Taranaki Regional Council

2024/2034

TE MAHERE ROA LONG-TERM PLAN

Supporting Documents

Ko o mātou whāinga

MISSION

To work for a thriving and prosperous Taranaki by:

- Promoting the sustainable use, development and protection of Taranaki's natural and physical resources
- Safeguarding Taranaki's people and resources from natural and other hazards
- Promoting and providing for significant services, amenities and infrastructure
- Representing Taranaki's interests and contributions regionally, nationally and internationally.

We will do this by leading with responsibility, working co-operatively, encouraging community participation, and taking into account the Treaty of Waitangi.

Taranaki Regional Council

Working with people | caring for our environment

He ngākau o mātou matapono

VALUES

He ngākau pono
Integrity

Ehara o mātou mahinga tika, i te hanga ngawari.
We do what is right, rather than what is easy.

He ngākau tuki tahi
Teamwork

He kapa mahi tahi, whaitake mātou,Te kaunihera o Taranaki.
We are one TRC team, working together with courage and purpose.

He ngākau aroha
Care and Respect

Ko to mātou manaakitanga ki a tatou, he whakairo pai ki ngā tāngata katoa.
We demonstrate care and respect for ourselves and others; we treat everyone with dignity.

He ngākau kakama
Agility

E whai ana mātou kia piki ake te kounga o te puna auaha
We strive for excellence, embracing change as an opportunity for innovation.

Ko o mātou take

OUR PURPOSE

Our purpose, as defined in the Local Government Act 2002, is to:

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

This purpose is further clarified, refined, and focused by the various other Acts affecting our functional responsibilities such as the Resource Management Act 1991 and the Biosecurity Act 1993. These Acts set the more precise scope of responsibility and powers described in this Plan.

Ko te rārangi take

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He kupu whakataki

Foreword

Ka mihi nui ki a koutou katoa, greetings to you all.

Thank you for taking the time to find out more about the issues our region is facing over the next decade.

Our mission is to work with the Taranaki community to make the region an even more amazing place to live, play, work and do business. Our focus is on improving lifestyles, supporting livelihoods and taking the region forward while adapting to the rapidly changing environment in which we all live and work.

To address these challenges and meet our statutory requirements, we are developing the 2024/2034 Long-Term Plan (LTP). This plan sets out what our key focus areas are for the next three years and the decisions which have to be made in those areas. It sets out our strategic direction and how we will fund the services we provide to our community.

The world in which we're living is rapidly changing and this Plan has to respond to this. This is our Plan to ensure we're fit-for-purpose to not only meet our existing responsibilities but are ready to meet the challenges ahead, particularly in how we care for our environment. It's fundamental that as kaitiaki of Taranaki that we continue our leadership role in this area and make the right decisions for our region.

Your views are crucial to our decision-making on the priorities for the next three years. It's through community conversation that we find out what is important to people across the region and where they think we should focus our time, money and resources.

The key decisions we need to make are across six areas:

- Improving resource management
- Delivering on freshwater
- Adapting and mitigating to climate change
- Our approach to possum control
- The future of Towards Predator-Free Taranaki
- Protecting indigenous biodiversity.

Freshwater has always been a major focus, but we now have more work in this area to meet the changing government policy settings and the expectations of our community. This is also a big part of how we improve resource management.

Protecting biodiversity is an area we're passionate about and we want to continue building on the achievements we have made in controlling predators. It's vital work but comes at a high cost as it's resource-heavy to achieve results.

We also have to consider how we are going to work alongside the other councils in Taranaki to implement new approaches to protecting indigenous biodiversity.

Adapting to climate change also comes at a high cost: the potential for not doing enough today can have consequences in the future as the world's environment radically shifts.

This document provides all the information you need about the six focus areas and the ways you can let us know your opinions and thoughts.

We are working in an environment where government policy settings continue to evolve. This means that we will need to adapt to change quickly but in the meantime, we need to move on with undertaking some key mahi that needs to be completed regardless of the changing government policy settings.

We look forward to hearing from you.

Charlotte Littlewood
Chair, Taranaki Regional Council

Steve Ruru
Chief Executive

Ko ngā take pae tawhiti

Long-Term Plan purpose

The Local Government Act (2002) requires us to give effect to our overall purpose by preparing and maintaining various strategic and operational planning documents, including this Plan, annual plans, annual reports, resource management plans and plans under other legislation.

A long-term plan is required every three years, covering a 10-year period. An annual plan is required for each year a long-term plan is not prepared. The annual plans prepared in those years contain budget, funding, and financial statements for that year in support of the Long-Term Plan.

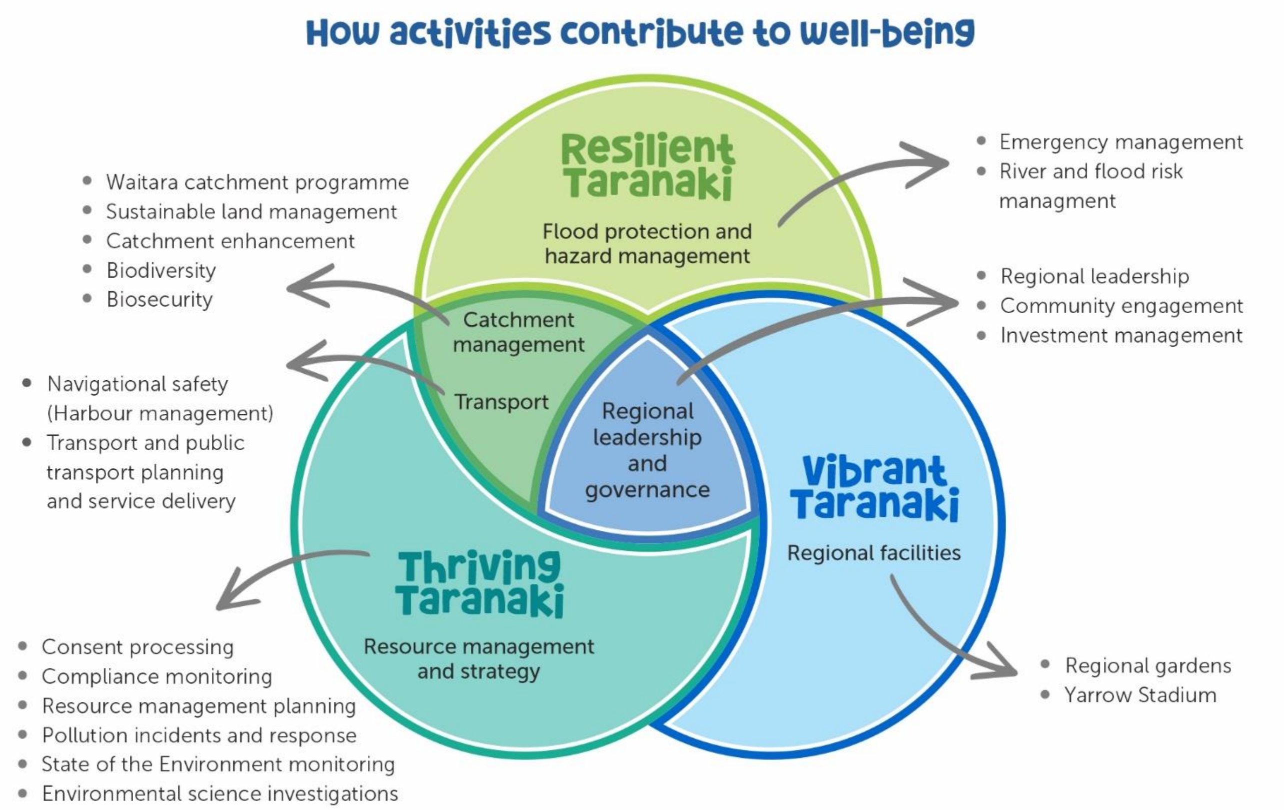
As the name suggests, the Long-Term Plan provides a long-term focus for decisions, activities, and funding. It describes the:

- activities to be engaged in over the next ten years
- objectives of those activities
- forecasts of their costs.

The Plan also describes how, through its various activities and programmes, we will work with our communities and organisations to promote outcomes that support the four well-beings described in the Local Government Act 2002. The detailed measures and targets associated with achieving each of these well-beings are set out in the levels of service described under each of the Groups of Activities in this Plan.

This Plan gives the community an important opportunity to have a say in setting our strategic directions and programmes for the next decade. It thereby enables us to be accountable for delivery of that strategy and for the delivery of those programmes.

We deliver community outcomes through various groups of activities. Within each section, we provide more detail about the initiatives we will deliver, along with related performance measures. We also outline the cost of delivering these activities and how they will be funded. This diagram shows how everything fits together with a focus on which groups of activities support which community outcomes.



Ko ngā kaupapa whiriwhiri

Consultation issues

As part of the development of this Plan, we are seeking public input on six key issues facing the region. The issues and options are summarised here and examination of these issues is the focus of the 2024/34 Long-Term Plan Consultation Document.

Issue 1: Improving resource management

There is an opportunity to improve resource management in ways that work best for Taranaki.

What is the issue?

There are significant opportunities for better coordination across the region in delivering resource management services. Initial planning to implement the now repealed SPA and NBEA highlighted ways we and the three district councils can better work together to align planning outcomes and involve tangata whenua and communities in decision making. Unencumbered by the requirements of the SPA and NBEA, we can do this in a way that works best for Taranaki under existing legislation.

In particular, we think spatial planning is a good idea. A regional spatial plan would give Taranaki a consistent and coherent plan for future development and environmental protection. It could map out growth areas, infrastructure corridors, environmentally significant areas to protect and areas at risk from natural hazards. It could also provide a powerful tool for supporting climate change action. A spatial plan can identify the areas most suitable for renewable electricity generation or sequestration activities. It can also indicate where future infrastructure will be needed to combat worsening flood risk and sea-level rise.

The region has all the tools it needs to progress a regional spatial plan under the Resource Management Act 1991 and the Local Government Act 2002. We can design a process that both better supports coordination among all Taranaki councils and infrastructure providers, and facilitates the active participation of tangata whenua and communities. The lessons we learn from this can then be taken and applied elsewhere over time.

We are proposing to progress a spatial plan gradually. The first three years will be focused on getting the process right and information collection. Depending on how the new Government advances its resource management agenda over the next three years, we can then easily pivot our approach if needed. Our preference is option 2.

What are the options?

	OPTION 1: **Status Quo**	OPTION 2: **Regional Spatial Plan**
Description	No spatial plan for the region is developed, with effort focused only on traditional plans and policy statements under the Resource Management Act.	A regional spatial plan is developed to guide development across all of Taranaki and drive better alignment amongst the four councils.
Impact on costs	This option would not incur additional costs.	In the first three years, this option will cost us $540,000 to implement. Year 1: $90k Year 2: $200k Year 3: $250k
Impact on debt	No impact on debt.	No impact on debt.
Impact on rates	No impact on rates.	This issue would be funded by general rates. All expenditure would be funded by increases in general rates.
Impact on service level	No impact on service levels.	Increase in the service level of the resource management group.

Issue 2: Delivering on freshwater

Freshwater quality is an ongoing, significant and complex challenge.

What is the issue?

Regional councils are on the frontline of implementing wide-ranging changes to freshwater management in New Zealand. These changes aim to protect and improve the health of our rivers, streams and wetlands. Key responsibilities for regional councils are:

- Implementing the National Environmental Standards for Freshwater (NES-FM), which contain national rules that must be applied
- Providing for the greater participation of tangata whenua in freshwater management
- Implementing the National Policy Statement for Freshwater Management (NPS-FM), which requires developing a new freshwater plan for the region and expanding our monitoring network
- Implementing the freshwater farm plans regime to manage risks to freshwater on a farm-by-farm basis.

In meeting our responsibilities, the Council is fortunate that we are building from a very strong base. This is thanks to the major efforts the community has already made on protecting our freshwater through initiatives like the Council's highly-successful riparian management scheme and hill country erosion control through the South Taranaki and Regional Erosion Support Scheme.

But there is still a long way to go before communities can be confident their freshwater is safe, healthy and able to support their wellbeing. Achieving this requires substantial investment. Over the next three years, working in partnership with the community and tangata whenua, the Council will prioritise:

- Developing our monitoring network so we have a better understanding of the specific challenges facing different waterbodies and how we can tailor our approach
- The development the new Land and Freshwater Plan for the region, replacing the existing 2001 plan. This is the primary tool for delivering improved water quality for the region
- Rolling out Freshwater Farm Plans.

Changes aim to protect and improve the health of our rivers, streams and wetlands.

We have to do these things to meet our legal and statutory obligations. And while the new Government has indicated it will make changes, we know improvement is still needed. We want your views on our priorities and how we should advance them.

Our preference is option 1.

What are the options?

	OPTION 1: **Implementing the new regime with a focus on core activities**	OPTION 2: **Enhanced implementation with additional value-add activities**
Description	Work alongside the community and tangata whenua to focus on the core factors needed to improve freshwater management in Taranaki.	Enhanced environmental data monitoring, especially coastal and wetlands, and an innovative joint management model with tangata whenua.
Impact on costs	In the first three years, this option will cost an additional $4.04m to implement. Year 1: $955k, Year 2: $1.67m, Year 3: $1.41m There will be ongoing costs at a similar level over the rest of the life of the LTP.	In the first three years, this option will cost $5.17m to implement. Year 1: $1.32m, Year 2: $2.04m, Year 3: $1.81m There will be ongoing costs at a similar level over the rest of the life of the LTP.
Impact on debt	No impact on debt.	No impact on debt.
Impact on rates	This issue would be funded by general rates. All expenditure would be funded by increases in general rates.	This issue would be funded by general rates. All expenditure would be funded by increases in general rates.
Impact on service level	Increase in the service level of the resource management and catchment management groups.	Increase in the service level of the resource management and catchment management groups.

Issue 3: Addressing climate change

As the impacts of climate change intensify, we are considering how we can best support climate action in Taranaki.

What is the issue?

Climate change will have wide-ranging impacts on Taranaki. Temperature is expected to increase by between 0.5°C and 1.5°C by 2040, while rainfall will become more variable, increasing both the risk of drought on one hand, and the risk of floods on the other. Sea-level rise will increasingly threaten coastal communities and these changes will put more stress on already struggling ecosystems.

We have an important role to play in supporting the community to understand and adapt to these impacts. The first step is developing a robust understanding of how climate change will effect specific communities and ecosystems. This information can then be used to inform specific risk assessments, which then inform action plans to reduce risk. We are proposing to first focus on building Taranaki-specific scientific understanding before advancing on a regional climate change risk assessment.

With mitigation being the most effective way to reduce the impacts of climate change, we also have an important role to play in reducing our own emissions. We are proposing to do this through setting specific emissions targets ourselves and we will report on our progress.

Temperature is expected to increase and rainfall will become more variable, increasing both the risk of drought and floods.

We know that our community is worried about the impact of climate change now and in the future. It is something which will affect all of us so we sought feedback from the community on what they thought we should be doing to mitigate the impacts of climate change.

We have a preference for option 2.

What are the options?

	OPTION 1: Status Quo	OPTION 2: Build climate knowledge	OPTION 3: Build climate adaption action plan
Description	We have no dedicated climate change resource and instead seek to support climate action within existing work programmes.	Focus on improving climate science for the region and reducing our emissions.	Fast-track work on a regional risk assessment and adaptation plan, while improving climate science and reducing our emissions at the same time.
Impact on costs	This option would not incur additional costs.	In the first three years, this option will cost $915k to implement. Year 1: $255k, Year 2: $280k, Year 3: $380k There will be ongoing costs at a similar level over the rest of the life of the LTP.	In the first three years, this option will cost $1.515m to implement. Year 1: $455k, Year 2: $480k, Year 3: $580k There will be ongoing costs at a similar level over the rest of the life of the LTP.
Impact on debt	No impact on debt.	No impact on debt.	No impact on debt.
Impact on rates	No impact on rates.	This issue would be funded by general rates. All expenditure would be funded by increases in general rates.	This issue would be funded by general rates. All expenditure would be funded by increases in general rates.
Impact on service levels	No impact on service levels.	Increase in the service level of the resource management and regional leadership and governance groups.	Increase in the service level of the resource management and regional leadership and governance groups.

Issue 4: Our approach to possum control

We are re-looking at how we undertake possum control to deliver better results and improved biodiversity benefits.

What is the issue?

Since the early 1990s, our principle approach to possum control has been the Self-Help Possum Control Programme. This is a joint approach where we undertake initial control and then the landowner is responsible to keep possums down to acceptable limits. This limit is a 10% residual trap rate – a measure of how many possums are on a property.

However, the self-help programme is facing a number of challenges that have caused possum numbers to breach the 10% rate for the last few years. For example, it is increasingly difficult and expensive for landowners to access the tools they need to control possums, there are limited contractors in the region to assist in control, and landowners have an increasing number of other responsibilities that take away from possum control.

To address this, we are is considering delivering all possum control ourselves. By limiting possums to even lower numbers, this approach would deliver better biodiversity benefits for the region, lower bovine tuberculosis risk (which possums carry) and reduce the amount of pasture eaten by possums.

While this approach would mean an increase in rates, landowners would save the estimated $2 million per year they currently spend undertaking possum control themselves.

If implemented, a new targeted rate would be created. Land owners in the self-help possum control programme would incur this new targeted rate. Establishing a new targeted rate will result in an amendment to the Revenue and Financing Policy.

We know this is a big change. We are proposing to maintain the self-help programme for now, while we undertake further discussions on bringing possum control in-house. However, we want to hear from you if you want us to act faster. We prefer option 1.

What are the options?

	OPTION 1: **Possum control undertaken by landowners – investigate possum control in-house**	OPTION 2: **TRC undertakes possum control in-house**
Description	Maintain the existing self-help programme while further exploring bringing control in-house.	We undertake all possum control.
Impact on costs	In the first three years, this option will cost $150k to implement. Year 1: $0k, Year 2: $0k, Year 3: $150k	In the first three years, this option will cost $3.65m to implement. Year 1: $150k, Year 2: $1.5m, Year 3: $2.0m There will be ongoing costs at a similar level over the rest of the life of the LTP.
Impact on debt	No impact on debt.	No impact on debt.
Impact on rates	For this issue, the funding would be by a new targeted rate applied to land in the self-help possum control programme. All expenditure would be funded by increasing this targeted rate. Establishing a new targeted rate will result in an amendment to the Revenue and Financing Policy in Year 3.	For this issue, the funding would be by a new targeted rate applied to land in the self-help possum control programme. All expenditure would be funded by increasing this targeted rate. Establishing a new targeted rate will result in an amendment to the Revenue and Financing Policy.
Impact on service levels	No impact on service levels.	No impact on service levels.

Issue 5: Protecting indigenous biodiversity

We have significant responsibilities to support the protection and enhancement of indigenous biodiversity.

What is the issue?

New Zealand's indigenous biodiversity continues to decline. Threats such as climate change, habitat clearance, pests and pollution are pushing many ecosystems to the point of collapse. To protect terrestrial indigenous biodiversity, the National Policy Statement for Indigenous Biodiversity (NPS-IB) came into effect on 4 August 2023.

Regional councils have a range of longer-term requirements they must deliver under the NPS-IB. These include assessing the percentage of indigenous vegetation cover in the region and setting targets on how much there should be, recording areas across the region used by highly mobile fauna, adopting a regional biodiversity strategy and developing a biodiversity monitoring plan. We have at least eight years to deliver these things.

The NPS-IB also requires district councils to identify, map and protect significant natural areas by 4 August 2028. This is a significant programme of work, although some Councils – such as New Plymouth District Council – have already completed substantial SNA identification work. Regional councils have a responsibility to provide assistance in SNA identification and mapping when asked by a district or city council.

We could usefully play a stronger role in coordinating biodiversity action in Taranaki through the review of the region-wide biodiversity strategy.

The Government has stated they will review the NPS-IB and direct councils to not advance SNA work in particular. Accordingly, we are not proposing to provide any substantial assistance to the district councils to do this. However, there is still plenty of biodiversity work to be done regardless of the status of the NPS-IB. We think we could still usefully play a stronger role in coordinating biodiversity action in Taranaki, for example through a review of the region-wide biodiversity strategy.

Protecting indigenous biodiversity is a critical issue. We want to hear from you on what role we should take in supporting the protection and enhancement of biodiversity in Taranaki. Our preference is for option 2.

What are the options?

	OPTION 1: **Status quo**	OPTION 2: **Regional co-ordination**
Description	Maintain existing services, but we do not provide significant additional biodiversity support.	We take a stronger role coordinating biodiversity work across Taranaki by undertaking work such as the review of the Taranaki Biodiversity Strategy.
Impact on costs	No additional cost.	In the first three years, the total cost to implement this option will be $440k. Year 1: $0, Year 2: $220k, Year 3: $220k There will be ongoing costs at a similar level over the rest of the life of the LTP.
Impact on debt	No impact on debt.	No impact on debt.
Impact on rates	No impact on rates.	This issue would be funded by general rates. All expenditure would be funded by increases in general rates.
Impact on service levels	Existing services maintained at current levels.	Existing services maintained at current levels and potential improved outcomes through enhanced regional co-ordination services.

Issue 6: The future of Towards Predator-Free Taranaki

With the future of Government funding for Predator Free 2050 projects uncertain, we need to determine the future of key initiatives within Taranaki.

What are the issues?

Since 2018, the Crown-owned Predator Free 2050 Limited has provided the Council with more than $15m of funding to combat a range of predators in the region through its Towards Predator-Free Taranaki programme. We have then provided a further $3.2m ($650k per year). This funding has supported three main initiatives, which have all proved very effective:

- The Rural Landscapes Predator Control Programme: Working with landowners, this is a phased roll-out of 25-30 thousand hectares per annum to suppress mustelids (stoats, weasels and ferrets) to very low levels throughout the Taranaki ring plain
- The Taranaki Urban Predator Control Programme: This aims to suppress predators (mainly rats and possums) in urban centres through household-based traps and traps throughout walkways and reserves
- The Zero Density Possum Control Programme: This is a trial to achieve zero possums around Ōākura and Kaitake. 2,000 hectares have been possum-free for nearly two years.

However, Government funding for these initiatives runs out in 2024. The new Government has indicated it will continue to support Predator Free 2050, but no commitments have been made.

Without a firm commitment, we must determine how we will fund these initiatives. It is not feasible for us to fully cover the amount the Government has provided so some tough decisions are required.

Due to the wide range of cost-pressures, we are facing, we are proposing to not provide any additional funding for Towards Predator-Free Taranaki. Our existing funding of $650k per year would continue. But if new Government funding does not eventuate, a significant reduction across the initiatives would be required. We will engage closely with the new Government to try and ensure this is not needed.

We know our community has done amazing work in this area and we presented a range of options for both rural predator control and zero density possum control to keep this mahi going. Tell us your views on the future of Predator Free 2050 in Taranaki.

Without new government funding for rural predator control, we prefer option 1. In terms of the zero density possum control approach, we prefer option 1.

What are the options?

Without government funding, what are the options for rural predator control?

	OPTION 1: No expansion to existing programme	OPTION 2: Gradual roll-out of the programme	OPTION 3: Expanded roll-out of the programme
Description	Our current funding for the programme continues. Less community engagement and no expansion in area.	Area covered by the programme expanded by 8,000 hectares per year. Takes 14 years to reach full coverage.	Area covered by the programme expanded by 15,000 hectares per year. Takes 8 years to reach full coverage.
Impact on costs	No additional cost. Existing $650k pa continues.	Additional cost of $1.25m per annum and a total of $3.75m within the first three years of the LTP.	Additional cost of $1.8m per annum and a total of $5.4m within the first three years of the LTP.
Impact on debt	No impact on debt.	No impact on debt.	No impact on debt.
Impact on rates	No impact on rates.	This issue would be funded by general rates. All expenditure would be funded by increases in general rates.	This issue would be funded by general rates. All expenditure would be funded by increases in general rates.
Impact on service levels	Decrease in service level for catchment management if Government funding does not eventuate.	Level of service level for catchment management is maintained.	Increase in the service level of the catchment management group.

Without government funding, what are the options for the zero density possum control approach?

	OPTION 1: Revert to control	OPTION 2: Maintain eradication
Description	Management approach reverts to keep possums at very low levels within the area. Zero density will no longer be achievable.	Aims to maintain zero possums in the current area, even without Government funding.
Impact on costs	In the first three years, the total cost to implement this option will be $470k. Year 1: $160k, Year 2: $160k, Year 3: $150k	In the first three years, the total cost to implement this option will be $1.56m. Year 1: $520k, Year 2: $520k, Year 3: $520k
Impact on debt	No impact on debt.	No impact on debt.
Impact on rates	This issue would be funded by general rates. All expenditure would be funded by increases in general rates.	This issue would be funded by general rates. All expenditure would be funded by increases in general rates.
Impact on service levels	Decrease in service level for catchment management if Government funding does not eventuate.	Level of service level for catchment management is maintained.

Taranaki Regional Council

OUR MISSION

Resource management

The Resource Management group of activities contributes to community well-being by promoting the sustainable use, development, and protection of Taranaki's natural and physical resources of land and soil, water, air, the coast.

- Protection of the life-supporting capacity of water in-stream uses and values
- Efficient allocation of water for consumptive use
- Maintenance and enhancement of all water quality in our rivers and lakes, groundwater and coastal waters
- Develop strategies and programmes for the enhancement of the Waitara River catchment
- Maintenance of a high standard of ambient air quality
- Resource management policies, plans and strategies that deliver efficient and effective management of the natural and physical resources of the region and are acceptable to the community
- Efficient and effective resource consent processing, administration, compliance monitoring and enforcement
- Efficient and effective implementation of new resource management legislation

Catchment management

The Catchment Management group of activities contributes to community wellbeing by promoting the sustainable use, development, and protection of Taranaki's natural and physical resources – particularly land, soil, water, and biodiversity.

- Pest management plans that deliver efficient and effective management of biosecurity functions
- Pest plants and animals controlled to minimise their adverse effects on biodiversity, primary production and the regional economy and environment\
- Continue programmes to ensure Taranaki is one of the most advanced biodiversity regions in New Zealand and place the region to contribute to New Zealand's predator-free goals
- Protection of riparian land in intensively farmed catchments
- Sustainable land use in accordance with the physical capabilities of the land and soil resources
- Develop strategies and programmes for the enhancement of the Waitara River catchment

Regional leadership and governance

The Regional Leadership and Governance group of activities contributes to community well-beings by maintaining effective and open community representation as an important part of the democratic process; advocating on behalf of the Taranaki community on matters of regional interest; implementing and further developing a programme of information transfer, advice and education on activities; and ensuring that the equity, property and treasury investments are managed efficiently.

- Effective advocacy on behalf of the Taranaki community on matters that affect statutory responsibilities or that relate to matters of regional significance, which are of interest or concern to the people of Taranaki
- Port Taranaki Ltd ownership as a strategic investment
- Effective management of property and treasury investments
- Promotion of community awareness, understanding and investment in regional functions and activities

Transport

The Transport group of activities contributes to community well-beings by contributing to an effective, efficient and safe land transport system in the public interest by facilitating growth and economic development, reducing safety risk, maintaining and improving accessibility and public health, ensuring a regionally and nationally integrated transport network that is resilient and responsive and addresses these in an environment of constrained funding and affordability.

- Land transport policies and activities that deliver efficent, efective and value for money transport solutions, land transport infrastructure and services for Taranaki.
- Provision and increasing use of passenger transport services
- Safe navigation for all users of the waters of Port Taranaki and its approaches

Flood protection and hazard management

The Flood Protection and Hazard Management group of activities contributes to community well-beings by enhancing the safety and wellbeing of the public and the protection of property from hazards and minimising and preventing damage by floods and river erosion.

- A civil defence emergency management system that delivers efficient and effective civil defence emergency management in Taranaki
- Accurate and timely flood warnings
- Flood protection and drainage schemes that protect life and property

Regional facilities

The Regional Facilities group of activities contributes to community well-beings by supporting and developing regional gardens and ensuring the continuing maintenance and development of Yarrow Stadium as part of a prosperous and vibrant Taranaki.

- Tūpare, Hollard Gardens and Pukeiti recognised as regionally or nationally significant gardens
- Presentation and operation of Yarrow Stadium as one of New Zealand's premier regional sporting stadium and venue

To work for a thriving and prosperous Taranaki by:

- Promoting the sustainable use, development and protection of Taranaki's natural and physical resources;
- Promoting and providing for Taranaki's regionally significant services, amenities and infrastructure; and
- Safeguarding Taranaki's people and resources from natural and other hazards;
- Representing Taranaki's interests and contributions to the regional, national and international community.

We will do this by leading with responsibility, working co-operatively, encouraging community participation, and taking into account the Treaty of Waitangi.

Te pūrongo mana whakahaere

Governance report

Our publicly elected councillors have overall responsibility and accountability to the community for the direction and control of our functions. We achieve this accountability with the help of our committees.

The Council is made up of eleven councillors:

- Taranaki Māori constituency: One member
- New Plymouth constituency: Five members
- North Taranaki constituency: Two members
- Stratford constituency: One member
- South Taranaki constituency: Two members

Our committees

In formulating its committees, we are required to take into account the dictates of the Local Government Act 2002. This Act requires a local authority to ensure that, so far as it is practicable, regulatory decision-making responsibilities and processes are separated from responsibility and processes for decision-making for non-regulatory responsibilities.

In accordance with Te Tiriti o Waitangi Treaty of Waitangi settlement legislation, the iwi of Taranaki appoint three iwi members to the committee responsible for policy and planning matters and three members to the committee that is responsible for regulatory functions.

We have also appointed non-council representatives to our various committees to increase the breadth of input to the decisions we make.

Division of responsibility

We apply a clear division of responsibilities between the role of the Council and the role of management. This is required by the Local Government Act 2002. The Council's focus is on setting strategy and policy, together with monitoring its implementation. Management is responsible for the implementation of this policy and strategy. While many of the detailed aspects of our functions have been delegated to management, the overall responsibility for maintaining effective systems of internal control rests with the Council. Internal control includes the policies, systems and procedures we have established to guide the actions of our staff – with regular reporting to provide measurable assurance that specific objectives are achieved.

Legislative compliance

As a regulatory body, we administer a wide range of regulations and laws. As such, it is vital that we also comply with these requirements. Our councillors and management are very cognisant of these legislative requirements. Where necessary, legal advice is obtained to ensure legislative compliance and we apply methods to avoid any conflicts of interest.

Governance systems

Our full Council and our main committees meet on a six-weekly cycle, with other meetings convened as necessary. Agendas and minutes for all meetings are publicly available. This structure and approach provides an efficient basis for the sound consideration of issues and for the making of good decisions.

Staff capacity

To undertake its activities, we employ a permanent staff with wide-ranging professional, technical, and administrative skills. The diagram below shows our committee and organisational structure.

Ko te mahinga tahi me te iwi Māori

Working together with Māori

Resource management issues and iwi

Taranaki tangata whenua, include the regions eight iwi: Ngāti Tama, Ngāti Mutunga, Ngāti Maru, Te Atiawa, Ngāruahine, Ngāti Ruanui, Taranaki, Ngaa Rauru and in addition, Ngāti Maniapoto, who via a recent Treaty of Waitangi Settlement with the Crown, have secured appropriate recognition of their special relationship with the region's natural and physical resources.

Inherent in our relationship with the iwi of the region, and Ngāti Maniapoto, is our responsibility to apply kaitiakitanga. At the heart of kaitiakitanga is the need for us to seek to uphold te Oranga o te Taiao and protect the health of the natural environment and subject to this, enable the use and development of the environment in a way that promotes the well-being of both present and future generations.

Iwi and hapū, either individually or as a collective, want meaningful input to decision-making. We have established effective and efficient structures and processes to enable that to occur. We have recognised the importance of working together with Māori across the region by providing robust opportunities for Māori involvement in decision making processes and by committing to take into account Te Tiriti o Waitangi in our Mission Statement.

A key focus in the short to medium term will be the development and implementation of a dedicated Māori participation strategy. This strategy will ensure that mātauranga Māori values and principles become an integral part of policy and service delivery. It will also identify how we and tangata whenua can best work together on delivering shared priorities and build capacity within iwi and hapū.

Foundations of a relationship

We will act cooperatively and in good faith showing flexibility, responsiveness, and a desire to engage with Māori for the good governance of the region. This will be done in a manner that is inclusive and makes the best use of the resources of both Māori and ourselves.

We will work with iwi to agree how we might provide for iwi input into resource management and other areas of our work in which they have a clear interest.

Policy development

We will provide opportunities to involve Māori in major policy decisions including those required in developing policies, plans and strategies under the Local Government Act 2002, the Resource Management Act 1991, the Biosecurity Act 1993, the Civil Defence Emergency Management Act 2002, the Land Transport Management Act 2003, and the Maritime Transport Act 1994. These opportunities will include, but not be limited to:

- providing sufficient information for Māori to participate effectively in decision-making processes
- providing reasonable time for consideration of the information or advice given
- giving full and genuine consideration to the views of Māori when making decisions
- taking into account iwi management plans in the development of the regional policy statements and regional plans under the Resource Management Act 1991 and under the Natural and Built Environment Act 2023.

Resource consents process

We will continue to further develop and apply best practice in resource consent processing and administration, including by:

- having regard to the effects on Māori of whether resource consent applications are to be notified or non-notified and in our consideration of whether to require applicants to obtain written approval to non-notification, where Māori are an affected party – noting the statutory acknowledgements arising from Tiriti o Waitangi settlements with iwi
- encouraging applicants to consult where Māori may be an interested and/or an affected party, as part of an assessment of environmental effects

- ensuring that sufficient information is provided by applicants on any actual or potential effects on Māori
- considering extending resource consent processing periods to enable adequate consultation and possible resolution of issues with Māori
- providing information and technical assistance on resource consents and resource consent processing and administration
- arranging and facilitating meetings and undertaking other forms of consultation with Māori as part of resource consent processing and administration
- holding meetings and pre-hearing meetings on marae as appropriate
- arranging interpretation services for the presentation of evidence in Te Reo when requested
- excluding the public from a hearing and restricting the publication of evidence, when necessary, to avoid offence to tikanga Māori or to avoid the disclosure of wāhi tapu locations
- considering the participation of Māori in resource consent monitoring, including providing for input into the design of monitoring programmes and involvement in monitoring activities
- considering the participation of Māori in enforcement activities, including matters related to sentencing.

Ongoing engagement

We will continue to engage with iwi by:

- meeting with Māori to discuss any matter of mutual interest or importance, at times and venues to be agreed
- providing opportunities for Māori, within the framework of standing orders, to appear before and address any meeting of a standing committee or a meeting of the full Council
- seeking opportunities, when appropriate, to be represented before meetings of Māori governance entities
- establishing as necessary, working parties or other informal groups with representatives of Māori to progress issues of mutual interest
- contracting with Māori for services for the delivery of specific advice, expertise, information, databases, research projects or training services
- looking to develop with the appropriate Māori governance entities, an effective working relationship with their governance entities, through memoranda of understanding, protocols or by other means.

Representation

We will continue to advocate for and provide opportunities for Iwi involvement in governance and representation by:

- continuing to support Māori representatives on the Policy and Planning and Operations and Regulatory committees, and in other areas arising out of Tiriti o Waitangi obligations
- establishing and supporting the Waitara River Committee which, by statute, has 50% iwi and hapū representation
- supporting the Māori constituency established under the Local Electoral Act 2001.

Information management

We will continue to support appropriate information management practices by:

- sharing information held with iwi, subject to any statutory restrictions on the release or use of that information
- protecting sensitive information provided by Māori and restricting access to it, in accordance with the Local Government Official Information and Meetings Act 1987 and other relevant legislation and by obtaining agreement from Māori to protect any sensitive or confidential information
- giving due respect and recognition to silent files or plans held by or received from Māori
- exploring opportunities to develop, in conjunction with Māori, databases of wāhi tapu sites, using information technology where possible, maintaining a database of iwi contacts including identifying authorized voice, member hapu and marae and providing Māori contact details for functions, responsibilities, and personnel
- considering iwi involvement or partnerships in resource investigations and projects.

Training

We will continue to support opportunities for training and development by:

- in conjunction with Māori and iwi, providing training in tikanga Māori to councillors and staff
- providing opportunities, within work programmes and activities, for Māori to gain experience, training, and skill development.

Resources

We will continue to support involvement by the provision of different resources by:

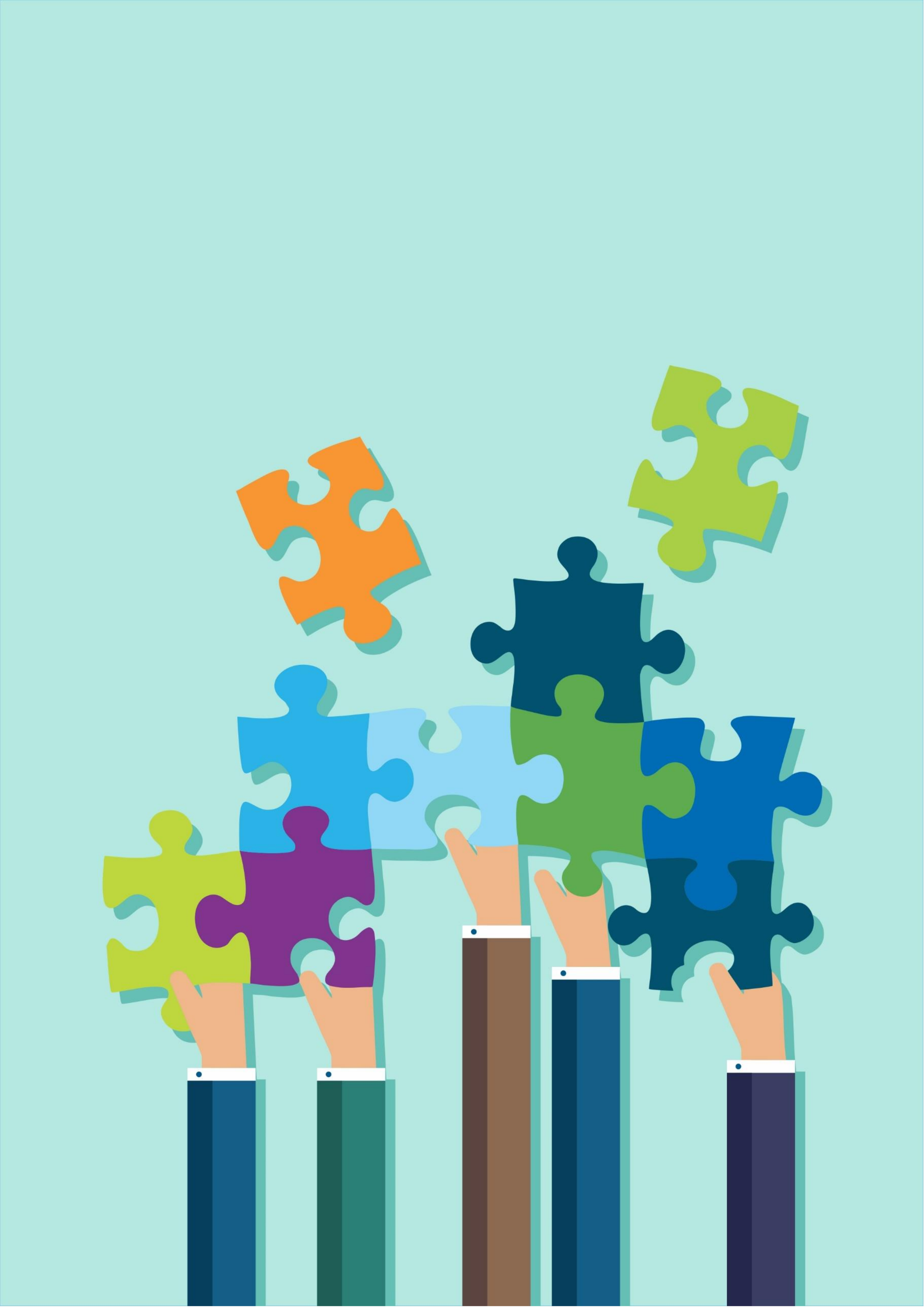
- providing technical advice, information and related support in the preparation and review of policies, plans and strategies
- providing technical advice, information, and related support in the processing of applications for resource consents
- providing staff time and costs in attending meetings, hui, or workshops
- providing technical assistance and advice in preparing iwi planning documents and by considering financial or other support that may be required to assist the preparation of such documents.

