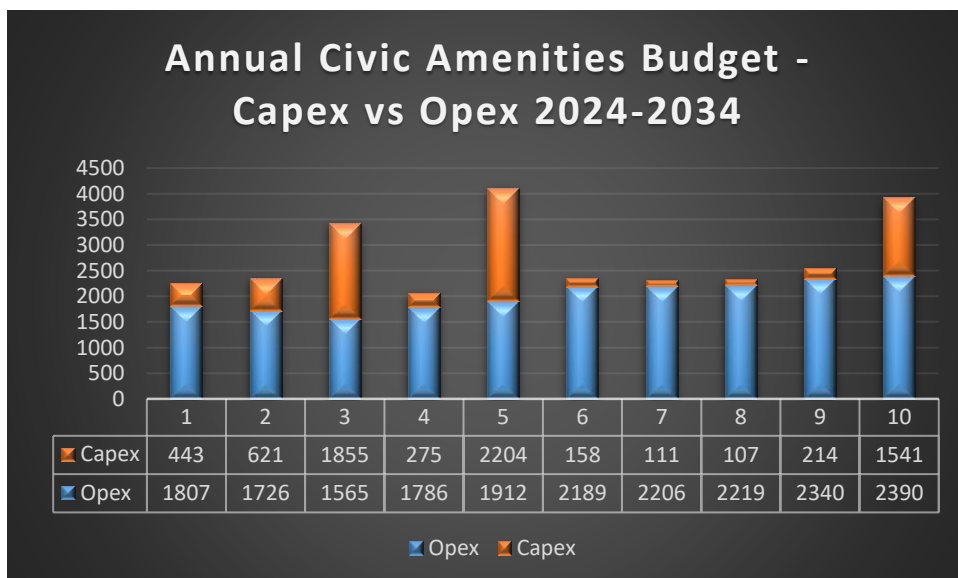
A key capital project is the provision of a replacement swimming pool in the 2020/21 financial year. A summary of Council's Investment Funding Strategy is shown in Figures 40 – 53. Tables 56 - 64 provide the financial projections for the activities.