Related matters

We will work with iwi to review the effectiveness of our policies and processes for working with iwi at times and places or in ways agreed with iwi.

Other matters for our focussed attention, in the short to medium term, under this strategic priority area, include:

- finalising and implementing the Waitara River Committee and the Ngāti Maru Joint Management Agreement and developing the strategic plan for this Committee
- building an effective working relationship and a Relationship Agreement with Ngāti Maniapoto
- incorporating mātauranga Māori into resource management processes and our other decision-making and environmental management processes
- working with iwi/hapū and other key regional stakeholders to advance development and implementation of the new regional spatial strategy, the natural and built environment plan for the region and the national policy statements for freshwater management and indigenous biodiversity
- exploring opportunities for increased Māori involvement in our wider decision-making and service delivery processes.



Ko te arotake pūtea

Audit report

Ko te arotake pūtea

Audit report

Ko tō tātou rohe

Our region

Population as at **2022**

126,900

↑ **18.6%** increase between **2000** and **2022**

Average annual sunshine hours

2,050 1972

2,659 2022

5,457 km²

Marine area

extending 12 nautical miles into the territorial sea

295 km

Coastline

2 Marine reserves

530 Named rivers and streams

864,000

Guest nights Year to July 2023

Top three industries by GDP ($m)

$1,455	**$1,082**	**$1,048**
Agriculture, forestry and fishing	Mining	Primary manufacturing

5,990 mm

Mean annual rainfall on Taranaki Maunga

1933-2023

3

District Councils

Land area

93% Rural

7% Urban

723,610 ha

Total land area of Taranaki

Over **5,000**

identified and mapped wetlands

28.6%

Land used for dairy production

19 Large lakes

Gross Domestic Product

per capita as at **2022**

$75,643

Taranaki

$70,617

New Zealand

19.8%

Māori

Ko ngā oranga hāpori

Community wellbeings

Legislative framework

Our role in supporting community well-being is defined in the Local Government Act 2002 (the Act).

Taranaki's response to promoting wellbeings

Community outcomes are "the outcomes that a local authority aims to achieve in order to promote the social, economic, environmental, and cultural well-being of its district or region in the present and for the future".

The definition of the community outcomes for Taranaki were first developed in 2004/2005 as part of a "Future Taranaki" measures and indicators programme. The initial framework for this work used extensive community consultation. This identified six high-level community well-being outcomes for the region.

These outcomes have been refined and grouped under three themes since their development in the early 2000s:

- Vibrant Taranaki – creating a dynamic region with rich cultural and recreational opportunities.
- Resilient Taranaki – delivering a safe Taranaki that is sustainable, connected, and friendly.
- Thriving Taranaki – focusing on the creation of prosperous Taranaki.

Our primary focus is on environmental well-being, with less of a focus on other areas that are not within our direct jurisdiction, although we will still have regard to those, in so far as they relate to our functions.

How we will achieve wellbeings

Our role in promoting the social, economic, environmental, and cultural well-being of the region requires us to take several different roles, depending on the specific outcome and operational circumstances that may apply. Some of the roles we may take include being an:

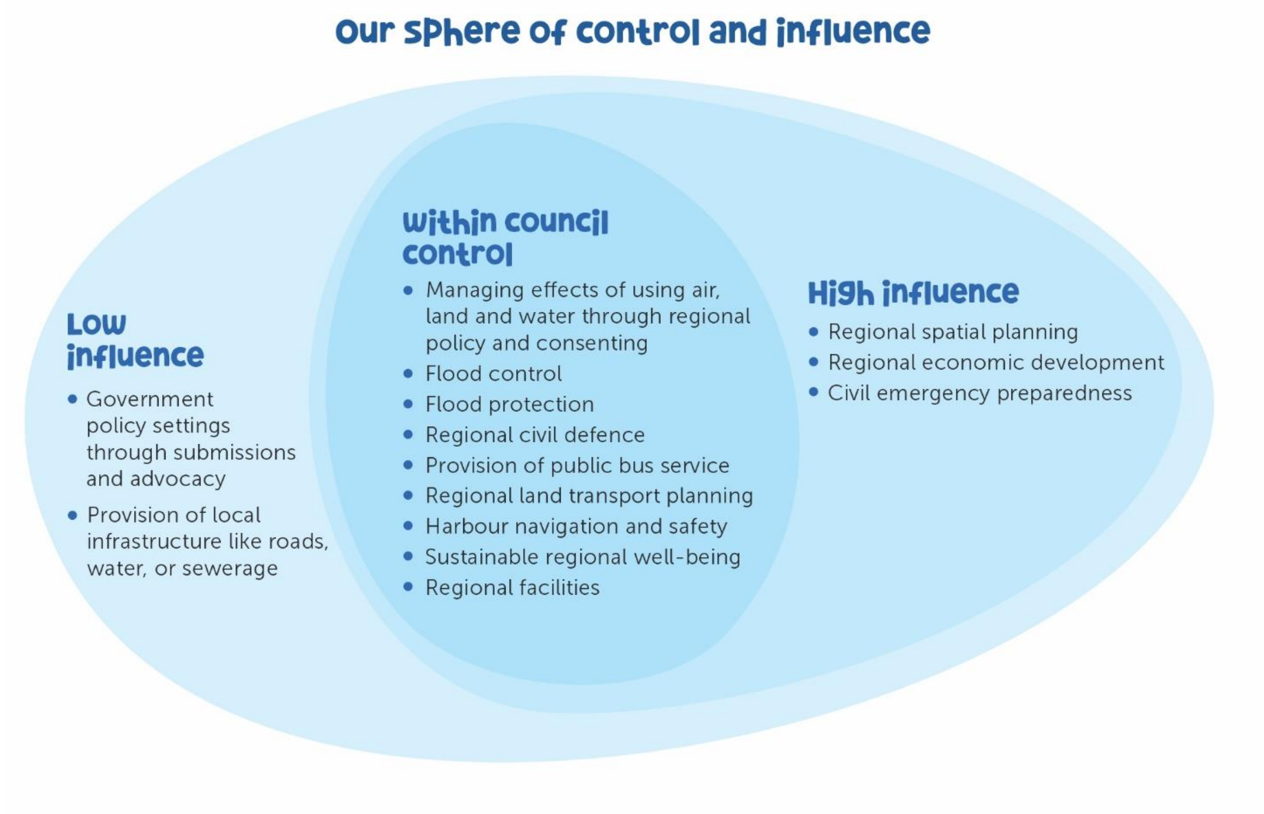
- Advocator - persuading others to act
- Facilitator - bringing various parties together to carry out an activity
- Educator - providing information and advice
- Funder - making a financial investment in a programme
- Service provider - carrying out a programme using our resources
- Regulator - by developing and enforcing rules
- Monitor - gathering information.

In some cases, we may take or play more than one role in furthering community outcomes.

How we will work with others

In seeking to achieve regional well-being and the listed outcomes, we intend to continue to place a strong emphasis on working with communities and iwi. We cannot achieve our strategic goals alone. We need to have our communities, Iwi, and key stakeholders on side and effectively paddling the waka in the same direction. This joined-up approach remains as relevant as ever, particularly given the resource constrained environment within which we work.

In areas where we have a primary role, we will act as the lead service providing agency, being largely responsible for action in a particular area. In other activity areas, our role is focused on advocacy for the interests of the region or as the facilitator of the services that Taranaki residents and Taranaki communities may provide.



Reporting

We undertake monitoring and reporting activities to measure progress towards achieving the community wellbeings set out in this Plan.

We have a comprehensive set of monitoring programmes in place covering activities over which we have statutory responsibility. This includes an overall state of the environment monitoring programme, monitoring of specific activity areas (such as pest management and land transport) and monitoring of individual resource consents for compliance with consent conditions and statutory policies.

The monitoring carried out covers different time scales. These time scales range from continuous monitoring to five-yearly or longer, depending on different needs or requirements. Monitoring is also undertaken at different geographical scales whether that be region-wide, catchment, ecosystems, property-based or site-specific.

In developing our monitoring programmes, an integrated monitoring approach is applied. This recognises the need for consistency, coordination, and integration of monitoring activities:

- within the Council – to generate information that is timely, relevant, and useful across several activities
- with other agencies – to avoid duplication and to make use of other sources of information where appropriate
- across issues and media – to recognise the inter-connected nature of the biophysical, economic, social, and cultural environments.

The programme performance measures for monitoring progress on implementation of the activities described in this Plan are set out in later parts of this Plan. These activity performance measures are monitored and reported on monthly and annually. The full year's achievement of these programme measures is included in each year's audited annual report.

Ko te ao mahinga

Operating environment

Over the last few years, our operating environment has undergone significant change. The scale of this change is expected to continue throughout the ten-year period covered by this Plan. The key changes with effect on our functions are described below.

Our operating environment			
Operating factor	**Description**	**Level of Council control**	**Key responses**
International tensions	A worsening geopolitical landscape increasingly threatens both national security and the international rules- based order that New Zealand's economy depends on for trade.	Low	Economic impacts on the region considered across activity areas.
COVID-19	The pandemic has caused disruption across New Zealand, and its effects will have a long tail. It has shown how quickly societies and organisations may need to change to unexpected developments.	Low	Continued strengthening of organisational resilience and flexible working infrastructure.
Social and demographic change	Rising inequality and social division poses significant risks to New Zealand democracy that local government is not immune from. Meanwhile, New Zealand's ageing population and continued urban drift is reshaping our communities.	Low	Social and demographic factors considered in policy design and service delivery.
Economic outlook and cost of living	Communities are under increasing strain to make ends meet in the face of rising costs and economic headwinds. This creates tension with the increasing demands, and associated costs, placed on communities and local government.	Low	Economic pressures considered, especially in considering what regulatory pace of change can be absorbed.
Labour supply	A tight labour market makes it increasingly difficult to employ new staff. This has flow on impacts for all staff where councils are being asked to do more but cannot fill new positions. Cost of living pressures also impact remuneration expectations and staff turnover.	Low	Continuous improvement to make us a first-class employer and rewarding place to work.
Future development strategy	Under the National Policy Statement for Urban Development, we are required to develop a Future Development Strategy addressing how the New Plymouth district area will develop.	Low	A joint sub-committee of New Plymouth District Council, iwi and ourselves are developing this strategy. It is intended for this Strategy to be complete by 30 June 2024 and it will apply to the period covered by this Plan.
Technology	Continued technology developments provide many opportunities to improve how we provide services for the community. However, technology also brings many security, privacy and other risks that require management.	Medium	Implementation of our digital strategy.
Regional infrastructure	Taranaki faces considerable long-term infrastructure needs. Among other things, roading, renewable electricity generation, and climate adaptation measures will all require substantial investment and robust planning.	Medium	Regional spatial planning. Building capacity to support climate adaptation work.
Three waters	We are not central to the operation of Taranaki's three waters infrastructure. However, the infrastructure needed to meet community expectations will impact freshwater management.	Medium	Regional spatial planning. Work with other councils on policy and consenting matters.

Our operating environment			
Operating factor	**Description**	**Level of Council control**	**Key responses**
Climate change	Successful climate mitigation will demand significant changes to farming practices and the energy landscape of Taranaki. While adaptation will pose major infrastructure challenges and necessitate planning for managed retreat.	Medium	Increase in our climate science and corporate climate responsibility functions. Regional climate change risk assessment to inform adaptation planning.
Biodiversity loss	Threats such as climate change, habitat clearance, pests and pollution are pushing many indigenous ecosystems to the point of collapse. The potential ending of the Predator Free 2050 funding poses challenges to pest control.	High	Investigate how possum control could be better delivered. Continue existing funding for programmes established under the Predator Free 2050 programme. Strengthen regional coordination on biodiversity issues.
Partnering with Māori	We have increasing responsibilities to give effect to the principles of te Tiriti o Waitangi. This requires building a relationship based on trust and respect across all of our functions, where tangata whenua are provided meaningful input into decision making.	High	Development of Māori participation strategy across our functions. Implementation of the Waitara River Committee.
Freshwater	The national freshwater reforms will shape land management across the region and people's relationship with water. The roll-out of freshwater farm plans and the region's first water plan under the National Policy Statement for Freshwater Management 2020 will be major step changes.	High	Expansion of our freshwater monitoring network. Continuing work on a new freshwater plan. Regional roll-out of freshwater farm plans.
Resource management reform	The Government has indicated it will introduce new resource management legislation to the House in the third year of its terms. In the meantime, there are tangible improvements to regional resource management that can be made now.	High	Develop a regional spatial plan. Review of the Taranaki Regional Policy Statement. Exploring opportunities for better regional coordination.
Local Government Reform	Under the current system, local government will struggle in the long-term to build the place-based resilience communities need to weather future challenges. Sustainable funding and building civic engagement are challenges.	High	Identifying new opportunities for cross-regional partnering and shared-service delivery. Completion of a service delivery review for all Council services.

Ko ngā rautaki matua

Strategic priorities

With the above changes in our operating environment in mind, we are conscious of the need to adjust our priorities. We see the need for these adjustments falling primarily in the following focus areas:

- Partnering with Māori
- Partnering in place
- Strengthening our organisation
- Leading the way through change
- Improving service delivery.

Details about how we plan to address each of these areas of strategic priority follow.

Partnering with Māori

The partnering with Māori focus area is anchored in the importance of Te Tiriti o Waitangi Treaty of Waitangi and working with Iwi Māori as tangata whenua. It also recognises the legal obligations on local government to ensure that Māori are more actively involved in our decision-making processes.

Our overriding commitment is that our future work with Māori will be based on mutually recognised trust and respect, noting that building this needed trust and respect is a journey we have commenced, but we acknowledge there is more work to do.

See the Working together with Māori section of this Plan.

Partnering in place

Partnering in place recognises the importance of working collaboratively with communities and key stakeholders to drive the implementation and achievement of the outcomes we all seek. Combining our skills and resources with those of our key stakeholders means that collectively the people and communities of Taranaki can deliver more, and delivery of desired outcomes can be accelerated.

Our key focus areas under this strategic priority include:

- Engaging key stakeholders key issues affecting Taranaki, including developing a common understanding and stronger unified voice.
- Developing an agreed set of regional priorities to which all agencies are committed.
- Building an engagement strategy to identify key partners and agreeing on how to work together to achieve mutual goals.
- Keeping the community informed about the overall priorities and the outcomes that are being achieved by working together.

Strengthening our organisation

This priority area recognises the importance of building a dynamic, agile, innovative and high performing organisation – one where people want to come to work. We want to become an employer of choice. Continuing to live our agreed values (detailed in the front of this Plan) in everything we do is an important part of this.

Leading the way through change

This strategic priority area recognises the world in which we live, and work, is changing rapidly and that as a region, we are not isolated or immune from those changes or their effects. This creates an opportunity for us to step up and help lead the region and its communities through the change process. Focus areas within this strategic priority include:

- Developing a regional spatial plan to guide development.
- Supporting development of a regional approach to climate change, including by supporting a range of climate adaptation work.
- Keeping Towards Predator-Free Taranaki moving.
- Identifying new opportunities for cross-regional partnering and shared-service delivery.

Refer to the Consultation issues section for details.

Improving service delivery

This strategic priority area recognises the importance of having a continued focus on the effective and efficient delivery of our core services. Our focus areas are:

- Implementing the new freshwater management regime.
- Looking for improvements in how we deliver possum control.
- Supporting better regional action on biodiversity issues.
- Implementation of our digital strategy.
- Continuing to support the development of multi-agency service delivery arrangements.

Refer to the Consultation Issues section for details.

Ko ngā kāhui mahinga

Groups of activities

The following section of this Plan summarises the plans and programmes for each of our groups of activities - in detail for 2024/2025, in indicative terms for 2026 and 2027, and in general terms for the seven years after that.

We have six groups of activities, with contributing activities, as follows:

Resource management

Activities
- Resource management planning
- Consent processing
- Compliance monitoring
- Pollution incidents and response
- State of the environment monitoring
- Environment science investigations

Catchment management

Activities
- Catchment enhancement
- Biodiversity
- Biosecurity
- Waitara catchment programme
- Sustainable land management

Flood protection and hazard management

Activities
- Emergency management
- River and flood risk management

Transport

Activities
- Transport planning and services
- Navigational safety

Regional facilities

Activities
- Regional gardens
- Yarrow Stadium

Regional leadership and governance

Activities
- Governance
- Community engagement
- Investment management

Information is presented to identify the background rationale for delivery of these activities, including the community well-beings or outcomes to which each group of activities primarily contributes.

The estimated levels of expenditure and how that expenditure is to be funded are also outlined, noting that these funding proposals are consistent with the Revenue and Financing Policy.

Intended levels of service, performance measures and targets

Service levels, performance measures and the targets by which performance may be judged are identified for each activity. These describe, among other things, the key results, and outcomes we expect to achieve or contribute to, from each activity. We have selected a set of specified measures and targets to enable our performance to be meaningfully assessed.

As well as the specific output targets identified, we also specify in most cases, measures enabling our service levels and our performance of that service to be understood in terms of their:

- timeliness – unless stated otherwise, the target is to complete the tasks by 30 June of each year
- cost – the target is to complete the tasks defined within the budget set in the Indicative costs and sources of funds section of this Plan
- quantity – where a quantity measure is specified, the target is to meet that specified quantity
- quality – the target is to meet the quality expectations of the elected Councillors, or the provisions established in statutes or national instruments. We have extensive quality control procedures in place to ensure a high level of quality is present in the delivery of products or when undertaking activities. Overarching these procedures, acceptance of performance by the Councillors on behalf of the regional community is acceptance of the overall quality of performance
- location – where a location is specified, the target is to deliver the service in that location.

Disclosure of significant negative effects on wellbeing

We are required to identify and disclose any activities we undertake in any wellbeing area with potentially significant adverse effects for other well-beings.

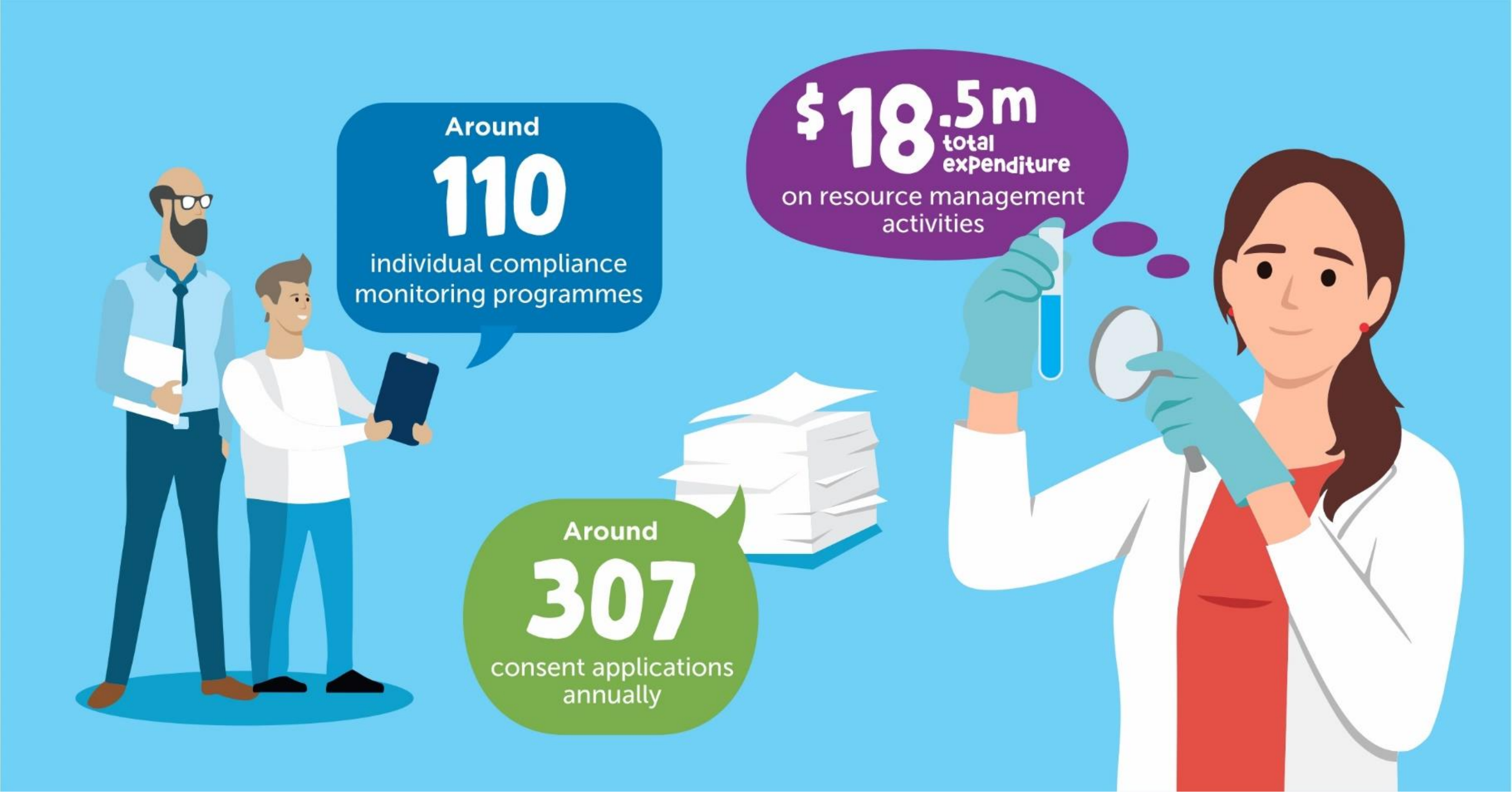
Based on our past monitoring and our projections for the levels of service proposed within this Plan, for all the groups of activities and associated programmes, we have identified no significant negative effects on the social, economic, cultural or environmental wellbeing of the community. The balance achieved between these wellbeings will however vary.

We will continue to monitor our activities for any significant negative effects on the social, economic, cultural or environmental wellbeing of the community. We will report on these if they arise. We have therefore not disaggregated and repeatedly made the same no effect statement about the risk of significant negative effects on wellbeing within each of the activity-focused sections of this Plan which follow.

Performance monitoring and reporting

We use a wide range of measures and targets to monitor and report upon our performance at all levels and for a variety of purposes, in addition to those presented in this Plan. The key method of publicly reporting on the performance measures listed in this Plan is by means of each year's audited Annual Report.

Other public reporting measures include the preparation of a five-yearly report on the state of the Taranaki environment.



Ko ngā ture whakahaere rawa

Resource management

Resource management comprises the following activities:

- Resource management planning
- Consent processing
- Compliance monitoring
- Pollution incidents and response
- State of the environment monitoring
- Environmental science investigations.

Community wellbeings

The Resource Management group of activities contributes to community wellbeing by promoting the sustainable use, development and protection of Taranaki's natural and physical resources of land and soil, water, air, the coast.

Resource management activities will contribute primarily to the resilient and thriving Taranaki outcomes. They will also assist in the achievement of a prosperous Taranaki by enhancing Taranaki's clean, green image.

Further information on policies and programmes

Further detailed information on the specific strategies, policies, plans and guidelines affecting this group of activities can be found in the following sources:

- Resource Management Act 1991
- Soil Conservation and Rivers Control Act 1941
- Building Act 2004
- Local Government Act 2002
- Regional Policy Statement for Taranaki 2010
- Regional Coastal Plan for Taranaki 2023
- Regional Freshwater Plan for Taranaki 2001
- Regional Soil Plan for Taranaki 2001
- Regional Air Quality Plan for Taranaki 2011
- Resource Management Act Enforcement Policy (2017)
- Terrestrial Biodiversity Monitoring Plan 2016
- Building Act Manual – Non-Building Consent Authority Procedures for Dams (2024).

Activity area one: Resource management planning

Rationale and background

Resource management planning is one of our core activities. Much of the work we do under this activity area is required by national legislation, particularly the Resource Management Act 1991 (RMA).

The National Policy Statement for Freshwater Management (NPS-FM) is a key instrument to help define our aspirations for the management of water quality and quantity - and the land use practices that may influence this.

We have continued to make good progress toward the improvement of freshwater, with further work underway to establish limits and targets, as required by the NPS-FM. Aspects of our environment are in good condition and there has been good progress in some areas. For example, reduced soil loss through erosion and improved habitat for native species is evident in the monitoring we undertake. Freshwater improvement remains a significant focus for Taranaki, particularly in regard to sediment and bacteria levels in freshwater and coastal environments.

All catchments meet current ecological flow objectives, although some water bodies are now fully allocated. The effect of climate change on water levels, flows and surety of supply will need to be considered in establishing new policy or rules pertaining to water use.

The involvement of Māori and Ngā Iwi o Taranaki is a critical part of our resource management responsibilities – particularly those processes applied as part of the review of our regional plans. We recognise that Iwi Management Plans are significant documents providing important input into resource management processes.

Under the RMA, a regional policy statement is required. The Regional Policy Statement for Taranaki became operative in 2010. This instrument identifies regionally significant resource management issues affecting Taranaki and the actions to be taken to address them. It also directs the management of these issues across regional and district plans.

Regional plans focus on presenting the regulatory framework to be applied to resource use activities by defining objectives, policies, activity consent categories, consent requirements and processing procedures.

Much of the work we do under the Resource Management activity area is required by legislation.

All four of our regional plans are operative. These Regional Plans are the Regional Coastal Plan for Taranaki (2023), the Regional Freshwater Plan for Taranaki (2001), the Regional Soil Plan for Taranaki (2001) and the Regional Air Quality Plan for Taranaki (2011).

We are currently undertaking a review of our plans to ensure they remain relevant and align with central government direction.

To support more efficient and effective resource management across Taranaki, we are also proposing to develop a regional spatial plan. Doing so is an opportunity for Taranaki to map out its own resource management future in a way that provides long-term certainty to communities and the holistic consideration of social, economic and environmental factors.

Baseline

We currently have a regional policy statement and a full suite of operative regional plans in place. We are currently reviewing the land and water plans. The Taranaki Coastal Plan has recently been approved by the Minister of Conservation and is now being implemented.

Expected level of service statement

We plan to have an updated Taranaki Regional Policy Statement and a full suite of Taranaki regional plans in place to guide and regulate regional resource use in Taranaki. These statutory documents will meet the requirements set out in the RMA.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027-2034)
Objective: Review and update existing RMA planning documents. **Performance measure**: Planning documents will be reviewed and developed in accordance with the requirements set out in the RMA.	Revised combined land and freshwater plan publicly notified.	Hearing on combined land and freshwater plan. Review of regional policy statement.	Combined land and freshwater plan operative – pending appeals. Regional policy statement publicly notified.	Regional policy statement made operative. Rolling plan reviews as required.

Activity area two: Resource consent processing

Rationale and background

Resource consent processing is one of our core functions. It is the functional area where the rubber meets the road on our mission to help achieve improvements to Taranaki's natural environment.

The Resource Management Act (1991) and our suite of regional plans specify how we should process, monitor and provide assurance about how consent holders apply for and comply with water allocation and discharge consents (to air, land and water) and coastal permits and with certain types of land use consents (including the use of river-beds and the effects on wetlands). Resource consents are required to meet the policies defined in our suite of regional plans.

Consents must be obtained for resource use activities, unless those activities are permitted by national environmental standards, regional plans or directly, by the Resource Management Act 1991.

We also have obligations under national policy statements and national environment standards in issuing consents. For example, under the NPS-FM we are required to improve the health of degraded waterbodies, support the achievement of national target for primary contact and ensure there is no further loss of the extent of natural inland wetlands.

We also have responsibilities under the Building Act for dam safety. The processing of building consents has been delegated to the Waikato Regional Council, but we maintain responsibility for other dam safety functions.

Baseline

Our processing and administering of resource consents is consistently compliant with Resource Management Act requirements. The number and complexity of applications in our consent processing system has incrementally increased over recent years but this does not constitute a 'material' change. (NB the increases are in response to the increased number of consent renewal applications and changes to the requirements of changes to both the RMA and our regional plans).

Expected level of service statement

We will process all resource consent applications, and administer our dam safety responsibilities, in accordance with statutory requirements.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Process and make decisions on all resource consent applications, in compliance with statutory obligations. **Performance measure**: The number of resource consents processed in accord with statutory processing obligations and environmental limit requirements.	100% of resource consent decisions are made in a manner consistent with statutory obligations and timeframes.	100% of resource consent decisions are made in a manner consistent with statutory obligations and timeframes.	100% of resource consent decisions are made in a manner consistent with statutory obligations and timeframes.	100% 0f resource consent decisions are made in a manner consistent with statutory obligations and timeframes.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Provide requested information in response to all appropriate requests from resource consent applicants. **Performance measure**: Number of occasions where information is provided to the standard required, within targeted deadline, that is accurate, regional plan consistent, and timely.	Accurate and regional plan consistent information is provided in response to all requests from resource consent applicants, on a soon as possible basis, with no formal complaints.	Accurate and regional plan consistent information is provided in response to all requests from resource consent applicants, on a 'soon as possible basis', with no formal complaints.	Accurate and regional plan consistent information is provided in response to all requests from resource consent applicants, 'on a soon as possible basis', with no formal complaints.	Accurate and regional plan consistent information is provided in response to all requests from resource consent applicants, on a soon as possible basis, with no formal complaints.
Objective: Successfully defend any resource consent decision appealed to the Environment Court. **Performance measure**: Number of decisions successfully defended OR not.	All resource consent decisions are successfully defended.	All resource consent decisions are successfully defended.	All resource consent decisions are successfully defended.	All resource consent decisions are successfully defended.
Objective: Minimise the number and duration of resource consent hearings by making full use of pre-hearing process opportunities. **Performance measure**: % of consent hearings successfully resolved.	At least 50% of resource consent submissions are successfully resolved through pre-hearings and before a hearing is requested.	At least 50% of resource consent submissions are successfully resolved through pre-hearings and before a hearing is requested.	At least 50% of resource consent submissions are successfully resolved through pre-hearings and before a hearing is requested.	At least 50% of resource consent submissions are successfully resolved through pre-hearings and before a hearing is requested.

Activity area three: Compliance monitoring

Rationale and background

Compliance monitoring and the use of enforcement provisions are critical tools to assist achievement of resource management objectives.

These tools underpin the integrity of the Act, regional plans, national policy statements, national environmental standards and the consents issued/permitted activities under them.

We have around 110 individual compliance monitoring programmes covering all major consents. In addition, more than 200 minor industrial operations with 'permitted activity' consent are monitored to ensure they adhere to good environmental practices. Furthermore, compliance monitoring programmes are applied to determine adherence to consent conditions for discharges from dairy, poultry and piggery operations.

Baseline

For major consents, individual and specific monitoring programmes are designed, implemented and publicly reported on annually.

For less significant consents, such as for dairy shed wastes, region-wide inspection programmes are completed. Approximately 2,500 inspections are undertaken annually as part of these programmes. This workload is projected to be ongoing.

Level of expected service statement

We will ensure agreed compliance monitoring programmes and enforcement procedures are developed and applied in a way that is consistent with statutory requirements.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Individual compliance monitoring programmes for all major consents are developed, implemented, and reported upon. **Performance measure**: % of individual compliance monitoring programmes that are, developed, implemented, and reported upon.	100% of individual compliance monitoring programmes are delivered in accordance with the performance measure.	100% of individual compliance monitoring programmes are delivered in accordance with the performance measure.	100% of individual compliance monitoring programmes are delivered in accordance with the performance measure.	100% of individual compliance monitoring programmes are delivered in accordance with the performance measure.
Objective: Annual monitoring programmes for resource consents for agricultural discharges and for minor industries, not otherwise subject to an individual compliance programme, are developed and implemented. **Performance measure**: % of agricultural and minor compliance monitoring programmes developed, delivered, and reported on.	100% of annual agricultural and 70% of minor compliance monitoring programmes are delivered in accordance with the performance measure.	100% of annual agricultural and 70% of minor compliance monitoring programmes are delivered in accordance with the performance measure.	100% of annual agricultural and 70% of minor compliance monitoring programmes are delivered in accordance with the performance measure.	100% of annual agricultural and 70% of minor compliance monitoring programmes are delivered in accordance with the performance measure.
Objective: Significant point source discharges are monitored and reported on. **Performance measure**: % of point sources monitored and % attaining a 'good' or 'high' level of compliance.	100% of significant point sources are monitored and reported on with 90% attaining a 'good' or 'high' level of compliance.	100% of significant point sources are monitored and reported on with 90% attaining a 'good' or 'high' level of compliance.	100% of significant point sources are monitored and reported on with 90% attaining a 'good' or 'high' level of compliance.	100% of significant point sources are monitored and reported on with 90% attaining a 'good' or 'high' level of compliance.

Activity area four: Pollution incidents and response

Rationale and background

The task of responding to pollution and unauthorised resource use incidents is an important part of our responsibility to achieve desired environmental outcomes.

As environmental awareness and heightened expectations have grown in the community, there has also been a steady growth in the number of pollution complaints we have received from the public.

There has been a steady growth in the number of pollution complaints we have received from the public.

Enforcement actions, including education, usually follow our response to pollution incidents. Occasionally they also result in prosecutions. Our workload in this area is anticipated to grow due to the additional responsibilities arising from the Freshwater Management Programme/National Policy Statement for Freshwater Management.

Marine pollution responsibilities are also part of our pollution incidence and response activities. The Taranaki Regional Marine Oil Spill Response Plan provides for establishment of an oil spill response capability within the coastal waters of the region. Maritime New Zealand financially supports this activity and industry provides in kind support.

Baseline

Pollution incident response and enforcement – and related education, are applied to achieve RMA, resource consent, regional plan and/or national environmental standard requirements and expectations.

Level of expected service statement

We will implement our enforcement policy and respond to pollution and related complaints. We will also prepare for and respond to marine oil spill incidents.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Enforcement Policy is developed and implemented, including education, and as part of this, enforcement tools are used to achieve compliance with resource consents, regional plans and/or national environmental standards. **Performance measure**: Enforcement policy, education and related measures are place and full compliance with recorded requirements and standards is achieved.	Policy, education, and enforcement tools achieve at least 90% compliance with statutory requirements.	Policy, education, and enforcement tools achieve at least 90% compliance with statutory requirements.	Policy, education, and enforcement tools achieve at least 92% compliance with statutory requirements.	Policy, education, and enforcement tools achieve at least 92% compliance with statutory requirements.
Objective: Pollution and related complaints are responded to in line with our triage/urgency priority-setting policy. **Performance measure**: % of matters requiring attendance within specified number hours or days, depending on the risk of environmental harm posed by the incident.	100% of pollution complaints are responded to within 7 days if there is no immediate threat to the environment and within 4 hours for matters where there is immediate threat to the environment.	100% of pollution complaints are responded to within 7 days if there is no immediate threat to the environment and within 4 hours for matters where there is immediate threat to the environment.	100% of pollution complaints are responded to within 7 days if there is no immediate threat to the environment and within 4 hours for matters where there is immediate threat to the environment.	100% of pollution complaints are responded to within 7 days if there is no immediate threat to the environment and within 4 hours for matters where there is immediate threat to the environment.

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Pollution incidents are controlled and responded to and related enforcement procedures are instigated – if required, all with an appropriate level of tangata whenua involvement and full public reporting. **Performance measure**: % of incidents that are managed to meet these requirements.	100% of notified pollution incidents are controlled and cleaned up. Enforcement procedures are instigated – if required. Collaboration procedures are in place with tangata whenua. Incidents, complaints and follow-up procedures are reported on.	100% of notified pollution incidents are controlled and cleaned up. Enforcement procedures are instigated – if required. Collaboration procedures are in place with tangata whenua. Incidents, complaints and follow-up procedures are reported on.	100% of notified pollution incidents are controlled and cleaned up. Enforcement procedures are instigated – if required. Collaboration procedures are in place with tangata whenua. Incidents, complaints and follow-up procedures are reported on.	100% of pollution notified incidents are controlled and cleaned up. Enforcement procedures are instigated – if required. Collaboration procedures are in place with tangata whenua. Incidents, complaints and follow-up procedures are reported on.
Objective: A Taranaki Marine Oil Spill Response Plan, as agreed with Maritime New Zealand, is prepared. **Performance measures:** Taranaki Marine Oil Spill Response Plan is implemented.	An approved Regional Marine Oil Spill Response Plan is in place. 100% of marine oil spills are responded to.	An approved Regional Marine Oil Spill Response Plan is in place. 100% of marine oil spills are responded to.	An approved Regional Marine Oil Spill Response Plan is in place. 100% of marine oil spills are responded to.	An approved Regional Marine Oil Spill Response Plan is in place. 100% of marine oil spills are responded to.

Activity area five: State of environment monitoring

Rationale and background

Our monitoring of the state of the environment provides core data and information to:

- Inform policy development and implementation
- Underpin consent, compliance, and enforcement decision-making
- Support the delivery of a range of operational activities
- Enable regular reporting and the preparation of a five-yearly Taranaki State of the Environment report.

At the core of this area of activity is our commitment to report on the progress we are making. We must also meet the monitoring requirements under the RMA.

State of the environment monitoring has been carried out in the region since 1994. Our data and information is analysed and made publicly available.

In general terms, this reporting need is centred on programmes enabling us to report on improvements to the health of the natural environment. This involves assessing and reporting on the relationship between naturally occurring processes, consented and non-consented activities and the health of the natural environment and its overall capacity to sustain:

- The life supporting capacity of the environment
- The health and wellbeing of communities and people
- Relationship between hapū, iwi and te Taiao
- Protection of places of indigenous biodiversity, particularly priority ecosystems and habitats of threatened and at-risk species
- Management of adverse effects
- Protection, or if degraded – restoration of indigenous biodiversity and natural character of the environment
- Resilience of people and communities to natural hazards
- Public access and enjoyment of natural areas including the Coastal Marine Area
- Provision of infrastructure and areas suited to urban development.

Baseline

State of the environment monitoring has been carried out in the region since 1994. The programme now comprises monitoring of air quality, biodiversity, biosecurity, soil health and land use sustainability, freshwater quantity, and quality (rivers, lakes, and groundwater) and the coastal environment. Our data and information is analysed and made publicly available.

Reporting on different aspects of the environment is undertaken throughout the year, with an overview of the state of the environment in Taranaki published every five years. The most recent report 'Our Place: Taranaki State of Environment' was released in 2022. The next regional report is due in 2027.

Our state of the environment monitoring programmes are currently under review to ensure these are aligned to requirements of the NPS-FM. Live online environmental data is also maintained and reported on the Land, Air, Water Aotearoa (LAWA) and our websites.

Level of expected service statement

We will inform the public of the results of a science-based programme designed to develop an understanding of the state, causes and trends affecting the quality of the Taranaki environment.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: State of the environment (SOE) programmes are implemented, and associated reports are prepared. **Performance measure**: Recognised and reputable methods of data collection, quality assurance, and analysis are applied, and reports are prepared in accordance with national reporting requirements.	State of the environment monitoring is delivered in accordance with the performance measure.	State of the environment monitoring is delivered in accordance with the performance measure.	State of the environment monitoring is delivered in accordance with the performance measure. The 2027 five-yearly Taranaki State of the Environment report meets statutory and reporting requirements.	State of the environment monitoring is delivered in accordance with the performance measure. (NB. Five-yearly report required in 2032).
Objective: Annual monitoring information on selected aspects of the state of Taranaki's air, land, the coast, and water is made available to the public. **Performance measure**: State of the environment monitoring data is quality assured and made available to the public via LAWA and/or our websites.	Environmental data is quality assured and made available to the public.	Environmental data is quality assured and made available to the public.	Environmental data is quality assured and made available to the public.	Environmental data is quality assured and made available to the public.
Objective: Tangata whenua are provided with opportunities to participate and partner in state of the environment monitoring and reporting, including by – but not limited to, the opportunities related to meeting NPS-FM and NPS-IB requirements. **Performance measure**: Opportunities for tangata whenua involvement in state of the environment and other monitoring programmes is documented and reported on.	Relevant reports include a summary of tangata whenua involvement in state of the environment and other monitoring programmes.	Relevant reports include a summary of tangata whenua involvement in state of the environment and other monitoring programmes.	Relevant reports include a summary of tangata whenua involvement in state of the environment and other monitoring programmes.	Relevant reports include a summary of tangata whenua involvement in state of the environment and other monitoring programmes.

Activity area six: Environmental science investigations

Rationale and background

While state of the environment monitoring provides a foundation stone for the collection of key data and information, proactively building knowledge and understanding enables us to get on the front foot in responding to current or emerging environmental issues.

Environmental science investigations are carried out to ensure decision-making is based upon sound evidence and the most up-to-date information is available to inform the resolution of our policy development challenges.

Research and investigations also ensure supporting information is developed in advance of policy requirements.

Environmental science investigations are carried out to ensure decision-making is based on sound evidence.

Māori knowledge and research complements our science and monitoring programmes by providing a deeper understanding of te taiao (the environment). We intend to continue to focus on working in partnership with tangata whenua, to identify opportunities for shared understanding, and to ensure mātauranga Māori (Māori knowledge) is treated with appropriate respect and care.

Baseline

The effects of land-use on soil health, water quality and ecosystem health / indigenous biodiversity are currently investigated and reported on, either using in-house resources, or with support from external funding sources such as Envirolink.

Level of expected service statement

We will continue to build an understanding of the changes occurring within the Taranaki environment by conducting tailored and issue-specific environmental science investigations, including those related to climate change with appropriate care and respect to mātauranga Māori.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: The effects of selected environmental pressures on soil health, water quality and ecosystem health / indigenous biodiversity are investigated and reported on. **Performance measure**: At least three environmental issue reports are prepared, on matters agreed to as being a priority for investigation, and to a standard that is viewed as being of value to the Taranaki community.	Three environmental issue reports are prepared and made publicly available.	Three environmental issue reports are prepared and made publicly available.	Three environmental issue reports are prepared and made publicly available.	Three environmental issue reports are prepared and made publicly available.

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Climate change considerations are incorporated into work programmes. **Performance measure**: Reports confirm this has been considered.	All relevant reports demonstrate application of climate change considerations.	All relevant reports demonstrate application of climate change considerations.	All relevant reports demonstrate application of climate change considerations.	All relevant reports demonstrate application of climate change considerations.
Objective: Research and investigations provide solutions that assist community adaptation to climate change and/or decarbonisation of activities. **Performance measure**: An annual report demonstrates how our actions have assisted to achieve an annual decrease in our carbon emissions and community adaption.	Our Climate Change Strategy and Roadmap is reviewed. An organisational greenhouse gas (GHG) emissions reduction plan is prepared.	Actions identified in the Climate Change Strategy and Roadmap are implemented and publicly reported on.	Actions identified in the Climate Change Strategy and Roadmap are implemented and publicly reported on.	Actions identified in the Climate Change Strategy and Roadmap are implemented and publicly reported on.

Indicative costs and sources of funding

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Expenditure										
1,908	Resource management planning	2,425	2,796	2,607	2,419	2,105	2,149	2,035	2,074	2,118	2,154
2,002	Resource consent processing	2,430	2,427	2,375	2,375	2,424	2,479	2,520	2,569	2,624	2,665
5,866	Compliance monitoring	6,027	6,187	6,229	6,206	6,334	6,475	6,584	6,711	6,852	6,962
1,347	Pollution incidents and response	1,500	1,538	1,573	1,576	1,608	1,644	1,671	1,703	1,739	1,767
4,526	State of the environment monitoring	5,034	5,177	5,240	5,230	5,335	5,449	5,539	5,643	5,757	5,848
772	Environmental science investigations	1,061	1,088	1,163	1,155	1,175	1,196	1,213	1,232	1,253	1,270
16,422	**Total expenditure**	**18,477**	**19,214**	**19,187**	**18,962**	**18,981**	**19,391**	**19,562**	**19,932**	**20,345**	**20,668**
	Income										
5,256	General rates	5,969	7,009	7,887	8,507	8,438	8,721	8,936	9,017	9,308	9,624
6,398	Direct charges	6,895	7,197	7,558	7,717	7,870	8,019	8,171	8,326	8,476	8,628
0	Transfer from reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer to reserves	0	0	0	0	0	0	0	0	0	0
4,768	Investment funds	5,612	5,008	3,742	2,738	2,673	2,651	2,454	2,588	2,561	2,417
16,422	**Total income**	**18,477**	**19,214**	**19,187**	**18,962**	**18,981**	**19,391**	**19,562**	**19,932**	**20,345**	**20,668**
0	**Operating surplus/(deficit)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Capital expenditure										
0	Land	0	0	0	0	0	0	0	0	0	0
0	Buildings	0	0	0	0	0	0	0	0	0	0
544	Motor vehicles	1,228	767	1,088	1,067	708	1,940	1,346	643	1,580	1,225
172	Plant and equipment	407	341	316	197	200	202	204	207	209	211
0	Office furniture	0	0	0	0	0	0	0	0	0	0
0	Computer equipment	0	0	0	0	0	0	0	0	0	0
0	Flood and river control assets	0	0	0	0	0	0	0	0	0	0
0	Computer software	0	0	0	0	0	0	0	0	0	0
716	**Total capital expenditure**	**1,635**	**1,108**	**1,403**	**1,264**	**907**	**2,141**	**1,550**	**849**	**1,788**	**1,436**
	Funded by:										
716	Transfer from retained earnings	1,635	1,108	1,403	1,264	907	2,141	1,550	849	1,788	1,436
716	**Total funding**	**1,635**	**1,108**	**1,403**	**1,264**	**907**	**2,141**	**1,550**	**849**	**1,788**	**1,436**
	Capital expenditure to:										
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
716	- replace existing assets	1,635	1,108	1,403	1,264	907	2,141	1,550	849	1,788	1,436
716	**Total capital expenditure**	**1,635**	**1,108**	**1,403**	**1,264**	**907**	**2,141**	**1,550**	**849**	**1,788**	**1,436**
296	**Proceeds from sale of assets**	**580**	**386**	**560**	**592**	**419**	**1,079**	**735**	**379**	**864**	**667**
395	**Depreciation/amortisation**	**501**	**519**	**529**	**541**	**552**	**563**	**574**	**585**	**597**	**608**

Ko te mana whakahaere riu hopuwai

Catchment management

Catchment management comprises the following activities:

- Sustainable land management
- Catchment enhancement
- Biodiversity
- Biosecurity
- Waitara River catchment.

Community wellbeings

The Catchment Management group of activities contributes to community wellbeing by promoting the sustainable use, development and protection of Taranaki's natural and physical resources – particularly land, soil, water and biodiversity.

Catchment management activities contribute primarily to our resilient and thriving Taranaki outcomes. They will also assist in the achievement of a Prosperous Taranaki by enhancing Taranaki's clean, green image and ensuring this remains a proven ingredient for regional products placed in overseas markets, as well as emphasising Taranaki as an attractive place to work, do business and visit.

Further information on policies and programmes

Further detailed information on the specific strategies, policies and plans relating to this group of activities can be found in the following sources:

- Biosecurity Act 1993
- Local Government Act 2002
- Resource Management Act 1991
- Regional Pest Management Plan for Taranaki 2017
- Biosecurity Strategy for the Taranaki Regional Council 2017
- Biodiversity Strategy for the Taranaki Regional Council 2017
- New Plymouth District Council (Waitara Lands) Act 2018
- Regional Freshwater Plan for Taranaki 2001
- Towards a Predator free New Zealand – Predator Free 2050 Strategy
- Te Mana o te Taiao Aotearoa New Zealand Biodiversity Strategy 2020
- Regional Soil Plan for Taranaki 2001
- Regional Air Quality Plan for Taranaki 2011
- Regional Waste Strategy for Taranaki 2011.

Activity area one: Sustainable land management

Rationale and background

The promotion of sustainable land management is a core function under the Resource Management Act 1991. The Soil Conservation and Rivers Control Act 1941 also requires us, as a Catchment Authority, to promote wise land use and to prevent, control and mitigate the damage caused by accelerated erosion.

These two statutes are the primary acts driving our sustainable land management programmes. We primarily meet these requirements by providing sustainable land management plans to landowners. Once prepared, we continue to support plan holders by providing them with one-on-one advice via annual visits and ongoing contact.

Legislation requires us to promote wise land use and to prevent, control and mitigate the damage caused by accelerated erosion.

Land management plans are prepared at the request of and in consultation with property owners. Four types of plan are prepared: comprehensive farm plans; agro-forestry plans; conservation plans; and riparian plans.

The implementation of Freshwater Farm Plans represents a significant shift in on-farm freshwater management in Taranaki. At the time of preparing this Plan, we are still determining our approach for administering the freshwater farm regime in Taranaki. We have new responsibilities to administer this system. Our current soil conservation plans and riparian management plans also provide a strong basis to support landowners as they prepare their Freshwater Farm Plans.

In addition, we intend to audit all current sustainable land management plans over the next three to five years to ensure designated waterways and wetlands are managed in a manner that meets the requirements of the NPS-FW.

Baseline

Approximately 3,400 sustainable land management plans have been prepared since 1996. These now cover 75% of farmed areas. Implementation of these plans has resulted in 90% of the region’s intensively farmed zone’s waterways being fenced and 82% having riparian vegetation where recommended. Over 90% of hill country plan holders have implemented their plans, either in whole or in part.

Level of expected service statement

We will work with landowners to support the development of Freshwater Farm Plans and advocate for the wise use of land to prevent, control and mitigate the damage caused by accelerated erosion and to achieve improvements to water quality.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Assist primary sector property owners to prepare sustainable land management, riparian area, agro-forestry and Freshwater Farm Plans **Performance measure**: An annual report records the number of different farm plans prepared, and/or increases on those hill country properties held in private ownership covered by specified plans.	Prepare 10,000 hectares of sustainable land management plans, 30 riparian area plans and 5,000 kms of riparian audits to underpin Freshwater Farm Plan recommendations.	Prepare 10,000 hectares of sustainable land management plans, 30 riparian area plans, and 5,000 kms of riparian audits to underpin Freshwater Farm Plan recommendations.	Prepare farm plans of different types for landowners occupying 90% of hill country properties held in private ownership (275,000 ha). Prepare riparian management area plans to landowners on 95% of intensively farmed zone (IFZ) land. Complete 5,000 kms of riparian audits to underpin Freshwater Farm Plan recommendations.	In total, prepare 50 sustainable land management plans, 200 riparian area plans, and 10 agro-forestry plans. Liaise with property owners responsible for all existing plans. By 2034, farm plans of different types have been implemented in whole or in part, on 90% of hill country properties (275,000 ha) and 95% have implemented riparian management area plans on IFZ land properties (290,700 ha) and 95% have implemented riparian management area plans on IFZ land.
Objective: Provide advice in response to enquiries about sustainable land use. **Performance measure**: The number of property owner contacts made and the number of days between receiving a request from a landowner and the provision of the requested advice.	Provide advice to all property owners within ten working days of an enquiry being received.	Provide advice to all property owners within ten working days of an enquiry being received.	Provide advice to all property owners within ten working days of an enquiry being received.	Provide advice to all property owners within ten working days of an enquiry being received.
Objective: Monitor the benefits from implementing recommended fencing and planting and/or implementation of recommended sustainable land use plans. **Performance measure**: Compare and quantify the positive progress toward Landcare Research's recommended sustainable land uses.	N/A	N/A	N/A	A positive trend is achieved towards more sustainable land uses at monitored hill country sites by 2029. This trend is sustained in each subsequent analysis (five-yearly).

Activity area two: Catchment enhancement

Rationale and background

The achievement of sustainable land use objectives is best progressed by assisting landowners to plant and use the right vegetation in the right place. As a contribution toward this objective, we provide at cost, high-quality plants through bulk purchase contracts with nurseries.

We intend to down-scale our native riparian plant scheme in future years, but we will continue to provide plants to those that have pre-ordered a year in advance.

Since 2009 2,962 riparian management plans have been prepared and we have supplied over 7.6m native riparian plants to landowners.

We also have a nursery that grows more than 4,000 poplar and willow poles every year, for use as a soil conservation measure. However, as regulations including Freshwater Farm Plan requirements now require hill country farmers to implement a broader range of soil conservation measures than in the past, supply from our nursery will be insufficient to meet demand.

In future, joint growing initiatives and on-farm nurseries are intended as the best means to help meet Freshwater Farm Plan requirements.

In addition, we intend to continue to participate in the government's hill country erosion grant scheme. This assists hill country plan holders to implement soil conservation works and thereby helps them achieve agreed land use changes.

One of the further actions to enhance sustainable land use is our use of environmental enhancement grants. These are used to help landowners protect habitats of regional significance. Our current focus for allocation of these grants is on wetlands located on private land.

We also provide grants, under limited and specific circumstances, for other resource management purposes.

Baseline

Since 2009, we have assisted property owners to plant 59,000 poplar poles, protected 1,438 hectares of new forest and encouraged the retirement of 5,575 hectares of marginal land by providing 273km of new fencing. In addition, a total of 2,962 riparian management plans have been prepared. To date, we have supplied over 7.6m native riparian plants to landowners.

Level of expected service statement

We will continue to participate in the government's hill country erosion grant scheme. We will assist hill country plan holders to implement soil conservation works and thereby achieve land use changes that produce more sustainable land use. We will assist farmers to establish on-farm nurseries to help them to meet Freshwater Farm Plan requirements. We will protect riparian lands by assisting landowners to prepare riparian plans and by encouraging them to plant riparian plants and to protect these areas with fencing.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Make contributions to the protection of riparian areas in intensively farmed catchments. Performance measure: % of riparian plan streams protected by fencing and planted correlated against improvements in water quality.	300km of stream banks will be fenced, and 100km will be planted. Fencing will be completed on 6,604km of stream banks which is 82% of the fencing, resulting in 93% of riparian streams protected by fencing. Riparian planting will be completed on 4,874km which is 68.5% of the planting, resulting in 83% of riparian streams protected with vegetation.	600km of stream banks will be fenced, and 300km will be planted. Fencing will be completed on 6,904km of stream banks which is 85% of the fencing, resulting in 94% of riparian streams protected by fencing. Riparian planting will be completed on 4,974km which is 69% of the planting, resulting in 84% of riparian streams protected with vegetation.	600km of stream banks will be fenced, and 500km will be planted. Fencing will be completed on 7,504km of stream banks which is 93% of the fencing, resulting in 97% of riparian streams protected by fencing. Riparian planting will be completed on 5,474 kms which is 76% of the planting, resulting in 87% of riparian streams protected with vegetation.	100% of riparian plan streams will be protected by fencing after the remaining 560km is fenced. Further year-on-year increases in the percent protected by vegetation will be achieved where recommended.
Objective: Distribute hill country erosion grant scheme to assist plan holders with the implementation of soil conservation works to achieve sustainable land use practices. **Performance measure**: The expenditure of the total hill country erosion grants received, administered and applied.	100% of government allocated hill country erosion funding allocated through grants to achieve sustainable land management practices.	100% of government allocated hill country erosion funding allocated through grants to achieve sustainable land management practices.	100% of government allocated hill country erosion funding allocated through grants to achieve sustainable land management practices.	100% of government allocated hill country erosion funding allocated through grants to achieve sustainable land management practices.
Objective: Assist landowners to establish on-farm nurseries to help meet Freshwater Farm Plan requirements. **Performance measure**: Number of on-farm nurseries established and % of total farms planting soil conservation trees.	Five on-farm nurseries established with 25% of plan holders planting soil conservation trees.	Five on-farm nurseries established with 30% of plan holders planting soil conservation trees.	Five on-farm nurseries established with 35% of plan holders planting soil conservation trees.	In total, 30 on-farm nurseries established with 70% of plan holders planting soil conservation trees.

Activity area three: Biodiversity

Rationale and background

The protection and maintenance of indigenous biodiversity is achieved via programmes that intersect many of our land management activities.

We intend to work with landowners to achieve increased biodiversity protection and management, particularly on private land.

A total of 228 Key Native Ecosystems, comprising 13,092ha of private land, have biodiversity plans.

We have developed a Taranaki Biodiversity Strategy. The purpose of this Strategy is to set our priorities, building on existing programmes, and provide support to the efforts of others in the community to achieve biodiversity outcomes.

We provide environmental enhancement grant funding through the Key Native Ecosystem programme. To meet the new requirements listed in the NPS for Freshwater Management and Indigenous Biodiversity, and the Resource Management Act, we will need to produce a new Biodiversity Strategy for Taranaki and a new Terrestrial Biodiversity Monitoring Plan.

The Taranaki Biodiversity Strategy sets out the strategic frameworks for biodiversity through non-regulatory programmes that we provide to landowners.

Non regulatory programmes include those that protect Key Native Ecosystems (KNEs). Through the KNE programme, we work with willing landowners, with high priority ecosystem remnants, to develop a Biodiversity Plan. An initial site assessment is completed, and the management actions required to protect and maintain indigenous biodiversity are described and resourced.

We also provide support to community biodiversity programmes through the provision of funding. Additionally, we undertake a terrestrial biodiversity monitoring programme that monitors trends in indigenous biodiversity in land environments across the region.

Baseline

A total of 228 KNEs, comprising 13,092ha of private land have biodiversity plans (June 2022). There are 366 sites in the inventory of sites that contain regionally significant biodiversity (June 2022). Fifty of the total of sixty-one (82%) assessments of Biodiversity Plan sites maintained or improved their condition score (June 2022).

Level of expected service statement

We will monitor ecosystems within Biodiversity Plans and provide the community with annual updates about the state of the region's indigenous biodiversity on private land. We will review the Taranaki Biodiversity Strategy to promote landscape-scale restoration of the region's indigenous biodiversity. We will continue to provide general and specific grants to assist landowners to protect wetlands and other areas of regional ecological significance on private land.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Survey ecosystem remnants to identify and assess new sites for inclusion within the Key Native Ecosystems (KNE) inventory. Monitor the condition of ecosystems subject to biodiversity plans to support the implementation of work programmes on recognised KNEs. **Performance measure**: Number and state/condition of KNEs as reported in an annual update.	More than 25 condition assessments are undertaken.	More than 25 condition assessments are undertaken.	More than 25 condition assessments are undertaken.	More than 25 condition assessments are undertaken.
Objective: Prepare biodiversity plans to support the implementation of work programmes on all KNEs. **Performance measure:** Number of biodiversity plans prepared, as reported in an annual update.	More than 15 biodiversity plans are prepared.	More than 15 biodiversity plans are prepared.	More than 15 biodiversity plans are prepared.	More than 15 biodiversity plans are prepared.
Objective: Provide general and specific grants to assist landowners to protect wetlands and other areas of natural regional significance on private land. **Performance measure**: Number and value of grants issued and applied.	20 grants with a $100,000 value issued and 20 confirmed as having been applied.	20 grants with a $100,000 value have been issued and 20 are confirmed as having been applied.	20 grants with a $100,000 value have been issued and 20 are confirmed as having been applied.	20 grants with a $100,000 value issued and 20 are confirmed as having been applied.
Objective: Deliver the Taranaki requirements of the NPS for Indigenous Biodiversity. **Performance measure**: Meet the Taranaki requirements of the NPS for Indigenous Biodiversity.	N/A	Develop Implementation Plan.	N/A	Progress Implementation Plan. Review Taranaki Biodiversity Strategy and Terrestrial Biodiversity Monitoring Plan.

Activity area four: Biosecurity

Rationale and background

Pest management is a core function as provided by the Biosecurity Act 1993. The Biosecurity Act 1993 contains powers that enable, but do not require, pest management to be carried out. Our Taranaki Biosecurity Strategy sets out the strategic framework we apply across both our regulatory and non-regulatory pest programmes.

Regulatory pest management activities can only be undertaken in accordance with pest management plans. In turn, these are required to be adopted in compliance with the procedures of the Act. Our management plans may identify pests, set out obligations in relation to managing or controlling those pests, identify funding sources and specify requirements for implementation.

We prepared a Pest Management Plan for Taranaki in 2018. This Plan imposes landowner obligations for pest management, including for possums, giant buttercup, giant gunnera, gorse, nodding, plumeless and variegated thistles, old man's beard, wild broom, kahili and yellow ginger and yellow ragwort. Our approach is to monitor and, where necessary, enforce control measures. We supplement this by providing advice and user-pays control services. In 2020 we undertook a partial review to include mustelids.

Possums and mustelids are a substantial focus of our Pest Management Plan. As part of the implementation of this Plan, a range of direct control, advisory and regulatory services are provided. These facilitate the maintenance of a self-help pest control programme around the Taranaki ring plain.

In brief, the self-help programme involves funding and implementing initial control operations to reduce possum and mustelid numbers and then land occupiers are supported to continue with ongoing maintenance work. Land occupiers are obliged to undertake this maintenance. We monitor facilitated maintenance and, where necessary, we will undertake enforcement actions.

Non-regulatory programmes include the activities contributing to the Towards Predator-Free Taranaki programme. These programmes also include pest monitoring and a programme targeting rats in urban properties and reserves. In addition we provide advice on pests not listed in the regulatory programme.

Additionally, we work with others to identify and assess bio-control options for established pests, particularly when it is apparent that direct control measures will have little impact.

Furthermore, we work with the community and the Ministry for Primary Industries to promote awareness, identify and stop new pests establishing in Taranaki.

Baseline

The Taranaki Pest Management Plan was reviewed in 2018. The Residual Catch Rate (RTC) was 10.3% across the area covered by the possum self-help control programme (2022/2023). A total of 479 pest plant infestations were identified and then controlled pursuant to the requirements of the Regional Pest Management Plan. A total of 55 properties were issued a Notice of Direction for sustained control in 2022/2023.

Level of expected service statement

We will operate within the terms and conditions described in our Taranaki Pest Management Plan. We will control 100% of known infestations of eradication pests identified within this Plan. The risks to the environment and to primary production will be reduced by the maintenance we will exercise over the area of the ring plain under the self-help pest control programme.

We will reduce the extent of sustained control pest plants by applying an inspection and monitoring programme. We will continue to support Towards Predator-Free Taranaki.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Prepare and implement the Taranaki Regional Pest Management Plan. **Performance measure:** A current and statutorily compliant Pest Management Plan will be in place.	An approved Taranaki Regional Pest Management Plan is in place and implemented.	An approved Taranaki Regional Pest Management Plan is in place and implemented.	An approved Taranaki Regional Pest Management Plan is in place and implemented.	A 10-year full review of the Taranaki Regional Pest Management Plan will be undertaken in 2027/2028.
Objective: Reduce the risks to the environment and primary production by maintaining the area of the ring plain under the self-help possum control programme. **Performance measure**: % of residual trap catch recorded in designated areas.	Residual trap-catch (RTC) of less than 10% is recorded across the rural area covered by the self-help possum control programme.	RTC of less than 10% is recorded across the rural area covered by the self-help possum control programme.	RTC of less than 10% is recorded across the rural area covered by the self-help possum control programme.	RTC of less than 10% is recorded across the rural area covered by the self-help possum control programme.
Objective: Control known infestations of Senegal tea, climbing spindleberry, Madeira vine, moth plant and giant reed. **Performance measure**: % of infestations of specified pest plants over which control is exercised.	100% of known infestations of specified pest plants are controlled.	100% of known infestations of specified pest plants are controlled.	100% of known infestations of specified pest plants are controlled.	100% of known infestations of specified pest plants are controlled.
Objective: Reduce the extent of sustained control pest plants by applying an inspection and monitoring programme. **Performance measure**: Monitoring programme applied to affected areas confirms a reduction of pest plants in the affected area.	Monitoring programme confirms infestations are effectively controlled in affected area. Notices of direction are being complied with.	Monitoring programme confirms infestations are effectively controlled in affected area. Notices of direction are being complied with.	Monitoring programme confirms infestations are effectively controlled in affected area. Notices of direction are being complied with.	Monitoring programme confirms infestations are effectively controlled in affected area. Notices of direction are being complied with.
Objective: Ongoing mustelid control is maintained following initial control operations. **Performance measure:** % of landowners undertaking control in designated areas.	50% of landowners are undertaking regular control. Notices of Direction are being complied with	50% of landowners are undertaking regular control. Notices of Direction are being complied with	50% of landowners are undertaking regular control. Notices of Direction are being complied with	60% of landowners are undertaking regular control. Notices of Direction are being complied with
Objective: Support the voluntary control of rodents in urban areas. **Performance measure:** Maintain urban trap networks.	Encourage trap-holders to actively maintain, check and rebait urban traps.	Encourage trap-holders to actively maintain, check and rebait urban traps.	Encourage trap-holders to actively maintain, check and rebait urban traps.	Encourage trap-holders to actively maintain, check and rebait urban traps.

Activity area five: Waitara River catchment

Rationale and background

The New Plymouth District Council (Waitara Lands) Act 2018 provides for the restoration, protection and enhancement of the environmental, cultural and spiritual health and wellbeing of the Waitara River, the general Waitara River catchment and the area near the lower catchment of the Waitara River.

Activities to achieve the above purposes may be performed within the bounds of our role and responsibilities under the Local Government Act 2002. This includes building the capacity of Waitara River Authorities. The activities to be carried out under these provisions are funded from the sale of Waitara Harbour Endowment Lands. The decisions about these activities must be in accord with the decisions of a Waitara River Committee and a related sub-committee.

Baseline

Revenue from the sale of Waitara Harbour Endowment Lands is accruing. The establishment and work of the Waitara River Committee and a related sub-committees is moving forward.

Level of expected service statement

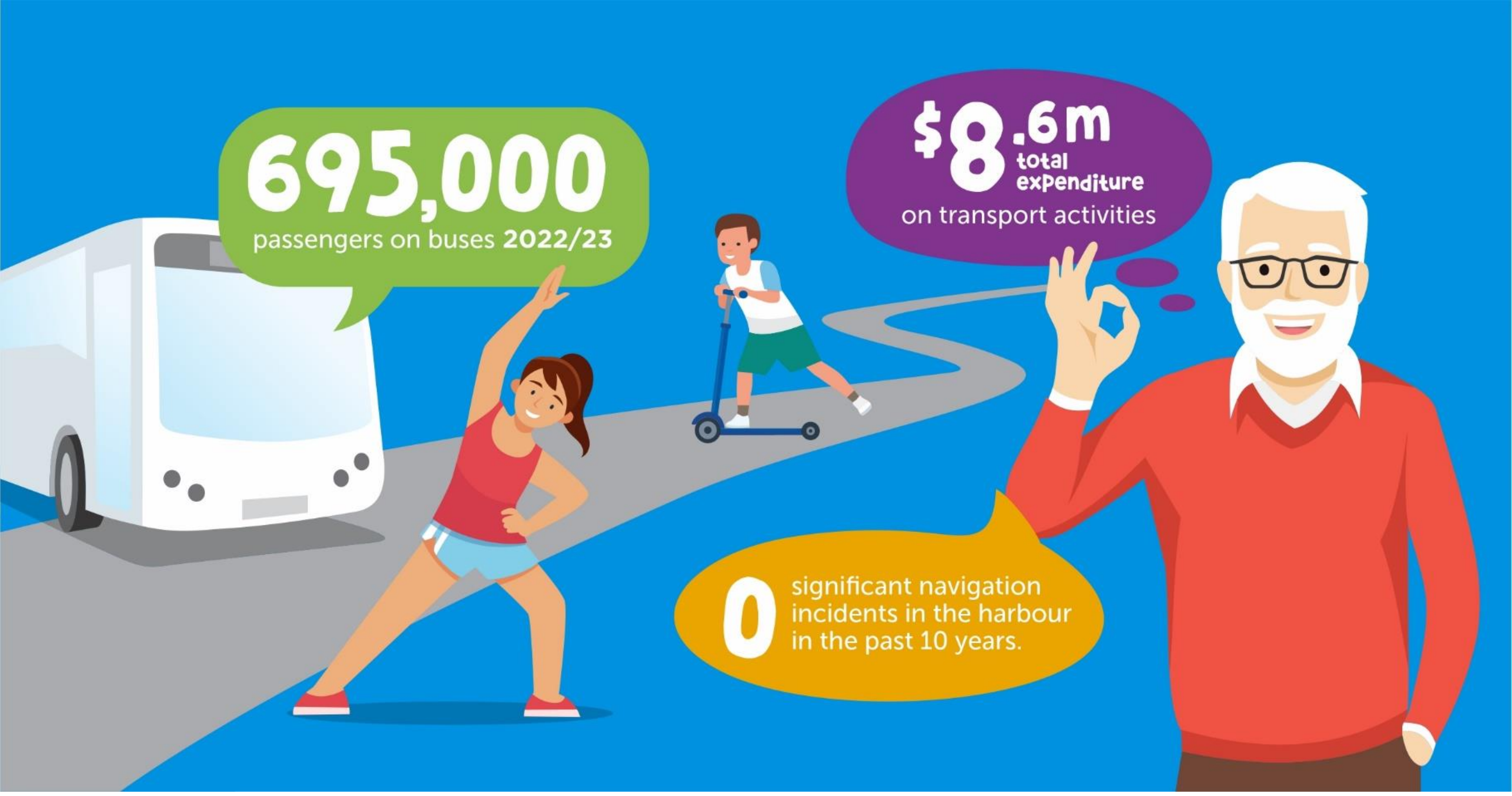
We will assist to establish and service the Waitara River Committees, including by assisting them to develop and implement a strategy for the distribution of the defined percent(s) of income from the sale of Waitara leasehold land, for the purposes established in the New Plymouth District Council (Waitara Lands) Act 2018.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Assist to establish and service the Waitara River Committees and provide support to these Committees. **Performance measure**: Committees are established and serviced in a manner that meets with the approval of Committee members.	Establish and service the Waitara River Committees and receive 90%+ support for these services in response to a survey of members.	Service the Waitara River Committees and receive 90%+ support for these services in response to a survey of members.	Service the Waitara River Committees and receive 90%+ support for these services in response to a survey of members.	Service the Waitara River Committees and receive 90%+ support for these services in response to a survey of members.
Objective: Assist the Waitara River Committees to develop a strategy for the distribution of income from the sale of Waitara leasehold land. **Performance measure**: The strategy is developed, implemented, monitored and reported upon confirming enhancement of the Waitara River Catchment, the area adjacent to Waitara township and the capacity of Committee members.	A strategy for the use of funds from the sale of Waitara leasehold land is developed consistent with the requirements of the Act.	A report on the implementation of the strategy confirms the use of funds from the sale of Waitara leasehold is consistent with the purposes of the New Plymouth District Council (Waitara Lands) Act 2018.	The strategy for the use of funds from the sale of Waitara leasehold is implemented consistent with the Act.	The strategy for the use of funds from the sale of Waitara leasehold is implemented consistent with the Act.

Indicative costs and sources of funds

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Expenditure										
4,985	Sustainable land management	4,899	4,917	5,002	4,937	5,047	5,148	5,246	5,336	5,455	5,545
1,191	Catchment enhancement	1,208	1,208	1,204	1,193	1,196	1,200	1,203	1,206	1,210	1,213
2,029	Biodiversity	2,434	2,695	2,793	2,796	2,853	2,915	2,967	3,049	3,086	3,138
7,360	Biosecurity	6,425	6,392	6,543	7,069	6,451	6,663	7,411	6,779	6,990	7,739
2,973	Waitara catchment programme	334	354	384	320	325	330	335	341	346	353
18,537	**Total expenditure**	**15,299**	**15,566**	**15,927**	**16,316**	**15,873**	**16,256**	**17,161**	**16,710**	**17,088**	**17,987**
	Income										
4,616	General rates	6,251	7,111	8,124	8,564	8,994	9,224	9,337	9,675	9,942	10,026
0	Targeted rates	0	0	150	0	0	0	0	0	0	0
9,075	Direct charges	2,411	2,844	3,264	3,495	3,486	3,638	3,709	3,668	3,820	3,894
350	Transfer from reserves	450	0	0	640	0	0	640	0	0	640
	Transfer to reserves										
4,187	Investment funds	5,877	5,081	3,854	2,757	2,849	2,804	2,565	2,777	2,736	2,518
18,537	**Total income**	**15,299**	**15,566**	**15,927**	**16,316**	**15,873**	**16,256**	**17,161**	**16,710**	**17,088**	**17,987**
0	**Operating surplus/(deficit)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Capital expenditure										
8	Land	0	0	0	0	0	0	0	0	0	0
2	Buildings	0	0	0	0	0	0	0	0	0	0
96	Motor vehicles	244	159	112	875	492	302	462	232	562	722
22	Plant and equipment	22	102	22	34	114	22	22	102	22	22
0	Office furniture	0	0	0	0	0	0	0	0	0	0
0	Computer equipment	0	0	0	0	0	0	0	0	0	0
0	Flood and river control assets	0	0	0	0	0	0	0	0	0	0
0	Computer software	0	0	0	0	0	0	0	0	0	0
128	**Total capital expenditure**	**266**	**261**	**134**	**909**	**606**	**324**	**484**	**334**	**584**	**744**
	Funded by:										
128	Transfer from retained earnings	266	261	134	909	606	324	484	334	584	744
128	**Total funding**	**266**	**261**	**134**	**909**	**606**	**324**	**484**	**334**	**584**	**744**
	Capital expenditure to:										
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
128	- replace existing assets	266	261	134	909	606	324	484	334	584	744
128	**Total capital expenditure**	**266**	**261**	**134**	**909**	**606**	**324**	**484**	**334**	**584**	**744**
70	**Proceeds from sale of assets**	**143**	**96**	**53**	**307**	**90**	**171**	**215**	**110**	**331**	**375**
270	**Depreciation/amortisation**	**435**	**443**	**453**	**463**	**473**	**482**	**492**	**501**	**511**	**521**



Ko ngā kawenga waka

Transport

Transport comprises the following activities:

- Transport planning and services
- Navigation and safety (Port Taranaki).

Community wellbeings

The Transport group of activities contributes to community wellbeings through an effective, efficient and safe land transport system that is resilient and responsive and addresses these in an environment of constrained funding and affordability.

A well-functioning transport system is an important enabler of many of the outcomes sought by the people of the region, and the country, across the full range of wellbeings. The Transport group of activities makes a particular contribution to the resilient and thriving Taranaki outcomes by assisting to put in place an effective, efficient and safe land transport system that performs in the public interest, including by:

- Facilitating growth and economic development
- Reducing safety risks
- Maintaining, and improving accessibility and public health
- Ensuring the Taranaki and a national integrated transport network is in place that is resilient and responsive.

Further Information on policies and programmes

Further detailed information on the specific strategies, policies and plans affecting this group of activities can be found in the following sources:

- Local Government Act 2002
- Land Transport Management Act 2003
- Maritime Transport Act 1994
- Government Policy Statement on Transport 2023
- Regional Land Transport Plan for Taranaki
- Regional Public Transport Plan for Taranaki.

Activity area one: Transport planning and services

Rationale and background

We have three key strategic planning documents that help guide the region's land transport activities. These are the Regional Land Transport Plan (RLTP), the Better Travel Choices for Taranaki and the Regional Public Transport Plan for Taranaki (RPTP).

The first of these is the core statutory document to guide expenditure of national funding support. The others are important supporting building blocks to guide how aspects of that funding are proposed to be spent. All documents aim to help identify and prioritise actions and investment into the regional transport network, to best support the community's needs and aspirations.

Regional Land Transport Plan (RLTP)

The RLTP sets out Taranaki's transport challenges, strategic direction, priorities, and proposed land transport activities. It has a strategic planning horizon of 30+ years, outlines investment priorities, outlines anticipated expenditure for 10 years and is reviewed every three years.

We are aiming for a significant step-change in the provision of public transport during the life of this Plan.

Crucially, the RLTP is the funding mechanism for accessing Government assistance for any land transport activities in the region.

To access such funding, the RLTP must be consistent with the Government priorities of the time, as outlined in the three-yearly Government Policy Statement on Land Transport (GPS). It must also be agile enough to respond to changing government priorities and funding opportunities as they arise. Preparing and monitoring the implementation of the RLTP is a core responsibility for the Regional Transport Committee.

Better Travel Choices for Taranaki

The region's current transport system is heavily roading-centric. It favours private vehicles over other modes of transport. The impacts of climate change, such as severe and frequent weather events, are making it more challenging and more expensive to provide and maintain resilient road infrastructure.

At the same time, reducing transport emissions by both reducing Vehicle Kilometres Travelled (VKT) and decarbonising those vehicle movements that are required, is a crucial part of limiting further climate change.

We have reviewed the previous Regional Public Transport Plan for Taranaki and integrated this with our Regional Walkways and Cycleways Strategy to develop an integrated Better Travel Choices for Taranaki strategy to support the step-change required to move away from carbon-heavy private vehicle use.

We are also aiming for a significant step-change in the provision of public transport during the life of this Plan. We are aware provision of public transport must consider more than peak time commuting. Public transport also has an important social role to play in supporting equitable access and connectivity for the region's communities. This means we must consider the needs of the transport disadvantaged, be they those from marginalised communities, or those with accessibility issues.

Baseline

The Regional Land Transport Plan for Taranaki 2021/2022-2026/2027 is current and operational. The Better Travel Choices for Taranaki Plan is currently in the development phase. Between 2008/2009 and 2022/2023, the number of passengers on public transport services in the region grew from 349,607 to 694,895.