**Figure 40 – All Assets Capital Investment Funding Strategy**



**Figure 41: 10-Year Capital Expenditure Split**



**Figure 42: Annual Civic Amenities Budget - Capex vs Opex 2024 - 2034**

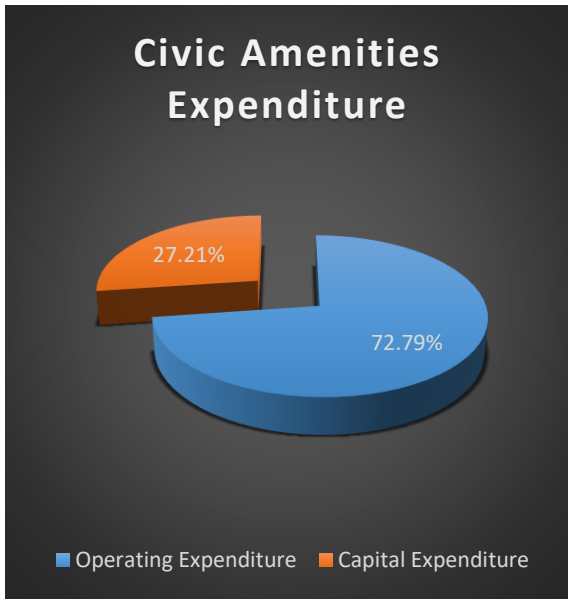


Figure 43: Civic Amenities Expenditure

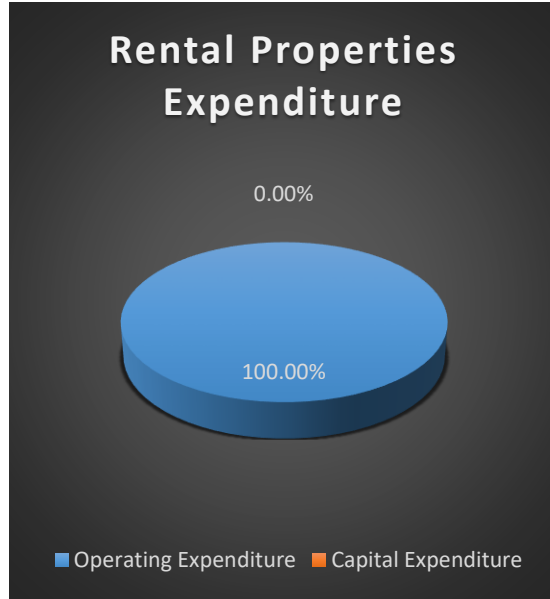


Figure 44: Rental Properties Expenditure

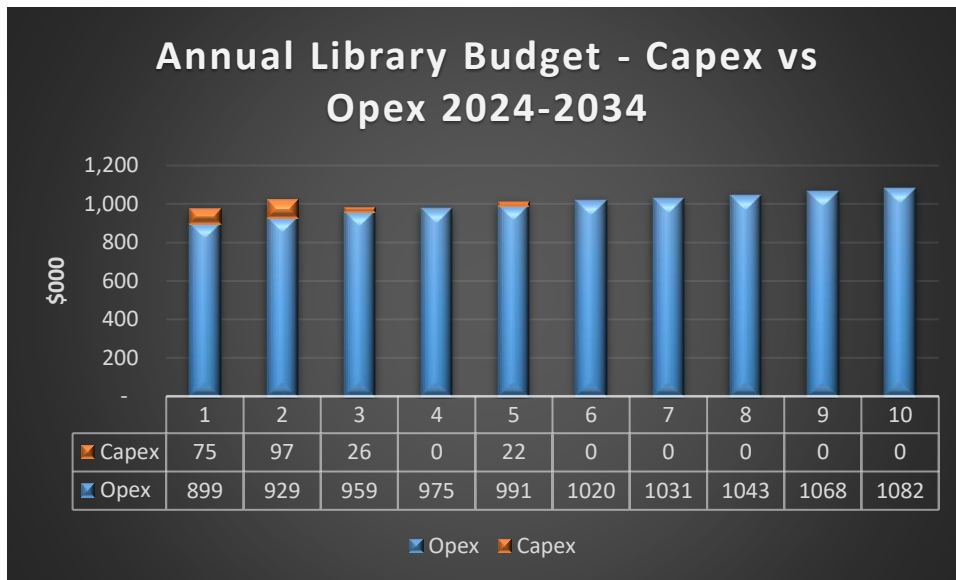


Figure 45: Budget - Capex vs Opex 2024 - 2034

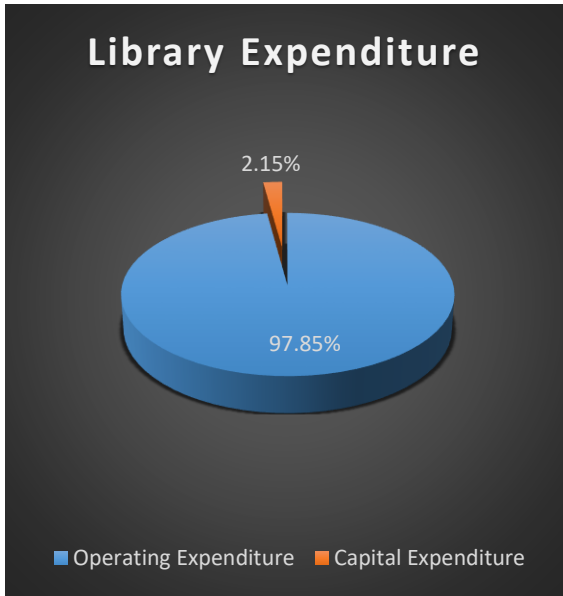


Figure 47: Library Expenditure

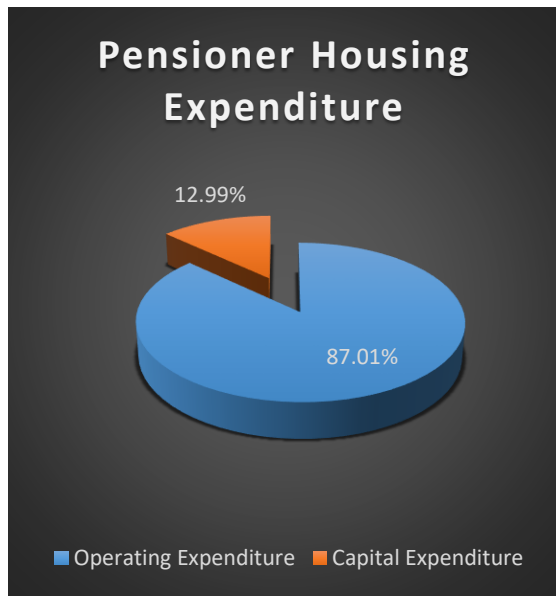


Figure 46: Pensioner Housing Funding Investment Split – Operating vs Capital

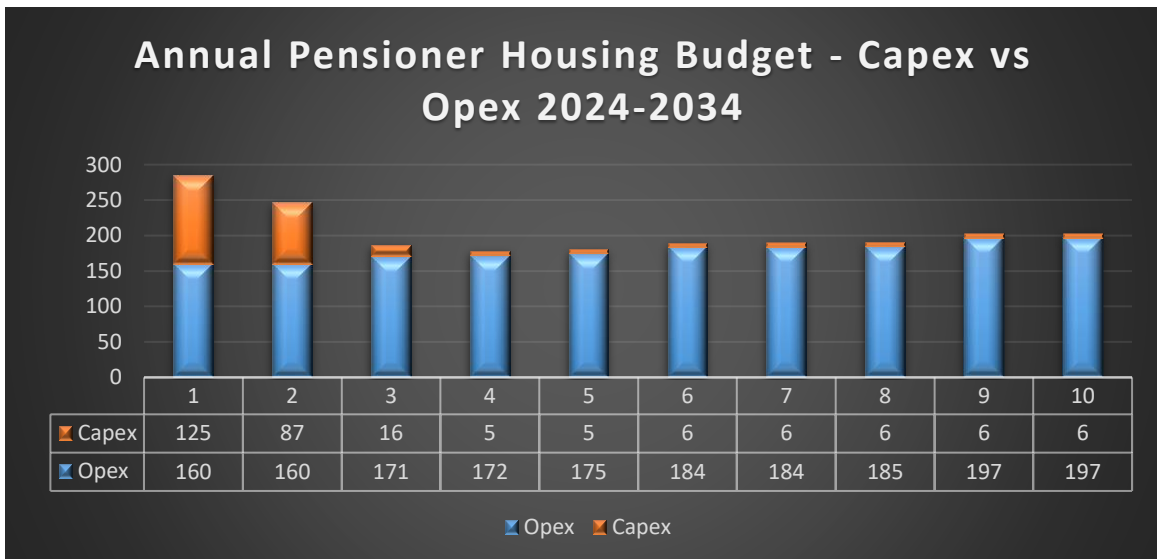


Figure 48: Annual Pensioner Housing Budget - Capex vs Opex 2024-2034

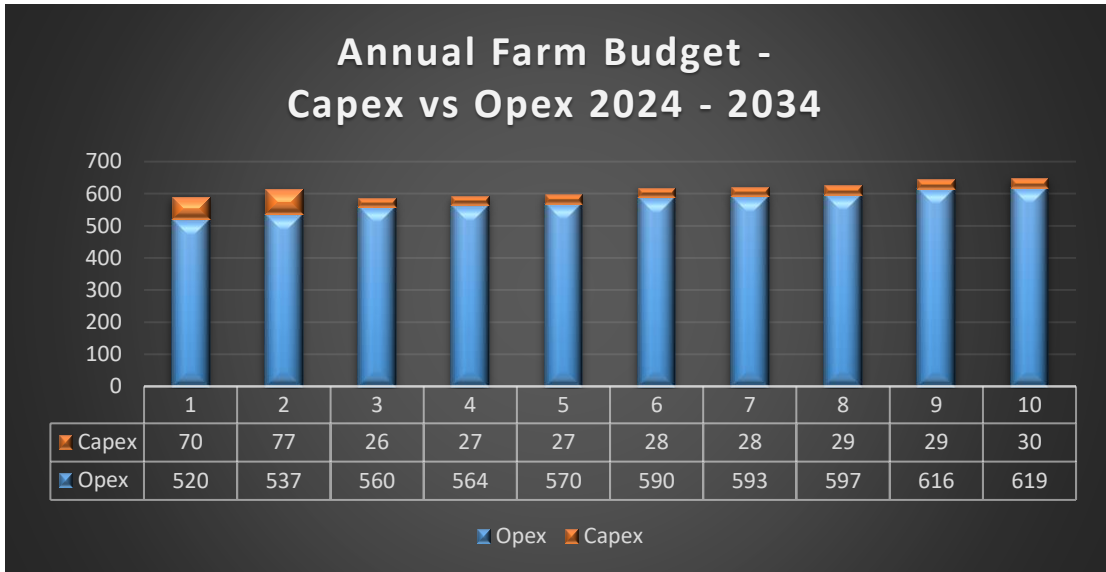


Figure 49: Annual Farm Budget - Capex vs Opex 2024-2034

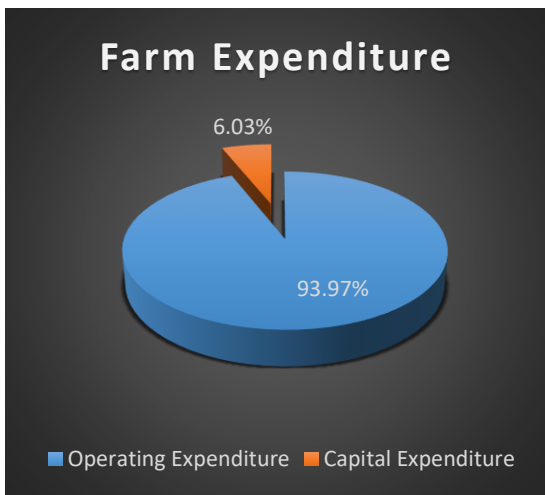


Figure 51: Farm Funding Investment Split – Operating vs Capital

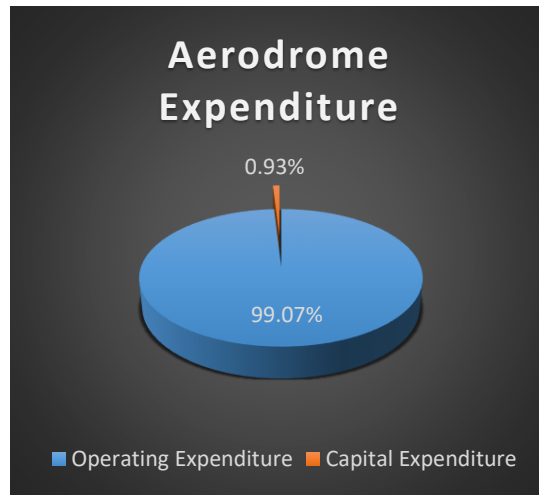


Figure 50: Aerodrome Funding Investment Split – Operating vs Capital

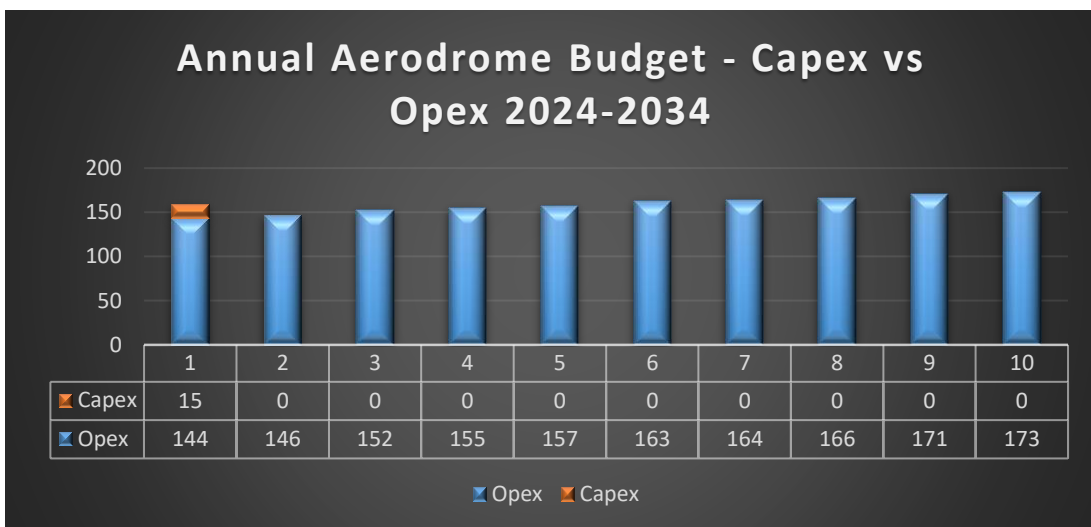


Figure 52: Aerodrome Funding Investment Split – Operating vs Capital

## 9.5. RELIABILITY OF OUR INVESTMENT STRATEGY

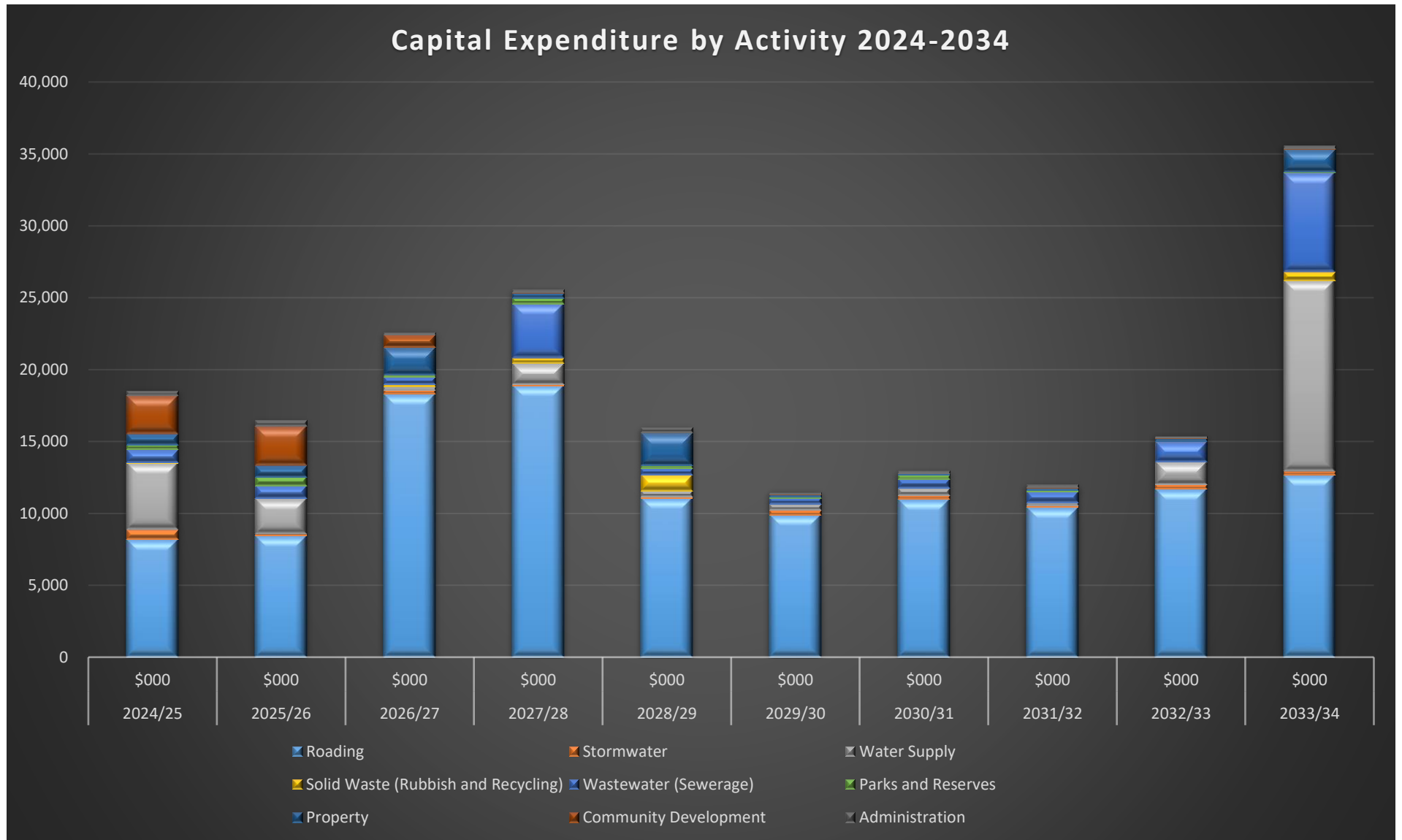
The Council provides an assessment of the reliability of its Investment Funding Strategy below – overall, the forecast is considered a reliable estimate of the financial investment in these activities:

- The Council's funding source is largely from rates. Rates will be confirmed for the 2024-2027 period via the appropriate processes for inclusion in the LTP 2024-2034. Once adopted, the rates in the LTP 2024-2034 will constitute a reliable funding source for the delivery of solid waste activities.
- The Council is confident in its ability to raise funds within our financial strategy limits and is reasonably certain that it would secure loans at an affordable interest rate throughout this period.