Level of expected service statement

We will prepare and implement an Land Transport Plan for Taranaki and a Better Travel Choices for Taranaki.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Prepare and implement a Land Transport Plan for Taranaki. **Performance measure**: The presence of a Land Transport Plan for Taranaki assists to provide forward-thinking, resilient and integrated land transport solutions, helps deliver attractive and reliable alternative transport modes, provides adequate access to funding to enable these regional land transport ambitions to be secured and is prepared consistent with the requirements of Waka Kotahi and relevant legislation.	The Regional Land Transport Plan is current, in accord with statutory requirement and has content that is to the satisfaction of the Taranaki Transport Committee.	The Regional Land Transport Plan is current, in accord with statutory requirement and has content that is to the satisfaction of the Taranaki Transport Committee.	The Regional Land Transport Plan is current, in accord with statutory requirement and has content that is to the satisfaction of the Taranaki Transport Committee.	The Regional Land Transport Plan is current, in accord with statutory requirement and has content that is to the satisfaction of the Taranaki Transport Committee.
Objective: Prepare a Better Travel Choices for Taranaki report. **Performance measure**: The Better Travel Choices for Taranaki Plan has been developed, is current, and is in accord with travel choice ambitions.	The Better Travel Choices for Taranaki Plan is developed, kept current, in accord with statutory requirements, and reflects travel choice ambitions.	The Better Travel Choices for Taranaki Plan is developed, kept current, in accord with statutory requirements, and reflects travel choice ambitions.	The Better Travel Choices for Taranaki Plan is developed, kept current, in accord with statutory requirements, and reflects travel choice ambitions.	The Better Travel Choices for Taranaki Plan is developed, kept current, in accord with statutory requirements, and reflects travel choice ambitions.
Objective: Operationalise the public transport components of the above plans. **Performance measure**: Increase the number of public transport users on an annual basis.	Public transport service results in an increase in the annual number of passengers carried. Monitor and report on the region's bus service contracts including patronage growth and fare box recovery.	Public transport service results in an increase in the annual number of passengers carried. Monitor and report on the region's bus service contracts including patronage growth and fare box recovery.	Public transport service results in an increase in the annual number of passengers carried. Monitor and report on the region's bus service contracts including patronage growth and fare box recovery.	Public transport service results in an increase in the annual number of passengers carried. Monitor and report on the region's bus service contracts including patronage growth and fare box recovery.

Activity area two: Navigation and safety

Rationale and background

We are required to assist the delivery of safe navigation and safe vessel / boat use within the harbour waters associated with Port Taranaki and its approaches.

There have been no significant navigation incidents in the area within or adjacent to Port Taranaki in past the past 10 years.

A contracted harbourmaster administers our bylaws to help achieve this. Maritime New Zealand manages navigation and safety matters in all waters outside the area managed by our harbourmaster.

Baseline

There have been no significant navigation incidents in the area within or adjacent to Port Taranaki in past the past 10 years.

Level of expected service statement

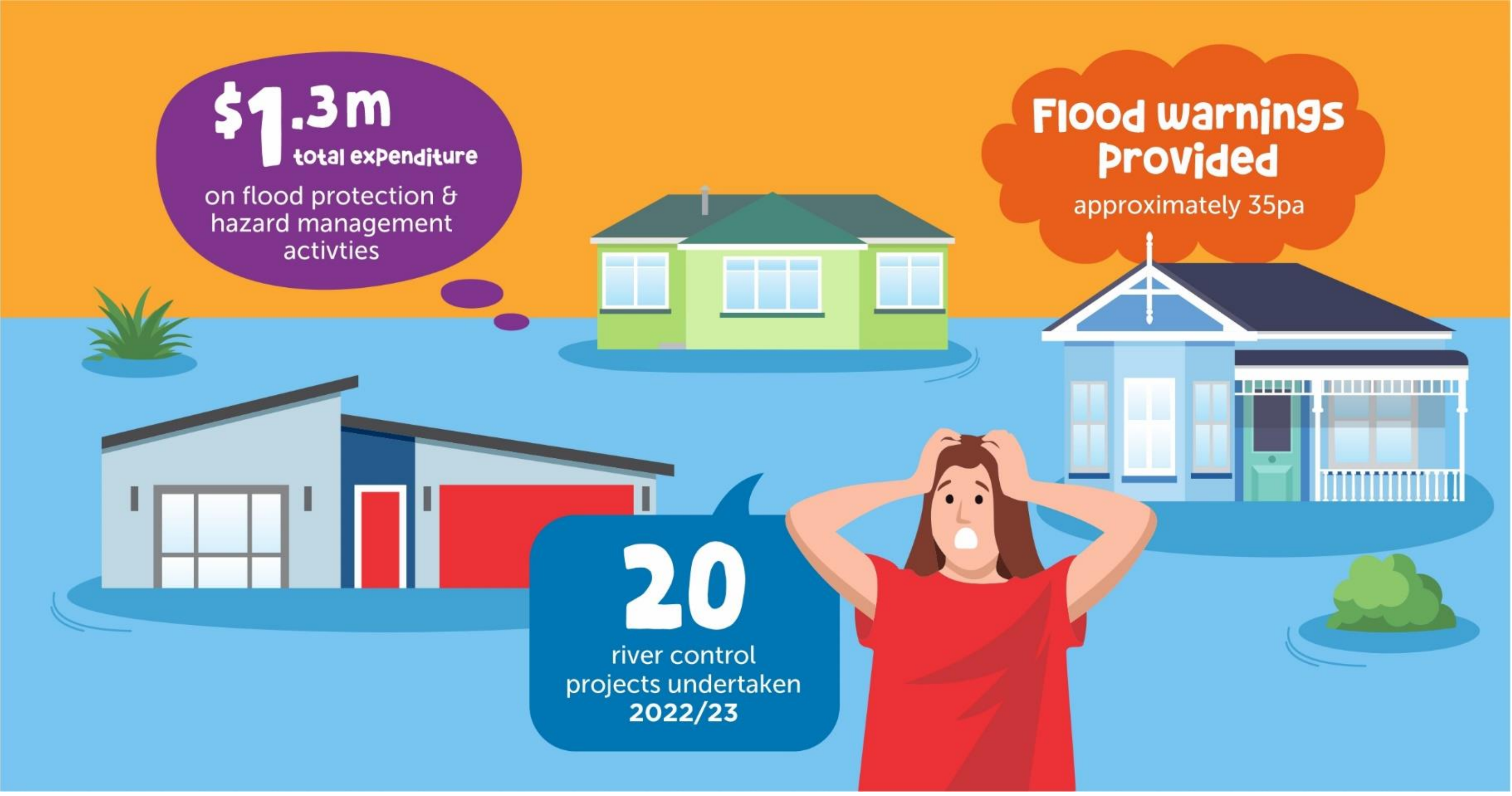
We will take actions to implement the requirements of the New Zealand Port and Maritime Safety Code, and the Port Taranaki Harbour Safety Management System. Implementation of the Navigation Bylaw for Port Taranaki and Approaches is also an action recognised in the Code.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Implement the requirements of the New Zealand Port and Maritime Safety Code and the requirements of the Port Taranaki Harbour Safety Management System. **Performance measure**: The number of incidents involving navigation and safety within the area of Port Taranaki.	No significant incidents occur involving risk to human life or injury, damage to property, damage to the environment or significant breaches of the New Zealand Port and Maritime Safety Code, and the Port Taranaki Harbour Safety Management System.	No significant incidents occur involving risk to human life or injury, damage to property, damage to the environment or significant breaches of the New Zealand Port and Maritime Safety Code, and the Port Taranaki Harbour Safety Management System.	No significant incidents occur involving risk to human life or injury, damage to property, damage to the environment or significant breaches of the New Zealand Port and Maritime Safety Code, and the Port Taranaki Harbour Safety Management System.	No significant incidents occur involving risk to human life or injury, damage to property, damage to the environment or significant breaches of the New Zealand Port and Maritime Safety Code, and the Port Taranaki Harbour Safety Management System.

Indicative costs and sources of funds

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Expenditure										
7,570	Transport planning and services	8,506	8,896	8,806	8,979	9,176	9,353	9,536	9,726	9,904	10,089
56	Navigation and safety	71	72	74	76	77	79	80	82	83	85
7,626	**Total expenditure**	**8,577**	**8,969**	**8,880**	**9,054**	**9,253**	**9,431**	**9,616**	**9,808**	**9,988**	**10,174**
	Income										
481	General rates	423	409	453	501	520	531	552	564	575	595
2,365	Targeted rates	2,688	2,897	2,858	2,921	2,982	3,042	3,102	3,161	3,222	3,283
1,283	Direct charges	1,114	1,136	1,161	1,187	1,212	1,236	1,261	1,285	1,309	1,334
3,060	Government grants	3,955	4,234	4,192	4,284	4,374	4,461	4,549	4,636	4,724	4,813
0	Transfer from reserves	0	0	0	0	0	0	0	0	0	0
0	Transfer to reserves	0	0	0	0	0	0	0	0	0	0
436	Investment funds	397	292	215	161	165	161	152	162	158	149
7,626	**Total income**	**8,577**	**8,969**	**8,880**	**9,054**	**9,253**	**9,431**	**9,616**	**9,808**	**9,988**	**10,174**
0	**Operating surplus/(deficit)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Capital expenditure										
0	Land	0	0	0	0	0	0	0	0	0	0
0	Buildings	0	0	0	0	0	0	0	0	0	0
0	Motor vehicles	0	0	0	0	0	0	0	0	0	0
0	Plant and equipment	0	0	0	0	0	0	0	0	0	0
0	Office furniture	0	0	0	0	0	0	0	0	0	0
0	Computer equipment	0	0	0	0	0	0	0	0	0	0
0	Flood and river control assets	0	0	0	0	0	0	0	0	0	0
0	Computer software	0	0	0	0	0	0	0	0	0	0
0	**Total capital expenditure**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Funded by:										
0	Transfer from retained earnings	0	0	0	0	0	0	0	0	0	0
0	**Total funding**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Capital expenditure to:										
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
0	- replace existing assets	0	0	0	0	0	0	0	0	0	0
0	**Total capital expenditure**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
0	**Proceeds from sale of assets**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
106	**Depreciation/amortisation**	**160**	**163**	**167**	**170**	**174**	**178**	**181**	**185**	**188**	**192**



Ko te mana tiaki i te waipuke, i ngā pūmate

Flood protection and hazard management

Flood protection and hazard management comprises the following activities:

- Emergency management
- River and flood risk management.

Community wellbeings

Flood protection and hazard management activities enhance the safety and wellbeing of the public, and the protection of property from hazards, by minimising and preventing damage by floods and river erosion.

This group of activities also involves working with others to provide an integrated and comprehensive emergency management system. The Taranaki system includes promoting hazard awareness, reducing risk, maintaining readiness and providing response and recovery capacity and capabilities.

Further information on policies and programmes

Further detailed information on the specific strategies, policies and plans relating to this group of activities can be found in the following sources:

- Civil Defence Emergency Management Act 2002
- National Civil Defence Emergency Management Plan 2015
- Taranaki Civil Defence Emergency Management Group Plan 2018
- Taranaki Civil Defence Emergency Management Annual Business Plans
- Soil Conservation and Rivers Control Act 1941
- Resource Management Act 1991
- Land Drainage Act 1908
- Lower Waitara River Flood Control Protection Scheme asset management plan
- Lower Waiwhakaiho Flood Control Protection Scheme asset management plan
- Ōkato Scheme asset management plan.
- Ōpunake Flood Control Scheme Asset Management Plan
- Waitotara Scheme Management Plan
- Taranaki Regional Council River and Flood Protection Bylaw 2020.

Activity area one: Emergency management

Rationale and background

The Civil Defence Emergency Management Act 2002 provides the basis for and defines who is accountable for emergency planning and management.

The Act also provides for a comprehensive and integrated regional all-hazards approach to emergency management, and requires agencies to focus on risk reduction, readiness, response and recovery.

We will assist to ensure there is a well-planned and well-delivered response to, and recovery from, a declared emergency.

More particularly, emergency management:

- Promotes sustainable management of hazards
- Encourages and enables communities to define and achieve acceptable levels of risk
- Provides for planning and preparation for emergencies, and for response and recovery
- Requires local authorities to co-ordinate emergency management planning and activities as a single region-wide structure
- Encourages co-ordination across a wide range of agencies, recognising that emergencies require multi-agency readiness and response
- Provides a basis for the integration of national and local emergency management.

Baseline

The functions of the Civil Defence Emergency Management Group are embodied in the Taranaki Civil Defence Emergency Management Group Plan (2018). The Civil Defence Emergency Management Group Office is set up and operating in a manner consistent with the Group Plan.

Level of expected service statement

We will contribute to the Civil Defence Emergency Management Group Plan and contribute to the operations of an Emergency Management Office. We will assist this Office to implement effective multi-agency advisory group planning, training, maintenance and we will contribute to the enhancement of facilities and equipment. We will prepare hazard contingency plans, and standard operating procedures. We will assist to ensure there is a well-planned and well-delivered response to, and recovery from, a declared emergency.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Maintain and implement the Civil Defence Emergency Management Group Plan in accordance with statutory requirements. **Performance measure**: Plan is maintained and meets statutory requirements.	An operative Civil Defence Emergency Management Group Plan is in place in accordance with statutory requirements.	An operative Civil Defence Emergency Management Group Plan is in place in accordance with statutory requirements.	An operative Civil Defence Emergency Management Group Plan is in place in accordance with statutory requirements.	An operative Civil Defence Emergency Management Group Plan is in place in accordance with statutory requirements.
Objective: Contribute to the maintenance and operations of an Emergency Management Office and assist it to implement effective multi-agency advisory group planning, training, maintenance; enhance facilities and equipment; prepare hazard contingency plans and apply agreed standard operating procedures. **Performance measure**: No concerns are raised by other Group members about the level of support that is provided to the Taranaki Emergency Management Office.	Contributions to Group capability and capacity is maintained at the level expected by the Group. No issues are raised about the level of support provided.	Contributions to Group capability and capacity is maintained at the level expected by the Group. No issues are raised about the level of support provided.	Contributions to Group capability and capacity is maintained at the level expected by the Group. No issues are raised about the level of support provided.	Contributions to Group capability and capacity is maintained at the level expected by the Group. No issues are raised about the level of support provided.
Objective: Assist to ensure the response to and recovery from a declared regional emergency is carried out in accordance with established plans and procedures and harm and damage to people and property is minimised. **Performance measure**: Information shared at post-event debriefs confirms application of plans and procedures were in accord with expectations.	Response and recovery is carried out in accordance with established plans and procedures, and response/recovery activities are reviewed by Group members was in accord with their expectations.	Response and recovery is carried out in accordance with established plans and procedures, and response/recovery activities are reviewed by Group members was in accord with their expectations.	Response and recovery is carried out in accordance with established plans and procedures, and response/recovery activities are reviewed by Group members was in accord with their expectations.	Response and recovery is carried out in accordance with established plans and procedures, and response/recovery activities are reviewed by Group members was in accord with their expectations.

Activity area two: River and flood risk management

Rationale and background

Floods are New Zealand's most frequent, most damaging and most disruptive natural hazard. In Taranaki climate change is predicted to result in increases in the intensity and frequency of extreme rainfall events. This along with changes to wider climate cycles and the effect of these on river processes, is expected to increase our future flooding risk.

Leading up to and during severe weather events we play a significant role in preparing for, dealing with and recovering from the effects of flooding by supporting the Taranaki Civil Defence organisation and the wider community. To enable this, we maintain a range of rainfall and river monitoring sites across the region. These sites, with support from MetService's weather models and technical expertise, are key components of the region's flood warning system.

We will monitor rainfall and river levels and issue timely flood warnings and maintain our monitoring systems and equipment to enable us to provide these warnings.

Although the majority of the region's watercourses are relatively small in length, frequent high flows cause channels to be quite active, necessitating ongoing surveillance and occasional maintenance.

Localised flooding problems can result in emergency river and flood control advice and works, such as minor channel management, or debris clearance being required. We intend to continue to have capability to respond to these types of contingency events in the future.

In addition and from time to time, we will facilitate specific river control projects for the environmental enhancement of the region's waterways. These typically involve the control of nuisance willow species along the region's rivers and streams. The sought after outcome is increased channel capacity and improvements to the health of the waterway and biodiversity values.

Baseline

The Waitara, Waiwhakaiho and Ōpunake flood control schemes are maintained to their full-service potential. The Waitotara and Ōkato river control schemes are maintained to the standard set out in their scheme management plans. Accurate and timely flood warnings and flood control advice is provided (approximately 35 warnings per annum). Regional plans and consent applications are audited to ensure activities are undertaken without increasing the risk of flooding and river erosion.

Level of expected service statement

We will monitor rainfall and river levels and issue timely flood warnings and maintain our monitoring systems and equipment to enable us to provide these warnings. We will undertake minor emergency river and flood control works when necessary. We will provide advice to the Taranaki community on river-related structure, erosion and land drainage issues. We will facilitate river control projects that may enhance environmental values in our region's waterways. We will continue to maintain and ensure the effective operational/service capacity of all flood and river control schemes across the region.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Maintain schemes to their full-service potential and undertake minor emergency river and flood control works. **Performance measure**: All four flood protection schemes are maintained and managed in accord with the provisions of their asset management plans.	100% of schemes are maintained to provide protection to the agreed standard and scheme assets are maintained to the standard defined in the asset management plan for that scheme.	100% of schemes are maintained to provide protection to the agreed standard and scheme assets are maintained to the standard defined in the asset management plan for that scheme.	100% of schemes are maintained to provide protection to the agreed standard and scheme assets are maintained to the standard defined in the asset management plan for that scheme.	100% of schemes are maintained to provide protection to the agreed standard and scheme assets are maintained to the standard defined in the asset management plan for that scheme.
Objective: Provide accurate and timely flood warnings and flood control advice. **Performance measure**: Warnings are issued consistent with requirements of Severe Weather and Flood Event Standard Operating Procedures.	Continuous monitoring systems for water level (stage) and rainfall are maintained (98% functional) at essential flood warning sites under non-emergency conditions and timely warnings are issued in accordance with the Flood Event Standard. Operating Procedure.	Continuous monitoring systems for water level (stage) and rainfall are maintained (98% functional) at essential flood warning sites under non-emergency conditions and timely warnings are issued in accordance with the Flood Event Standard. Operating Procedure.	Continuous monitoring systems for water level (stage) and rainfall are maintained (98% functional) at essential flood warning sites under non-emergency conditions and timely warnings are issued in accordance with the Flood Event Standard. Operating Procedure.	Continuous monitoring systems for water level (stage) and rainfall are maintained (98% functional) at essential flood warning sites under non-emergency conditions and timely warnings are issued in accordance with the Flood Event Standard. Operating Procedure.
Objective: Assist to ensure the response to and recovery from a declared regional emergency is carried out in accordance with established plans and procedures and harm and damage to people and property is minimised. **Performance measure**: Information shared at post-event debriefs confirms application of plans and procedures were in accord with expectations.	Response and recovery is carried out in accordance with established plans and procedures, and response/recovery activities are reviewed by Group members was in accord with their expectations.	Response and recovery is carried out in accordance with established plans and procedures, and response/recovery activities are reviewed by Group members was in accord with their expectations.	Response and recovery is carried out in accordance with established plans and procedures, and response/recovery activities are reviewed by Group members was in accord with their expectations.	Response and recovery is carried out in accordance with established plans and procedures, and response/recovery activities are reviewed by Group members was in accord with their expectations.

Indicative costs and sources of funds

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Expenditure										
519	Emergency management	562	574	586	599	612	624	636	649	661	673
624	River and flood risk management	716	726	731	742	757	773	787	802	818	833
1,143	**Total expenditure**	**1,279**	**1,300**	**1,317**	**1,341**	**1,369**	**1,397**	**1,424**	**1,451**	**1,479**	**1,506**
	Income										
274	General rates	309	362	434	502	525	551	599	616	644	680
763	Targeted rates	806	815	819	826	834	843	832	840	848	856
0	Direct charges	0	0	0	0	0	0	0	0	0	0
0	Government grants	0	0	0	0	0	0	0	0	0	0
0	Transfer from reserves	0	0	0	0	0	0	0	1	1	1
(63)	Transfer to reserves	(49)	(52)	(53)	(54)	(55)	(57)	(59)	(60)	(62)	(64)
248	Investment funds	291	258	206	162	166	167	165	177	177	171
1,221	**Total income**	**1,357**	**1,383**	**1,406**	**1,435**	**1,469**	**1,504**	**1,538**	**1,572**	**1,609**	**1,644**
78	**Operating surplus/(deficit)**	**78**	**83**	**89**	**95**	**101**	**107**	**114**	**122**	**130**	**138**
	Capital expenditure										
0	Land	0	0	0	0	0	0	0	0	0	0
0	Buildings	0	0	0	0	0	0	0	0	0	0
0	Motor vehicles	0	0	45	65	0	45	0	0	45	0
0	Plant and equipment	0	0	0	0	0	0	0	0	0	0
0	Office furniture	0	0	0	0	0	0	0	0	0	0
0	Computer equipment	0	0	0	0	0	0	0	0	0	0
0	Flood and river control assets	0	0	0	0	0	0	0	0	0	0
0	Computer software	0	0	0	0	0	0	0	0	0	0
0	**Total capital expenditure**	**0**	**0**	**45**	**65**	**0**	**45**	**0**	**0**	**45**	**0**
	Funded by:										
0	Transfer from retained earnings	0	0	45	65	0	45	0	0	45	0
0	**Total funding**	**0**	**0**	**45**	**65**	**0**	**45**	**0**	**0**	**45**	**0**
	Capital expenditure to:										
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
0	- replace existing assets	0	0	45	65	0	45	0	0	45	0
0	**Total capital expenditure**	**0**	**0**	**45**	**65**	**0**	**45**	**0**	**0**	**45**	**0**
0	**Proceeds from sale of assets**	**0**	**0**	**25**	**40**	**0**	**25**	**0**	**0**	**25**	**0**
6	**Depreciation/amortisation**	**20**	**20**	**21**	**21**	**22**	**22**	**23**	**23**	**24**	**24**

Ko ngā noninga ā-rohe

Regional facilities

Regional facilities comprises the following activities:

- Regional gardens
- Yarrow Stadium.

Community wellbeings

The regional facilities group of activities contributes to community wellbeings by supporting and developing regional gardens and ensuring the continuing maintenance and development of Yarrow Stadium as part of a prosperous and vibrant Taranaki.

This group of activities contributes to all community outcomes, with an emphasis toward the vibrancy of Taranaki.

Further information on policies and programmes

Further detailed information on the specific strategies, policies and plans relating to this group of activities can be found in the following sources:

- Local Government Act 2002
- Taranaki Regional Council Empowering Act 2001
- Hollard Garden Asset Management Plan 2023
- Tūpare Asset Management Plan 2023
- Pukeiti Asset Management Plan 2023.

Activity area one: Regional gardens

Rationale and background

The Taranaki Regional Council Empowering Act 2001 provided us with specific powers to undertake, implement, encourage or maintain any services, works or facilities that are for the recreational or cultural wellbeing of Taranaki, or that are for preserving or encouraging the reasonable enjoyment of the physical and cultural heritage of the Taranaki region.

In 2022/2023, Tūpare attracted 40,000 visitors, Hollard Gardens 20,000 and Pukeiti 65,000 visitors.

Taranaki has many outstanding gardens that assist in attracting a significant number of visitors to the region. They are also treasured community amenities. Three of the most significant of these are Tūpare, Pukeiti and Hollard Gardens. They are owned and managed on behalf of our community.

Baseline

Asset management plans were adopted in 2023. In 2022/2023, Tūpare attracted 40,000 visitors, Hollard Gardens 20,000 and Pukeiti 65,000 visitors. There were 28 events at Tūpare, 33 at Hollard Gardens and 62 at Pukeiti. All three properties were part of the Taranaki Garden Festival.

Level of expected service statement

We will ensure Pukeiti, Tūpare and Hollard Gardens are appropriately maintained and enhanced, in accord with the matters specified in their asset management plans.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Maintain and enhance Taranaki's three regionally significant gardens. **Performance measure**: Pukeiti, Tūpare and Hollard Gardens are maintained and managed in accord with the provisions of their asset management plans.	The three properties are maintained to the standard, and in a manner consistent with the objectives outlined in the relevant asset management plans.	The three properties are maintained to the standard, and in a manner consistent with the objectives outlined in the relevant asset management plans.	The three properties are maintained to the standard, and in a manner consistent with the objectives outlined in the relevant asset management plans.	The three properties are maintained to the standard, and in a manner consistent with the objectives outlined in the relevant asset management plans.
Objective: Increase the level of use of Taranaki's three regionally significant gardens. **Performance measure**: Number of visitors increases annually.	The three properties remain free to access and each of them record an annual increase in the number of visitors and events.	The three properties remain free to access and each of them record an annual increase in the number of visitors and events.	The three properties remain free to access and each of them record an annual increase in the number of visitors and events.	The three properties remain free to access and each of them record an annual increase in the number of visitors and events.

Activity area two: Yarrow Stadium

Rationale and Background

Yarrow Stadium is owned by the Taranaki Stadium Trust, a council-controlled organisation. The value of Yarrow Stadium to the regional community is well recognised. In the recent past, Yarrow Stadium has hosted a range of national and international sporting events.

Reconstruction of the Yarrow Stadium East Stand is due to be completed for the 2025 winter sports season.

There is a partnership funding arrangement between the Trust, the New Plymouth District Council and the Council for the operation, maintenance, and development of Yarrow Stadium. New Plymouth District Council funds the operations and event promotion at Yarrow Stadium under a management agreement with the Taranaki Stadium Trust.

Annual funding is provided to the Taranaki Stadium Trust for the long-term maintenance and development of Yarrow Stadium.

The maintenance and development of the facilities makes an important contribution to Taranaki's ongoing vibrancy and prosperity.

Baseline

We commenced funding the ongoing maintenance and development of Yarrow Stadium in 2012/2013. The repair and reinstatement of the stadium stands, to meet earthquake prone building standards, is underway with the West Stand being completed in May 2023. Reconstruction of the East Stand is due to be completed for the 2025 winter sports season.

Level of expected service statement

We will provide annual funding to the Taranaki Stadium Trust to enable the long-term maintenance and development of Yarrow Stadium.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Provide funding to the Yarrow Stadium Trust to maintain and develop the Stadium in a manner suited to its use for a range of events and activities. **Performance measure**: Maintenance and development are carried out consistent with current and or updated Asset Management Plans.	Funding is provided and maintenance and development are carried out consistent with the current asset management plan. An updated asset management plan is prepared.	Funding is provided and maintenance and development are carried out consistent with the adopted asset management plan.	Funding is provided and maintenance and development are carried out consistent with the adopted asset management plan.	Funding is provided and maintenance and development are carried out consistent with the adopted asset management plan. Asset management plans are reviewed every five years.

Indicative costs and sources of funds

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Expenditure										
3,617	Regional gardens	3,973	4,001	3,947	3,923	4,004	4,092	4,163	4,243	4,331	4,403
2,179	Yarrow Stadium	2,179	2,179	2,179	2,179	2,179	2,179	2,179	2,179	2,179	2,179
5,795	**Total expenditure**	**6,151**	**6,180**	**6,126**	**6,101**	**6,182**	**6,271**	**6,342**	**6,422**	**6,510**	**6,582**
	Income										
1,829	General rates	1,996	2,274	2,560	2,835	2,904	2,997	3,119	3,148	3,243	3,359
2,179	Targeted rates	2,179	2,179	2,179	2,179	2,179	2,179	2,179	2,179	2,179	2,179
129	Direct charges	100	102	172	176	180	184	188	192	196	200
1,659	Investment funds	1,876	1,625	1,215	912	920	911	857	904	892	844
5,795	**Total income**	**6,151**	**6,180**	**6,126**	**6,101**	**6,182**	**6,271**	**6,342**	**6,422**	**6,510**	**6,582**
0	**Operating surplus/(deficit)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Capital expenditure										
0	Land	0	0	0	0	0	0	0	0	0	0
68	Buildings	595	595	408	374	111	97	90	58	52	60
0	Motor vehicles	260	0	142	65	65	402	0	65	402	0
160	Plant and equipment	64	64	64	64	64	64	64	64	64	64
0	Office furniture	0	0	0	0	0	0	0	0	0	0
0	Computer equipment	0	0	0	0	0	0	0	0	0	0
0	Flood and river control assets	0	0	0	0	0	0	0	0	0	0
0	Computer software	0	0	0	0	0	0	0	0	0	0
228	**Total capital expenditure**	**919**	**659**	**614**	**503**	**240**	**563**	**154**	**187**	**518**	**124**
	Funded by:										
228	Transfer from retained earnings	919	659	614	503	240	563	154	187	518	124
228	**Total funding**	**919**	**659**	**614**	**503**	**240**	**563**	**154**	**187**	**518**	**124**
	Capital expenditure to:										
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
228	- replace existing assets	919	659	614	503	240	563	154	187	518	124
228	**Total capital expenditure**	**919**	**659**	**614**	**503**	**240**	**563**	**154**	**187**	**518**	**124**
0	**Proceeds from sale of assets**	**120**	**0**	**71**	**40**	**40**	**191**	**0**	**40**	**191**	**0**
597	**Depreciation/amortisation**	**608**	**620**	**634**	**648**	**661**	**675**	**688**	**701**	**714**	**728**

Ko te mana whakahaere rohe

Regional leadership and governance

Regional leadership and governance comprises the following activities:

- Governance
- Community engagement
- Investment management.

Community wellbeings

The regional leadership and governance group of activities contributes to community wellbeings by maintaining effective and open community representation as an important part of the democratic process; advocating on behalf of the Taranaki community on matters of regional interest; implementing and further developing a programme of information transfer, advice and education on activities; and ensuring that the equity, property and treasury investments are managed efficiently.

Regional leadership and quality governance sits at the heart of achieving a vibrant, thriving and resilient Taranaki.

Further information on policies and programmes

Further detailed information on the specific strategies, policies and plans relating to this group of activities can be found in the following sources:

- Port Companies Act 1988
- Port Taranaki Ltd's statement of corporate intent
- Local Government Act 2002
- Investment Policy
- Local Government Official Information and Meetings Act 1987
- Standing Orders.

Activity area one: Governance

Rationale and background

Governance is the provision of public representation, local authority elections, the preparation and adoption of statutory planning and reporting documents (Long-Term Plan, Annual Plans and Annual Reports) and quality decision-making, in accordance with statutory requirements.

In addition, we advocate and respond, on behalf of the Taranaki community, to initiatives proposed by other agencies, when those initiatives affect statutory responsibilities or relate to matters of regional significance of interest or concern to the people of Taranaki.

Across resource management reform, there waters, climate change response and the broader future for local government, 2024/2034 will be a time of significant change. Strong regional leadership will be needed to ensure outcomes that provide for Taranaki communities.

Councillors are elected every three years. We conduct meetings on a six-weekly cycle.

This Plan has been prepared on the basis of the current legislative and regulatory platform as it applies to the Taranaki community and our specific roles and responsibilities. As a result of the October 2023 general election, there has been a change in government. The new coalition government has indicated significant changes to many of the existing legislative and regulatory provisions. This Plan has been prepared on the basis of the existing legislative and regulatory framework updated for announced changes. It is clear that there will be further significant changes over the short to medium term. The approach adopted in this Plan will need to be updated as changes are enacted and/or promulgated.

Baseline

Our meeting agenda format and content and our meetings are conducted in accordance with Standing Orders and the Local Government Official Information and Meetings Act.

All statutory planning and accountability documents are prepared and related process requirements operate in accordance with statutory provisions.

Since 2002, no decisions have been overturned because of non-compliance with the decision-making requirements of the Local Government Act 2002.

On the advocacy front, in an average year, we would be involved in commenting on between 15 and 20 third party-generated initiatives with implications for Taranaki.

Level of expected service statement

We provide for the effective governance for the completion of reporting and planning obligations and for the involvement of the Taranaki community in our decision-making. In addition, we will advocate for the region's interests and respond to proposals put forward by third parties that may impact on the Taranaki region and its communities.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Conduct meetings in a manner consistent with statutory requirements and Standing Orders. **Performance measure**: Compliance with statutory requirements and Standing Orders.	100% of agenda and minutes and 100% of meetings are conducted in accordance with Standing Orders, the Local Government Official Information and Meetings Act 1987 and the Local Government Act 2002.	100% of agenda and minutes and 100% of meetings are conducted in accordance with Standing Orders, the Local Government Official Information and Meetings Act 1987 and the Local Government Act 2002.	100% of agenda and minutes and 100% of meetings are conducted in accordance with Standing Orders, the Local Government Official Information and Meetings Act 1987 and the Local Government Act 2002.	100% of agenda and minutes and 100% of meetings are conducted in accordance with Standing Orders, the Local Government Official Information and Meetings Act 1987 and the Local Government Act 2002.
Objective: Conduct triennial elections in a manner consistent with the Local Government Act 2002 and the Local Government Official Information and Meetings Act 1987. **Performance measure**: Conduct of elections is consistent with statutory requirements and does not give rise to judicial review.	N/A	Triennial local authority elections are conducted without any need for re-conduct because of judicial review.	N/A	Triennial local authority elections are conducted in 2028 and 2031 without any need for re-conduct because of judicial review.
Objective: Prepare statutory planning and reporting documents (Long-Term Plan, Annual Plans and Annual Reports) within statutory requirements. **Performance measure**: Documents meet statutory requirements.	All statutory planning and reporting documents are prepared and distributed in a manner that meets statutory requirements.	All statutory planning and reporting documents are prepared and distributed in a manner that meets statutory requirements.	All statutory planning and reporting documents are prepared and distributed in a manner that meets statutory requirements.	All statutory planning and reporting documents are prepared and distributed in a manner that meets statutory requirements.
Objective: Advocate for the region's interests by preparing submissions in response to proposals put forward by third parties that may impact on our functions or the Taranaki region and its communities. **Performance measure**: Number of submissions. Evidence of success because of advocacy.	Prepare approximately 15 submissions, with evidence to demonstrate that our advocacy has been considered in most cases.	Prepare approximately 15 submissions, with evidence to demonstrate that our advocacy has been considered in most cases.	Prepare approximately 15 submissions, with evidence to demonstrate that our advocacy has been considered in most cases.	Prepare approximately 15 submissions, with evidence to demonstrate that our advocacy has been considered in most cases.

Activity area two: Community engagement

Rationale and background

Community engagement activities focus on building communities that are well informed about our work, know how to get involved and are engaged in our processes. This work takes many forms including responding to requests for information, distributing information and undertaking display and extension initiatives in schools and within other forums, including those provided at Puke Ariki.

Community feedback helps ensure that our work is closely aligned with community aspirations

Increasingly, the focus of our community engagement is on both providing information and opportunities to engage in conversation about our work.

Community feedback helps ensure that our work is closely aligned with community aspirations. Our objective is to reach Taranaki residents with messages about our work and to let them know about how they may get involved.

The provision of environmental and sustainability education services is also a part of our community engagement programme.

Baseline

Regular opportunities are provided to enable the community to get involved in our processes. For the year ending 30 June 2023, we:

- Issued 14 media releases
- Hosted 203,000 sessions on our website
- Had 31,000 engagements across eight social media channels
- Had 16,000 tamariki participating in education programmes.

Level of expected service statement

We will apply processes that inform and seek engagement from the region's community and schools on our work and decision-making via media releases, website content, bespoke consultation programmes and education programmes.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Use a range of communication channels to inform and engage the public. **Performance measure**: Audience engagement across key channels is sustained or increases.	Across key digital channels audience engagement is at least 240,000 pa.	Across key digital channels audience engagement increases +5% compared to previous year.	Across key digital channels audience increases +5% compared to previous year.	Across key digital channels audience increases +5% compared to previous year.
Objective: Encourage participation in our consultation programmes. **Performance measure**: Number of persons participating in consultation programmes increases annually.	Number of persons participating in consultation programmes increases +5% compared to previous year.	Number of persons participating in consultation programmes increases +5% compared to previous year.	Number of persons participating in consultation programmes increases +5% compared to previous year.	Number of persons participating in consultation programmes increases +5% compared to previous year.
Objective: Encourage the participation of students in our education programmes. **Performance measure**: Number of students participating in education programmes increases.	Number of students participating in education programmes is 15,000 or more.	Number of students participating in education programmes is 15,000 or more.	Number of students participating in education programmes is 15,000 or more.	Number of students participating in education programmes is 15,000 or more.
Objective: Provide annual funding for Puke Ariki and Aotea Utanganui activities, event, and exhibitions. **Performance measure**: Investment level is sustained or increases.	Annual funding sustained for Puke Ariki and Aotea Utanganui activities, events and exhibitions.	Annual funding sustained for Puke Ariki and Aotea Utanganui activities, events and exhibitions.	Annual funding sustained for Puke Ariki and Aotea Utanganui activities, events and exhibitions.	Annual funding sustained for Puke Ariki and Aotea Utanganui activities, events and exhibitions.

Activity area three: Investment management

Rationale and background

Investment management involves managing equity, property, and treasury investments, including Port Taranaki Ltd.

Our investment portfolio is made up of equities, properties, cash and Port Taranaki Ltd (Port Taranaki). Our intention is for our investments to produce a revenue stream that will reduce our reliance on general rate revenue to fund our activities. The approach we apply within this activity area involves managing investments to optimise returns in the long-term, while balancing risk and return considerations. Our investments are managed prudently, with full knowledge that lower risk generally means lower returns.

Our intention is for our investments to produce a revenue stream that will reduce our reliance on general rate revenue to fund our activities.

Our investment in Port Taranaki Ltd contributes to this objective. Port Taranaki is also an important strategic regional asset. The Port is widely recognised as a core component of the transport infrastructure of the region.

Nevertheless, our investment in Port Taranaki carries a degree of risk. The level of profitability that Port Taranaki Ltd generates drives returns to the shareholder. Both the expected returns from the investment and the ultimate value of the investment are dependent on the ability of Port Taranaki Ltd to protect and enhance its revenue base.

From time to time, the contribution of the Port to our desired Prosperous Taranaki outcome is formally measured and reported upon. Similarly, periodic reviews of our ownership of Port Taranaki Ltd are undertaken to ensure public ownership continues to be the best means of contributing to the region's success.

We are committed to Port Taranaki Ltd being a successful commercial business, as required by the Port Companies Act 1988. Primary responsibility for the Port Company's operation is held by the Board. Directors are appointed to Port Taranaki Ltd at their annual general meeting and at other times as required. The Board produces an annual statement of corporate intent. We review and comment on this. We also undertake a review of the Company's performance against the targets established in the Statement of Corporate Intent every six months.

Baseline

Investment returns provide more than $8m per annum.

Level of expected service statement

We will manage our investments for the betterment of the Taranaki community and economy by actively seeking to use returns to reduce the general rate requirement by greater than $8m per annum.

Performance measures and targets

Performance measure	Targets			
	Year 1 (2024/2025)	Year 2 (2025/2026)	Year 3 (2026/2027)	Years 4 - 10 (2027/2034)
Objective: Monitor and review Port Taranaki Ltd's financial and operational performance. **Performance measure**: Our net returns from investment to the Taranaki community exceed $8m.	The biannual performance review of Port Taranaki Ltd meets the expectations established in the Statement of Corporate Intent. Dividends to be at least $8m per annum.	The biannual performance review of Port Taranaki Ltd meets the expectations established in the Statement of Corporate Intent. Dividends to be at least $8m per annum.	The biannual performance review of Port Taranaki Ltd meets the expectations established in the Statement of Corporate Intent. Dividends to be at least $8m per annum.	The biannual performance review of Port Taranaki Ltd meets the expectations established in the Statement of Corporate Intent. Dividends to be at least $8m per annum.
Objective: Ownership of Port Taranaki Ltd. **Performance measure**: Review the ownership structure of Port Taranaki Ltd.	Once, over the 10-year life of this Plan, complete a review of the ownership structure of Port Taranaki Ltd.	Once, over the 10-year life of this Plan, complete a review of the ownership structure of Port Taranaki Ltd.	Once, over the 10-year life of this Plan, complete a review of the ownership structure of Port Taranaki Ltd.	Once, over the 10-year life of this Plan, complete a review of the ownership structure of Port Taranaki Ltd.
Objective: Manage property and treasury investments. **Performance measure**: Investments in accordance with approved policy and returns in excess of $1m per annum and growing year on year.	100% consistency with our Investment Policy. Level of investment returns to be at least $1m per annum.	100% consistency with our Investment Policy. Level of investment returns to be at least $1m per annum.	100% consistency with our Investment Policy. Level of investment returns to be at least $1m per annum.	100% consistency with our Investment Policy. Level of investment returns to be at least $1m per annum.

Indicative costs and sources of funds

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Expenditure										
1,757	Governance	1,922	2,131	1,904	1,876	1,986	1,871	1,903	2,100	1,980	2,012
819	Community engagement	1,071	1,069	1,046	934	950	967	981	997	1,014	1,028
6	Investment management	6	6	6	6	7	7	7	7	7	7
2,582	**Total expenditure**	**2,999**	**3,205**	**2,957**	**2,816**	**2,942**	**2,845**	**2,891**	**3,103**	**3,002**	**3,048**
	Income										
1,116	General rates	1,338	1,809	1,934	2,088	2,191	2,137	2,221	2,364	2,305	2,386
453	Direct charges	403	104	105	56	57	58	60	61	62	63
1,013	Investment funds	1,258	1,293	918	672	694	650	610	679	634	599
2,582	**Total income**	**2,999**	**3,205**	**2,957**	**2,816**	**2,942**	**2,845**	**2,891**	**3,103**	**3,002**	**3,048**
0	**Operating surplus/(deficit)**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Capital expenditure										
0	Land	0	0	0	0	0	0	0	0	0	0
340	Buildings	5,000	3,000	0	385	630	1,700	560	0	0	0
96	Motor vehicles	49	0	194	429	0	194	364	0	194	364
162	Plant and equipment	102	109	177	173	546	152	102	102	139	122
30	Office furniture	15	15	15	15	15	15	15	15	15	15
220	Computer equipment	286	465	286	291	297	303	309	315	322	328
0	Flood and river control assets	0	0	0	0	0	0	0	0	0	0
350	Computer software	50	50	220	50	50	50	50	220	50	50
1,198	**Total capital expenditure**	**5,501**	**3,639**	**892**	**1,343**	**1,538**	**2,414**	**1,400**	**652**	**720**	**879**
	Funded by:										
1,198	Transfer from retained earnings	5,501	3,639	892	1,343	1,538	2,414	1,400	652	720	879
1,198	**Total funding**	**5,501**	**3,639**	**892**	**1,343**	**1,538**	**2,414**	**1,400**	**652**	**720**	**879**
	Capital expenditure to:										
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
1,198	- replace existing assets	5,501	3,639	892	1,343	1,538	2,414	1,400	652	720	879
1,198	**Total capital expenditure**	**5,501**	**3,639**	**892**	**1,343**	**1,538**	**2,414**	**1,400**	**652**	**720**	**879**
53	**Proceeds from sale of assets**	**23**	**0**	**92**	**253**	**0**	**92**	**213**	**0**	**92**	**213**
1,019	**Depreciation/amortisation**	**827**	**845**	**864**	**882**	**900**	**918**	**936**	**954**	**972**	**991**

Ko te rautaki pūtea

Financial strategy

Purpose

This Financial Strategy helps us manage finances prudently and provides a context for consultation on our proposals | and their overall effect on services, rates, debt and investments.

Introduction

Our mission is:

To work for a thriving and prosperous Taranaki by:

- *Promoting the sustainable use, development and protection of Taranaki's natural and physical resources*
- *Safeguarding Taranaki's people and resources from natural and other hazards*
- *Promoting and providing for significant services, amenities and infrastructure*
- *Representing Taranaki's interests and contributions regionally, nationally and internationally.*

We will do this by leading with responsibility, working co-operatively, encouraging community participation, and taking into account the Treaty of Waitangi.

The Financial Strategy informs and guides the assessment of funding and expenditure proposals outlined in this Plan to deliver on this mission. It brings together key aspects of other sections in the LTP to form a coherent strategy as illustrated below:

Summary

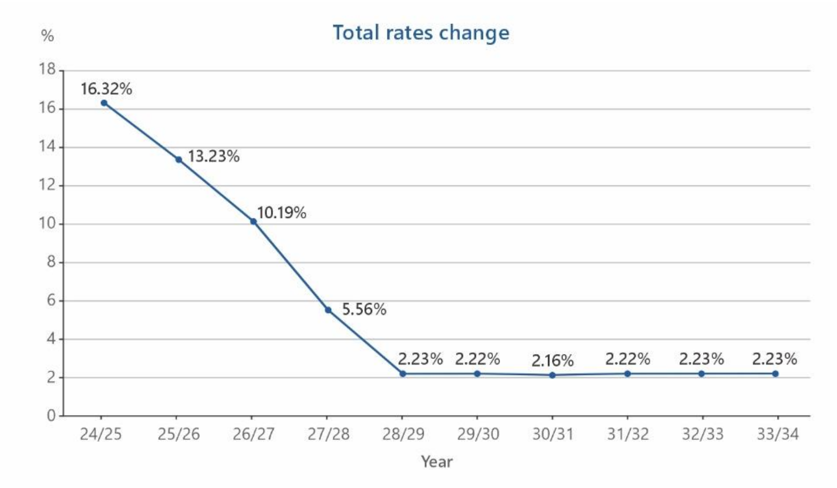
We are in a relatively strong financial position. This Plan deliver a full range of works programmes, including responding to a number of new initiatives and/or extensions of existing programmes, whilst maintaining that relative financial strength. The increased work load is funded by increases in general rates, increases in direct charging for services received and, in some instances, by borrowing.

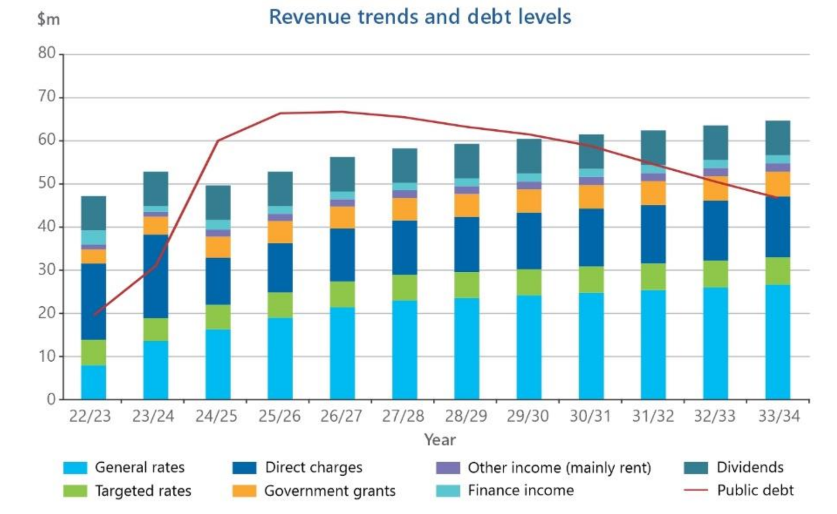
The key points in this Strategy are:

- the range of programmes provided for in already adopted plans, strategies and policies are being delivered by this Plan and the financial resources required for these programmes included in the estimates
- there are many changes to the statutory and policy environment in which we operate. These changes cannot be mitigated or avoided and, consequently, the budgets in this Plan have been increased to match the new obligations.
- the financial resources required for the delivery of the preferred options outlined in the Key Issues section of this Plan are fully provided for in the estimates
- the maintenance and development of key assets (flood control schemes, regional gardens and Yarrow Stadium) are provided for in this Plan
- over the life of the Plan, there is a balanced budget, albeit there are surpluses and deficits in individual years that are smoothed by the use of the Dividend Equalisation Reserve
- external public debt is used to align the costs and benefits of some projects over the life of those projects
- the relatively strong financial position is retained over the life of this Plan.

The biggest uncertainty remains the ability for Port Taranaki Ltd to deliver upon its forecast dividend levels.

Over the ten years, there are significant fluctuations in the level of changes in rates. Unchanged, these fluctuations would result in significant increases in some years and decreases in other years. To smooth the impact of rates changes, the Dividend Equalisation reserve (the Reserve) is going to be utilised.





In the early years of the Plan, the Reserve will fund the impact of changes to works programmes. In the later years, funds will be transferred back to the Reserve. The net impact of this approach is to eliminate the fluctuations in rates changes but, by the end of the life of this Plan, retain the overall value of the Reserve.

Background

We prudently manage finances in such a manner as to protect the public's investment and to minimise the exposure to risk. This acknowledges that at all times finances being managed belong to the Taranaki community. We look to operate a balanced budget whereby in each year the operating expenditure is covered by sufficient operating revenue.

Expenditure budgets are set to deliver upon the levels of service and operating programmes as planned and included in this Plan.

Taranaki's population is not expected to significantly change over the life of this Plan. Slow steady population growth is expected across the region although in some areas there are higher rates of growth. Further, no significant changes in the use of land within the region, which would materially impact upon these plans, are expected.

Current situation

Through prudent stewardship over many years, we are in a relatively strong financial position. We have sufficient budgets and resources to deliver upon all of the agreed levels of service. By any metric (such as rates per dwelling, rates per capita, etc.), rates are the bottom end of rates for regional councils, which in turn are an order of magnitude smaller than territorial councils. The rates and rate increases are subsidised by returns from investments (particularly dividends from Port Taranaki Ltd).

External public debt is used to align the costs and benefits of some projects over the life of those projects.

Looking forward

The suite of adopted regional plans, policies and strategies is in place, with all of these having been through some form public adoption process. These plans, policies and strategies have been transformed into the levels of service and works programmes outlined in this Plan.

There are many changes to the statutory and policy environment in which we operate. We have addressed these changes and we will continue to adapt to these challenges in the next few years. These issues include the essential freshwater work programme, biosecurity delivery, the future of predator-free, resource management legislation reform, Māori participation, the Biodiversity National Policy Statement and climate change. Refer to the Key Issues section for more details. These changes cannot be mitigated or avoided and, consequently, the budgets in this Plan have been increased to match the new obligations.

As a result of the October 2023 general election, there has been a change in government. The new coalition government has indicated significant changes to many of the legislative and regulatory provisions. This Plan has been prepared on the basis of the existing legislative and regulatory framework updated for announced changes. It is clear that there will be further significant changes over the short to medium term. The approach adopted in this Plan will need to be updated as changes are enacted and/or promulgated.

Port Taranaki Ltd is forecasting operational and financial performance at similar levels to recent years. Following consultation with Port Taranaki Ltd, dividend levels have been set at $8m pa for the life of the Plan.

Dividends are a significant portion of revenue streams. Port Taranaki Ltd operates in a highly-competitive trading environment. Accordingly, there are no guarantees that Port Taranaki Ltd will be able to continue to deliver upon forecast dividend levels. Accordingly there is a risk that profits and dividends may fall at some future point. This is the biggest risk to the delivery of the programmes outlined in this Plan. There are a range of tools in place to manage this risk, but ultimately a reduction in dividends would adversely impact on either the rates requirement or the works programme.

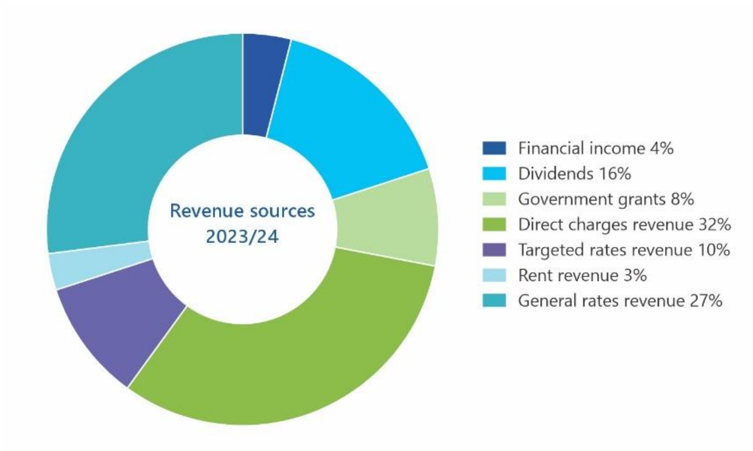
Implications

This Plan forecasts the maintenance of prudent financial planning that ensures:

- the delivery of agreed works programmes and new/extended obligations
- minimisation of rates changes as much as possible
- use of public debt, where appropriate, over the life of this Plan
- balanced budgets over the life of this Plan.

Funding sources

The current funding sources are:



In applying its funding and financial policies, general rates are the majority of the total rate take. This reflects the use of general rates to fund activities that support the wider public good and the use of direct charges to fund activities that relate to a specific beneficiary or exacerbator. General rates are reduced by investment returns. Investment returns stem from treasury, equity and land investments. By using these investment incomes to reduce the general rates they are effectively returned to the regional community.

Many services are used equally by all members of the regional community and have no correlation with property ownership or valuation (e.g., community representation and democracy). In these instances, uniform annual general charges (UAGCs) are used to match costs and benefits.

Provided Port Taranaki Ltd delivers the dividend levels forecast in this Plan and there is no change in the key forecasting assumptions, total rates will not exceed 60% of total revenue and total rates increases will not exceed 10% of total expenditure.

Total rates will not exceed 60% of total revenue									
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
44.21%	47.04%	48.71%	49.64%	49.87%	50.00%	50.23%	50.58%	50.77%	51.02%
Total rates increases will not exceed 10% of total expenditure									
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
5.84%	5.34%	4.66%	2.79%	1.18%	1.18%	1.15%	1.19%	1.20%	1.20%

If Port Taranaki Ltd is not able to deliver forecast dividend levels or the key forecasting assumptions do not hold, then the rates levels and increases will not be able to be achieved whilst holding the same levels of service and works programmes.

Where feasible and financially prudent, the Dividend Equalisation Reserve is used to smooth the impact of changes in general rates and the impact of dividend fluctuations on general rates.

Investments

We hold investments in land, treasury investments and equities. Our objectives in holding these investments are as follows:

- to provide an income stream to reduce the dependency on general rates
- to meet statutory obligations in relation to endowment properties
- to hold assets on behalf of the regional community for strategic protection/development of the region.

Treasury, equity and land investments are held on behalf of the regional community. In real terms, the intention is to maintain the value of these investments in the long-term. These investments are held for strategic reasons on behalf of the regional community. At 30 June 2023, we held the following investments:

Investment	Value 30 June 2023	Principal reason for holding the investment	Budgeted return
Port Taranaki Ltd*	$26,000,000	Income stream to reduce general rates/strategic benefit to the regional community	$8,000,000 pa
Cash and treasury investments	$4,661,511	Income stream to reduce general rates	3-4% pa
Cash and treasury investments – Waitara Leasehold lands	$21,450,409	Restoration, protection and enhancement of Waitara River and catchment	3-4% pa
Investment properties	$21,859,000	Income stream to reduce general rates	4-5% pa
Civic Financial Services Ltd	$1,000	Inherited investment – limited ability to dispose of	Nil
Regional Software Holdings Ltd	$798,118	Strategic holding for the benefit of the regional sector/reduction of operating costs	Nil

* Historic cost as at October 1989. Port Taranaki Ltd had a net asset backing of $160m at 30 June 2023.

Debt

The ability to use public debt to construct infrastructure assets or to finance investments where the benefit of the expenditure is spread over a number of years is retained. The use of public debt matches the costs of the expenditure with the benefits.

Total interest expense on net external public debt will not exceed 50% of total annual rates and levies. Net external public debt per capita will not exceed $1,000. These limits may be exceeded if the Council is required to meet the obligations of Port Taranaki Ltd under a guarantee in respect of any proposed expansion. There is no guarantee in place and no plans to issue such a guarantee.

Total interest expense on net external public debt will not exceed 50% of total annual rates and levies									
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
8.81%	9.35%	8.98%	8.44%	8.36%	8.25%	7.79%	7.18%	6.52%	5.90%
Net external public debt per capita will not exceed $1,000									
2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
$474.68	$521.37	$520.61	$507.44	$486.75	$470.16	$446.56	$411.95	$378.90	$348.52

External borrowing and interest rate management instruments will generally be secured by way of a charge over rates and rates revenue offered through a Debenture Trust Deed. Under a Debenture Trust Deed, Council's borrowing is secured by a floating charge over all Council rates levied under the Local Government Rating Act. The security offered ranks equally or pari passu with other lenders. Any lending to a CCO or CCTO will be on a secured basis and be approved by Council.

Reserves and public equity

A number of reserves are held to provide cover for specific events or to address statutory or other obligations. The intention is to maintain the minimum level and number of reserves. The net financial value is to be maintained, in real terms, in the long-term. It is not intended to significantly increase or decrease the community's net ownership.

Ko Te Kaunihera ā rohe o Ngā Motu 2018 ture whenua (Waitara)

New Plymouth District Council (Waitara Lands) Act 2018

Pursuant to the *Waitara Harbours Act 1940*, we have an interest in 180ha of New Plymouth District Council owned Waitara Harbour endowment lands. The *New Plymouth District Council (Waitara Lands) Act 2018* (the Act):

- Provides lessees with the option to freehold their leasehold properties at any time
- Provides for a split of net accumulated and ongoing income between us and New Plymouth District Council
- In relation to our income, provides for the establishment of funds and committees for the application of accumulated and ongoing income by creating:
  - A fund to improve the health and well-being of the Waitara River and its catchment
  - A fund to improve Waitara and the lower Waitara River catchment.
- Provides for spending in accordance with determinations made by the Waitara River Committee on our functions and responsibilities. We do not have control over the determination made by the Committee
- Provides for us to carry out all activities in addition to, and not instead of, any existing activities.

We must establish a standing committee, called the Waitara River Committee, comprising:

- 5 members nominated by the Council
- 4 members nominated by the Waitara River Authorities
- 1 member nominated by Te Kōwhatu Tū Moana, in recognition of the historical and continuing mana whenua exercised by the Waitara hapū in Waitara.

We must delegate to the Waitara River Committee all of our powers that we considers necessary to enable the committee to perform its functions. The functions of the Waitara River Committee are:

- To determine the amounts and purposes of distributions of 70% of our income toward the restoration, protection, and enhancement of the environmental, cultural, and spiritual health and well-being of the Waitara River and the Waitara River catchment
- To determine the amounts and purposes of distributions of 30% of our income toward any matter in Waitara or in the lower catchment of the Waitara River
- To establish a subcommittee to make recommendations to the Waitara River Committee to determine the amounts and purposes of distributions of 30% of our income toward any matter in Waitara or in the lower catchment of the Waitara River.

The ways in which the restoration, protection, and enhancement of the environmental, cultural, and spiritual health and well-being of the Waitara River and the Waitara River catchment can be pursued include building the capacity and capability of the Waitara River Authorities to pursue those purposes. These functions must be performed only in relation to matters that are within our role and responsibilities under legislation.

The Waitara River Committee must establish a subcommittee. The function of the subcommittee is to make recommendations to the Waitara River Committee in relation to the amounts and purposes of distributions of 30% of our income toward any matter in Waitara or in the lower catchment of the Waitara River. The subcommittee comprises 4 members nominated by Te Kōwhatu Tū Moana.

Through to 30 June 2025, we intend to enable the establishment of the Waitara River Committee and the subcommittee, enable the Waitara River Committee and the subcommittee to develop a strategy for the delivery of the functions and responsibilities of the Committee and subcommittee and to commence the delivery of the strategy.

Reporting on the funds allocated (income) and the distribution of funds received (expenditure) will be included in each audited annual report.

Ko ngā whakataunga pūtea

Financial statements

The following pages present our financial projections for 2024/2025 and, in indicative terms, information for the following two years and, in forecast terms, for the subsequent seven years. In particular, the following information is presented:

- the practices and assumptions used in preparing the financial information
- the sources of income and where it is planned to be spent
- the effect of the planned income and expenditure on the overall net worth of the Council
- what we owe and own
- the forecast cash payments and receipts for each year
- additional supporting information.

The Statement of Financial Position includes the estimated financial position as at 1 July 2024. These figures differ from the estimated financial position as at 30 June 2024 included in the 2023/2024 Annual Plan.

The forecast prospective financial information has been prepared for the purposes of this *Plan* and may not be suitable for any other purpose. The forecast prospective financial information presented is based upon best-estimate assumptions. Whilst every care has been taken in the preparation of the forecast prospective financial information, the actual results are likely to differ. These differences may be material. The forecasts are based upon assumptions and information available as at February 2024. Actual financial results have been incorporated to the extent that they affect the opening forecast prospective financial position as at 1 July 2024.

The forecast financial information on pages xx to xx has been prepared in accordance with the current accounting policies as specified on pages xx to xx. The forecast financial information presented in this Plan has been prepared in compliance with Public Benefit Entity Financial Reporting Standard No. 42: Prospective Financial Statements.

The summing of each Indicative costs and sources of funds statement with each group of activities equates to the figures included in the Statement of comprehensive revenue and expense.

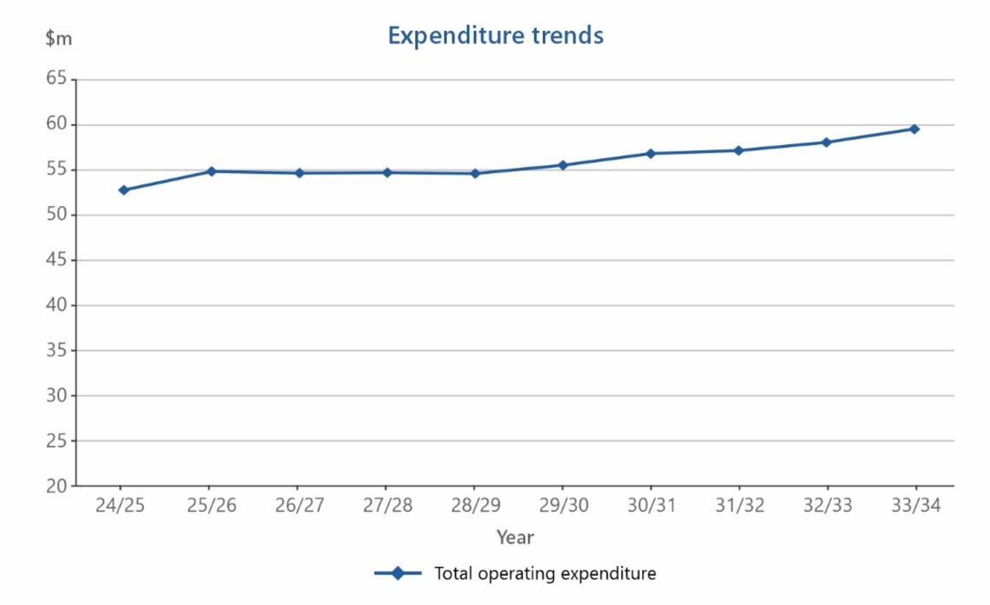
We are required to ensure that each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses

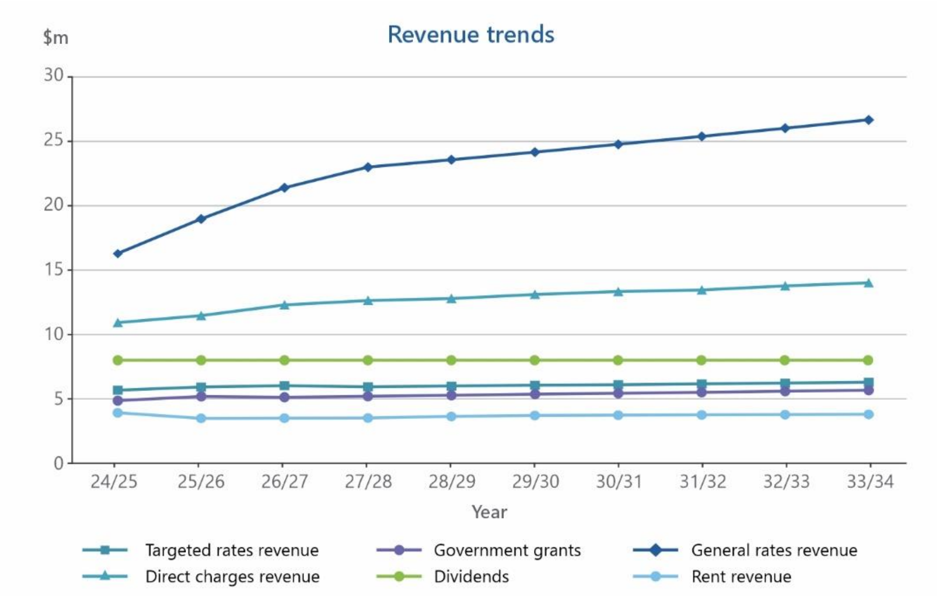
Prior to 1996/1997, the Council used dividends received from Port Taranaki Ltd to repay debt inherited upon the corporatisation of the new port company. Since then we have used the dividend returns to reduce the general rate requirement. In some years, we have received more dividend returns than we budgeted for. These extra dividends have accumulated in the Dividend Equalisation Reserve. In some years we have received less dividends than we budgeted for. In these cases the Council has used the Dividend Equalisation Reserve to smooth the impact on the general rate requirement.

The returns from Port Taranaki Ltd have the potential to fluctuate significantly. We use the Dividend Equalisation Reserve to smooth fluctuations in dividend returns from Port Taranaki Ltd and, consequently, smooth the impact on general rate changes. Technically the use of the Dividend Equalisation Reserve results in unbalanced budgets where in some years there are surpluses and in others deficits.

We are required to ensure that each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses. For 2024/2025 and the subsequent nine years, projected operating revenues are sufficient to cover projected operating expenses.

The Taranaki Regional Council adopted and authorised the issue of the *2031/2034 Long-Term Plan* and prospective financial information on xx May 2024. The Council is responsible for the prospective financial statements presented, including the appropriateness of the assumptions underlying the prospective financial statements and all other required disclosures.


$m
Expenditure trends
65
60
55
50
45
40
35
30
25
20
24/25
25/26
26/27
27/28
28/29
29/30
30/31
31/32
32/33
33/34
Year
Total operating expenditure


$m
Revenue trends
30
25
20
15
10
5
0
24/25
25/26
26/27
27/28
28/29
29/30
30/31
31/32
32/33
33/34
Year
Targeted rates revenue
Government grants
General rates revenue
Direct charges revenue
Dividends
Rent revenue


$m
Financial position trends
200
180
160
140
120
100
80
60
40
20
0
24/25
25/26
26/27
27/28
28/29
29/30
30/31
31/32
32/33
33/34
Year
Total assets
Total public equity
Total liabilities

Ko te whākinga rawa i ngā ritenga pūtea

Statement of comprehensive revenue and expense

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Cost of services										
16,422	Resource management	18,477	19,214	19,187	18,962	18,981	19,391	19,562	19,932	20,345	20,668
18,537	Catchment management	15,299	15,566	15,927	16,316	15,873	16,256	17,161	16,710	17,088	17,987
7,626	Transport	8,577	8,969	8,880	9,054	9,253	9,431	9,616	9,808	9,988	10,174
1,143	Flood protection and hazard management	1,279	1,300	1,317	1,341	1,369	1,397	1,424	1,451	1,479	1,506
5,795	Regional facilities	6,151	6,180	6,126	6,101	6,182	6,271	6,342	6,422	6,510	6,582
2,582	Regional leadership and governance	2,999	3,205	2,957	2,816	2,942	2,845	2,891	3,103	3,002	3,048
52,105	**Total operating expenditure**	**52,782**	**54,434**	**54,393**	**54,590**	**54,600**	**55,591**	**56,995**	**57,426**	**58,411**	**59,964**
	Revenue from exchange transactions										
6,106	Direct charges revenue	6,573	6,807	7,159	7,258	7,402	7,542	7,684	7,830	7,970	8,113
1,590	Rent revenue	1,650	1,683	1,720	1,757	1,794	1,830	1,867	1,902	1,938	1,975
8,000	Dividends	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
	Revenue from non-exchange transactions										
13,572	General rates revenue	16,286	18,973	21,392	22,996	23,571	24,161	24,765	25,384	26,018	26,669
5,306	Targeted rates revenue	5,673	5,891	6,006	5,926	5,995	6,063	6,113	6,180	6,248	6,317
9,979	Direct charges revenue	4,351	4,577	5,101	5,373	5,404	5,594	5,704	5,702	5,892	6,006
3,970	Government grants	4,865	5,143	5,102	5,193	5,283	5,370	5,459	5,545	5,633	5,722
0	Vested assets	0	0	0	0	0	0	0	0	0	0
48,523	**Total income**	**47,397**	**51,074**	**54,480**	**56,504**	**57,450**	**58,560**	**59,592**	**60,543**	**61,701**	**62,803**
(3,582)	**Operating surplus/(deficit) before finance income and expenses and taxation**	**(5,385)**	**(3,360)**	**87**	**1,914**	**2,849**	**2,969**	**2,598**	**3,118**	**3,289**	**2,839**
1,960	Finance income	2,268	1,785	1,770	1,755	1,840	1,885	1,875	1,865	1,855	1,845
1,272	Finance expense	1,935	2,327	2,461	2,443	2,473	2,493	2,404	2,266	2,101	1,945
688	**Net finance expense**	**333**	**(542)**	**(691)**	**(688)**	**(633)**	**(608)**	**(529)**	**(401)**	**(246)**	**(100)**
(2,894)	**Operating surplus before taxation**	**(5,052)**	**(3,902)**	**(604)**	**1,226**	**2,216**	**2,361**	**2,069**	**2,717**	**3,043**	**2,739**
	Other gains/losses										
0	Gains/(losses) on revaluation of properties	874	455	510	521	509	495	504	489	498	508
(2,894)	**Operating surplus before taxation**	**(4,178)**	**(3,447)**	**(94)**	**1,747**	**2,725**	**2,856**	**2,573**	**3,205**	**3,541**	**3,247**
(10)	Income tax expense	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
(2,904)	**Surplus/(deficit) for the period**	**(4,188)**	**(3,457)**	**(104)**	**1,737**	**2,715**	**2,846**	**2,563**	**3,195**	**3,531**	**3,237**
	Other comprehensive income										
0	Revaluation of property, plant and equipment	0	0	0	0	0	0	0	0	0	0
0	Other comprehensive income, net of tax	0	0	0	0	0	0	0	0	0	0
(2,904)	**Operating surplus/(deficit)**	**(4,188)**	**(3,457)**	**(104)**	**1,737**	**2,715**	**2,846**	**2,563**	**3,195**	**3,531**	**3,237**

This statement should be read in conjunction with the Explanatory notes to the Financial Statements.

Ko te whāriki i ngā tinihanga pūtea/rawa hoki

Statement of changes in net assets/equity

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Retained Earnings										
69,388	**As at 1 July**	**67,174**	**62,724**	**60,145**	**59,546**	**59,705**	**61,801**	**63,103**	**64,367**	**65,788**	**67,218**
(2,904)	Total comprehensive income for the period	(4,188)	(3,457)	(104)	1,737	2,715	2,846	2,563	3,195	3,531	3,237
691	Transfers to and from reserves	612	1,333	15	(1,057)	(110)	(1,049)	(795)	(1,285)	(1,604)	(1,291)
67,174	**As at 30 June**	**63,598**	**61,474**	**61,385**	**62,065**	**64,670**	**66,466**	**68,235**	**70,145**	**72,073**	**74,018**
	Reserves										
32,699	**As at 1 July**	**32,008**	**31,396**	**30,063**	**30,048**	**31,105**	**31,215**	**32,264**	**33,059**	**34,344**	**35,948**
0	Total comprehensive income for the period	0	0	0	0	0	0	0	0	0	0
(691)	Transfers to and from reserves	(612)	(1,333)	(15)	1,057	110	1,049	795	1,285	1,604	1,291
32,008	**As at 30 June**	**31,396**	**30,063**	**30,048**	**31,105**	**31,215**	**32,264**	**33,059**	**34,344**	**35,948**	**37,239**
	Asset revaluation reserves										
7,156	**As at 1 July**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**
0	Total comprehensive income for the period	0	0	0	0	0	0	0	0	0	0
0	Transfers to and from reserves	0	0	0	0	0	0	0	0	0	0
7,156	**As at 30 June**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**	**7,156**
	Total equity										
109,243	**As at 1 July**	**106,338**	**102,150**	**98,693**	**98,589**	**100,326**	**103,041**	**105,887**	**108,450**	**111,645**	**115,177**
(2,904)	Total comprehensive income for the period	(4,188)	(3,457)	(104)	1,737	2,715	2,846	2,563	3,195	3,531	3,237
0	Transfers to and from reserves	0	0	0	0	0	0	0	0	0	0
106,338	**As at 30 June**	**102,150**	**98,693**	**98,589**	**100,326**	**103,041**	**105,887**	**108,450**	**111,645**	**115,177**	**118,413**

This statement should be read in conjunction with the Explanatory notes to the Financial Statements.

Ko te whāriki i te āhuatanga pūtea

Statement of financial position

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Current assets										
2,000	Cash and cash equivalents	802	995	1,201	1,180	1,264	1,109	1,275	1,073	996	898
24,000	Current portion of investments	0	0	0	0	0	0	0	0	0	0
1,500	Receivables from exchange transactions	1,560	1,591	1,626	1,662	1,697	1,731	1,765	1,799	1,833	1,868
2,500	Receivables from non-exchange transactions	2,600	2,652	2,710	2,770	2,828	2,885	2,942	2,998	3,055	3,113
200	Inventories	208	212	217	222	226	231	235	240	244	249
400	Prepayments	416	424	434	443	453	462	471	480	489	498
300	Work-in-progress	312	318	325	332	339	346	353	360	367	374
30,900	**Total current assets**	**5,898**	**6,193**	**6,513**	**6,609**	**6,807**	**6,763**	**7,042**	**6,949**	**6,984**	**7,000**
	Non-current assets										
500	Treasury investments	26,883	26,883	27,133	27,333	27,583	27,583	27,583	28,083	28,333	28,883
26,000	Port Taranaki Ltd	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000
1	Civic Financial Services Ltd	1	1	1	1	1	1	1	1	1	1
798	Regional Software Holdings Ltd	798	798	798	798	798	798	798	798	798	798
27,000	Loan to Taranaki Stadium Trust	45,000	44,750	44,500	44,250	44,000	43,750	43,500	43,250	43,000	42,750
21,859	Investment properties	22,733	23,188	23,698	24,220	24,728	25,223	25,727	26,216	26,714	27,222
1,500	Intangible assets	1,550	1,600	1,820	1,870	1,920	1,970	2,020	2,240	2,290	2,340
37,300	Property, plant and equipment	42,153	44,677	44,076	44,153	44,063	45,104	44,584	42,908	42,004	40,818
160	Deferred tax	160	160	160	160	160	160	160	160	160	160
115,118	**Total non-current assets**	**165,279**	**168,057**	**168,186**	**168,784**	**169,253**	**170,589**	**170,373**	**169,656**	**169,300**	**168,972**
146,018	**Total assets**	**171,177**	**174,250**	**174,699**	**175,393**	**176,060**	**177,352**	**177,416**	**176,605**	**176,284**	**175,973**
	Current liabilities										
3,780	Payables from exchange transactions	3,931	4,010	4,098	4,188	4,276	4,362	4,449	4,533	4,620	4,707
2,000	Payables from non-exchange transactions	2,080	2,122	2,168	2,216	2,263	2,308	2,354	2,399	2,444	2,491
2,000	Borrowings	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
1,000	Work-in-progress	1,040	1,061	1,084	1,108	1,131	1,154	1,177	1,199	1,222	1,245
1,600	Employee entitlements	1,664	1,697	1,735	1,773	1,810	1,846	1,883	1,919	1,955	1,993
10,380	**Total current liabilities**	**10,715**	**10,890**	**11,085**	**11,285**	**11,480**	**11,670**	**11,863**	**12,050**	**12,241**	**12,436**
	Non-current liabilities										
300	Employee entitlements	312	318	325	332	339	346	353	360	367	374
29,000	Borrowings	58,000	64,350	64,700	63,450	61,200	59,450	56,750	52,550	48,500	44,750
29,300	**Total non-current liabilities**	**58,312**	**64,668**	**65,025**	**63,782**	**61,539**	**59,796**	**57,103**	**52,910**	**48,867**	**45,124**
39,680	**Total liabilities**	**69,027**	**75,558**	**76,110**	**75,067**	**73,019**	**71,466**	**68,966**	**64,960**	**61,108**	**57,559**
	Public equity										
67,174	Retained earnings	63,598	61,474	61,385	62,065	64,670	66,466	68,235	70,145	72,073	74,018
32,008	Reserves	31,396	30,063	30,048	31,105	31,215	32,264	33,059	34,344	35,948	37,239
7,156	Asset revaluation reserves	7,156	7,156	7,156	7,156	7,156	7,156	7,156	7,156	7,156	7,156
106,338	**Total public equity**	**102,150**	**98,693**	**98,589**	**100,326**	**103,041**	**105,887**	**108,450**	**111,645**	**115,177**	**118,413**
146,018	**Total liabilities and equity**	**171,177**	**174,250**	**174,699**	**175,393**	**176,060**	**177,352**	**177,416**	**176,605**	**176,284**	**175,973**

This statement should be read in conjunction with the Explanatory notes to the Financial Statements.