9.6. FINANCIAL STATEMENTS AND PROJECTIONS

Table 56 - All Asset Capital Expenditure Projection

	Forecast					Projection				
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b><u>Roading</u></b>										
Level of Service Improvement	3,150	3,162	12,730	13,023	4,909	3,436	4,204	3,280	4,196	4,758
Replacements	5,055	5,312	5,583	5,868	6,168	6,482	6,812	7,160	7,525	7,909
<b><u>Stormwater</u></b>										
Level of Service Improvement	450	0	158	0	0	198	116	0	181	0
Replacements	200	103	126	108	111	113	139	118	121	247
<b><u>Water Supply</u></b>										
Level of Service Improvement	1,814	246	0	1,026	166	119	0	0	1,330	7,529
Replacements	2,840	2,229	211	427	244	289	487	231	266	5,770
<b><u>Solid Waste (Rubbish and Recycling)</u></b>										
Level of Service Improvement	20	20	162	330	1,098	11	0	0	0	596
Replacements	40	10	10	11	11	11	0	0	0	0
<b><u>Wastewater (Sewerage)</u></b>										
Level of Service Improvement	150	513	158	216	0	0	232	118	725	6,418
Replacements	735	343	363	3,602	426	413	400	633	647	475
<b><u>Parks and Reserves</u></b>										
Level of Service Improvement	295	470	52	53	0	55	226	58	0	60
Replacements	45	143	104	341	239	22	45	46	23	24
<b><u>Property</u></b>										
Level of Service Improvement	429	587	1,790	197	1,614	94	40	75	99	1,472
Replacements	315	220	110	138	619	72	79	75	123	95
<b><u>Community Development</u></b>										
Meet Additional Demand	2,600	2,655	835	0	0	0	0	0	0	0
Level of Service Improvement	70	77	26	27	27	28	28	29	29	30
Replacements	0	0	0	0	0	0	0	0	0	0
<b><u>Administration</u></b>										
Replacements	308	367	148	202	330	105	156	192	122	205
<b>TOTAL PROJECTS (excl GST)</b>	<b>18,516</b>	<b>16,456</b>	<b>22,566</b>	<b>25,569</b>	<b>15,961</b>	<b>11,449</b>	<b>12,963</b>	<b>12,014</b>	<b>15,388</b>	<b>35,587</b>
<b><u>FUNDING</u></b>										
Loans	6,608	5,114	7,400	6,652	4,705	1,554	1,717	1,227	3,682	22,561
Section sales (subdivision loan-funded)	0	0	0	0	0	0	0	0	0	0
NZTA 100% Financial Assistance	0	0	0	0	0	557	1,250	579	591	602
Reserves	9,478	10,729	14,676	18,901	11,208	9,322	9,979	10,156	11,098	12,406
Grants/Donations	2,430	592	490	16	49	17	17	52	18	18
Rates	0	20	0	0	0	0	0	0	0	0
NZTA Financial Assistance	0	0	0	0	0	0	0	0	0	0
<b>TOTAL (excl GST)</b>	<b>18,516</b>	<b>16,456</b>	<b>22,566</b>	<b>25,569</b>	<b>15,961</b>	<b>11,449</b>	<b>12,963</b>	<b>12,014</b>	<b>15,388</b>	<b>35,587</b>



**Figure 53- Capital Expenditure by Activity - All Assets**



# Investment Funding Strategy

**Table 57 – Library Expenditure and Funding Projection**

Budget		Forecast					Projection				
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>856</b>	<b>Operating Expenditure</b>	<b>899</b>	<b>929</b>	<b>959</b>	<b>975</b>	<b>991</b>	<b>1,020</b>	<b>1,031</b>	<b>1,043</b>	<b>1,068</b>	<b>1,082</b>
<b>80</b>	<b>Revenue</b>	<b>90</b>	<b>92</b>	<b>94</b>	<b>96</b>	<b>98</b>	<b>99</b>	<b>101</b>	<b>103</b>	<b>105</b>	<b>107</b>
<b>642</b>	<b>Net Cost of Service</b>	<b>809</b>	<b>837</b>	<b>866</b>	<b>880</b>	<b>894</b>	<b>921</b>	<b>930</b>	<b>940</b>	<b>963</b>	<b>975</b>
<b>EXPENDITURE</b>											
537	Operating Costs	598	611	625	638	651	663	676	689	702	715
26	Interest	33	30	28	27	25	24	23	22	21	21
84	Depreciation	96	98	103	105	106	111	112	113	118	119
209	Allocated Overheads	173	190	203	206	209	221	220	219	227	228
<b>856</b>	<b>Total Operating Expenditure</b>	<b>899</b>	<b>929</b>	<b>959</b>	<b>975</b>	<b>991</b>	<b>1,020</b>	<b>1,031</b>	<b>1,043</b>	<b>1,068</b>	<b>1,082</b>
31	Principal Loan Repayments	32	31	30	29	28	27	26	25	24	23
0	Capital Expenditure	75	97	26	0	22	0	0	0	0	0
<b>887</b>	<b>Total Expenditure</b>	<b>1,006</b>	<b>1,057</b>	<b>1,016</b>	<b>1,004</b>	<b>1,041</b>	<b>1,047</b>	<b>1,057</b>	<b>1,068</b>	<b>1,091</b>	<b>1,105</b>
<b>FUNDED BY:</b>											
80	Charges for Services	90	92	94	96	98	99	101	103	105	107
<b>80</b>	<b>Revenue</b>	<b>90</b>	<b>92</b>	<b>94</b>	<b>96</b>	<b>98</b>	<b>99</b>	<b>101</b>	<b>103</b>	<b>105</b>	<b>107</b>
727	General Rates	758	784	813	827	840	867	877	888	911	924
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
41	Depreciation funded from Reserves	43	43	44	45	46	47	48	49	50	51
0	Loan Funding - Capital	5	26	0	0	0	0	0	0	0	0
0	Grants and Donations	25	0	26	0	0	0	0	0	0	0
31	Transfer from Reserves	77	103	30	29	50	27	26	25	24	23
8	Other Funding	9	10	8	7	8	6	5	3	2	0
<b>887</b>	<b>Total Funding</b>	<b>1,006</b>	<b>1,057</b>	<b>1,016</b>	<b>1,004</b>	<b>1,041</b>	<b>1,047</b>	<b>1,057</b>	<b>1,068</b>	<b>1,091</b>	<b>1,105</b>

# Investment Funding Strategy

**Table 58 – Civic Amenities Expenditure and Funding Projection**

Budget		Forecast					Projection				
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>1,089</b>	<b>Operating Expenditure</b>	<b>1,807</b>	<b>1,726</b>	<b>1,565</b>	<b>1,786</b>	<b>1,912</b>	<b>2,189</b>	<b>2,206</b>	<b>2,219</b>	<b>2,340</b>	<b>2,390</b>
<b>54</b>	<b>Revenue</b>	<b>60</b>	<b>61</b>	<b>63</b>	<b>64</b>	<b>65</b>	<b>66</b>	<b>68</b>	<b>69</b>	<b>70</b>	<b>71</b>
<b>756</b>	<b>Net Cost of Service</b>	<b>1,747</b>	<b>1,664</b>	<b>1,503</b>	<b>1,722</b>	<b>1,847</b>	<b>2,122</b>	<b>2,139</b>	<b>2,150</b>	<b>2,270</b>	<b>2,319</b>
<b><u>EXPENDITURE</u></b>											
380	Operating Costs	888	755	459	473	483	493	503	513	523	533
27	Interest	48	50	73	95	122	147	143	137	133	156
533	Depreciation	705	749	844	1,029	1,057	1,345	1,361	1,372	1,469	1,490
149	Allocated Overheads	166	171	189	188	250	204	200	197	214	210
<b>1,089</b>	<b>Total Operating Expenditure</b>	<b>1,807</b>	<b>1,726</b>	<b>1,565</b>	<b>1,786</b>	<b>1,912</b>	<b>2,189</b>	<b>2,206</b>	<b>2,219</b>	<b>2,340</b>	<b>2,390</b>
31	Principal Loan Repayments	47	52	78	104	135	163	158	153	149	174
595	Capital Expenditure	443	621	1,855	275	2,204	158	111	107	214	1,541
<b>1,716</b>	<b>Total Expenditure</b>	<b>2,297</b>	<b>2,399</b>	<b>3,499</b>	<b>2,165</b>	<b>4,250</b>	<b>2,510</b>	<b>2,475</b>	<b>2,479</b>	<b>2,703</b>	<b>4,105</b>
<b><u>FUNDED BY:</u></b>											
54	Charges for Services	60	61	63	64	65	66	68	69	70	71
<b>54</b>	<b>Revenue</b>	<b>60</b>	<b>61</b>	<b>63</b>	<b>64</b>	<b>65</b>	<b>66</b>	<b>68</b>	<b>69</b>	<b>70</b>	<b>71</b>
752	General Rates	919	960	1,090	1,310	1,434	1,687	1,705	1,719	1,814	1,865
0	UAGC	0	0	0	0	0	0	0	0	0	0
19	Targeted Rates	19	19	19	19	19	19	19	19	19	19
0	Grants and Donations	0	511	417	16	49	17	17	17	18	18
257	Depreciation funded from Reserves	368	368	384	384	384	409	409	409	435	435
592	Loan Funding - Capital	300	51	1,346	128	1,597	78	23	23	82	1,454
34	Transfer from Reserves	620	418	170	236	692	227	230	220	263	243
7	Other Funding	10	11	10	8	9	7	5	4	2	0
<b>1,716</b>	<b>Total Funding</b>	<b>2,297</b>	<b>2,399</b>	<b>3,499</b>	<b>2,165</b>	<b>4,250</b>	<b>2,510</b>	<b>2,475</b>	<b>2,479</b>	<b>2,703</b>	<b>4,105</b>