Ko te whāriki i ngā kapewhiti pūtea

Statement of cash flows

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Cash flows from operating activities Cash was provided from:										
18,878	Rates	21,959	24,864	27,399	28,922	29,566	30,224	30,878	31,564	32,267	32,986
1,960	Interest	2,268	1,785	1,770	1,755	1,840	1,885	1,875	1,865	1,855	1,845
8,000	Dividends	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
0	Goods and services tax	0	0	0	0	0	0	0	0	0	0
8,191	Other exchange transactions	10,460	10,873	11,123	11,232	11,474	11,658	11,871	12,121	12,305	12,517
13,373	Other non-exchange transactions	6,846	7,269	7,881	8,270	8,332	8,604	8,768	8,784	9,054	9,223
50,402		**49,533**	**52,790**	**56,173**	**58,180**	**59,213**	**60,370**	**61,391**	**62,334**	**63,480**	**64,571**
	Cash was applied to:										
49,399	Employees and suppliers	49,898	51,626	51,510	51,646	51,603	52,543	53,887	54,268	55,194	56,687
1,272	Interest	1,935	2,327	2,461	2,443	2,473	2,493	2,404	2,266	2,101	1,945
60	Taxation	60	60	60	60	60	60	60	60	60	60
50,731		**51,893**	**54,013**	**54,031**	**54,149**	**54,136**	**55,096**	**56,351**	**56,594**	**57,355**	**58,692**
(329)	**Net cash flows from operating activities**	**(2,360)**	**(1,222)**	**2,142**	**4,031**	**5,077**	**5,275**	**5,040**	**5,741**	**6,125**	**5,880**
	Cash flows from investing activities Cash was provided from:										
1,500	Investments	0	250	250	250	250	250	250	250	250	250
419	Property, plant and equipment	866	482	801	1,232	549	1,558	1,163	529	1,503	1,255
1,919		**866**	**732**	**1,051**	**1,482**	**799**	**1,808**	**1,413**	**779**	**1,753**	**1,505**
	Cash was applied to:										
0	Investments	20,383	0	250	200	250	0	0	500	250	550
2,270	Property, plant and equipment	8,320	5,667	3,088	4,084	3,291	5,488	3,587	2,022	3,655	3,182
2,270		**28,703**	**5,667**	**3,338**	**4,284**	**3,541**	**5,488**	**3,587**	**2,522**	**3,905**	**3,732**
(351)	**Net cash flows from investing activities**	**(27,837)**	**(4,935)**	**(2,287)**	**(2,802)**	**(2,742)**	**(3,680)**	**(2,174)**	**(1,743)**	**(2,152)**	**(2,227)**
	Cash flows from financing activities Cash was provided from:										
0	Borrowing	29,000	6,600	600	0	5,000	0	0	0	0	0
0		**29,000**	**6,600**	**600**	**0**	**5,000**	**0**	**0**	**0**	**0**	**0**
	Cash was applied to:										
1,500	Borrowing	0	250	250	1,250	7,250	1,750	2,700	4,200	4,050	3,750
1,500		0	250	250	1,250	7,250	1,750	2,700	4,200	4,050	3,750
(1,500)	**Net cash flows from investing activities**	**29,000**	**6,350**	**350**	**(1,250)**	**(2,250)**	**(1,750)**	**(2,700)**	**(4,200)**	**(4,050)**	**(3,750)**
(2,180)	**Net increase/(decrease) in cash and cash equivalents**	**(1,198)**	**193**	**205**	**(21)**	**84**	**(155)**	**166**	**(203)**	**(77)**	**(98)**
4,180	Opening cash balance	2,000	802	995	1,201	1,180	1,264	1,109	1,275	1,073	996
2,000	**Closing cash and cash equivalents**	**802**	**995**	**1,201**	**1,180**	**1,264**	**1,109**	**1,275**	**1,073**	**996**	**898**

This statement should be read in conjunction with the Explanatory notes to the Financial Statements.

Ko ngā pānga pūtea

Funding impact statement

The total estimated expenditure for 2024/2025 is $54,716,993. This expenditure will be funded from the following sources consistent with the Revenue and Financing Policy:

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
General rates	11,849	14,536	16,955	18,559	19,134	19,724	20,328	20,947	21,581	22,232
UAGC	4,437	4,437	4,437	4,437	4,437	4,437	4,437	4,437	4,437	4,437
Targeted rates	5,673	5,891	6,006	5,926	5,995	6,063	6,113	6,180	6,248	6,317
Direct charges	10,924	11,384	12,260	12,631	12,806	13,136	13,389	13,532	13,862	14,119
Government grants	4,865	5,143	5,102	5,193	5,283	5,370	5,459	5,545	5,633	5,722
Dividends	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Rent revenue	1,650	1,683	1,720	1,757	1,794	1,830	1,867	1,902	1,938	1,975
Vested assets	0	0	0	0	0	0	0	0	0	0
Gains/(losses) on property revaluation	874	455	510	521	509	495	504	489	498	508
Finance income	2,268	1,785	1,770	1,755	1,840	1,885	1,875	1,865	1,855	1,845
Transfer from reserves	1,261	1,764	442	640	310	0	640	1	1	641
Transfer to reserves	(649)	(431)	(427)	(1,697)	(420)	(1,049)	(1,435)	(1,286)	(1,605)	(1,932)
Total funding	**51,151**	**54,647**	**56,775**	**57,723**	**59,688**	**59,891**	**61,177**	**61,612**	**62,450**	**63,864**

Capital value general rate

The Council proposes a general rate on the capital value on each rating unit in the region. The estimated general rate (in cents in the dollar of capital value) for 2024/2025 is 0.0261603 (GST inclusive). The Council proposes no differentials on the general rate. The general rate will be equalised between the three districts in the Taranaki region. The rates to be collected from each district are:

- New Plymouth and North Taranaki constituencies—to produce $8,927,785 at a rate of 0.0256024 cents in the dollar of capital value GST inclusive
- Stratford constituency—to produce $1,103,709 at a rate of 0.0267071 cents in the dollar of capital value GST inclusive
- South Taranaki constituency—to produce $3,594,550 at a rate of 0.0265030 cents in the dollar of capital value GST inclusive.

Uniform annual general charge

The Council proposes a uniform annual general charge of $87.40 (GST inclusive) on all separately used or inhabited parts of a rating unit in the region to produce $5,102,674 (GST inclusive).

Separately used or inhabited part of a rating unit

Separately used or inhabited part of a rating unit (SUIP): A SUIP is defined as a separately used or occupied part of a rating unit and includes any part of a rating unit that is used or occupied by any person, other than the ratepayer, having a right to use or inhabit that part by virtue of a tenancy, lease, licence, or other agreement, or any part or parts of a rating unit that are used or occupied by the ratepayer for more than one single use.

Separately used or inhabited for a residential rating unit includes a building or part of a building that contains, two or more separately occupiable units, flats or houses each of which is separately inhabited or is capable of separate inhabitation.

Separately used or inhabited for a small holding or farmland property rating unit includes a rural property/farm with multiple dwellings (eg, a house is used by a farm worker) each of which is separately inhabited or is capable of separate inhabitation.

Separately used or inhabited for a commercial or industrial rating unit: means a building or part of a building that is, or intended to be, or is able to be, separately tenanted, leased or subleased for commercial purposes.

An exception is made for motels/hotels as these are treated as one business even if each accommodation unit may be capable of separate habitation.

This definition of SUIP applies to the uniform annual general charge when used and to all fixed rates.

Targeted rates

The following table summarises the types of targeted rate, the group of activities or activity funded by that targeted rate together with the matters and factors of the targeted rates.

Group of activities funded	Type of rates	Location and types of land to be funded	Different factors or categories
Flood protection and hazard management	Flood and river control works rate	All properties in the New Plymouth and North Taranaki constituencies of the Taranaki region	Capital value
Flood protection and hazard management	Flood and river control works rate	All properties in the South Taranaki constituency of the Taranaki region	Capital value
Transport	Passenger transport services rate	All properties in the New Plymouth and North Taranaki constituencies of the Taranaki region	Capital value
Transport	Passenger transport services rate	All properties in the Stratford constituency of the Taranaki region	Capital value
Transport	Passenger transport services rate	All properties in the South Taranaki constituency of the Taranaki region	Capital value
Regional facilities	Yarrow Stadium rate	All properties in the New Plymouth, North Taranaki, Stratford and South Taranaki constituencies of the Taranaki region	Fixed charge
Regional facilities	Yarrow Stadium rate	All commercial and industrial properties in the New Plymouth and North Taranaki, constituencies of the Taranaki region	Land value

The Council proposes the following targeted rates for 2024/2025:

- A targeted rate for flood and river control works on the capital value on each rating unit in the New Plymouth and North Taranaki constituencies of the Taranaki region. The estimated targeted rate (in cents in the dollar of capital value) for 2024/2025 is 0.002445 GST inclusive to produce $852,595 (GST inclusive).
- A targeted rate for flood and river control works on the capital value on each rating unit in the South Taranaki constituency of the Taranaki region. The estimated targeted rate (in cents in the dollar of capital value) for 2024/2025 is 0.000550 GST inclusive to produce $74,638 (GST inclusive).
- A targeted rate for passenger transport services on the capital value on each rating unit in the New Plymouth and North Taranaki constituencies of the Taranaki region. The estimated targeted rate (in cents in the dollar of capital value) for 2024/2025 is 0.007776 GST inclusive to produce $2,711,628 (GST inclusive).
- A targeted rate for passenger transport services on the capital value on each rating unit in the Stratford constituency of the Taranaki region. The estimated targeted rate (in cents in the dollar of capital value) for 2024/2025 is 0.003926 GST inclusive to produce $162,236 (GST inclusive).
- A targeted rate for passenger transport services on the capital value on each rating unit in the South Taranaki constituency of the Taranaki region. The estimated targeted rate (in cents in the dollar of capital value) for 2024/2025 is 0.001602 GST inclusive to produce $217,333 (GST inclusive).
- A differential targeted rate for Yarrow Stadium in the New Plymouth and North Taranaki constituencies of the Taranaki region.

Groups of properties (matters) used	Amount of rate and factor to be used	Total amount to be produced
Group 1 Commercial and Industrial.	A rate of 0.003350 cents in the dollar of land value GST inclusive.	$62,010 GST inclusive
Group 1 Commercial and Industrial.	Fixed amount of $96.60 GST inclusive for all separately used or inhabited parts of a rating unit.	$241,307 GST inclusive
Groups 2, 3 and 4 being Residential, Small holdings and Farmland as defined below.	Fixed amount of $45.30 GST inclusive for all separately used or inhabited parts of a rating unit	$1,650,949 GST inclusive.

- The Council differentiates the Yarrow Stadium targeted rate for the New Plymouth and North Taranaki constituencies based on land use. The differential categories are:
  - Group 1: Commercial/industrial. All rating units that are used primarily for any commercial or industrial purpose.
  - Group 2: Residential. All rating units with a land area of one hectare or less, not being rating units in Group 1, used for residential and related purposes.
  - Group 3: Small holdings. All rating units, not being rating units included in Groups 1 or 2, having a land area of more than one hectare but no greater than four hectares.
  - Group 4: Farmland. All rating units, not being rating units included in Group 1, 2 or 3, having a land area in excess of four hectares.
- A targeted rate for Yarrow Stadium as a fixed amount on all separately used or inhabited parts of a rating unit in the Stratford constituency of the Taranaki region. The estimated fixed amount of $28.33 for all separately used or inhabited parts of a rating unit for 2024/2025 to produce $125,273 GST inclusive.
- A targeted rate for Yarrow Stadium as a fixed amount on all separately used or inhabited parts of a rating unit in the South Taranaki constituency of the Taranaki region. The estimated fixed amount of $28.33 for all separately used or inhabited parts of a rating unit for 2024/2025 to produce $425,930 GST inclusive.

The above figures are estimated cents in the dollar rates based upon the required revenue to be recovered from each type of rate and the current capital or land value of the region or sub-part of the region. The final capital or land value of the region or sub-part of the region used to set the rates (in July 2024) will be different from the values used in the above calculations. The effect on the cents in the dollar rates is not expected to be significant.

The Council does not require a lump sum contribution for any of its targeted rates.

Due dates

All rates will be payable in four equal instalments due on:

	New Plymouth and North Taranaki Constituencies	Stratford Constituency	South Taranaki Constituency
Instalment 1	28 August 2024	28 August 2024	28 August 2024
Instalment 2	27 November 2024	27 November 2024	27 November 2024
Instalment 3	26 February 2025	26 February 2025	26 February 2025
Instalment 4	28 May 2025	28 May 2025	28 May 2025

Penalties and discounts

Pursuant to Section 57 and 58 of the Local Government (Rating) Act 2002 the following penalties on unpaid rates will be applied.

A charge of 10 percent on so much of any instalment that has been assessed after 1 July 2024 and which remains unpaid after the due date for that instalment.

	New Plymouth and North Taranaki Constituencies	Stratford Constituency	South Taranaki Constituency
Instalment 1	28 August 2024	28 August 2024	28 August 2024
Instalment 2	27 November 2024	27 November 2024	27 November 2024
Instalment 3	26 February 2025	26 February 2025	26 February 2025
Instalment 4	28 May 2025	28 May 2025	28 May 2025

The Council will charge a penalty of 10 per cent on any portion of rates that were assessed or levied in any previous financial years to 1 July 2024 and which remain unpaid on 1 July 2024. The penalty will be applied on 30 September 2024 and a further additional penalty of 10 per cent on any rates that were assessed or levied in any previous financial years and which remain unpaid on 31 March 2025 (New Plymouth and North Taranaki constituencies).

The Council will charge a penalty of 10% on so much of any rates levied before 1 July 2024 which remain unpaid on 10 July 2024 or such later date as required under section 58(1) (b) (ii). A continuing additional penalty of 10% on so much of any rates levied before 1 July 2022 which remain unpaid six months after the previous penalty was added (Stratford constituency).

The Council will charge a penalty of 10% on so much of any rates levied before 1 July 2024 which remain unpaid on 1 July 2024 or such later date as required under section 58(1) (b) (ii). (South Taranaki constituency).

A discount of 2% will be allowed on the total rates set for the financial year, if the rates for a financial year are paid in full on or before the due date of the first instalment for the financial year (South Taranaki constituency only). This will be 30 August 2024.

Payment locations

The rates and charges will become due and payable at the principal offices and service centres of the region's district councils. The rates and charges can also be paid at the principal office of the Taranaki Regional Council.

Rating impact

The following are examples of the level of total rates that different groups of ratepayers will incur in 2024/2025 under this *Plan*. All figures are GST exclusive. These figures are calculated on the equalised capital value of each district. The actual rates struck will be on the unequalised capital value. Accordingly, there will be some differences (expected to be minor) between the figures below and the final rates figures charged.

Ratepayers in the New Plymouth and North Taranaki constituencies:

In these constituencies, ratepayers incur a mixture of capital value general rates, capital value targeted rates and fixed charge targeted rates. To determine the rates for any property, refer to the table for that type of property and then look by capital value.

Commercial and industrial property					
Capital value of property:	$200,000	$300,000	$500,000	$750,000	$1,000,000
Land value of property:					
$50,000	$230.44	$264.93	$333.91	$420.13	$506.36
$100,000	$231.89	$266.38	$335.36	$421.59	$507.82
$150,000	$233.35	$267.84	$336.82	$423.05	$509.27
$300,000	$237.72	$272.21	$341.19	$427.42	$513.64
$500,000	$243.55	$278.04	$347.02	$433.24	$519.47

Residential property					
Capital value of property:	$200,000	$300,000	$500,000	$750,000	$1,000,000
Total rates	$184.37	$218.86	$287.84	$374.07	$460.29

Small holdings property					
Capital value of property:	$200,000	$300,000	$500,000	$750,000	$1,000,000
Total rates	$184.37	$218.86	$287.84	$374.07	$460.29

Farmland property					
Capital value of property:	$500,000	$1,000,000	$2,000,000	$3,000,000	$5,000,000
Total rates	$287.84	$460.29	$805.20	$1,150.10	$1,839.91

Ratepayers in the Stratford and South Taranaki constituencies:

In these constituencies, ratepayers incur a mixture of capital value general rates, uniform annual general charges and fixed charge targeted rates.

Stratford constituency					
Capital value of property:	$200,000	$500,000	$1,000,000	$2,000,000	$5,000,000
Total rates	$160.88	$251.24	$401.84	$703.05	$1,606.67

South Taranaki constituency					
Capital value of property:	$200,000	$500,000	$1,000,000	$2,000,000	$5,000,000
Total rates	$157.39	$242.51	$384.38	$668.13	$1,519.38

Rates equalisation/apportionment

The three Taranaki based district councils collect regional general rates on behalf of the Taranaki Regional Council. The projected apportionment of general rates between districts is as follows:

District	Capital Value Equalised $	%	Estimated Rate Revenue $	GST $	GST incl rate revenue $	Rate in the $ excl GST
2015/2016						
New Plymouth	16,961,017,823	59.66%	2,822,044	423,307	3,245,341	
Stratford	2,663,615,050	9.37%	443,221	66,483	509,704	
South Taranaki	8,805,959,674	30.97%	1,464,946	219,742	1,684,688	
	28,430,592,547	**100.00%**	**4,730,211**	**709,532**	**5,439,733**	**0.016638**
2016/2017						
New Plymouth	18,304,730,066	61.70%	2,926,703	439,005	3,365,708	
Stratford	2,873,743,895	9.69%	459,639	68,946	528,585	
South Taranaki	8,488,451,250	28.61%	1,357,098	203,565	1,560,663	
	29,666,925,211	**100.00%**	**4,743,441**	**711,516**	**5,454,956**	**0.015989**
2017/2018						
New Plymouth	16,998,928,540	55.35%	2,642,834	396,425	3,039,259	
Stratford	2,946,817,514	9.60%	458,378	68,757	527,135	
South Taranaki	10,763,892,555	35.05%	1,673,556	251,033	1,924,589	
	30,709,638,609	**100.00%**	**4,774,768**	**716,215**	**5,490,983**	**0.015548**
2018/2019						
New Plymouth	20,927,358,182	60.18%	2,965,459	444,819	3,410,277	
Stratford	3,082,320,450	8.86%	436,590	65,488	502,078	
South Taranaki	10,766,181,593	30.96%	1,525,600	228,840	1,754,440	
	34,775,860,225	**100.00%**	**4,927,649**	**$739,147**	**5,666,795**	**0.014169**
2019/2020						
New Plymouth	22,154,282,246	62.49%	4,970,700	745,605	5,716,305	
Stratford	2,993,705,385	8.44%	671,351	100,703	772,054	
South Taranaki	10,305,036,050	29.07%	2,312,342	346,851	2,659,193	
	35,453,023,681	**100.00%**	**7,954,393**	**1,193,159**	**9,147,552**	**0.0258019**
2020/2021						
New Plymouth	23,344,023,600	61.69%	4,907,064	736,060	5,643,124	
Stratford	3,461,165,033	9.15%	727,827	109,174	837,001	
South Taranaki	11,033,882,958	29.16%	2,319,501	347,925	2,667,426	
	37,839,071,591	**100.00%**	**7,954,392**	**1,193,159**	**9,147,551**	**0.0241749**
2021/2022						
New Plymouth	25,305,918,029	63.00%	5,311,617	796,743	6,108,360	
Stratford	3,393,674,950	8.45%	712,431	106,865	819,296	
South Taranaki	11,470,400,824	28.55%	2,407,090	361,063	2,768,153	
	40,169,993,803	**100.00%**	**8,431,138**	**1,264,671**	**9,695,809**	**0.0241369**
2022/2023						
New Plymouth	31,510,825,488	63.35%	5,659,878	848,982	6,508,860	
Stratford	4,107,388,783	8.26%	737,973	110,696	848,669	
South Taranaki	14,119,916,550	28.39%	2,536,447	380,467	2,916,914	
	49,738,130,821	**100.00%**	**8,934,299**	**1,340,145**	**10,274,444**	**0.0206571**
2023/2024						
New Plymouth	35,015,906,250	65.00%	6,506,666	976,000	7,482,666	
Stratford	4,562,592,665	8.47%	847,869	127,180	975,049	
South Taranaki	14,291,429,064	26.53%	2,655,721	398,358	3,054,079	
	49,738,130,821	**100.00%**	**10,010,255**	**1,501,538**	**11,511,793**	**0.0213696**
2024/2025						
New Plymouth	34,127,865,126	65.52%	7,763,291	1,164,494	8,927,785	
Stratford	4,217,418,000	8.10%	959,747	143,962	1,103,709	
South Taranaki	13,741,371,500	26.38%	3,125,696	468,854	3,594,550	
	52,086,654,626	**100.00%**	**11,848,734**	**1,777,310**	**13,626,044**	**0.0261603**

Ko ngā wetenga i ngā whākinga pūtea

Explanatory notes to the financial statements

Summary of accounting policies

Reporting entity

Taranaki Regional Council is a regional local authority governed by the Local Government Act 2002.

The Taranaki Regional Council Group (TRC) consists of Taranaki Regional Council and its subsidiaries Port Taranaki Ltd (100% owned) and Taranaki Stadium Trust (100% controlled). The Council has a one-nineth investment in Regional Software Holdings Ltd. Port Taranaki Ltd is a port company governed by the Port Companies Act 1988 and incorporated in New Zealand. Taranaki Stadium Trust is a charitable trust governed by the Charitable Trusts Act 1957 and registered under the Charities Act 2005. Regional Software Holdings Ltd is a company governed by the Companies Act 1993 and incorporated in New Zealand. Taranaki Stadium Trust and Regional Software Holdings Ltd are council-controlled organisations pursuant to the Local Government Act 2002.

The principal activity of the Council is the provision of local authority services, including resource management, catchment management, transport, flood protection and hazard management, regional facilities and regional leadership and governance to ratepayers and other residents of the Taranaki region.

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

As the primary objective of the Council and Group is to provide goods or services for community and social benefit, rather than for making a financial return, the Council and Group are public benefit entities for the purpose of financial reporting. The financial statements of the Council and Group have been prepared in accordance with and comply with Tier 1 Public Benefit Entity (PBE) standards. The financial statements are presented in New Zealand dollars. The functional currency of Taranaki Regional Council is New Zealand dollars.

The financial statements have been prepared on a historical cost basis, modified by the revaluation of land and buildings, certain infrastructural assets, investment property, and financial instruments.

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Judgements that management have made regarding the estimated useful life of plant property and equipment and the fair value of property, plant and equipment, are disclosed in the Summary of Accounting Policies.

Significant accounting policies

The following significant accounting policies have been adopted in the preparation and presentation of this Plan:

Subsidiaries

Consolidated prospective financial statements have not been prepared for the purposes of this Plan. The Council has not presented group prospective financial statements because the Council believes that the parent prospective financial statements are more relevant to users. The main purpose of prospective financial statements in this Plan is to provide users with information about the core services that the Council intends to provide, the expected cost of those services and as a consequence how much the Council requires by way of rates to fund the intended levels of service. The level of rates funding required is not affected by subsidiaries except to the extent that the Council obtains distributions from, or further invests in, those subsidiaries. Such effects are included in the prospective financial statements of the Council.

Revenue

Revenue is recognised to the extent that it is probable that the economic benefits or service potential will flow to the Group and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes/duty.

To the extent that there is a condition attached that would give rise to a liability to repay revenue, a deferred revenue liability is recognised instead of revenue. Revenue is then recognised once the Group has satisfied these conditions.

Revenue from non-exchange transactions

- General and targeted rates: The Group recognises revenue from rates when the Council has set the rate and provided the rates assessment. Rates revenue is measured at the amount assessed, which is the fair value of the cash received or receivable.
- Government grants: Revenues from the Government is recognised when the Group obtains control of the transferred asset (cash, goods, services, or property), and when the revenue can be measured reliably and is free from conditions.
- Fines: The Group recognises revenue from fines when the notice of infringement or breach is served by the Council or Group.
- Direct charges – goods and services: Rendering of services or the sale of goods at a price that is not approximately equal to the value of the service provided by the Council or Group is considered a non-exchange transaction. This includes rendering of services where the price does not allow the Council to fully recover the cost of providing the service and where the shortfall is subsidised by income from other activities, such as rates. Revenue from such subsidised services is recognised when the Council or Group issues the invoice or bill for the service.

Revenue from exchange transactions

- Direct charges – goods and services: Revenue from the rendering of services or the sale of goods is recognised by reference to the stage of completion of the service. Stage of completion is measured by reference to labour hours incurred to date as a percentage of total estimated labour hours for each contract. When the contract outcome cannot be measured reliably, revenue is recognised only to the extent that the expenses incurred are eligible to be recovered.
- Interest revenue: For all financial instruments measured at amortised cost and interest-bearing financial assets classified as available-for-sale, interest income is recorded using the effective interest rate. Effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability.
- Dividends: Revenue is recognised when the Group's or Council's right to receive the payment is established, which is generally when shareholders approve the dividend.
- Rental revenue: Rental revenue arising from operating leases on investment properties is accounted for on a straight-line basis over the lease.

Expenditure

The budget figures presented in these financial statements are those included in the adopted Annual Plan or Long-Term Plan. The budget figures are Council only and do not include budget information relating to subsidiaries or associates.

Indirect costs relate to the overall costs of running the organisation and include staff time, office space and information technology costs. Indirect costs are allocated as overheads across all activities. Overheads have been allocated against activity centres on the basis of staff numbers. However, in the case of Councillors, they have been allocated on a 0.5:1 ratio.

Income tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the countries where the Group operates and generates taxable income. Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date. Deferred income tax liabilities are recognised for all taxable temporary differences except:

- When the deferred income tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and that, at the time of the transaction, affects neither the accounting surplus or deficit nor taxable surplus or deficit.
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognised for deductible temporary differences, carry forward of unused tax credits and losses. Deferred tax assets are recognised to the extent it is probable taxable surplus will be available against which the deductible temporary differences and the carry-forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting surplus or deficit nor taxable surplus or deficit.
- For deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable surplus will be available against which the temporary differences can be utilised.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable surplus will be available to allow all or part of the deferred income tax asset to be utilised. Unrecognised deferred income tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the countries where the Group operates and generates taxable income. Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date. Deferred income tax liabilities are recognised for all taxable temporary differences except:

- When the deferred income tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and that, at the time of the transaction, affects neither the accounting surplus or deficit nor taxable surplus or deficit.
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognised for deductible temporary differences, carry forward of unused tax credits and losses. Deferred tax assets are recognised to the extent it is probable taxable surplus will be available against which the deductible temporary differences and the carry-forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting surplus or deficit nor taxable surplus or deficit.
- For deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable surplus will be available against which the temporary differences can be utilised.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable surplus will be available to allow all or part of the deferred income tax asset to be utilised. Unrecognised deferred income tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position. Revenues, expenses and assets are recognised net of the amount of GST except:

When the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable; and in the case of receivables and payables, which are stated with the amount of GST included.

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash at bank and in hand and short-term deposits that are readily convertible to known amounts of cash.

Inventories

Inventories are valued at the lower of weighted average cost or net realisable value.

Financial assets and liabilities

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Fair value

The Group has carried out a fair value assessment of its financial assets and liabilities as at 30 June 2022 in accordance with PBE IPSAS 30 Financial Instruments: Disclosures. The Group's derivative financial instruments (interest rate swaps) are recognised at fair value in accordance with Level 2 valuation techniques (financial instruments with quoted prices for similar instruments in active markets or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are observable).

The carrying value of the Group's other financial instruments do not materially differ from their fair value.

Derivative financial instruments

Port Taranaki Ltd uses derivative financial instruments to hedge its exposure to interest rate risks arising its activities. Derivative financial instruments are not held for trading purposes. Derivative financial instruments are recognised initially at fair value. Subsequent to initial recognition, derivative financial instruments are stated at fair value. The gain or loss on remeasurement to fair value is recognised immediately in the statement of comprehensive income. However, where derivatives qualify for hedge accounting, recognition of any resultant gain or loss depends on the nature of the hedging relationship.

Changes in the fair value of the derivative hedging instrument designated as a cash flow hedge are recognised directly in the cash flow hedge reserve to the extent that the hedge is effective. To the extent that the hedge is ineffective, changes in fair value are recognised in the statement of comprehensive income. The effective portion of changes in fair value of hedging instruments is accumulated in the cash flow hedge reserve as a separate component of equity. Port Taranaki Ltd determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. Port Taranaki Ltd assesses whether the derivative designated in each hedging relationship is expected to be and has been effective in offsetting changes in cash flows of the hedged item using the hypothetical derivative method. The notional amount of the hedging instrument must match the designated amount of the hedged item for the hedge to be effective.

Impairment

The Group assesses, at each reporting date, whether there is evidence that a financial asset or a group of financial assets is impaired. Financial assets are impaired when there is objective evidence that the Group will not be able to collect all amounts due according to the original terms of the receivables. Financial difficulties of the debtor, default payments or debts more than 60 days overdue are considered objective evidence of impairment. The carrying amount of an asset is reduced through the use of a provision account, and the amount of the loss is recognised in surplus or deficit. When a receivable is uncollectible, it is written off against the provision account for receivables. Subsequent recoveries of amounts previously written off are credited against surplus or deficit.

Risk management

Port Taranaki Ltd has managed cash flow interest rate risk through interest rate swaps. At 30 June 2022, the active hedges covered 99% (2021: 68%) of the Port's borrowings. At 30 June 2022, Port Taranaki Ltd had five interest rate swaps in place (2021: four financial instruments in place).

Port Taranaki Ltd can also apply surplus funds against the Company's borrowings or by investing these funds on a short-term basis until they are required.

The main risks arising from the Group's financial instruments are summarised below. The Group seeks to minimise the effects of these risks by adhering to a treasury policy that is reviewed by the Council and Port Taranaki board of directors respectively.

Risk:	Exposure arising from:	How the risk is managed:
Interest rate risk	Value of a financial instruments fluctuating due to changes in market interest rates	Reviewing banking arrangements to ensure the best return on funds while maintaining access to liquidity levels required.
Credit risk	Risk of default on cash and receivables balances by the other party to the transaction	Ensuring the Group places its cash with high credit quality financial institutions and monitoring aging of debtors.
Liquidity risk	Risk the Group cannot pay its contractual liabilities as they fall due	Active capital management and flexibility in funding arrangements in accordance with the Council's long term plan.

Property, plant and equipment

Property, plant and equipment is measured initially at cost. Cost includes expenditure that is directly attributable to the acquisition of the items. The cost of an item of property plant and equipment is recognised only when it is probable that future economic benefit or service potential associated with the item will flow to the Group, and if the item's cost or fair value can be measured reliably. Subsequent to initial recognition, property, plant and equipment are measured using either the cost model or the revaluation model.

For Council, land and work in progress is recorded at cost, flood and river control assets are recorded at fair value as determined by a valuer and all other assets are recorded at cost less accumulated depreciation and any impairment. For Port Taranaki Limited, land is recorded at fair value as determined by a valuer and all other assets are recorded at cost less accumulated depreciation and any impairment. For Taranaki Stadium Trust, land and buildings is recorded at fair value as determined by a valuer less any accumulated depreciation on buildings and impairment losses recognised after the date of revaluation. All other assets are recorded at cost less accumulated depreciation and any impairment

Council land and buildings are valued at cost whereas Port Taranaki Ltd land and Taranaki Stadium Trust land and buildings are valued at fair value. These classes of land and buildings are valued differently based upon the nature and use or purpose that the land is held for.

Specifically, land held by Port Taranaki Ltd and land and buildings held by Taranaki Stadium Trust are used for commercial purposes, whereas land and buildings held by the Council are used for non-commercial or service delivery outcomes.

Revaluation is performed on a class-by-class basis. If an item of property, plant and equipment is revalued, the entire class to which the asset belongs is revalued. Valuations are performed with sufficient frequency to ensure that the fair value of a revalued asset does not differ materially from its carrying amount. The valuation cycle for revalued asset classes is normally three years. A revaluation surplus is recorded in other comprehensive revenue and expense and credited to the asset revaluation reserve in net assets/equity. However, to the extent that it reverses a revaluation deficit of the same class of asset previously recognised in surplus or deficit, the increase is recognised in surplus or deficit. A revaluation deficit is recognised in the surplus or deficit, except to the extent that it offsets an existing surplus on the same asset class recognised in the asset revaluation reserve.

The residual value and the useful life of assets are reviewed at least annually. Depreciation calculated on a straight-line basis, which writes off the value of the assets over their expected remaining lives after allowing for residual values where applicable. The depreciation rates are as follows:

Buildings	5 to 45 years	2 to 20%
Motor vehicles	5 to 8 years	12 to 20%
Plant and equipment	2.5 to 25 years	4 to 40%
Office furniture and fittings	5 to 10 years	10 to 20%
Computer equipment	5 years	20%
Wharves and breakwaters	4 to 66 years	1.5 to 25%
Port services and equipment	2 to 50 years	2 to 50%
Dredging	2 years	Nil to 50%

Flood scheme assets – the nature of these assets is equivalent to land improvements and, as such, they do not incur a loss of service potential over time. Land and flood scheme assets are not depreciated. Maintenance costs are expensed as they are incurred in the surplus or deficit in the Statement of Comprehensive Revenue and Expense.

Impairment losses of continuing operations, including impairment on inventories, are recognised in the surplus or deficit. An assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount.

For non-financial non-cash-generating assets, except for those assets that are valued using the revaluation model, the Group assesses at each reporting date whether there is an indication that a non-cash-generating asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable service amount. An asset's recoverable service amount is the higher of the non-cash-generating asset's fair value less costs to sell and its value in use.

Where the carrying amount of an asset exceeds its recoverable service amount, the asset is considered impaired and is written down to its recoverable service amount. Impairment losses are recognised immediately in surplus or deficit.

Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

The amortisation expense on intangible assets with finite lives is recognised in surplus or deficit as the expense category consistent with the function of the intangible assets. The Group holds computer software packages for internal use, including purchased software and software developed in-house by the Group. Purchased software is recognised and measured at the cost incurred to acquire the software. Developed software is recognised and measured during the development stage in accordance with the Research and Development policy below. Costs directly associated with the development of software, including employee costs, are capitalised as an intangible asset. Training costs and costs associated with maintaining computer software are recognised as expenses when incurred. The estimated useful lives are as follows:

Computer software: 5 years 20%

Investment property

Investment properties are measured initially at cost, including transaction costs. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met, and excludes the costs of day-to-day maintenance of an investment property. Subsequent to initial recognition, investment properties are measured at fair value, which is based on active market prices, adjusted if necessary, for any difference in the nature, location or condition of the specific asset at the reporting date. Gains or losses arising from changes in the fair values of investment properties are recognised in surplus or deficit in the year in which they arise.

Employee benefits

Liabilities for wages and salaries (including non-monetary benefits), annual leave and accumulating sick leave are recognised in surplus or deficit during the period in which the employee rendered the related services, and are generally expected to be settled within 12 months of the reporting date. The liabilities for these short-term benefits are measured at the amounts expected to be paid when the liabilities are settled. Expenses for non-accumulating sick leave are recognised when the leave is taken and are measured at the rates paid or payable.

Employees of the Group become eligible for long service leave after a certain number of years of employment, depending on their contract. The liability for long service leave is recognised and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. The Group's liability is based on an actuarial valuation. Actuarial gains and losses on the long-term incentives are accounted for in the surplus or deficit.

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Borrowings

All borrowing costs are expensed in the period they occur, except for Port Taranaki Limited's exception for interest costs associated with capital projects. Port Taranaki Limited's borrowing costs incurred during construction/assembly of major capital projects are capitalised as part of the initial cost of the respective assets.

Equity

Equity is the community's interest in the Council and Group and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into a number of reserves. Accumulated comprehensive revenue and expense is the Council and Group's accumulated surplus or deficit, adjusted for transfers to/from specific reserves. The asset revaluation reserve for the revaluation of those PP&E items that are measured at fair value after initial recognition. The cash flow hedge reserve is for the revaluation of derivatives designated as cash flow hedges. It consists of the cumulative effective portion of net changes in the fair value of these derivatives. Targeted rates reserves are a restricted equity reserve that comprises funds raised by the Council through targeted rates. The use of these funds is restricted to the specific purpose for which the targeted rates were levied. A special purpose reserve is a restricted equity reserve created by the Council for the specific identified purpose. The use of these funds is restricted to the specific purpose.

The Council manages the Group's capital as a by-product of managing its revenue, expenses, assets, liabilities and general financial dealings. The Local Government Act 2002 requires the Council to manage its revenue, expenses, assets, liabilities and general financial dealings in a manner that promotes the current and future interests of the community. Additionally, The Local Government (Financial Reporting and Prudence) Regulation 2014 sets out a number of benchmarks for assessing whether the Council is managing its revenue, expenses, assets and liabilities prudently. An additional objective of capital management is to ensure that the expenditure needs identified in the Council's Long-Term Plan and Annual Plan are met in the manner set out in those plans. The Local Government Act 2002 requires the Council to make adequate and effective provision in its Long-Term Plan and in its Annual Plan to meet the expenditure needs identified in those plans. The factors that the Council is required to consider when determining the appropriate sources of funding for each of its activities are set out in the Local Government Act 2002. The sources and levels of funding are set out in the funding and financial policies in the Council's Long-Term Plan. The Council monitors actual expenditure incurred against the long-term plan and annual plan.

Leases

The determination of whether an arrangement is or contains a lease is based on the substance of the arrangement at inception date. The substance of the arrangement depends on whether fulfilment of the arrangement is dependent on the use of a specific asset or assets or the arrangement conveys a right to use the asset, even if that right is not explicitly specified in an arrangement. Finance leases are leases that transfer substantially all risks and benefits incidental to ownership of the leased item to the Group. Assets held under a finance lease are capitalised at the commencement of the lease at the fair value of the leased property or, if lower, at the present value of the future minimum lease payments. The Group also recognises the associated lease liability at the inception of the lease, at the same amount as the capitalised leased asset. Leases in which the Group does not transfer substantially all the risks and benefits of ownership of an asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term.

Statement of cash flows

Cash flows from operating activities are presented using the direct method. Definitions of terms used in the Statement of Cash Flows:

- Cash means cash on deposit with banks, net of outstanding bank overdrafts.
- Investing activities comprise the purchase and sale of property, plant and equipment, investment properties and investments
- Financing activities comprise the change in equity and debt capital structure of the Council and Group.
- Operating activities include all transactions and events that are not investing or financing activities.

Cash flows are included in the statement of cash flows on a net basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority is classified as part of operating cash flows.

Related party transactions

All transactions between the Council and the entities that it controls are undertaken in the normal course of business.

Work-in-progress

Work-in-progress relates to unbilled time and costs (current asset) or time and costs billed-in-advance (current liability) for resource consent applications, resource consent compliance monitoring and unauthorised pollution incidents.

Critical accounting estimates and assumptions

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Judgements, estimates and assumptions

Judgements that management have made regarding the estimated useful life of plant property and equipment and the fair value of property, plant and equipment, are disclosed in the Summary of Accounting Policies.

Reserves

Reserve funds are utilised to provide a fund for expenditure on specific purposes. In some circumstances the reserves are a legal requirement. The Council holds the following reserve funds:

North Taranaki/Waitara River Control Scheme Reserve

The Council strikes a targeted rate based on capital values over the New Plymouth district for:

- maintenance of the Waitara River Flood Protection scheme
- the construction of flood protection works in the lower Waiwhakaiho catchment; and
- for other minor river control works which are required for flood protection in the district.

Any unspent funds must be appropriated to this reserve and may only cover expenditure on those purposes. This reserve fund relates to the Flood protection and hazard management group of activities.

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
Opening balance 1 July	**1,638**	**1,687**	**1,737**	**1,790**	**1,843**	**1,899**	**1,955**	**2,014**	**2,073**	**2,135**
Transfer from retained earnings	49	51	52	54	55	57	59	60	62	64
Transfer to retained earnings	0	0	0	0	0	0	0	1	1	1
Closing balance 30 June	**1,687**	**1,737**	**1,790**	**1,843**	**1,899**	**1,955**	**2,014**	**2,073**	**2,135**	**2,198**

South Taranaki Rivers Control Scheme reserve

The Council strikes a targeted rate based on capital values over the New Plymouth District for purposes of:

- maintenance of the Waitara River Flood Protection scheme
- the construction of flood protection works in the lower Waiwhakaiho catchment; and
- for other minor river control works which are required for flood protection in the district.

Any unspent funds must be appropriated to this reserve. Funds may only be appropriated to cover expenditure on the above purposes. This reserve fund relates to the Flood protection and hazard management group of activities.

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
Opening balance 1 July	**4**	**4**	**4**	**4**	**4**	**5**	**5**	**5**	**5**	**5**
Transfer from retained earnings	0	0	0	0	0	0	0	0	0	0
Transfer to retained earnings	0	0	0	0	0	0	0	0	0	0
Closing balance 30 June	**4**	**4**	**4**	**4**	**5**	**5**	**5**	**5**	**5**	**5**

Contingency/disaster Reserve

This reserve was created to meet the Council's share of the replacement cost of infrastructure assets affected by natural disasters. It also covers the Council's commitments under the National Civil Defence Plan in the event of emergencies. It is available for any other contingency or emergency response purposes including oil spill response and flood response. This reserve fund relates to the Resource management and the Flood protection and hazard management groups of activities.

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
Opening balance 1 July	1,086	1,086	1,086	1,086	1,086	1,086	1,086	1,086	1,086	1,086
Transfer from retained earnings	0	0	0	0	0	0	0	0	0	0
Transfer to retained earnings	0	0	0	0	0	0	0	0	0	0
Closing balance 30 June	1,086	1,086	1,086	1,086	1,086	1,086	1,086	1,086	1,086	1,086

Dividend Equalisation Reserve

The Council transfers dividends received in excess of budget to this reserve. The reserve is to be used to equalise dividend returns over time. Dividends in excess of budget since 1996/97 have been transferred to the reserve. Prior to 1996/97 all dividends were used to repay debt incurred during the incorporation of Port Taranaki Ltd. From 1996/97 onwards dividends have been used to reduce the general rate requirement. This reserve fund relates to all groups of activities.

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
Opening balance 1 July	**3,832**	**3,021**	**1,257**	**815**	**2,408**	**2,098**	**2,770**	**4,146**	**5,051**	**6,274**
Transfer from retained earnings	0	0	0	1,593	0	672	1,376	905	1,223	1,868
Transfer to retained earnings	811	1,764	442	0	310	0	0	0	0	0
Closing balance 30 June	**3,021**	**1,257**	**815**	**2,408**	**2,098**	**2,770**	**4,146**	**5,051**	**6,274**	**8,142**

Pest Animal Management: Egmont National Park Control Reserve

This reserve was created to meet the Council's share of the costs associated with initial control works and maintenance works resulting from the cyclical pest control works undertaken by the Department of Conservation in the Egmont National Park. This reserve smoothes the Council's revenue and expenditure. Funds are transferred to the reserve annually. When the Council's expenditure is incurred the funding is sourced from the reserve fund. This reserve fund relates to the Catchment management group of activities.

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
Opening balance 1 July	**463**	**613**	**993**	**1,368**	**778**	**1,143**	**1,463**	**823**	**1,143**	**1,463**
Transfer from retained earnings	600	380	375	50	365	320	0	320	320	0
Transfer to retained earnings	450	0	0	640	0	0	640	0	0	640
Closing balance 30 June	**613**	**993**	**1,368**	**778**	**1,143**	**1,463**	**823**	**1,143**	**1,463**	**823**

Endowment Land Sales Reserve

This reserve was created to account for the proceeds from the sale of endowment land. The proceeds from the sale of endowment lands can only be used for purposes specified by the Local Government Act 1974 and the Local Government Act 2002. This reserve fund relates to all groups of activities.

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
Opening balance 1 July	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935
Transfer from retained earnings	0	0	0	0	0	0	0	0	0	0
Transfer to retained earnings	0	0	0	0	0	0	0	0	0	0
Closing balance 30 June	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935	2,935

Waitara Lands Act 2018 Reserve

This reserve was created to account for the proceeds from the sale of Waitara Harbours Board endowment land. The proceeds from the sale of endowment lands can only be used for purposes specified by the New Plymouth District Council (Waitara Lands) Act 2018 and the Local Government Act 2002. This reserve fund relates to the Resource management and Catchment management groups of activities.

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
Opening balance 1 July	22,050	22,050	22,050	22,050	22,050	22,050	22,050	22,050	22,050	22,050
Transfer from retained earnings	0	0	0	0	0	0	0	0	0	0
Transfer to retained earnings	0	0	0	0	0	0	0	0	0	0
Closing balance 30 June	22,050	22,050	22,050	22,050	22,050	22,050	22,050	22,050	22,050	22,050

Statement of comprehensive income

Included in the Statement of Comprehensive Revenue and Expense but not separately disclosed, are the following balances:

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
Depreciation	2,551	2,611	2,668	2,725	2,782	2,838	2,895	2,950	3,006	3,063
Employee benefits	21,996	22,824	23,277	23,346	23,780	24,248	24,725	25,211	25,682	26,161

Rating base information

The number of rating units within the region at the end of the preceding financial year is:

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
	Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
Rating units	56,546	56,916	57,286	57,656	58,026	58,396	58,766	59,136	59,506	59,876

Ko ngā pekanga kaunihera

Council-controlled organisations

A council-controlled organisation can be a company, partnership, trust, or other similar arrangement in which one or more local authorities, directly or indirectly, controls the organisation.

Taranaki Stadium Trust

The Taranaki Stadium Trust is a charitable trust and a council-controlled organisation under the Local Government Act 2002. The Taranaki Stadium Trust was established in November 1999 to own and operate the then Rugby Park in New Plymouth. The Taranaki Stadium Trust has no subsidiaries or joint ventures.

The purpose of the Trust is to promote the effective and efficient maintenance, development, management, operation and promotion of Yarrow Stadium as a community asset used for recreation, sporting and cultural activities for the benefit of the people of Taranaki, working in particular with the Taranaki Regional Council and the New Plymouth District Council.

The Trust, the New Plymouth District Council and the Taranaki Regional Council have a partnership arrangement for the operation and development/enhancement of the Yarrow Stadium facilities. Under the Trust's Deed and the management agreement between the Trust and the New Plymouth District Council, the New Plymouth District Council operates and funds the operations of Yarrow Stadium. The Taranaki Regional Council funds, via the Trust, the long-term maintenance and development of Yarrow Stadium. This partnership for funding and operating, maintaining and developing assists in maintaining Yarrow Stadium as a premier regional sports and events venue.

The performance of Taranaki Stadium Trust can be judged against the following measures:

- the presence of a Management Agreement with the New Plymouth District Council for the operation of the Stadium
- the provision of annual funding for a programme of agreed maintenance and long-term development of the Stadium. The programme of maintenance and long-term development is to be agreed upon by the Taranaki Regional Council and the New Plymouth District Council.

Significant policies and obligations on ownership and control

The Trust will remain in our control as long as the partnership agreement between the Trust, the New Plymouth District Council and the Taranaki Regional Council continues. If the partnership dissolves, control of the Trust, and the associated obligations, revert to the New Plymouth District Council. The return clauses could be exercised during the lifetime of this Plan.

Regional Software Holdings Ltd

Regional Software Holdings Ltd (RSHL) is a company governed by the Companies Act 1993 and incorporated in New Zealand. RSHL is a council-controlled organisation pursuant to the Local Government Act 2002. RSHL has no subsidiaries or joint ventures.

RSHL provides a framework for collaboration across Te Uru Kahika. It supports the procurement or development of shared solutions in a manner that provides greater consistency in how we operate. RSHL provides a more cost effective alternative than individual councils can achieve on their own. The company operates by facilitating collaborative initiatives between councils and through managed contractual arrangements.

The vision of RSHL is to provide high-quality shared services for Te Uru Kahika (and associated agencies) that delivers value to customers, shareholders and the sector. The principles of RSHL that should be considered when making any decisions relating to the Company are as follows:

- Work for the good of Te Uru Kahika
- Be transparent and accountable
- Create value
- Work smarter, not harder
- Gain consistency
- Reduce duplication
- Be customer centric
- Recognise and manage shareholder risk
- Support our people.

In addition to operating the Company with regard to the principles, the primary objectives of the Company are to:

- Ensure the local government sector is better prepared to respond to future challenges
- Achieve a better return on investment with a focus on quality of outcome and realising the value proposition for the sector

- Increase credibility of the sector as a trusted deliverer with a unified and consistent sector profile
- Improve key staff attraction and retention
- Achieve consistent good practise process across the sector and within councils

The performance of RSHL can be judged against the following measures:

Non-financial

- Undertake an annual survey of IRIS NextGen users in participating councils in relation to product performance, Datacom support and RSHL Programme Management. Provide a summary of the survey results in the annual report, including performance against the baseline. Survey results to be the same or better than the previous year.
- Budgets for IRIS support and development are approved by the IRIS Advisory Group and Board by 30 June each year. Delivery within these budgets is effectively managed by the Advisory Group and the Chief Executive.
- Be an effective service delivery vehicle for regional council sector shared programmes under the Sector Financial Management System. Revenue and Expenditure for SFMS Programmes are within budget, with any variations approved by the RCEOs. Annual Survey of Programme Leads in relation to SFMS Management presented to RCEOs in June. Survey results to be the same or better than the previous year.
- Effectively support the activities of the Te Uru Kahika through the Regional Sector Office. Annual survey of RCEOs in relation to performance of the sector office presented to RCEOs in June. Survey results to be the same or better than the previous year.
- Budgets for EMAR are approved by the EMAR Steering Group by 30 June each year, and delivery within these budgets is effectively managed by the EMAR Project Manager.
- Be a service delivery vehicle for wider regional council sector and related bodies information management programmes and related shared services. Projects to be delivered on time and on budget as agreed in each of the Statements of Work between RSHL and the relevant regional sector group.

Financial

- RSHL will operate within approved budget, with any material variations approved by the relevant governance group.
- RSHL Overheads – RSHL Board.
- IRIS NextGen Programme – IRIS NextGen Steering Group
- IRIS Programme – IRIS Advisory Group
- Sector Financial Management System –RCEOs Group.
- Annual charges for shareholders and customers to be at the level approved by the relevant governance group. Based upon the approved operating budget and budgets.
- RSHL Overheads – RSHL Board.
- IRIS NextGen Programme – IRIS NextGen Steering Group
- IRIS Programme – IRIS Advisory Group
- Sector Financial Management System – RCEOs Group

Growth

- Monitor the regional sector and explore/respond to opportunities to expand the customer and/or shareholder base of RSHL.
- Work with the Te Uru Kahika Network to develop shared service opportunities.
- Engage with councils in the regional sector to increase the scope of the usage of shared solutions. The objective is to increase the number of councils using the solutions, and the breadth of the solution in use.

Significant policies and obligations on ownership and control

We will retain our shareholding in RSHL as long as we remain a user of the IRIS solution

Ngā āpitinga

Appendices

Appendix 1: Assumptions

Introduction

A number of assumptions about events and activities have been used in the preparation this Plan. Significant forecasting assumptions have been outlined below.

In order to provide predictability and certainty about sources and levels of funding, we have adopted a range of funding and financial policies (included in this Plan), particularly, a revenue and financing policy, a liability management policy and an investment policy.

The preparation of financial statements requires judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The following significant forecasting risks have been specifically identified due to the potential for them to materially impact upon:

- Overall revenue
- Overall operating expenditure
- Ability to finance and fund future operating and capital expenditure
- Strategic assets
- Ability to deliver intended levels of service.

This Plan has been prepared on the basis of the current legislative and regulatory platform as it applies to the Taranaki community and our specific roles and responsibilities. As a result of the October 2023 general election, there has been a change in government. The new coalition government has indicated significant changes to many of the legislative and regulatory provisions. This Plan has been prepared on the basis of the existing legislative and regulatory framework updated for announced changes. It is clear that there will be further significant changes over the short to medium term. The approach adopted in this Plan will need to be updated as changes are enacted and/or promulgated.

Forecasting assumptions

Assumption	Degree of uncertainty	Comment and financial impact of uncertainty
Organisational assumptions		
Local government structure in Taranaki. We assume that there will be no change to the current local government structure in Taranaki, including one regional council and three district councils, before 1 July 2027.	Medium	Changes in structure and roles and responsibilities of local authorities in Taranaki has the potential to significantly alter costs. No allowance has been made for any changes in structures and roles/responsibilities.
Roles and responsibilities. Changes to our functions will significantly change costs.	High	Statutory functions and responsibilities are constantly changing. In recent years the trend has been for more functions and greater process complexity with increased costs. Allowance has been made for known changes to legislation and/or Government policy. No other allowance has been made for significant change to functions which may significantly change expenditure.
Market conditions. Limited competition for service provision for some activities.	Low	Passenger transport services are tendered. The market is not large and the quality and depth of the providers limited. Accordingly when services are re-tendered there could be a significant increase in costs and/or a significant decrease in the quality of the services provided. This could adversely impact on the levels of service or costs to maintain existing levels of service.

Assumption	Degree of uncertainty	Comment and financial impact of uncertainty
Environmental assumptions		
Climate change. Changes to costs from potential climate change impacts.	Medium	Potential climate change impacts are routinely factored into the planning and design activities as prediction and adaption information becomes available. Provision has been made to improve the region's climate science and to reduce our emissions.
Natural hazards. There will be new natural or other hazard emergencies requiring work that cannot be funded out of normal budgetary provisions.	Low	The potential effect of a natural disaster on the financial position is dependent upon the scale, duration and location of the event. However, our financial position is strong enough to fully replace all infrastructure assets in the case of an event causing total destruction. Such an event is unlikely.
Land use changes. We assume that the current use of land will not change significantly over the course of this Plan.	Low	Land use change in Taranaki has been steady and no significant changes are anticipated. Economic activity has been growing slowly for the last few years. Existing resources have coped with service demands without major adjustments. This is not expected to change significantly.
External assumptions		
Resource management issues. There will be new environmental or resource management issues requiring work that cannot be funded out of normal budgetary provisions.	High	As a result of the October 2023 general election, there has been a change in government. The new coalition government has indicated significant changes to many of the legislative and regulatory provisions. This Plan has been prepared on the basis of the existing legislative and regulatory framework updated for announced changes. It is clear that there will be further significant changes over the short to medium term. The potential effect of any new environmental or resource management issues is dependent upon the scale, type, location and impact upon the environment of the issue. Each issue will be addressed on its merits and any funding requirement addressed in terms of the principles outlined in the Revenue and Financing Policy.
Pandemics. Ongoing or new pandemics (or equivalent) adversely impact on the ability to deliver works programmes, increase costs and/or decrease revenue streams.	Medium	The impact, to date, of the Covid-19 pandemic on the regional economy and income and expenditure streams has not been as significant as in other areas of the country. This may change if the current pandemic continues or a new pandemic or equivalent surfaces. There are emergency response plans in place that allow operations to continue in these circumstances. On-going impacts on income and expenditure will need to be addressed as they arise and become understood. Services may need to be reduced or eliminated in a worst case scenario.
Residual liability. We become responsible for an act of negligence or the residual liability arising from an activity of the Council.	Low	We have a number of statutory obligations and responsibilities. Under these obligations there may be some liable for an act of omission or negligence or there may be some liability for the residual costs or obligations arising from the actions of a third party. Risk management policies and procedures are in place to mitigate the impact of these obligations and there is insurance for these risks and obligations. Despite these policies, procedures and insurances, we could still incur some significant residual liability. Whilst the risk is assessed as low, the financial impact could be significant. This could lead to having to raise rates or debt finance to attend to these liabilities.
Financial assumptions		
Port dividends. Investment does not return sufficient funds and general rates have to increase.	High	The general rate requirement is reduced by the level of dividend returned by Port Taranaki Limited. Dividends are a significant part of total funding. Port Taranaki's revenue, and consequently its dividend-paying ability, is subject to many risk factors including generally a competitive trading environment and specifically a volatile oil and gas and related petrochemical sector. Dividends have been estimated based upon Port Taranaki's strategic plans. Any circumstance that reduces the level of dividend will result in a commensurate increase in the level of general rates. This can be offset in the short-term by funding any short-falls in dividends by transfers from the Dividend Equalisation Reserve.

<table>
<tr><th>Assumption</th><th>Degree of uncertainty</th><th>Comment and financial impact of uncertainty</th></tr>
<tr><td>Inflation. Inflation will increase costs and there will be insufficient revenue.</td><td>Low</td><td>Cost changes have been included in the financial projections. Cost changes are as follows (Source: BERL):
<table>
<tr><th>Year</th><th>Salary Inflation</th><th>Salary Cumulative</th><th>Other Inflation</th><th>Other Cumulative</th></tr>
<tr><td>2024/2025</td><td>-</td><td>1.000</td><td>-</td><td>1.000</td></tr>
<tr><td>2025/2026</td><td>2.2%</td><td>1.022</td><td>2.0%</td><td>1.020</td></tr>
<tr><td>2026/2027</td><td>2.1%</td><td>1.043</td><td>2.2%</td><td>1.042</td></tr>
<tr><td>2027/2028</td><td>2.1%</td><td>1.064</td><td>2.2%</td><td>1.064</td></tr>
<tr><td>2028/2029</td><td>2.0%</td><td>1.084</td><td>2.1%</td><td>1.085</td></tr>
<tr><td>2029/2030</td><td>1.9%</td><td>1.103</td><td>2.0%</td><td>1.105</td></tr>
<tr><td>2030/2031</td><td>1.9%</td><td>1.122</td><td>2.0%</td><td>1.125</td></tr>
<tr><td>2031/2032</td><td>1.9%</td><td>1.141</td><td>1.9%</td><td>1.144</td></tr>
<tr><td>2032/2033</td><td>1.8%</td><td>1.159</td><td>1.9%</td><td>1.163</td></tr>
<tr><td>2033/2034</td><td>1.8%</td><td>1.177</td><td>1.9%</td><td>1.182</td></tr>
</table></td></tr>
<tr><td>External funding. Subsidy and funding rates for activities such as public transport drop below the prevailing rates.</td><td>Medium</td><td>This Plan has been prepared on the basis of current funding arrangements with crown entities such as Waka Kotahi NZ Transport Agency. These funding arrangements have not been fully confirmed or approved at the time of the adoption of the Plan. If there was a reduction in these rates, we would need to reassess either the level of services provided or the funding options (there would be a need to increase general rates or targeted rates in accordance with the Revenue and Financing Policy) for the current level of services provided.</td></tr>
<tr><td>External funding. Subsidy and funding rates for activities such as predator-free Taranaki drop below the prevailing rates.</td><td>Medium</td><td>This Plan has been prepared on the basis of current funding arrangements and understandings with Predator Free 2050 Ltd. These funding arrangements have not been fully confirmed or approved at the time of the adoption of the Plan. If there was a reduction in these rates, we would need to reassess either the level of services provided or the funding options (there would be a need to increase general rates in accordance with the Revenue and Financing Policy) for the current level of services provided. For the purposes of this Plan we have assumed there will be sufficient funding available to cover our costs without increasing our overall contribution.</td></tr>
<tr><td>Treasury returns. Investments do not return sufficient funds and general rates have to increase.</td><td>Low</td><td>Investments are planned to return 1-2%pa. These are relatively modest return levels and should be achievable in the current investment market. Any shortfall in these returns will increase the demand on general rates.</td></tr>
<tr><td>Borrowing costs. Interest rates increase over the term of the plan Interest rates are higher or lower than forecast.</td><td>Medium</td><td>The effect of any interest rate movements on the borrowing programme can best be illustrated by stating that a 1% increase in the assumed levels of interest rates in this Plan would result in an increase in interest costs of $500,000 on a $50m debt level. This increase would need to be funded by increasing rates or reducing work programmes.</td></tr>
<tr><td>Asset revaluations. The revaluation of non-current assets (infrastructure assets and investment properties) is materially different from forecast.</td><td>Low</td><td>Infrastructure assets (river and flood control scheme assets) and investment properties are revalued annually. These revaluations occur for financial reporting purposes only. No provision has been made for increases or decreases in the value of infrastructure assets. Similarly, there has been no provision for increases or decreases in the value of investment properties. If the actual revaluations are materially different there will be no cash flow implications nor will there be any impact on the levels of service provided. There would be a material variance in the Statement of Comprehensive Income.</td></tr>
<tr><td>Asset replacement. Insufficient funds to replace significant assets at the end of their useful lives.</td><td>Low</td><td>Depreciation on assets is fully funded. The funded depreciation is used to fund capital expenditure requirements. All infrastructure assets (river control schemes) are maintained in an as new condition in accordance with adopted asset management plans. We fully fund the replacement of assets in accordance with the Revenue and Financing Policy. Depreciation will continue to be fully funded and will be used to fund capital expenditure. Over and above deprecation, borrowing will also be used to fund capital programmes.</td></tr>
</table>

Assumption	Degree of uncertainty	Comment and financial impact of uncertainty
Population assumptions		
Population change. Increased population and economic activity creates additional pressure to increase the level of services.	Low	Population change in Taranaki has been steady and no significant increases are anticipated. Economic activity has been growing slowly for the last few years. Existing resources have coped with service demands without major adjustments. This is not expected to change significantly.

Port Taranaki Ltd Dividends

The forecast dividends from Port Taranaki Ltd for the next ten years are $8m per annum. Dividends have been estimated based upon Port Taranaki's strategic plans and in discussion with the Board. These are achievable estimates noting that the port operates in a highly-competitive and volatile marketplace.

The following three scenarios demonstrate the effect of changes in dividend levels upon general rates. Scenario 1 is a worst case situation in which Port Taranaki Ltd suffers significant adverse trade results and we only receive 25% of the forecast dividend level. In scenario 2 Port Taranaki Ltd trades poorly but not as badly as in scenario 1. In this case we receive 80% of forecast dividends. Scenario 3 is a situation in which Port Taranaki Ltd is trading better than forecast and dividends are 20% ahead of forecast.

	Scenario 1: 25% of forecast dividends	Scenario 2: 80% of forecast dividends	Scenario 3: 120% of forecast dividends
Proposed dividends	$8,000,000	$8,000,000	$8,000,000
Revised dividends	$2,000,000	$6,400,000	$9,600,000
Shortfall/(Surplus)	$6,000,000	$1,600,000	($1,600,000)
Original general rate requirement	$16,285,842	$16,285,842	$16,285,842
Revised general rate requirement	$22,285,842	$17,885,842	$14,685,842
Original general rate per $100,000 of capital value	$31.27	$31.27	$31.27
Revised general rate per $100,000 of capital value	$42.79	$34.34	$28.19

Appendix 2: Funding and Financial Policies

Revenue and Financing Policy

This policy presents the approach to financing groups of activities and individual activities, by explaining who benefits from each activity and, therefore, who should pay for it.

Introduction

We are required to manage revenue, expenses, assets, liabilities, investments and general financial dealings prudently and in a manner that promotes the current and future interests of the regional community. For the purposes of this Policy, all operational expenditure will be fully funded from the sources allowed under section 103(2) of the Local Government Act 2002. This Plan funds all the identified expenditure needs (capital and operating) of the Council.

The following considerations are factors in determining the sources of revenue and finance for each activity:

- the community well-beings/outcomes to which the activity primarily contributes
- the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals
- the period in or over which those benefits are expected to occur – funding mechanisms are used to spread the cost of an activity across the period of benefits realised by that activity
- the extent to which the actions or inaction of particular individuals or a group contribute to the need to undertake the activity – if an individual or group causes costs to be incurred, funding mechanisms will be used to target those individuals or groups
- the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities
- the overall impact of any allocation of liability for revenue needs on the community.

This Policy supports the principles set out in the preamble to the Te Ture Whenua Māori Act 1993.

Funding sources

We are able to fund activities and functions from the following sources:

- general rates - general rates is used to fund those services where there is a public benefit even though it may not be to the whole community. It typically funds activities where there is no practical method for charging individual users. General rates fund a range of services which are used by individual ratepayers to varying extents. Uniform annual general charges are used to fund services that are applied equally to all residents and/or ratepayers regardless of any other factor. Typically the range of services that should be funded from uniform annual general charges exceeds the legal limit. The Council will aim to optimise the use of uniform annual general charges within statutory limitations. A uniform annual general charge is set on all separately used or inhabited parts of a rating unit in the region
- targeted rates - targeted rates are also used to fund community benefits and wider public goods. A targeted rate means a rate to be used exclusively to pay for that operating or capital expense. It is used in circumstances where the benefits from the services are such that the principles of a general rate approach are not sufficient and that they should be targeted to a particular beneficiary group
- lump sum contributions
- fees and charges - user charges are used for services where someone causes us to provide a service or incur expenditure. If it is possible to legally and efficiently impose a charge, we do so, on the basis of recovering the full cost of the service
- interest and dividends from investments - income from dividends, interest and net rental income is used to offset the general rate requirement. Accordingly, for the purposes of this Policy, investment funds and general rates have been combined and are referred to as general funds
- borrowing - external borrowing is not generally used to fund operating expenses, but internal borrowing/financing is used as a tool to smooth out variations in the capital replacement and acquisitions programme. External borrowing is for cash flow management and funding capital projects that produce benefits over a longer period of time
- enforcement fees - the purpose of the fee is to promote compliance rather than to raise revenue. At times enforcement fees will recover the full cost of enforcement and at other times it will not depending on the level of compliance and also the extent to which the charges are limited by statute or the courts
- proceeds from asset sales
- financial contributions - financial contributions can be used in certain circumstances – refer to the Policy on Development Contributions and Financial Contributions for further information – financial contributions are not expected to be used over the life of this Plan

- reserve funds - there are a range of reserve funds that are available to fund specific targeted activities. Where allowed by the purposes of the reserve fund, those funds will be utilised to reduce the funding obligations from other sources
- grants and subsidies - grants and subsidies are accessed where they are available
- any other permitted source.

Rates are regarded as a tax which funds the collective community benefit rather than be any form of proxy for use of a service. The system of rating for general rates is a combination of the capital value system equalised for the timing of valuations between districts and uniform annual general charges. Differential rating on general rates is not used. The region's three district councils collect regional rates. The rates remission and rates discount policies of the Council are the same as those adopted by the respective district councils (refer to Appendix 2: Rates remission and postponement policy).

We can also fund capital expenditure from the same sources. We fund depreciation on all of our assets. The policy is to fund capital expenditure from accumulated cash surpluses arising from the full financing of depreciation. If for any capital project those accumulated operating cash surpluses are insufficient then the considerations outlined above will be applied to the project to determine the sources of financing appropriate for that project.

Funding source	Operating expenditure	Capital expenditure
General rates including uniform annual general charges (UAGC)	Used to fund expenditure	Used to fund expenditure and repay debt
Targeted rates including differential rates	Used to fund expenditure	Used to fund expenditure and repay debt
Lump sum contributions	Used to fund expenditure – not expected to be used over the life of this Plan	Used to fund expenditure and repay debt – not expected to be used over the life of this Plan
Fees and charges	Used to fund expenditure	Used to fund expenditure and repay debt
Interest and dividends	Used to fund expenditure	Used to fund expenditure and repay debt
Borrowing	Used to fund expenditure if required	Used to fund expenditure and repay debt
Enforcement fees	Used to fund expenditure	Used to fund expenditure and repay debt
Proceeds from asset sales	Used to fund expenditure	Used to fund expenditure and repay debt
Financial contributions	Used to fund expenditure – not expected to be used over the life of this Plan	Used to fund expenditure and repay debt – not expected to be used over the life of this Plan
Reserve funds	Used to fund expenditure	Used to fund expenditure and repay debt
Grants and subsidies	Used to fund expenditure	Used to fund expenditure and repay debt
Any other permitted source	Used to fund expenditure	Used to fund expenditure and repay debt

Revenue and financing sources and mechanisms for activities

Group of activities: Resource Management	
Activity: Resource management planning	
Community wellbeing/outcome: Thriving Taranaki	**Who benefits?** Resource management planning has a regional focus with the benefits accruing to the wider community
Timeframe of benefits: Ongoing benefits	**Does anyone cause us to provide this activity?** Resource management planning is required by national legislation, particularly the Resource Management Act
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** There is region wide benefit and it is appropriate to fund through general rates. Some plans and strategies have long lives but significant upfront costs to prepare them – in these instances borrowing is used to match the costs and benefits of the policy, plan or strategy
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 100% general funds. Borrowing to match the costs and benefits of the policy, plan or strategy

Group of activities: Resource Management	
Activity: Compliance monitoring	
Community wellbeing/outcome: Thriving Taranaki	**Who benefits?** Compliance monitoring is funded by direct charging those who specifically benefit from and/or cause the expenditure, namely, consent applicants and holders
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** Compliance monitoring and the use of enforcement provisions are critical tools to assist achievement of resource management objectives. These tools underpin the integrity of the Act, regional plans, National Policy Statements, National Environmental Standards, and the consents issued/permitted activities under them
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** The monitoring of specific resource consents is funded by direct charging those who specifically benefit from and/or cause the expenditure, namely, consent applicants and holders. A portion of compliance monitoring is also funded from general funds, which recognises that certain compliance monitoring information is of benefit to the wider community
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 70-80% fees and charges. The balance from general funds.

Group of activities: Resource Management	
Activity: Pollution incidents and response	
Community wellbeing/outcome: Thriving Taranaki	**Who benefits?** Pollution incidents and response is funded by direct charging those who specifically benefit from and/or cause the expenditure, namely, consent applicants and holders. The wider community benefits if there are no consent applicants and holders
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** Pollution incident response and enforcement is applied to achieve RMA, resource consent, regional plan and/or national environmental standard requirements and expectations. Enforcement actions usually follow our response to pollution incidents. Marine pollution responsibilities are also part of our pollution incidence and response activities. The Taranaki Regional Marine Oil Spill Response Plan provides for establishment of an oil spill response capability within the coastal waters of the region
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Pollution control is funded by general funds provided recovery from the polluter has been pursued as far as practicable. Marine oil spill contingency response is funded by Crown contribution in compliance with the Maritime Transport Act 1994
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 100% fees and charges from the party responsible for the pollution. General funds when fees and charges are unable to be applied. Maritime Safety Authority contribution for national services (oil spills)

Group of activities: Resource Management	
Activity: State of the environment monitoring	
Community wellbeing/outcome: Thriving Taranaki	**Who benefits?** The data for decision making activity aims to enhance our position as a responsible and innovative steward of environmental data to support evidence-informed decision making. The community benefits from innovative, evidence-informed policy decisions, improved public policy outcomes, improved flow of information between agencies enabling cross-sector collaboration and co-creation, and also consistency in decision making
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** Our monitoring of the state of the environment provides core data and information to inform policy development and implementation, underpin consent, compliance, and enforcement decision-making, support the delivery of a range of operational activities, and enable regular reporting and the preparation of a five yearly 'Taranaki State of the Environment' report. At the core of this area of activity is our commitment to report on the progress we are making toward the outcomes we have shared as our aspirations for the region. Equally important is the need for us to report on the purpose and outcomes we are empowered to seek under both the Resource Management Act
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** State of the environment monitoring activities provide the necessary regional scientific information for Council to be informed and make defensible decisions across its range of activities. Consequently, the activity is funded from general funds
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 100% general funds

Group of activities: Resource Management	
Activity: Environment science investigations	
Community wellbeing/outcome: Thriving Taranaki	**Who benefits?** Environment science investigations has a regional focus with the benefits accruing to the wider community
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** While state of environment monitoring provides a foundation stone for the collection of key data and information, proactively building knowledge and understanding from selected sites enables us to get on the front foot in responding to current or emerging environmental issues. Environmental science investigations are carried out to ensure decision-making is based upon sound evidence and the most up-to-date information is available to inform the resolution of our policy development challenges. Research and investigations also ensure supporting information is developed in advance of policy requirements. Māori knowledge and research complements our science and monitoring programmes by providing a deeper understanding of te taiao (the environment). We intend to continue to focus on working in partnership with Tangata Whenua, to identify opportunities for shared understanding, and to ensure mātauranga Māori (Māori knowledge) is incorporated, with appropriate respect and care
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Resource investigations and projects activities provide the necessary regional scientific information for Council to be informed and make defensible decisions across its range of activities. Consequently, the activity is funded from general funds
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 100% general funds

Group of activities: Catchment management	
Activity: Sustainable land management	
Community wellbeing/outcome: Resilient Taranaki and Thriving Taranaki	**Who benefits?** Sustainable land management has both a regional focus with the benefits accruing to the wider community and a local focus with the benefits accruing to the landowner
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** The promotion of sustainable land management is a core function under the Resource Management Act. The Soil Conservation and Rivers Control Act also requires us, as a catchment authority, to promote wise land use and to prevent, control and mitigate the damage caused by accelerated erosion. These two statutes are the primary Acts driving our sustainable land management programmes. We primarily meet these requirements by providing sustainable land management plans to landowners. Once prepared, we continue to support plan holders by providing them with one-on-one advice via annual visits and ongoing contact. The National Policy Statement for Freshwater (NPS-FW) and its National Environmental Standards, place greater requirements on us to achieve more rapid improvements to water quality via landowner adoption of land use practices that result in reduced discharges of contaminants – particularly sediment, phosphorous, nitrogen and pathogens, to rivers, streams, lakes, groundwater, wetlands, and coastal waters
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Land management services are funded by general funds. These services are principally of an advisory nature and are typically in the range of 10-20% of the costs of the recommended physical works which are funded by the landowners
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 100% general funds for sustainable land management plans and for the provision of advice and information

Group of activities: Catchment management	
Activity: Catchment enhancement	
Community wellbeing/outcome: Resilient Taranaki and Thriving Taranaki	**Who benefits?** Catchment enhancement has both a regional focus with the benefits accruing to the wider community and a local focus with the benefits accruing to the landowner
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** The achievement of sustainable land use objectives is best progressed by assisting landowners to plant and use the right vegetation in the right place. As a contribution toward this objective, we provide at cost, high-quality plants through bulk purchase contracts with nurseries The promotion of sustainable land management is a core function under the Resource Management Act. The Soil Conservation and Rivers Control Act also requires us, as a catchment authority, to promote wise land use and to prevent, control and mitigate the damage caused by accelerated erosion
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Sales of merchandise (e.g., riparian plants) to landholders (at full cost recovery) to support land management
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** Fees and charges for the supply of poplar, willow poles and other plant materials

Group of activities: Catchment management	
Activity: Biodiversity	
Community wellbeing/outcome: Resilient Taranaki and Thriving Taranaki	**Who benefits?** The community benefits from a comprehensive regional approach to biodiversity through the Taranaki Biodiversity Strategy that will ensure stakeholders understand their role and contribution to regional biodiversity. In addition, progress towards, and achievement of, agreed restoration and enhancement objectives will be monitored and reported on
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** We intend to work with landowners to achieve increased biodiversity protection and management, particularly on private land. This work is supported by the provisions of the National Policy Statement for Freshwater Management, and the National Policy Statement for Indigenous Biodiversity. We have developed a Taranaki Biodiversity Strategy. The purpose of this Strategy is to set our priorities, building on existing programmes, and provide support to the efforts of others in the community to achieve biodiversity outcomes
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Biodiversity involves the promotion of the protection of the region's indigenous biodiversity through pest and predator control and the use of grants. The protection of biodiversity is a combined effort with landowners. Landowners do not forgo ownership rights to the land but they incur opportunity costs in respect of potential land development. We provide grants for the long-term preservation and protection (e.g., fencing) of the land. Consequently, the activity is funded from general funds. Enhancement grants involve the promotion of the protection of the region's environment through the use of grant funding. The protection of the environment is a combined effort with landowners. Landowners do not forgo ownership rights to the land but they incur opportunity costs in respect of potential land development. The Council provides grants for the long-term preservation and protection (e.g., fencing) of the land. Consequently, the activity is funded from general funds
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 100% general funds

Group of activities: Catchment management	
Activity: Biosecurity	
Community wellbeing/outcome: Resilient Taranaki and Thriving Taranaki	**Who benefits?** The provision of this activity is considered to be a public good. However, there can be a private element of benefit with plant and animal pest monitoring and inspection, incursion response, advocacy, investigations and pathway management. The community benefits from the active control of animal and plant pests and the protection of the region's unique ecosystems. Individuals and the community benefit from the provision of biosecurity activities through improved amenity and retention of productive values of land, reducing adverse effects on natural resources
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** The *Biosecurity Act 1993* contains powers that enable, but do not require us to carry out pest management. Regulatory pest management activities can only be undertaken in accordance with pest management plans. Our management plans may identify pests, set out obligations in relation to managing or controlling those pests, identify funding sources and specify requirements for implementation. We prepared a combined plant and animal *Pest Management Plan for Taranaki* in 2017. This Plan imposes landowner obligations for pest management. Our approach is to monitor and, where necessary, enforce control measures. We supplement this by providing advice and user-pays control services
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Pest management activities are typically complimented by land owner funded activities several times greater than our costs. Pest management services, with some minor exceptions that are directly charged for or funded by Crown contributions, are funded from general funds. The basis of this approach was developed in accordance with sections 76 and 100T of the Biosecurity Act 1993. Towards Predator-Free Taranaki - Taranaki Taku Tūranga is a large-scale project aimed at restoring Taranaki's unique wildlife, plants and protecting the region's lifestyles and livelihoods by removing introduced predators using the latest trapping techniques, innovation and technology, sharing lessons learned as the country works towards its Predator Free 2050 target. The landscape predator control programme is a partnership programme of funding from external sources, landowners and the Council (general funds). Providing Council and land owner funding allows Predator Free 2050 Ltd funding to be accessed
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** Crown contributions for national services. Fees and charges for bait stations and enforcement operations. General funds for other services. Combination funding from Predator Free 2050 Ltd, land owner funding and general funds (Council)

Group of activities: Catchment management	
Activity: Waitara catchment management	
Community wellbeing/outcome: Resilient Taranaki and Thriving Taranaki	**Who benefits?** Waitara catchment management has both a regional focus with the benefits accruing to the wider community and a local focus with the benefits accruing to the community and landowners associated with the Waitara River catchment
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** The New Plymouth District Council (Waitara Lands) Act 2018 provides for the restoration, protection, and enhancement of the environmental, cultural, and spiritual health and well-being of the Waitara River, the general Waitara River catchment and the area near the lower catchment of the Waitara River. Activities to achieve the above purposes may be performed within the bounds of the role and responsibilities of the Council under the Local Government Act 2002 or any other Act. These include building the capacity of Waitara River Authorities
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Waitara River Catchment works is a partnership working with local iwi and hapu, using the proceeds of the sales of former Waitara Harbours Board lands, restoring, protecting, and enhancing the environmental, cultural, and spiritual health and well-being of the Waitara River, the Waitara River catchment and the lower catchment of the Waitara River
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** Sales of former Waitara Harbours Board land are used to fund this activity

Group of activities: Transport	
Activity: Transport planning and services	
Community wellbeing/outcome: Resilient Taranaki and Thriving Taranaki	**Who benefits?** The community benefits through coordinated transport and urban development planning. This supports an increase in the use of public and active transport options, more efficient freight movements and improved energy efficiency. The community benefits from the provision of accessible, efficient, affordable and viable public transport options. Individuals benefit from being able to travel and access the community when they might not otherwise have been able to
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** We have responsibilities under the Land Transport Management Act 2003 to coordinate transport activities in Taranaki
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Regional land transport planning benefits the wider community and as such is funded from general funds. Passenger transport bus subsidies are provided to specific communities and accordingly are funded by that community. Ratepayer funds are generally matched by Crown contributions with service users paying user charges through fares
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** Crown contributions for national services. General funds for regional services. User charges through fares. Capital value targeted rate over the New Plymouth and North Taranaki constituencies for the New Plymouth passenger transport bus subsidies. Capital value targeted rate over the Stratford and South Taranaki constituencies for the Stratford and South Taranaki passenger transport bus subsidies

Group of activities: Transport	
Activity: Navigation and safety (Port Taranaki)	
Community wellbeing/outcome: Resilient Taranaki and Thriving Taranaki	**Who benefits?** Navigation and safety has a regional focus with the benefits accruing to the wider community
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** We are required, under the Maritime Transport Act, to assist the delivery of safe navigation and safe vessel/boat use within the harbour waters associated with Port Taranaki and its approaches. Maritime New Zealand manages navigation and safety matters in all waters outside the area managed by our harbour master
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Harbour safety and navigational services benefit the wider community and are funded from general funds
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 100% general funds