**Table 59 – Wai o Rua Expenditure and Funding Projection**

Budget		Forecast					Projection				
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>2,884</b>	<b>Operating Expenditure</b>	<b>3,481</b>	<b>3,505</b>	<b>3,621</b>	<b>3,644</b>	<b>3,675</b>	<b>3,796</b>	<b>3,817</b>	<b>3,842</b>	<b>3,962</b>	<b>3,993</b>
<b>392</b>	<b>Revenue</b>	<b>720</b>	<b>735</b>	<b>751</b>	<b>767</b>	<b>782</b>	<b>797</b>	<b>812</b>	<b>828</b>	<b>843</b>	<b>858</b>
<b>941</b>	<b>Net Cost of Service</b>	<b>2,762</b>	<b>2,770</b>	<b>2,870</b>	<b>2,877</b>	<b>2,892</b>	<b>2,999</b>	<b>3,004</b>	<b>3,014</b>	<b>3,119</b>	<b>3,135</b>
<b>EXPENDITURE</b>											
1,615	Operating Costs	2,100	2,147	2,211	2,261	2,309	2,356	2,403	2,451	2,499	2,551
403	Interest	405	364	340	321	305	293	282	269	257	248
505	Depreciation	483	484	505	505	507	539	539	539	574	574
361	Allocated Overheads	495	510	564	557	554	608	592	583	632	620
<b>2,884</b>	<b>Total Operating Expenditure</b>	<b>3,481</b>	<b>3,505</b>	<b>3,621</b>	<b>3,644</b>	<b>3,675</b>	<b>3,796</b>	<b>3,817</b>	<b>3,842</b>	<b>3,962</b>	<b>3,993</b>
468	Principal Loan Repayments	396	380	365	351	338	325	312	299	287	276
0	Capital Expenditure	86	2	2	55	2	2	2	37	2	20
<b>3,351</b>	<b>Total Expenditure</b>	<b>3,963</b>	<b>3,888</b>	<b>3,988</b>	<b>4,051</b>	<b>4,016</b>	<b>4,123</b>	<b>4,131</b>	<b>4,178</b>	<b>4,252</b>	<b>4,289</b>
<b>FUNDED BY:</b>											
392	Charges for Services	720	735	751	767	782	797	812	828	843	858
<b>392</b>	<b>Revenue</b>	<b>720</b>	<b>735</b>	<b>751</b>	<b>767</b>	<b>782</b>	<b>797</b>	<b>812</b>	<b>828</b>	<b>843</b>	<b>858</b>
1,999	General Rates	2,517	2,526	2,628	2,639	2,653	2,764	2,773	2,787	2,897	2,917
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Targeted Rates	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Depreciation funded from Reserves	217	217	217	217	217	217	217	217	217	217
0	Loan Funding - Capital	2	0	0	53	0	0	0	0	0	0
0	Grants and Donations	82	0	0	0	0	0	0	34	0	0
946	Transfer from Reserves	398	382	367	354	341	327	314	302	290	296
14	Other Funding	27	27	24	21	22	18	14	9	5	1
<b>3,351</b>	<b>Total Funding</b>	<b>3,963</b>	<b>3,888</b>	<b>3,988</b>	<b>4,051</b>	<b>4,016</b>	<b>4,123</b>	<b>4,131</b>	<b>4,178</b>	<b>4,252</b>	<b>4,289</b>

**Table 60 – Pensioner Housing Expenditure and Funding Projection**

Budget		Forecast					Projection				
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>159</b>	<b>Operating Expenditure</b>	<b>160</b>	<b>160</b>	<b>171</b>	<b>172</b>	<b>175</b>	<b>184</b>	<b>184</b>	<b>185</b>	<b>197</b>	<b>197</b>
<b>77</b>	<b>Revenue</b>	<b>94</b>	<b>101</b>	<b>108</b>	<b>116</b>	<b>124</b>	<b>133</b>	<b>142</b>	<b>152</b>	<b>163</b>	<b>174</b>
<b>42</b>	<b>Net Cost of Service</b>	<b>66</b>	<b>60</b>	<b>63</b>	<b>56</b>	<b>51</b>	<b>52</b>	<b>42</b>	<b>33</b>	<b>34</b>	<b>24</b>
<b>EXPENDITURE</b>											
64	Operating Costs	55	57	58	60	62	64	66	68	70	72
1	Interest	2	2	2	2	2	2	1	1	1	1
37	Depreciation	46	46	48	48	48	51	51	51	54	54
57	Allocated Overheads	57	56	63	63	64	68	66	65	72	70
<b>159</b>	<b>Total Operating Expenditure</b>	<b>160</b>	<b>160</b>	<b>171</b>	<b>172</b>	<b>175</b>	<b>184</b>	<b>184</b>	<b>185</b>	<b>197</b>	<b>197</b>
1	Principal Loan Repayments	2	2	2	2	2	2	2	2	2	1
30	Capital Expenditure	125	87	16	5	5	6	6	6	6	6
<b>190</b>	<b>Total Expenditure</b>	<b>287</b>	<b>249</b>	<b>189</b>	<b>179</b>	<b>182</b>	<b>192</b>	<b>192</b>	<b>193</b>	<b>204</b>	<b>205</b>
<b>FUNDED BY:</b>											
77	Charges for Services	94	101	108	116	124	133	142	152	163	174
<b>77</b>	<b>Revenue</b>	<b>94</b>	<b>101</b>	<b>108</b>	<b>116</b>	<b>124</b>	<b>133</b>	<b>142</b>	<b>152</b>	<b>163</b>	<b>174</b>
34	General Rates	35	32	34	32	30	30	26	23	24	20
48	Operational Balance from Reserves	32	28	29	26	21	22	17	11	12	5
0	Grant Funding	0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves	0	0	0	0	0	0	0	0	0	0
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	125	87	16	5	5	6	6	6	6	6
30	Loan Funding - Capital	0	0	0	0	0	0	0	0	0	0
1	Other Funding	1	2	1	1	1	1	1	1	0	0
<b>190</b>	<b>Total Funding</b>	<b>287</b>	<b>249</b>	<b>189</b>	<b>179</b>	<b>182</b>	<b>192</b>	<b>192</b>	<b>193</b>	<b>204</b>	<b>205</b>

**Table 61 – Aerodrome Expenditure and Funding Projection**

Budget		Forecast					Projection					
		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>140</b>	<b>Operating Expenditure</b>		<b>144</b>	<b>146</b>	<b>152</b>	<b>155</b>	<b>157</b>	<b>163</b>	<b>164</b>	<b>166</b>	<b>171</b>	<b>173</b>
<b>27</b>	<b>Revenue</b>		<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>36</b>
<b>113</b>	<b>Net Cost of Service</b>		<b>112</b>	<b>114</b>	<b>120</b>	<b>122</b>	<b>123</b>	<b>129</b>	<b>130</b>	<b>131</b>	<b>135</b>	<b>137</b>
<b>EXPENDITURE</b>												
105	Operating Costs		92	94	96	98	101	103	105	107	109	111
0	Interest		0	1	0	0	0	0	0	0	0	0
6	Depreciation		8	8	8	8	8	8	8	8	8	8
30	Allocated Overheads		43	44	48	48	48	52	52	51	55	54
<b>140</b>	<b>Total Operating Expenditure</b>		<b>144</b>	<b>146</b>	<b>152</b>	<b>155</b>	<b>157</b>	<b>163</b>	<b>164</b>	<b>166</b>	<b>171</b>	<b>173</b>
0	Principal Loan Repayments		0	1	1	1	1	0	0	0	0	0
0	Capital Expenditure		15	0	0	0	0	0	0	0	0	0
<b>140</b>	<b>Total Expenditure</b>		<b>159</b>	<b>147</b>	<b>153</b>	<b>156</b>	<b>158</b>	<b>163</b>	<b>165</b>	<b>166</b>	<b>172</b>	<b>173</b>
<b>FUNDED BY:</b>												
27	Charges for Services		32	32	33	33	34	34	35	35	36	36
<b>27</b>	<b>Revenue</b>		<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>36</b>
112	General Rates		110	113	118	121	122	128	129	130	135	137
0	UAGC		0	0	0	0	0	0	0	0	0	0
0	Transfers (to) from Reserves		0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves		0	0	0	0	0	0	0	0	0	0
0	Loan Funding - Capital		15	0	0	0	0	0	0	0	0	0
1	Other Funding		2	2	2	2	2	2	1	1	0	0
<b>140</b>	<b>Total Funding</b>		<b>159</b>	<b>147</b>	<b>153</b>	<b>156</b>	<b>158</b>	<b>163</b>	<b>165</b>	<b>166</b>	<b>172</b>	<b>173</b>

**Table 62 – Farm Expenditure and Funding Projection**

Budget		Forecast					Projection				
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>461</b>	<b>Operating Expenditure</b>	<b>520</b>	<b>537</b>	<b>560</b>	<b>564</b>	<b>570</b>	<b>590</b>	<b>593</b>	<b>597</b>	<b>616</b>	<b>619</b>
<b>719</b>	<b>Revenue</b>	<b>636</b>	<b>649</b>	<b>663</b>	<b>676</b>	<b>689</b>	<b>702</b>	<b>715</b>	<b>728</b>	<b>741</b>	<b>754</b>
<b>(258)</b>	<b>Net Cost of Service</b>	<b>(116)</b>	<b>(111)</b>	<b>(103)</b>	<b>(112)</b>	<b>(120)</b>	<b>(112)</b>	<b>(122)</b>	<b>(131)</b>	<b>(125)</b>	<b>(135)</b>
<b>EXPENDITURE</b>											
314	Operating Costs	321	332	339	346	353	360	367	374	380	387
69	Interest	85	81	78	77	75	75	74	73	72	72
47	Depreciation	54	53	61	62	63	68	68	68	72	71
31	Allocated Overheads	60	72	82	79	78	87	84	82	92	89
<b>461</b>	<b>Total Operating Expenditure</b>	<b>520</b>	<b>537</b>	<b>560</b>	<b>564</b>	<b>570</b>	<b>590</b>	<b>593</b>	<b>597</b>	<b>616</b>	<b>619</b>
129	Principal Loan Repayments	41	36	28	37	45	37	47	56	50	60
16	Capital Expenditure	70	77	26	27	27	28	28	29	29	30
<b>606</b>	<b>Total Expenditure</b>	<b>631</b>	<b>650</b>	<b>614</b>	<b>628</b>	<b>641</b>	<b>655</b>	<b>668</b>	<b>682</b>	<b>695</b>	<b>709</b>
<b>FUNDED BY:</b>											
719	Charges for Services	636	649	663	676	689	702	715	728	741	754
<b>719</b>	<b>Revenue</b>	<b>636</b>	<b>649</b>	<b>663</b>	<b>676</b>	<b>689</b>	<b>702</b>	<b>715</b>	<b>728</b>	<b>741</b>	<b>754</b>
(198)	General Rates	(148)	(78)	(78)	(78)	(78)	(77)	(77)	(76)	(76)	(75)
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Transfer (to) from Reserves	70	0	0	0	0	0	0	0	0	0
69	Transfer from Reserves	5	51	0	0	0	0	0	0	0	0
0	Sale of Land	0	0	0	0	0	0	0	0	0	0
16	Loan Funding - Capital	65	26	26	27	27	28	28	29	29	30
0	Other Funding	3	3	3	3	3	2	2	1	1	0
<b>606</b>	<b>Total Funding</b>	<b>631</b>	<b>650</b>	<b>614</b>	<b>628</b>	<b>641</b>	<b>655</b>	<b>668</b>	<b>682</b>	<b>695</b>	<b>709</b>

**Table 63 – Holiday Park Expenditure and Funding Projection**

Budget		Forecast					Projection					
2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
\$000		\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	
2	<b>Operating Expenditure</b>	2	2	2	2	2	2	2	2	2	2	
3	<b>Revenue</b>	4	4	4	4	4	4	4	4	4	4	
(1)	<b>Net Cost of Service</b>	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	
<b>EXPENDITURE</b>												
0	Operating Costs	0	0	0	0	0	0	0	0	0	0	
2	Allocated Overheads	2	2	2	2	2	2	2	2	2	2	
2	<b>Total Expenditure</b>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	
<b>FUNDED BY:</b>												
3	Charges for Services	4	4	4	4	4	4	4	4	4	4	
3	<b>Revenue</b>	4	4	4	4	4	4	4	4	4	4	
(1)	General Rates	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	
0	Other Funding	0	0	0	0	0	0	0	0	0	0	
2	<b>Total Funding</b>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	

**Table 64 – Rental Properties Expenditure and Funding Projection**

Budget 2023/24 \$000		Forecast					Projection				
		2024/25 \$000	2025/26 \$000	2026/27 \$000	2027/28 \$000	2028/29 \$000	2029/30 \$000	2030/31 \$000	2031/32 \$000	2032/33 \$000	2033/34 \$000
<b>64</b>	<b>Operating Expenditure</b>	<b>70</b>	<b>77</b>	<b>82</b>	<b>83</b>	<b>84</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>97</b>	<b>97</b>
<b>37</b>	<b>Revenue</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>59</b>	<b>60</b>	<b>61</b>	<b>62</b>	<b>63</b>	<b>64</b>	<b>66</b>
<b>27</b>	<b>Net Cost of Service</b>	<b>15</b>	<b>21</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>29</b>	<b>28</b>	<b>27</b>	<b>32</b>	<b>32</b>
<b>EXPENDITURE</b>											
10	Operating Costs	10	10	11	12	12	13	14	15	16	17
20	Depreciation	27	27	28	28	28	30	30	30	32	32
34	Allocated Overheads	33	39	43	43	43	47	46	45	49	48
<b>64</b>	<b>Total Operating Expenditure</b>	<b>70</b>	<b>77</b>	<b>82</b>	<b>83</b>	<b>84</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>97</b>	<b>97</b>
0	Capital Expenditure	0	0	0	0	0	0	0	0	0	0
<b>64</b>	<b>Total Expenditure</b>	<b>70</b>	<b>77</b>	<b>82</b>	<b>83</b>	<b>84</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>97</b>	<b>97</b>
<b>FUNDED BY:</b>											
37	Charges for Services	55	56	57	59	60	61	62	63	64	66
<b>37</b>	<b>Revenue</b>	<b>55</b>	<b>56</b>	<b>57</b>	<b>59</b>	<b>60</b>	<b>61</b>	<b>62</b>	<b>63</b>	<b>64</b>	<b>66</b>
26	General Rates	13	19	23	23	22	28	27	27	32	32
0	UAGC	0	0	0	0	0	0	0	0	0	0
0	Depreciation funded from Reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer from Reserves	0	0	0	0	0	0	0	0	0	0
1	Other Funding	2	2	2	1	1	1	1	1	0	0
<b>64</b>	<b>Total Funding</b>	<b>70</b>	<b>77</b>	<b>82</b>	<b>83</b>	<b>84</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>97</b>	<b>97</b>



**10.0**  
**Asset Management Practices and  
Improvement Plan**

**10.0: ASSET MANAGEMENT PRACTICES AND IMPROVEMENT PLAN**

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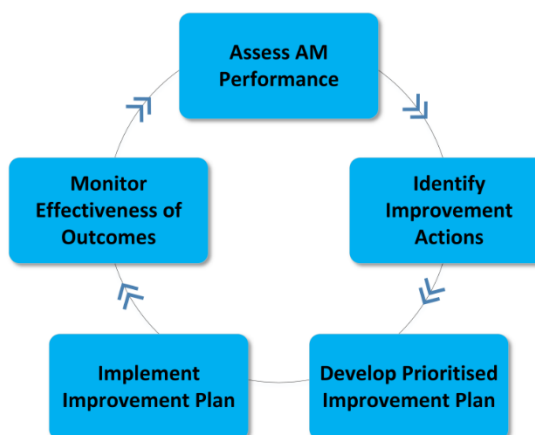
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## 10.1. OVERVIEW

Asset management improvement planning is a process, Figure 54. It enables Council to improve the way it manages infrastructure assets and the services they provide.

The Asset Management Practices and Improvement Plan section identifies the maturity of Stratford District Council asset management practices, improvements made since the last Asset Management Plan review and a plan for future asset management improvements resulting from areas for improvement identified in earlier Sections of this plan.



**Figure 54 - Asset Management Improvement Process**

## 10.2. ASSET MANAGEMENT PRACTICES

### 10.2.1 ASSET MANAGEMENT POLICY

Stratford District Council reviewed its inaugural Asset Management Policy in 2020. The Policy establishes the first level of Council's asset management framework for managing infrastructure assets in a structured, coordinated, and financially sustainable manner. The objectives of this Policy are:

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

The Council's Asset Management Policy can be viewed on the Stratford District Council website.

### 10.2.2 ASSET MANAGEMENT GOALS AND OBJECTIVES

The Council's Asset Management goals and objectives are guided by the Asset Management Policy to drive best practice. The Asset Management goals and objectives for Stratford District Council are to:

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

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

- Asset management goals and objectives will be aligned with corporate objectives and community outcomes.
- Capital, operation and maintenance, and renewal/replacement works will be aligned with asset management objectives.
- Sustainable and suitable development will be considered in the options for asset development and service delivery.
- Optimal replacement/lifecycle asset management strategies will be developed.
- Asset replacement strategies will be established through the use of optimised lifecycle management and costing principles.
- Funding allocation for the appropriate level of maintenance in order for assets to deliver required Levels of Service.
- Growth and demand forecasting will be integrated as part of all asset management planning to meet current and future needs of the community.
- The design, construction and maintenance of assets, so far as reasonably practical, are without risk to the health or safety of any person.

### **10.2.3 ASSET MANAGEMENT PLAN DEVELOPMENT**

Planning processes tend to be circular with built in reviews. The AMP and LTP need to have regular review cycles so that they remain current and deal with issues at the time. An important function of the review cycle is to monitor performance against the goal levels of service and KPIs that were set some years before.

The AMPs are reviewed every three years in line with the 10-year long term planning cycle but work programmes can change annually. These changes can be brought about by outside pressure, weather events, budget constraints and new projects becoming apparent.

The ability to become responsive each year is through the annual planning process. The AMP details goals, levels of service, KPIs and targets which contribute to Stratford's organisational vision for the district and community.

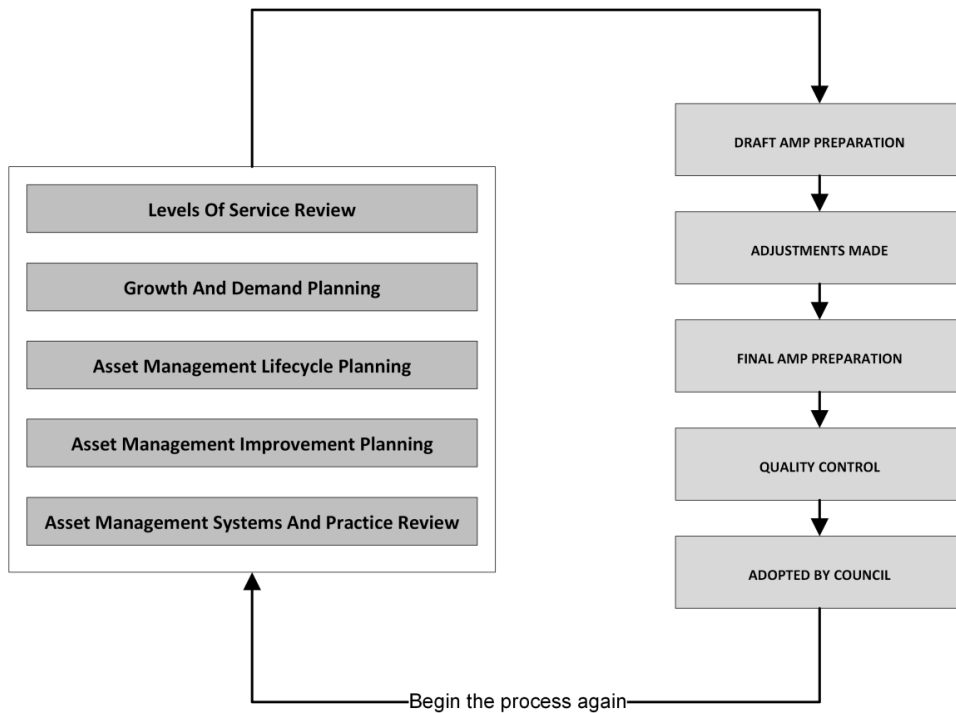
The review process considers the overall impact of the planned programme to deliver the defined levels of service through the on-going development of the AMP. This review/AMP development process moderates competing priorities within the context of community affordability and may result in some projects being deferred or budgets being re-prioritised. Figure 55 below shows a graphical display of the AMP development process.

### **10.2.4 ASSET MANAGEMENT MATURITY**

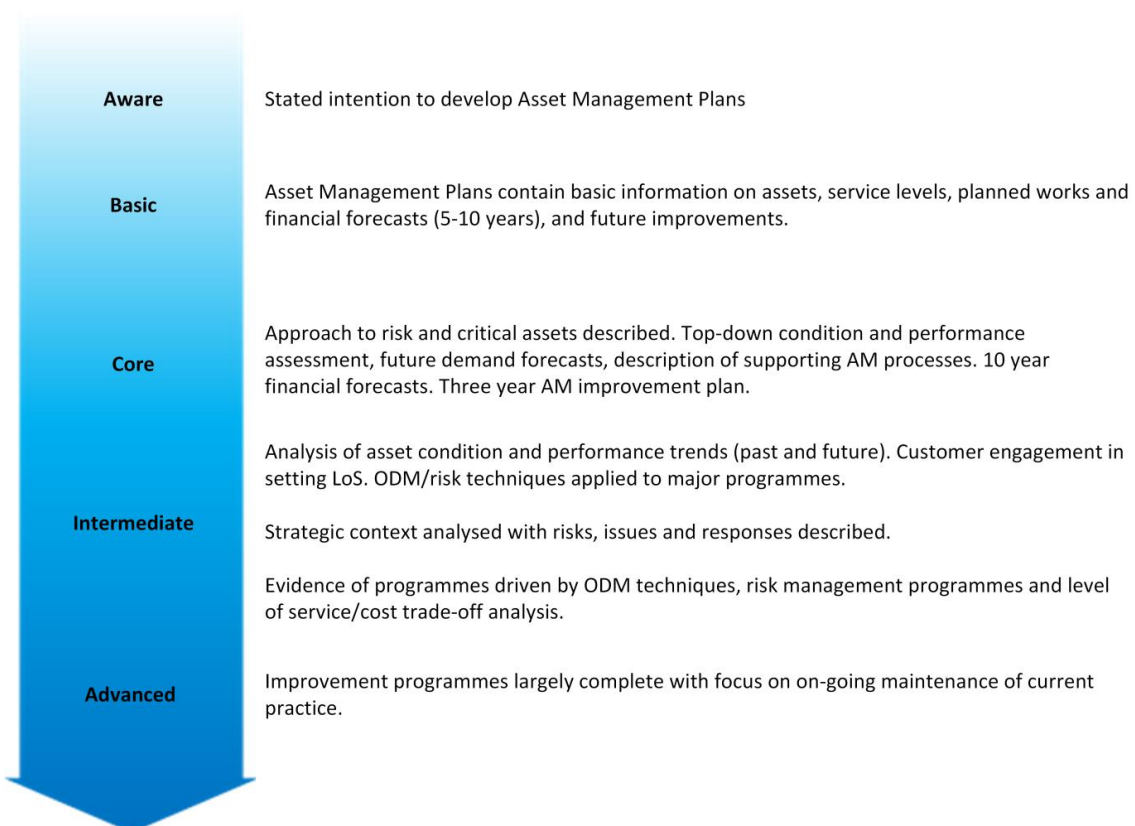
We have assessed that our asset management system maturity is predominantly at the Core level. It is largely based on the long-term knowledge of the asset management team. It contains asset data that has been collected over time and held in asset management information systems.

Through continual improvement and development of asset management practices and processes it is our intention that the asset management plans progressively improve.

Our target is to develop our asset management practices and processes to an Intermediate level of maturity where appropriate. The Council is in the process of assessing our asset management maturity level to identify areas for improvement. The Council is considering options for undertaking a formal assessment of our asset management maturity. The five levels of asset management plan maturity are shown in Figure 56 and are Aware, Basic; Core; Intermediate and Advanced.



**Figure 55 - Asset Management Plan Development Process**



**Figure 56 - Asset Management System Maturity Index**

# Asset Management Improvement Plan and Monitoring

## 10.3. ASSET MANAGEMENT IMPROVEMENT PLAN

The Table identifies asset management improvements made for this Activity since 2015 and lists future improvement actions for our property assets.

**Table 65 - Asset Management Improvement Plan**

Item	Asset Management Practice Area	Improvements	Section Identified	Date	Responsibility
1-6	Asset Information	<p>Develop a strategy to collect numbers of building usage and capacity statistics. This will be where appropriate</p> <p>Develop and implement a recurring building condition inspection programme</p> <p>Develop a process to enable the timely identification of initiatives to improve buildings sustainability</p> <p>Monitor Performance of the AMPs service levels</p> <p>Develop an implementation plan to ensure detailed condition assessments on the building</p>	3.9	<p>July 2025</p> <p>Ongoing</p> <p>July 2025</p> <p>Ongoing</p> <p>July 2025</p>	Property Officer
2	Demand Forecasting	Further assessment needed to assess the impacts of growth demands on the adequacy of the existing Property Services	4.4	Ongoing	Property Officer Director - Assets
3	Levels of Service and Performance Management	<p>Continuous performance measuring completed using KPIs</p> <p>Review levels of service relevance, monitoring and reporting</p>	5.7	<p>Ongoing</p> <p>Ongoing</p>	Property Officer
4	Risk Management	Continuous review of the risks for the Property Activity	8.13	Ongoing	Property Officer Director - Assets
5	AM Policy review	Review regularly	10.3	Regularly	Director – Assets Director – Corporate Services

# **APPENDICES**

- Appendix 1 - Property Risk Assessment**
- Appendix 2 - Property Operational Documents**

## APPENDIX 1 - PROPERTY RISK ASSESSMENT

### COMPLIANCE AND LEGISLATION RISKS

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Legislation Changes	If changes to legislation or case law occur and are not implemented by staff, then council may be acting illegally and in breach of legislation.	4 High	Regular review and update Legislative Compliance Register. Staff training and attending relevant industry conferences. Regular policy review to ensure policies and procedures are in line with legislation changes.	2 Moderate
Statutory Reporting Commitment	If Council does not meet statutory commitments, then it may be acting illegally and receive attention from Ministry which could result in financial penalty and council functions being removed.	3 Moderate	Quality assurance. Resourcing levels maintained. Schedule of dates and commitments is regularly maintained and updated by the Property Manager. Regular review and update of Legislative Compliance Register.	1 Low
Bylaws and Policies	If Council fails to keep Policies and Bylaws up to date, then the Policies will become irrelevant, and Bylaws may become unenforceable and council could be acting illegally.	8 High	Quality assurance, Resourcing levels maintained, Regular Policy Schedule review by CEO. Regular review of Bylaw timetable maintained in Content Manager.	3 Moderate
Property and Parks - Non-Compliance	If Council does not comply with its obligations under legislation (e.g., Resource Management Act 1991, Building Act 2004, Health and Safety at Work Act 2015) then administrative fines and penalties may result, and reputational damage.	3 Moderate	Ensure maintenance contractor and Council staff members are trained and up to date with all legislative requirements impacting on property and park assets. Ensure maintenance contracts have robust out-clauses that cover a range of situations where non-compliance or unsatisfactory work is identified. Council has secured public liability insurance and statutory liability insurance.	1 Low
Property Asset Management Plan <b>TOP TEN RISK</b>	If Property AMPs are incomplete then capital programmes, condition of assets, life cycle management will not be realised.	6 High	AMPs are reviewed every 3 years to address the current problems and issues at the time in order to develop work programmes for the next 3 years. Early review of AMP. Property Officer to obtain necessary information from Activity Managers to inform the early preparation of the AMP.	4 High



## DATA AND INFORMATION RISKS

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Uncontrolled access to Aquatic Centre Building Management System <b>TOP TEN RISK</b>	If untrained unauthorised Staff access the Building Management System (BMS) installed at the pool they might compromise the running of the specialised systems installed. This could cause system downtime, ransoms may be demanded, potential reputational damage, and potential loss of funds.	16 Very High	Restrict access to the system so only authorised personnel have access through IT.	3 Moderate
Uncontrolled access to Physical and Digital Records	If there is uncontrolled or unauthorised access to archives, then records/files could go missing, privacy breached, possible legislative breaches.	2 Moderate	Access to physical archives is limited to IM Specialist and IT Manager, door is locked at all other times. Digital records must be stored in IT approved repositories, with access restricted where necessary. Electronic access is restricted to staff who have a SDC login and have also been granted the relevant security permissions to access applications relevant to their job role.	1 Low
Records Handling	If hard copy protected records are handled in a way that could cause damage, degradation or disorganisation, then this could lead to loss of protected records, non-compliance with legislation and potential financial penalties.	1 Low	Access to archives is limited to trained staff. Ensure the Information Management Specialist is fully trained in all areas of protected records management. Maintain a register of archived records, and a process by which records will be archived. Storage area must be restricted and temperature controlled.	1 Low
Unapproved online platforms used	If unapproved online platforms are used for Council business, then Council sensitive information and individual private details could be hacked and made available publicly.	3 Moderate	All Council information should only be stored on platforms that are approved by IT and gone through proper procedures and checks by IT.	1 Low

## FINANCIAL RISKS

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
Asset Disposal/ Acquisition	Policy changes result in substantial asset disposal occurs.	1 Low	Officers will require approval from Council for disposal/acquisition of assets.	1 Low
Accessing Funding	If the AMP is incorrect or not developed, then the maintenance funding will be insufficient to provide the levels of service and the Council may miss out on funding and Council has to fully fund projects	3 Moderate	Ensure funding assessments are carried out by sufficiently experienced personnel and business cases are written for funding (AMP). A system should be established to regularly monitor all available funding for council projects.	1 Low
Internal Financial Controls	If internal financial controls are compromised and ineffective, then possible fraud, budget will blowout and there may be a delayed service	6 High	Good quality controls. Implement annual external and internal audit recommendations. Adhere to Procurement and Delegations Policy. Communications of internal controls to all staff. Recommend internal audit programme every year by independent contractor.	1 Low
Procurement contracts	IF procurement contracts entered into are not cost-effective and do not comply with Council's Procurement Policies THEN council projects could go over budget and council procurement could be subject to industry, media, legal scrutiny.	6 High	Ensure procurement policy and procurement manual are appropriate, comply with legislation and good practice, and followed by all staff and significant contracts are reviewed by an independent professional.	1 Low
New Regulations require Significant Investment <b>TOP TEN RISK</b>	If new environmental regulations or legislation imposed on councils requires a significant increase in capital expenditure, then the ability to finance investment could be compromised and rates increases could breach limits.	6 High	Work within approved budgetary constraints and achieve cost efficiencies regularly so that council can weather any necessary investment in order to be compliant with changing legislative environment.	4 High
Theft by Contractors	If contractors have unrestricted access to council property and/or information, then there is an opportunity for theft and consequently loss of Council assets.	4 Moderate	All contractors must go through a pre-qualification process. Visitors to Council buildings must sign in. Access to the building has now been restricted with the use	2 Moderate

Risk Subject	Risk Description	Risk Score Raw	Control Description	Residual Risk Score
			of fobs. Protected records are stored in a safe or locked storage room.	
Inadequate financial provision to fund asset replacement	<p>If there is inadequate financial provision to fund the replacement of assets. The asset may not be renewed and the service level may drop and H&amp;S may be compromised.</p> <p>then the Council Officer will have to optimise the available budget to deliver the may have to borrow more than expected, or asset replacement may need to be delayed which may affect service level performance. If there is inadequate</p>	3 Moderate	The Council Officer will optimise the available budget to deliver the prioritised workload. annual depreciation is based on accurate fixed asset values (replacement cost) and accurate useful lives. Assets should not, unless necessary, be replaced before the end of their useful life. Optimise the budget you have	2 Moderate
Bribery and Corruption	Perceived Bribery or Corruption from Property contractors,	4 High	Ensure Staff code of conduct is current and regularly reviewed.	3 Moderate
Management Override of Internal Controls	If an Asset Manager uses their unique position to override internal controls, then there is a high failure of audit and risk scrutiny which will lead to reputational damage.	4 High	Officer to observe the internal controls in the Procurement Policy. Procurement templates to be used by the Property Officer. The Policy provides a 2 step process of approval. Audit and Risk Committee oversight. Internal and External audits annually.	3 Moderate
Asset Disposal/ Acquisition	Policy changes result in substantial asset disposal occurs.	1 Low	Officers will require approval from Council for disposal/acquisition of assets.	1 Low

#### HEALTH AND SAFETY WELLBEING RISKS

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Physical works/projects <b>TOP TEN RISK</b>	If health and safety accidents or incidents occur during the physical works programme then increased costs can occur , Council reputation is damaged	4 High	Health and Safety plans are established well in advance to projects being undertaken. Physical hazards and risks are eliminated Hazard Identification records are kept. Projects do not proceed without correct Health and Safety sign off. Good	2 Moderate

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			communication to all staff. Approved JSA's, pre-qualification, TMP if it is on the road and Communication Plan to be written. Undertake audits of site and spot checks.	
Abusive Customers	If abusive customers approach Council Staff while on duty, then there is the risk that council staff or the general public could be harmed or exposed to violence.	4 High	De-escalation training for Staff. Staff have lone worker alarms if in danger,	2 Moderate
Lone Worker	If a staff member is seriously injured or killed during field inspections/site visits, then possible health and safety breaches, death or serious injury.	12 Very High	Quality assurance, Ongoing training/awareness of HSE requirements and responsibilities, better use of council data/knowledge based on dangerous or insanitary sites before staff member deploys to site, Use of GPS tracking, mobile phone tracking. Compliance officers to wear body cameras when on duty.	3 Moderate
Animal Welfare	If an animal that has been impounded is injured or dies due to maltreatment, or animals are mistreated on the council farm then this could result in animal welfare agency scrutiny and possible fines.	3 Moderate	Quality assurance, Ongoing training/awareness of HSE requirements and responsibilities, Monthly farm meetings to bring up any animal welfare issues. Property Manager to regularly visit farm and make visual assessment of cow welfare.	2 Moderate
Council Vehicle accident	If a staff member has an accident in a council vehicle, then this could result in possible death or serious injury and damage to motor vehicle asset.	4 High	All staff must have a full drivers licence, all staff are aware of procedures if there is an accident. Staff driver training to be provided to regular drivers. GPS and mobile phone tracking.	3 Moderate
Staff under Stress	If staff are affected by personal issues or by work pressures and experiencing high levels of stress, then work performance may decline and/or fatigue, illness, unsafe work practices may result.	5 High	Staff should communicate to their Managers how they feel and Managers should ensure they take the right steps. Managers are responsible for being aware of the wellbeing of their	3 Moderate

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			direct reports. There are various options available for relieving the pressure of staff who are overworked including increasing staff or reallocating work. Ensure access to EAP service is widely known and communicated to all staff. Ensure all staff have a backup option available so they can take annual leave for at least a week at a time.	
Exposure to Hazardous Substances	If staff are affected by exposure to hazardous substances eg chemicals, liquids, fumes and other toxic substances then there are possible risks to staff health and wellbeing.	6 High	All hazardous substances are correctly labelled and stored according to best practice safety procedures and guidelines. Training is mandatory for all staff working with hazardous substances. Use appropriate PPE gear at all times in the vicinity of the hazardous substances. Regular health checks for staff.	3 Moderate
Workplace Bullying or Harassment	If Bullying and harassment in the workplace occurs then it can have an impact on the health and wellbeing of staff subject to the bullying and other staff witnessing the behaviour. This may impact on staff productivity and the ability of Council to attract good quality candidates.	4 High	Top down culture against bullying and harassment of any kind, policy is followed through by management, staff are aware of the reporting process. The reporting process to deal with bullying and harassment is fair, transparent, confidential and dealt with in a timely manner.	3 Moderate
Asbestos Related Work	If council buildings are contaminated with asbestos, then there is the possibility of asbestos exposure to staff and the public and increased risk of asbestosis and other lung and pleural disorders.	4 Moderate	Asbestos protocols need to be developed in line with the asbestos regulations. Community needs to be made aware of Asbestos disposal guidelines. Staff involved in building compliance or construction work should be appropriately trained in handling of asbestos materials.	2 Moderate

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			Contractors will have their own protocols for handling and disposing of asbestos products.	
Harassment / Robbery <b>TOP TEN RISK</b>	From the public within a Council owned asset / facility.	4 High	Establish emergency procedures, Security cameras in place. Ensure staff are trained to deal with potential threat. Design / limit access to building so that threats are minimised.	4 Moderate
Employee Substance Abuse	If staff are affected by drugs or alcohol while at work, then there is an increased risk of an accident or injury, property damage, and reduced work performance.	8 High	Staff shall ensure no substance abuse during work hours..	2 Moderate
Fatigue Management	If Fatigue affects an employee, as a result of working extraordinary hours, then the employee may have limited functionality which could result in personal injury or injury to others. It could also lead to stress and long term mental illness if it is reoccurring and could mean Council is in breach of the Health and Safety Act.	3 Moderate	Ensure employees take regular, quality rest breaks during the working day, in line with the Employment Relations Act (HR Policy requires this). Ensure all staff know their responsibilities in terms of managing fatigue. Ensure shift workers rostered times are manageable. The Vehicle Use Policy has limits on driving a Council vehicle after exceeding max number of work hours. Contractor fatigue management to be reported and monitored through regular contractor meetings.	1 Low
Environmental Liability	Noncompliance with Resource Consent Conditions	2 Moderate	Contractors to produce an environmental management plan as part of their contract conditions.	2 Moderate
Physical works/projects	If health and safety accidents or incidents occur during the physical works programme then increased costs can occur , Council reputation is damaged	4 High	Health and Safety plans are established well in advance to projects being undertaken. Physical hazards and risks are eliminated Hazard Identification records are kept. Projects do not proceed without correct Health and Safety sign off. Good	2 Moderate

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			communication to all staff. Approved JSA's, pre-qualification, TMP if it is on the road and Communication Plan to be written. Undertake audits of site and spot checks.	
Abusive Customers	If abusive customers approach Council Staff while on duty, then there is the risk that council staff or the general public could be harmed or exposed to violence.	4 High	De-escalation training for Staff. Staff have lone worker alarms if in danger,	2 Moderate

**OPERATIONAL RISKS**

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Contractor - Damage to Property	If maintenance contractor damages council or private property while carrying out contracted work, then council could be liable for damages and additional expenditure.	4 High	Stringent Operational procedures: Daily reporting of compliance. Regular liaison with contractor and regulators to monitor performance to ensure compliance. Contractor pre-approval process. Council has material damage insurance policy, excess \$5k. The contracts require third party public liability insurance to indemnify Council for damages. JSA and preapproval before work commences on site.	3 Moderate
Maintenance Contractor fails to deliver	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets may become under threat, unreliable, or unable to meet community needs.	8 High	Careful assessment of tender to ensure contract price viable for contractor to deliver level of service. Regular liaison with contractor to monitor performance and ensure compliance. Contractor pre-approval process must not be bypassed.	3 Moderate
Property design/construction information	If Council does not have adequate information on original design or construction of asset, then there is a greater potential for failure of future work, potential of increased costs and unsafe future construction.	3 Moderate	Carry out regular condition assessment of assets. Reassess use of asset or redesign to suit. Ensure at time of construction all required as-built plans and specifications are saved within Content Manager.	1 Low

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Iwi Consultation / Engagement	Ensuring you are dealing with all entities within the relevant iwi groups.	6 High	Council to identify all hapu and engage accordingly (also with Māori ward).	4 High
Key Person risk	If a key person in the organisation could not work for a significant period of time then this could affect council's ability to perform core functions and duties.	4 High	Ensure processes are documented and saved in areas that are accessible to other Staff. Promapp is up to date with all staff day to day processes, if known absence ahead of time ensure an appropriate training plan in place. Make use of local consultants where appropriate. Connect with colleagues from neighbouring three councils to share resource if needed.	2 Moderate
Natural Disaster - Response preparedness <b>TOP TEN RISK</b>	If a Natural Disaster causes significant damage to infrastructure then community welfare may be severely compromised, putting peoples lives at risk, and staff may be unable to access systems to carry out their day to day duties and functions.	15 Very High	Civil Defence Emergency Management plans are in place. Procedures following an emergency event are widely known by a number of staff due to Civil Defence Foundational training being rolled out to majority of council staff. Business Continuity Plans need to be in place and practiced regularly for all activities. Ensure signage viewed in publicly accessible area within public halls..	12 Very High
Biosecurity threat risk	If there is a biosecurity threat to animals/dairy farm (e.g.: MBovis) or plant life then this could close the farm and cause as loss of income. The farm would be closed until MPI clears it for reopening. This could affect the economic wellbeing of the district and the ability of council to financially meet community needs.	4 High	Ensure council takes a proactive approach to working with Biosecurity NZ, MPI, TRC and the community where a threat is identified.	2 Moderate
Critical Asset Failure <b>TOP TEN RISK</b>	If a critical property asset fails, then unexpected financial burden may arise and there could be significant disadvantage and risk to the community.	15 Very High	Conduct 2 yearly Asset Criticality Review. Ensure there are established Civil Defence Emergency Management response procedures in relation to fixing critical assets in an emergency event. Management practices and staff training, retention to ensure	5 High



Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
			appropriate skill level in critical asset maintenance. Consider suitable alternative routes to maintain access.	
Programming of Works	The approved programme of works is not carried out within agreed timeframes.	1 Low	In the event of an extreme rainfall event, a programme can be deferred following discussions between SDC and the Contractor. Hold regular meetings to discuss contractors performance and ability to deliver the agreed programme. Increasing resources via sub-contractors or additional staff. We could mutually agree to defer some of the programme to later in the year.	1 Low
Consents	The contractor not undertaking the work in accordance with the consent conditions. Council can be fined by the relevant Council for breach of conditions.	1 Low	Not negotiable - Consent conditions must be abided by otherwise the consent will be breached. Contractor needs to submit to the relevant Council a methodology about how they are going to undertake the works. Property Officer checks in with the Contractor periodically to ensure that the compliance is in place.	1 Low
Contractor - Damage to Property	If maintenance contractor damages council or private property while carrying out contracted work, then council could be liable for damages and additional expenditure.	4 High	Stringent Operational procedures: Daily reporting of compliance. Regular liaison with contractor and regulators to monitor performance to ensure compliance. Contractor pre-approval process. Council has material damage insurance policy, excess \$5k. The contracts require third party public liability insurance to indemnify Council for damages. JSA and preapproval before work commences on site.	3 Moderate
Maintenance Contractor fails to deliver	If a maintenance contractor fails to deliver contractual service necessitating termination of contract and re-tendering, then assets	8 High	Careful assessment of tender to ensure contract price viable for contractor to deliver level of service. Regular liaison with contractor to monitor	3 Moderate

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	may become under threat, unreliable, or unable to meet community needs.		performance and ensure compliance. Contractor pre-approval process must not be bypassed.	
Property design/construction information	If Council does not have adequate information on original design or construction of asset, then there is a greater potential for failure of future work, potential of increased costs and unsafe future construction.	3 Moderate	Carry out regular condition assessment of assets. Reassess use of asset or redesign to suit. Ensure at time of construction all required as-built plans and specifications are saved within Content Manager.	1 Low
Iwi Consultation / Engagement	Ensuring you are dealing with all entities within the relevant iwi groups.	6 High	Council to identify all hapu and engage accordingly (also with Māori ward).	4 High
Key Person risk	If a key person in the organisation could not work for a significant period of time then this could affect council's ability to perform core functions and duties.	4 High	Ensure processes are documented and saved in areas that are accessible to other Staff. Promapp is up to date with all staff day to day processes, if known absence ahead of time ensure an appropriate training plan in place. Make use of local consultants where appropriate. Connect with colleagues from neighbouring three councils to share resource if needed.	2 Moderate

#### REPUTATIONAL AND CONDUCT RISKS

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
Government Policy Impacting on Local Government <b>TOP TEN RISK</b>	If Government Policy significantly changes the services Council delivers or the way they are delivered, then this could put financial pressure on the district to fund investment in changes, or it may mean previous investment has become redundant.	12 Very High	Where a policy change may have a significant impact, Council can make a submission regarding the change. Council officers and elected members need to keep up to date with policy, and anticipate potential impacts of legislative changes and respond strategically. This could include joint collaboration with business and other councils, accessing alternative funding sources, or obtaining legal or professional advice.	8 High
Release of incorrect or confidential information	If incorrect or confidential information was given out through social media, media	12 Very High	All Media releases are to be checked off by Dir – Community Services, and signed off by CEO or Mayor. Social Media	2 Moderate

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
	releases, staff actions at the services desks, LGOIMA requests, council meetings, and/or functions THEN risk of damaged reputation, ratepayer distrust and actions from Local Government ministry and/or Privacy Commissioner.		Policy in place for clear guidance of social media use. Front counter training needs and communication guidelines established - a resource centre (knowledge base) maintained for FAQ's from public. Consider implementing a Privacy Impact Assessment for how council handles personal information.	
Online Passwords	If online passwords are shared or used inappropriately, then there is the risk that staff can access or hack Council owned systems and release sensitive information.	4 High	Ensure that where a staff member leaves and they have access to logins accessible online that the passwords are changed and access ceases. Limit use of online accounts.	2 Moderate
Contractor Damage or Breach	If Council and/or council contractors are found to be liable for public/environmental damage, or any actions that are unsafe or non-compliant with legislation and applicable policies and standards, then fines, possible injury, long-term damage, reputational damage could result.	12 Very High	Contractors must use appropriately trained Staff to undertake work. All physical projects require JSA prior to works commencing (even if pre-approved). Approved JSA implemented/approved before commencement of works. No Contractors shall start work without approval. Appropriate procedures and guidelines are in place to monitor contractor actions and our own including health and safety audits, contractor meetings/KPI's. The Council requires all physical works contractors to go through a thorough health and safety pre-qualification process and become approved before commencing any physical work. All relevant staff are kept up to date with pre-approved contractors register. Mini audits and random checks should be built into contracts. Contractor public liability insurance required for all major contracts.	3 Moderate

Risk Subject	Risk Descriptions	Risk Score Raw	Control Description	Residual Risk Score
CCO and other Out-sourced Functions	If Council's non-core activities (farm, aerodrome) or CCO (Percy Thomson Trust) operate in a way that has potential for non-compliance with the law or potential for financial loss THEN there may be legal, financial, environmental and health implications.	4 High	Ensure regular meetings between council staff and external operators are held and there is good reporting and monitoring of key risks and KPI's by council staff. CCO's must report six-monthly to Council. Farm Business plan is prepared annually, separate to the Annual Plan, which contains all other council operations.	3 Moderate
Council employees abuse members of the public <b>TOP TEN RISK</b>	If Council employees, during the course of their Council duties abuse members of the public, then the Council may suffer significant reputational damage and potentially be taken to court.	8 High	Refer to the Staff Code of Conduct.	4 Moderate
Solvency of Contractor	If Council engage a contractor that could potentially be insolvent the risk to Council is that they abandon the contract.	12 Very High	Conduct the due diligence process for all contractors.	3 Moderate
Release of incorrect or confidential information	If incorrect or confidential information was given out through social media, media releases, staff actions at the services desks, LGOIMA requests, council meetings, and/or functions THEN risk of damaged reputation, ratepayer distrust and actions from Local Government ministry and/or Privacy Commissioner.	12 Very High	All Media releases are to be checked off by Dir – Community Services, and signed off by CEO or Mayor. Social Media Policy in place for clear guidance of social media use. Front counter training needs and communication guidelines established - a resource centre (knowledge base) maintained for FAQ's from public. Consider implementing a Privacy Impact Assessment for how council handles personal information.	2 Moderate

**APPENDIX 2 - PROPERTY OPERATIONAL DOCUMENTS**

<b>Consents</b>	<b>Commencement Date</b>	<b>Expiry Date</b>	<b>CM Reference</b>
<b>1858-3</b> Discharge to Puakai Stream (treated dairy farm effluent)	7/05/2012	1/12/2028	D17/20463
<b>Policies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Housing for Older Persons	13/07/2021	2023/2024	D21/19789
Procurement Policy	11/06/2019	2022/2023	D18/29563(v3)
Asset Management	26/05/2020	2023/2024	D20/4330
<b>Bylaws</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Public Places and Nuisances Bylaw	12/05/2021	12/05/2031	D21/13744
<b>Strategies</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Infrastructure Strategy 2021-2051	1/02/2021	2050/2051	D21/2700
<b>Contracts</b>	<b>Commencement Date</b>	<b>Review Date</b>	<b>CM Reference</b>
Building Facilities Maintenance Contract	1/07/2022	1/06/2024	D22/24470
Whangamōmona Public Toilet Cleaning & Lawn Mowing	01/05/2021	01/05/2024	D21/35158
Security Patrol Monitoring Contract	01/07/2019	30/06/2026	D19/19342
Building WOF Maintenance Contract	01/05/2022	30/04/2025	D22/31104
CCTV Preventative Maintenance Contract	11/08/2021	01/09/2024	D21/203944
50/50 Sharemilkers Contract	01/06/2022	31/05/2027	D22/24457