Group of Activities: Flood protection and hazard management	
Activity: Emergency management	
Community wellbeing/outcome: Resilient Taranaki	**Who benefits?** The community benefits from the Civil Defence Emergency Management Group (CDEM) ensuring preparedness for emergencies and coordinating multi-agency responses when emergencies occur. This ensures the protection of people, property and the environment during emergencies.
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** The *Civil Defence Emergency Management Act 2002* provides the basis and defines who is accountable for emergency planning and management. The Act also provides for a comprehensive and integrated regional all-hazards approach to emergency management, and requires agencies to focus on risk reduction, readiness, response, and recovery
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** The Civil Defence Emergency Management Group administers the provision of emergency management services. The region's four local authorities contribute to the provision of these services. All services benefit the wider community. Therefore, our share of the Group's costs is funded from general funds.
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** General funds for our portion of these services

Group of activities: Flood protection and hazard management	
Activity: River and flood risk management	
Community wellbeing/outcome: Resilient Taranaki	**Who benefits?** Flood and river resilience is considered to be a mix of private and public good. Where specific works are carried out, these works provide a greater benefit to identifiable individuals and groups of individuals
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** The need is created from the public and individuals who benefit from reduced incidence of damage from flood events and in addition individuals and the community who undertake practices which are detrimental to the environment
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Advice, minor river works and flood response services are provided to the whole region however, the North Taranaki community tends to benefit more from this function than the rest of the regional community because of the higher incidence of flooding events in that part of the region. River control schemes are funded by targeted rate over the community benefiting from the protection. This applies to both operational and capital expenditure
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 70% general funds. 30% capital value based targeted rate over the New Plymouth and North Taranaki constituencies. The Waiwhakaiho River and the Waitara River Flood Control Schemes: 100% capital value based targeted rate over the New Plymouth and North Taranaki constituencies. For small river control schemes where it is not administratively efficient or cost-effective to established separate targeted rating areas the services are funded by general funds. For the Ōpunake and the Waitotara River Flood Control Schemes: 100% capital value based targeted rate over the South Taranaki constituency

Group of activities: Regional facilities	
Activity: Regional gardens	
Community wellbeing/outcome: Vibrant Taranaki	**Who benefits?** The community benefits from the provision of regional garden facilities
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** The *Taranaki Regional Council Empowering Act 2001* provided us with specific powers to undertake, implement, encourage, or maintain any services, works or facilities that are for the recreational or cultural well-being of Taranaki, or that are for preserving or encouraging the reasonable enjoyment of the physical and cultural heritage of the Taranaki region. Taranaki has many outstanding gardens that assist in attracting a significant number of visitors to the region. They are also treasured community amenities. Three of the most significant of these are Tūpare, Pukeiti and Hollard Gardens. They are owned and managed on behalf of our community by the Council
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Regional gardens provide free public-benefit services to the wider community. As such, other than for specific hire services, these amenities are provided free of charge to the regional community and are funded by general funds
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** Direct charges for the use of regional garden amenities. 100% general funds for community use of the facilities

Group of activities: Regional facilities	
Activity: Yarrow Stadium	
Community wellbeing/outcome: Vibrant Taranaki	**Who benefits?** The community benefits from the provision of Yarrow Stadium
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** The *Taranaki Regional Council Empowering Act 2001* provided us with specific powers to undertake, implement, encourage, or maintain any services, works or facilities that are for the recreational or cultural well-being of Taranaki, or that are for preserving or encouraging the reasonable enjoyment of the physical and cultural heritage of the Taranaki region. Yarrow Stadium is owned by the Taranaki Stadium Trust, a council-controlled organisation. There is a partnership funding arrangement between the Trust, the New Plymouth District Council and the Council for the operation, maintenance, and development of Yarrow Stadium. New Plymouth District Council funds the operations and event promotion at Yarrow Stadium under a management agreement with the Taranaki Stadium Trust. Annual funding is provided to the Taranaki Stadium Trust for the long-term maintenance and development of Yarrow Stadium
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** For Yarrow Stadium, specific targeting of beneficiaries, as confirmed by independent expert analysis, is utilised
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** A combination of uniform targeted rates and land value differential targeted rates (New Plymouth and North Taranaki constituencies) that recover approximately 78% of the costs from the New Plymouth and North Taranaki constituencies, approximately 5% of the costs from the Stratford constituency and approximately 17% of the costs from the South Taranaki constituency

Group of activities: Regional leadership and governance	
Activity: Governance	
Community wellbeing/outcome: Resilient Taranaki, Thriving Taranaki and Vibrant Taranaki	**Who benefits?** The community benefits from, and contributes to, the Council's decision-making process. This includes an open and transparent decision-making process. The community also benefits from access to information through customer and advisory services
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** Community members and users of council services require access to information and access to their elected members. These activities are required by the Local Government Act 2002, Local Government Official Information and Meetings Act 1987, Remuneration Authority Act 1977, Public Records Act 2005 and Local Electoral Act 2001
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** The representation and governance activity benefits all of the ratepayers and residents of the region. There are neither separately identifiable individual beneficiaries nor those who clearly cause the expenditure to be incurred. Accordingly, general funds finance this activity
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 100% general funds

Group of activities: Regional leadership and governance	
Activity: Community engagement	
Community wellbeing/outcome: Resilient Taranaki, Thriving Taranaki and Vibrant Taranaki	**Who benefits?** The regional community benefits from community engagement activities
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** Community engagement activities focus on building communities that are well informed about Council's work, know how to get involved, and are engaged in council processes. This work takes many forms including responding to requests for information, distributing information and undertaking display and extension initiatives in schools and within other forums, including those provided at Puke Ariki. Increasingly, the focus of our community engagement is on both providing information and opportunities to engage in conversation about Council's work. Community feedback helps ensure that our work is closely aligned with community aspirations. Our objective is to reach Taranaki residents with messages about our work and to let them know about how they may get involved. The provision of environmental and sustainability education services is also a part of the Council's community engagement programme
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** The community engagement activity involves the promotion of functions and activities and in particular community awareness and understanding of sustainable resource management. This function benefits all of the ratepayers and residents of the region. The Council has a policy of charging for Local Government Local Government Official Information and Meetings Act 1987 requests where the information requested is specific in nature and requires significant time and resources to compile
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** Fees and charges for specific large or complex information requests. General funds for regional services

Group of activities: Regional leadership and governance	
Activity: Investment management	
Community wellbeing/outcome: Resilient Taranaki, Thriving Taranaki and Vibrant Taranaki	**Who benefits?** The regional community benefits from investment management activities through the provision of funds to reduce the general rates requirement
Timeframe of benefits: Ongoing	**Does anyone cause us to provide this activity?** The Council's investment portfolio is made up of equities, properties, cash and Port Taranaki Ltd (Port Taranaki). Our intention is for our investments to produce a revenue stream that will reduce our reliance on general rate revenue to fund our activities. Our investments are managed prudently, with full knowledge that lower risk generally means lower returns. Our investment in Port Taranaki Ltd contributes to this objective. Port Taranaki is also an important strategic regional asset. The Port is widely recognised as a core component of the transport infrastructure of the region. Investments have generally been inherited by the Council rather than being acquired
Rationale for separate funding: The level of activity and expenditure warrants a separate programme to ensure transparency and accountability	**Funding rationale:** Managing investments is an activity conducted on behalf of the whole region. Accordingly, general funds finance this activity
Capital expenditure: Capital costs are funded from the same sources as operational costs	**Policy:** 100% general funds

Community Project Funding Policy

Purpose

To outline the policy for considering requests for funding for community projects.

Policy

Having considered the purpose of local government and our in achieving this purpose, we consider that our primary or core role is one of:

- promoting the sustainable use, development and protection of Taranaki's natural and physical resources
- safeguarding Taranaki's people and resources from natural and other hazards
- promoting and providing for Taranaki's regionally significant services, amenities and infrastructure
- representing Taranaki's interests and contributions to the regional, national and international community.

We will generally decline applications for funding for activities outside our core activities or where funds are available from district councils or funding trusts, or the applicant is able to secure funding from commercial or community lending institutions. In this respect, we are not a general funder or grant provider.

However, there will be exceptions when we may wish to or may be called upon to play a broader role in promoting the well-being of the Taranaki community. This may include support for policies, programmes, activities or individual projects in areas of social, economic, environmental or cultural well-being. The Council will only consider involvement in areas outside of its primary or core roles where:

- there is strong and widespread community support for such involvement including support expressed through co-funding, investment in kind, and/or other resourcing
- there is support from the district councils in the region
- the proposal is of regional rather than local significance and "funding justice" requires regional intervention or assistance
- the proposal does not conflict with or reduce our ability to carry out our primary role
- the proposal does not conflict with other policies including the Revenue and Financing Policy, the Investment Policy and the Liability Management Policy
- the proposal does not represent a shifting on to us a duty or responsibility that is properly that of another agency. On this matter however, we may consider fair and equitable partnership arrangements where such arrangements promote the interests of the regional community and meet our other statutory obligations
- the risk or cost to the region if the policies, programmes, activities or individual projects did not proceed would outweigh the risk or cost of supporting them
- there is confidence that the policies, programmes, activities or individual projects will achieve their stated outcomes and objectives.

Nothing in this Policy restricts our discretion in respect of our decisions on requests for projects that are within our core activities.

Treasury Policy

Policy purpose

The purpose of the Treasury Policy (Policy) is to outline approved policies and procedures in respect of all treasury activity to be undertaken. The formalisation of such policies and procedures will enable treasury risks to be prudently managed.

Scope

The Treasury Policy includes the Treasury Management policy, the Liability Management Policy, the Investment Policy and the Risk recognition/Identification Management Policy.

We acknowledge the various financial risks arising from treasury activities, such as interest rate risk, currency risk, liquidity and funding risk, and credit risk. We take a risk averse approach to our treasury activities. We do not undertake any treasury activities that are unrelated to our underlying cash flows or that are speculative in nature.

Reviews

As circumstances change, the policies and procedures outlined in this Policy will be modified to ensure that treasury risks continue to be well managed. In addition, regular reviews will be conducted to test the existing Policy against the following criteria:

- Industry "best practices" for an organisation of our size and type
- The risk bearing ability and tolerance levels of the underlying rates revenue and cost drivers
- The effectiveness and efficiency of the Policy and treasury management function to recognise, measure, control, manage and report on financial exposure to market interest rate risks, funding risk, liquidity, investment risks, counterparty credit risks and other associated risks
- The operations of a pro-active treasury function in an environment of control and compliance
- The robustness of the Policy's risk control limits and risk spreading mechanisms against normal and abnormal interest rate market movements and conditions
- Assistance in achieving our strategic objectives.

Treasury management objectives

The objective of this Policy is to control and manage costs, investment returns and risks associated with treasury management activities.

Statutory objectives:

- All external borrowing, investments and incidental financial arrangements will meet requirements of the Local Government Act 2002 and incorporate the Liability Management Policy and Investment Policy.
- We are governed by the following relevant legislation:
- Local Government Act 2002, in particular Part 6 including sections 101,102, 104 and 105.
- Local Government (Financial Reporting and Prudence) Regulations 2014, in particular Schedule 4.
- All projected external borrowings are to be approved by the Council as part of the annual plan or the long-term planning (LTP) process, or resolution of Council before the borrowing is affected.
- All legal documentation in respect to external borrowing and financial instruments will be approved by legal counsel prior to the transaction being executed.
- We will not enter into any borrowings denominated in a foreign currency.
- We will not transact with any Council Controlled Trading Organisation (CCTO) on terms more favourable than those achievable by Council itself except as described in this Policy.
- A resolution of Council is not required for hire purchase, credit or deferred purchase of goods if:
- The period of indebtedness is less than 91 days (including rollovers); or
- The goods or services are obtained in the ordinary course of operations on normal terms for amounts not exceeding in aggregate the CEO delegation.

General objectives:

- Minimise costs and risks in the management of borrowing
- Minimise exposure to adverse interest rate movements
- Monitor, evaluate and report on treasury performance
- Borrow funds and transact risk management instruments within an environment of control and compliance under the approved Policy so as to protect financial assets and manage costs
- Arrange and structure external long-term funding at an acceptable margin and cost from debt lenders. Optimise flexibility and spread of debt maturity

terms within the funding risk limits established by this Policy statement
- Monitor and report on financing/borrowing covenants and ratios under the obligations of lending/security arrangements
- Comply with financial ratios and limits stated within this Policy
- Monitor return on investments
- Ensure the Council, management and relevant staff are kept abreast of the latest treasury products, methodologies, and accounting treatments through training and in-house presentations
- Maintain appropriate liquidity levels and manage cash flows to meet known and reasonable unforeseen funding requirements
- Minimise exposure to credit risk by dealing with and investing in credit worthy counterparties
- Ensure that all statutory requirements of a financial nature are adhered to
- Ensure that financial planning will not impose an unequitable spread of costs/benefits over current and future ratepayers
- Ensure adequate internal controls exist to protect financial assets and to prevent unauthorised transactions
- Develop and maintain relationships with financial institutions, LGFA, credit rating agencies, trustees and investment counterparties.

In meeting the above objectives we are, above all, a risk averse entity and we do not seek risk in our treasury activities. Interest rate risk, liquidity risk, funding risk, investment risk, credit risk and operational risks are all risks which we seek to manage, not capitalise on. Accordingly activity which may be construed as speculative in nature is expressly forbidden.

Liability Management Policy

Purpose

This policy covers our management of all borrowing including interest rate exposure, credit exposure, liquidity, funding and debt repayment, as defined in Section 102(1) and 104 of the Local Government Act 2002.

Objectives

The objectives of the Liability Management Policy are consistent with borrowing best practice and take into account this Plan. The liability management policy decisions we've made are aligned with the Financial Strategy and assist in the delivery of that Strategy. The objectives are as follows:

- Prudently manage our borrowing to ensure appropriate liquidity and funding risk management practices are adopted
- Borrow only under approved facilities and as permitted by this policy
- Minimise the cost of borrowing by monitoring and implementing the most cost-effective financing techniques
- Mitigate the impact of interest rate volatility
- Ensure our continued ability to meet financial obligations in an orderly manner through active liquidity and funding risk management
- Ensure compliance with our financing and borrowing covenants and ratios
- Evaluate on an ongoing basis the appropriateness of the current risk management processes.
- Maintain adequate internal controls to minimise operational risk while recognising the limited number of personnel who participate in treasury activities
- Control cash in an effective and efficient manner
- Produce accurate and timely information that can be relied on by the elected members and management of the Council that ensures policy compliance and maintains appropriate exposure monitoring procedures.

Introduction

Liabilities comprise borrowings (external/internal) and various other liabilities. We maintain external borrowings in order to:

- Raise specific debt associated with projects and capital expenditure
- Fund the balance sheet as a whole, including working capital requirements
- Fund assets whose useful lives extend over several generations of ratepayers
- Raise specific debt for on-lending to CCO/CCTOs.

Borrowing provides a basis to achieve inter-generational equity by aligning long-term assets with long-term funding sources, and ensure that the costs are met by those ratepayers benefiting from the investment.

Refer to the Risk Recognition/Identification Management section.

Borrowing limits

Debt will be managed within the following limits:

Item	Council policy limits	LGFA lending policy covenants
Net debt/total revenue	225%	<250%
Net interest/total revenue	15%	<20%
Net interest/annual rates income	<20%	<25%
Liquidity (external debt + committed available bank facilities + liquid	>110%	>110%
Debt cap (Council imposed)	$100 million	N/A

- Total revenue is defined as earnings from rates, government grants and subsidies, user charges, interest, dividends, financial and other revenue and excludes non-government capital contributions (e.g. developer contributions and vested assets)
- Net debt is defined as total external debt less liquid investments
- Liquid investments are assets defined as:
- Overnight bank cash deposits
- Wholesale/retail bank term deposits no greater than 30-days
- Bank issued RCDs less than 181 days
- Approved fixed interest securities
- Listed, non-core equity investments.
- External debt funding and related investment activity relating to prefunding of upcoming debt maturities, is excluded from the liquidity ratio calculation
- External debt includes; bank drawdown amounts, issued commercial paper (CP) and term debt
- Due to the reliance of CCO/CCTOs on Council financial support, external debt that is specifically borrowed for on-lending cannot be netted. A loan asset and a corresponding debt liability must be recognised on the balance sheet when this type of activity occurs
- Net interest is defined as the amount equal to all interest and financing costs less interest income for the relevant period
- Annual rates income is defined as the amount equal to the total revenue from any funding mechanism authorised by the Local Government (Rating) Act 2002 together with any revenue received from other local authorities for services provided (and for which the other local authorities rate)
- To minimise concentration risk the LGFA will require that no more than the greater of NZD 100 million or 33% of Council's borrowings from the LGFA will mature in any 12-month period
- Financial covenants are measured on Council only not consolidated group if this becomes applicable
- Disaster recovery requirements are to be met through the liquidity ratio.

Asset management plans

In approving new debt, we consider the impact on its borrowing limits, any internally imposed debt cap amount and, where appropriate, credit rating, as well as the economic life of the asset that is being funded and its overall consistency with the LTP, and other financial strategies.

Borrowing mechanisms

We are able to externally borrow through a variety of market mechanisms including issuing bonds, commercial paper, direct bank borrowing, or internal borrowing of reserve and special funds. In evaluating strategies for new borrowing (in relation to source, term, size and pricing) the following is taken into account:

- Available terms from banks, private placement market and the LGFA
- The overall debt maturity profile, to ensure concentration of debt is avoided at reissue/rollover time
- Prevailing interest rates and margins relative to term, the LGFA, private placement market and bank borrowing
- The market's outlook on future credit margin and interest rate movements as well as its own
- Legal documentation and financial covenants together with security and credit rating considerations.

A formal credit rating enhances our ability to attract cost effective borrowing and provides several advantages including:

- Broadening the source of funding and improved pricing
- Improving our credit standing in regards to negotiating stronger funding positions
- Enforcing financial management discipline and performance under the scrutiny of the credit rating agency. As such it provides a very useful 'monitoring' service to supplement our own internal due diligence and reporting.

Our ability to readily attract cost effective borrowing is largely driven by its ability to levy rates, maintain a strong financial standing and manage its relationships with the LGFA, trustees, credit rating agencies and financial institutions.

Security

Our external borrowings and interest rate management instruments will generally be secured by way of a charge over rates and rates revenue offered through a Debenture Trust Deed. Under a Debenture Trust Deed, our borrowing is secured by a floating charge over all rates levied under the *Local Government Rating Act*. The security we offer ranks equally or pari passu with other lenders.

We do not offer assets other than targeted rates as security for general borrowing programmes. In unusual circumstances security may be offered over specific assets, only with prior Council approval.

Physical assets will be charged only where:

- There is a direct relationship between the debt and the purchase or construction of the asset, which it funds (e.g. project finance)
- We consider a charge over physical assets to be appropriate
- Any pledging of physical assets must comply with the terms and conditions contained within the security arrangement.

Any lending to a CCO or CCTO will be on a secured basis and be approved by Council.

Debt repayment

Debt repayments will be in accordance with long term and annual plans. Additional repayments may be made from surplus funds generated by asset sales or operating surpluses. Debt will be repaid as it falls due in accordance with the applicable borrowing arrangement. Subject to the appropriate approval and debt limits, a loan may be rolled over or re-negotiated as and when appropriate.

Guarantees – other potential liabilities

We are not permitted to provide any guarantee of indebtedness in favour of any loans to CCTOs that are set up under section 62 of the Local Government Act. We may act as a financial guarantor to CCOs.

However, we may decide to guarantee the obligations of Port Taranaki Limited in respect of financing any proposed expansion of the port. We will only do so on terms and conditions which enable us to closely monitor Port Taranaki's performance of its obligations, and otherwise protect our position. In the event that such a guarantee was called upon, we would fund the liability through either raising borrowing and/or rates revenue.

For any guarantee for indebtedness provided, we will approve the guarantee arrangement. For any guarantee provided to community organisations or clubs for loans or incidental arrangements, the purpose of the arrangement must be consistent with our strategic objectives.

For any outstanding guarantees, we ensure that sufficient financial capacity exists relative to LGFA lending covenants. Unless approved by Council, guarantees or financial arrangements given will not exceed any amount agreed by Council.

Internal borrowing

Internal loans sourced from the our general funds are allowed as a valid means of funding projects, minimising the cost of borrowing while providing a market return on investment funds.

Any internal borrowing of reserve funds used must be reimbursed for interest revenue lost. Interest rates on internally-funded loans are set at the weighted average cost of external borrowing (including credit margin and other related costs) at the commencement of the arrangement. Interest is charged in arrears on at least a monthly basis.

New Zealand Local Government Funding Agency (LGFA) Limited

Despite anything earlier in this Policy, we may borrow from the New Zealand Local Government Funding Agency Limited (LGFA) and, in connection with that borrowing, may enter into the following related transactions to the extent we consider it necessary or desirable:

- Contribute a portion of its borrowing back to the LGFA as an equity contribution to the LGFA. For example borrower notes
- Provide guarantees of the indebtedness of other local authorities to the LGFA and of the indebtedness of the LGFA itself
- Commit to contributing additional equity (or subordinated debt) to the LGFA if required
- Secure its borrowing from the LGFA and the performance of other obligations to the LGFA or its creditors with a charge over the Council's rates and rates revenue
- Subscribe for shares and uncalled capital in the LGFA.

On-lending to Council controlled organisations

To better achieve our strategic and commercial objectives, we may provide financial support in the form of debt funding directly or indirectly to CCOs and CCTOs. Guarantees of financial indebtedness to CCTOs are prohibited, but financial support may be provided by subscribing for shares as called or uncalled capital. Any on-lending arrangement to a CCO/CCTO must be approved by the Council. In recommending an arrangement for approval the DCS considers the following:

- Credit risk profile of the borrowing entity, and the ability to repay interest and principal amounts outstanding on due date
- Impact on our credit rating, debt cap amount, lending covenants with the LGFA and other lenders and our future borrowing capacity.
- The form and quality of security arrangements provided.
- The lending rate given factors such as; CCO/CCTO credit profile, external borrowing rates, borrower note and liquidity buffer requirements, term etc.
- Lending arrangements to CCTOs must be documented on a commercial arm's length basis. A term sheet, including matters such as borrowing costs, interest payment dates, principal payment dates, security and expiry date is agreed between the parties.
- Accounting and taxation impact of on-lending arrangement.

All on-lending arrangements must be executed under legal documentation (e.g. loan, guarantee) reviewed and approved by our independent legal counsel.

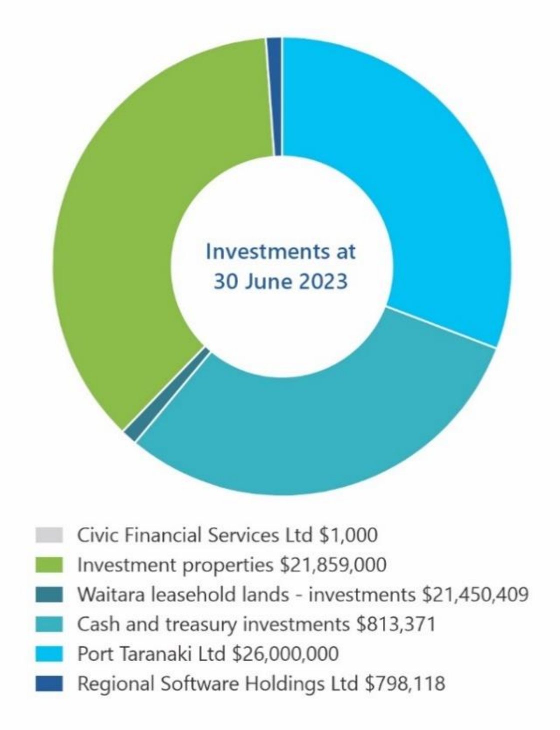
Investment Policy

Purpose

To present the policies in respect of investments, including the mix of investments, the acquisition of new investments, an outline of the procedures by which investments are managed and reported on and an outline of how risks associated with investments are assessed and managed.

Introduction

We have a significant portfolio of investments comprising equity investments, treasury investments and property investments. As at 30 June 2023, we held the following investments:



The investment decisions we've made are aligned with the Financial Strategy and assist in the delivery of that Strategy.

The investment activity is a risk management function. The approach is to manage investments to optimise returns in the long-term while balancing risk and return considerations. We recognise that as a responsible public authority any investments we holds should be prudently managed. We seek to optimise investment returns, ensure investments are liquid and manage potential losses due to interest rate movements if investments need to be liquidated before maturity. Refer to the Risk Recognition/Identification Management section.

Objectives

In its investment activity, the primary objective when investing is the protection of its investment capital and that a prudent approach to risk/return is always applied within the confines of this Policy. Accordingly, only approved creditworthy counterparties are acceptable. We will act effectively and appropriately to:

- Protect the investments
- Optimise returns and protect the real capital value of investments in the long-term
- Balance the minimisation of risk and the maximisation of returns

- Utilise investments to produce a revenue stream that reduces the reliance on general rates revenue
- Maintain a prudent level of liquidity and flexibility to meet both planned and unforeseen cash requirements
- Maintain certain investments for the strategic rather than financial benefits of the region.

Equity investments

We maintain equity investments and other minor shareholdings. Equity investments fulfil various strategic, economic development and financial objectives as outlined in this Plan. Equity investments may be held where we consider there to be strategic community value.

Any purchase or disposition of equity investments requires Council approval. In connection with the investment, we can subscribe for uncalled capital in a CCO or CCTO.

We recognise that there are risks associated with holding equity investments and to minimise these risks, Council monitors the performance of its equity investments on a twice yearly basis to ensure that the stated objectives are being achieved.

Port Taranaki Limited

We own 100% of Port Taranaki Ltd (Port Taranaki). Port Taranaki is a port operator established as a CCTO under the *Port Companies Act 1988*. The shares are recorded in the statement of financial position at their par value of $26m as at October 1989. Port Taranaki Ltd had a net asset backing of $160m at 30 June 2023.

We will continue to maintain the current risk management procedures and exercise ongoing governance through the constitution, statement of corporate intent, half-year report, annual report and the appointment of the Board of Directors. The Council will continue reviewing ownership options while maintaining control and minimising risk. During the life of this Plan, the Council may assist Port Taranaki Ltd by providing a guarantee of its obligations, on appropriate terms and conditions, in respect of any proposed expansion.

Regional Software Holdings Ltd

We own, along with 9 other regional authorities, a share of Regional Software Holdings Ltd. Regional Software Holdings Ltd is a regional council specific provider of shared software resources. It is a company established under the Companies Act 1993.

We will continue to maintain the current risk management procedures and exercise ongoing governance through the constitution, statement of corporate intent, half-year report, annual report and the appointment of the Board of Directors. Whilst we will continue reviewing ownership options, our intention is to be a long-term investor in Regional Software Holdings Ltd.

Civic Financial Services Ltd

We own 1,000 shares in Civic Financial Services Ltd and they are recorded in the statement of financial position at their par value of $1,000. The shares in Civic Financial Services Ltd were acquired by virtue of the Council being a local authority. The purpose of the company, in which most local authorities are shareholders, is to supply local government with a range of financial services (some forms of insurance and superannuation).

The shares in Civic Financial Services Ltd continue to be held, as the shares are not readily transferable. The amount involved is immaterial relative to our total investment holdings. Annual reports are received and reviewed by the Council. The election of Directors takes place at the annual general meeting.

New Zealand Local Government Funding Agency Limited

Despite anything earlier in this Policy, we may invest in shares and other financial instruments of the New Zealand Local Government Funding Agency Limited (LGFA), and may borrow to fund that investment. Our objective in making any such investment will be to:

- Obtain a return on the investment
- Ensure that the LGFA has sufficient capital to remain viable, meaning that it continues as a source of debt funding.

We may invest in LGFA bonds and commercial paper as part of its financial investment portfolio.

As a borrower, our investment is recognised through shares and borrower notes. As an investor in LGFA shares and as a Guarantor, the Council subscribes for uncalled capital in the LGFA.

Treasury investments

The Council maintains treasury investments in order to invest:

- Surplus cash, and working capital funds
- Funds allocated for the purpose of accumulating a surplus
- Funds allocated for approved future expenditure, implementing strategic initiatives, supporting intergenerational allocations and proceeds from the sale of assets.

We maintain rolling monthly and annual cash flow projections that form the basis of its cash management activity. We manage working capital balances by matching expenditure closely to its revenue streams, and managing cash flow timing differences to its favour.

Our primary objectives when investing is the protection of its investment capital. Accordingly, we may only invest in approved creditworthy counterparties. Creditworthy counterparties and investment restrictions are outlined below.

We may invest in approved financial instruments as set out below. These investments are aligned with the objective of investing in high credit quality and highly liquid assets. Our investment portfolio will be arranged to provide sufficient funds for planned expenditures and allow for the payment of obligations as they fall due. We prudently manage liquid treasury investments as follows:

- Any liquid investments must be restricted to a term that meets future cash flow and capital expenditure projections
- We may choose to hold specific reserves in cash and direct what happens to that investment income.

General funds and special reserves

Liquid assets are not required to be held against special funds and reserve funds. Instead we will internally borrow or utilise these funds where ever possible. Unless otherwise directed by Council internal borrowing to/(from) reserves will be undertaken at the external cost of borrowing.

Trust funds

Where we hold funds as a trustee or manages funds for a Trust then such funds must be invested on the terms provided within the Trust. If the Trust's investment policy is not specified then this Policy should apply.

Loan advances

We may provide advances to CCOs, CCTOs, charitable trusts and community organisations for strategic and commercial purposes. Loan advances are by resolution only. We do not lend money, or provide any other financial accommodation, to a CCO or CCTO on terms and conditions that are more favourable than those that would apply if we were borrowing the money or obtaining the financial accommodation.

We do not lend to CCTOs on more favourable terms than what it can achieve itself, without charging any rate or rate revenue as security. Advances to CCOs, charitable trusts, and community organisations do not have to be on a fully commercial basis. Where advances are made to CCOs, charitable trusts and community organisations at below our cost of borrowing, the additional cost is treated as an annual grant to the organisation.

Council reviews performance of its loan advances on a regular basis to ensure strategic and economic objectives are being achieved. All advances are made on a fully secured basis and executed under approved legal documentation.

Acquisition/disposition and revenue

Interest income from financial investments is credited to general funds or special reserves and is included in the statement of comprehensive revenue and expense.

Proceeds from the disposition of financial investments are used for operational and capital expenditure purposes or for the purpose for which they have been established, as approved in the Annual Plan or LTP.

Property investments

We own endowment properties in New Plymouth. These were transferred to the Council at the time it assumed the role of the previous Taranaki Harbours Board in 1989. Properties are leased on long-term basis to external parties (perpetually renewable ground leases). Our policy in the management of these leases is:

- for residential properties, if the leaseholder wishes to purchase the property, and under the terms of the endowment the property may be sold, then it will be offered for sale at market valuation. If the leaseholder does not wish to purchase the property then we will retain the property unless there is a conflict of interest between our role as a regulator and our role as a landlord
- for commercial and industrial properties, we will review the ownership and management of these properties with Port Taranaki Ltd. If there is strategic value to Port Taranaki Ltd in holding and/or managing these properties then we will either sell the properties or transfer management of the leases to Port Taranaki Ltd at market valuation. Following this process, we may offer the properties for sale to the current leaseholder at market valuation, provided under the terms of the endowment the property may be sold. Other than one of these two scenarios, we will retain ownership of the properties unless there is a conflict of interest between our role as a regulator and our role as a landlord.

There are legal obligations and restrictions on the Council in undertaking any endowment property disposal. The proceeds from the disposal of any endowment property can only be used for the purposes of the original endowment. We do not have specific plans for the use of the proceeds of any endowment property disposal. Accordingly, the proceeds from any disposal will be transferred to a separate reserve and used for the original endowment purposes.

Acquisition of new investments

We will not seek to acquire any new equity or property investments unless they are identified in this Plan. Treasury investments are acquired from operating surpluses, prefunding of upcoming debt maturities and capital expenditure.

In deciding to acquire new investments, we will consider the following matters:

- Is there a statutory requirement for this investment?
- Is there a statutory authority for this investment?
- Does the Council have any other binding legal commitments to it?
- Does the investment contribute to the Council achieving community, social, economic and strategic well-beings now and in the future?
- Is there enough community interest to justify our involvement?
- Does the Council have the control and influence needed to ensure the desired outcome?
- What are the benefits – strategic, financial and others?
- Who benefits?
- What are the risks?
- Who bears them?
- How can they be managed/mitigated?
- What other options have been considered to achieve the same outcomes?

Managing and reporting on investments

Investments are monitored and reported on in the Monthly Financial Reports. The performance of investments is regularly reviewed to ensure strategic objectives are being met. Both performance and policy compliance are reviewed through regular reporting.

Risk recognition/identification management

The definition and recognition of liquidity, funding, investment, interest rate, counterparty credit, operational and legal risk of Council is detailed below and applies to both the Liability Management Policy and Investment Policy.

Interest Rate Risk: Interest rate risk is the risk that funding costs (due to adverse movements in market wholesale interest rates) will exceed the Annual Plan or the LTP cost projections so as to adversely impact on revenue projections, borrowing costs, capital investment decisions and the feasibility of some projects.

The primary objective of interest rate risk management is to reduce uncertainty relating to interest rate movements through fixing/hedging of interest costs. The secondary objective is to spread and smooth any concentration of interest rate risks over the medium term. Both objectives can be achieved through the proactive management of our interest rate exposures.

Interest Rate Risk Control Limits: Gross forecast external core debt must be within the following fixed/floating interest rate risk control limits. These limits are to apply when our gross external debt level is in excess of $20 million.

Debt interest rate policy parameters (calculated on rolling monthly basis)		
Debt period ending	Minimum fixed rate	Maximum fixed rate
0 – 1 Year	40%	90%
1 - 2 Years	35%	85%
2 - 3 Years	30%	80%
3 - 4 Years	20%	75%
4 - 5 Years	10%	70%
5 - 6 Years	0%	65%
6 - 7 Years	0%	60%
7 - 8 Years	0%	55%
8 - 9 Years	0%	50%
9 - 10 Years	0%	45%
10 - 11 Years	0%	40%
11 - 12 Years	0%	35%

"Fixed Rate" is defined as all known interest rate obligations on forecast external core debt, including where hedging instruments have converted floating rate obligations into firm commitments.

"Floating Rate" is defined as any interest rate obligation subject to movements in the applicable reset rate.

Fixed interest rate percentages are calculated based on the average amount of fixed interest rate obligations relative to the average gross forecast external debt amounts for the given period (as defined in the table above).

Gross forecast external core debt is the amount of total external debt for a given period. This allows for pre-hedging in advance of projected physical drawdown of new debt. When approved forecasts are changed, the amount of fixed rate cover in place may have to be adjusted to ensure compliance with the Policy minimum and maximum limits.

A fixed rate maturity profile that is outside the above limits, but self corrects within 90 days is not in breach of this Policy. However, maintaining a maturity profile that is outside the above limits greater than 90 days requires specific approval by the Council.

- Interest rate options must not be sold outright. However, 1:1 collar option structures are allowable whereby the sold option is matched precisely by

amount and maturity, to the simultaneously purchased option
- During the term of the option, the sold option can be closed out by itself (i.e. repurchased). The sold option leg of the collar structure must not have a strike rate "in-the-money"
- Purchased borrower swaptions mature within 12 months
- The forward start period on swaps and collar strategies to be no more than 36 months unless linked to the expiry date of an existing instrument and has a notional amount which is no greater than that of the existing instrument
- Interest rate options with a maturity date beyond 12 months that have a strike rate (exercise rate) higher than 2.00% above the appropriate swap rate, cannot be counted as part of the fixed rate cover percentage calculation (i.e. an ineffective hedge)
- Any interest rate swaps with a maturity date beyond 15 years must be approved by Council.

Treasury Investments: We have interest rate and maturity risk on our treasury investments portfolio. An important objective of the treasury investment portfolio is to match the portfolio's maturity term to planned expenditure, thereby ensuring that investments are available when required. Treasury investments are restricted to a term that meets future cash flow projections, liquidity needs and capital expenditure programmes. Our interest rate risk is managed within its liquidity and maturity objectives.

Liquidity risk/funding risk

Cash flow deficits in various future periods based on long term financial forecasts are reliant on the maturity structure of cash, short-term financial investments, loans and bank facilities. Liquidity risk management focuses on the ability to access committed funding at that future time to fund the gaps. Funding risk management centres on the ability to re-finance or raise new debt at a future time at the same or more favourable pricing (fees and borrowing margins) and maturity terms of existing loans and facilities.

The management of our funding risks is important as several risk factors can arise to cause an adverse movement in borrowing margins, term availability and general flexibility including:

- Local government risk is priced to a higher fee and margin level.
- Our own credit standing or financial strength as a borrower deteriorates due to financial, regulatory or other reasons
- A large individual lender to the Council experiences its own financial/exposure difficulties resulting in the Council not being able to manage their debt portfolio as optimally as desired
- New Zealand investment community experiences a substantial "over supply" of Council investment assets
- Financial market shocks from domestic or global events

A key factor of funding risk management is to spread and control the risk to reduce the concentration of risk at one point in time so that if any of the above events occur, the overall borrowing cost is not unnecessarily increased and desired maturity profile compromised due to market conditions.

Liquidity/funding risk control limits

To ensure funds are available when needed we ensure that:

- There is sufficient available operating cash flow, liquid investments and committed bank facilities to meet cash flow requirements between rates instalments. Cash flow management will be used to identify and manage maturity mismatches between external borrowings, internal loans and investments.
- External debt and committed debt facilities together with liquid investments must be maintained at an amount of 110% over existing external debt.
- We have the ability to pre-fund up to 18 months forecast debt requirements including re-financings.
- The Director-Corporate Services has the discretionary authority to re-finance existing external debt.
- The maturity profile of the total committed funding in respect to all external debt/loans and committed debt facilities is to be controlled by the following system:

Period	Minimum %	Maximum %
0 to 3 years	10%	60%
3 to 7 years	25%	85%
7 years plus	0%	60%

- These limits are to apply when gross external debt level is in excess of $20 million
- A funding maturity profile that is outside the above limits, but self corrects within 90 days is not in breach of this Policy. However, maintaining a maturity profile that is outside of the above limits for a period greater than 90 days requires specific approval by Council
- To minimise concentration risk, the LGFA require that no more than the greater of NZD 100 million or 33% of a Council's borrowings from the LGFA will mature in any 12-month period.

Foreign currency

We have minor foreign exchange exposure through the occasional purchase of foreign exchange denominated services, plant and equipment.

Generally, all significant commitments for foreign exchange are hedged using foreign exchange contracts, once expenditure is approved and legally committed. Both spot and forward foreign exchange contracts can be used.

We shall not borrow or enter in to incidental arrangements, within or outside New Zealand, in currency other than New Zealand currency. We do not hold investments denominated in foreign currency.

Counterparty Credit Risk: Counterparty credit risk is the risk of losses (realised or unrealised) arising from a counterparty defaulting on a financial instrument(s) where we are a party. The credit risk to us in a default event will be weighted differently depending on the type of instrument entered into. Where we have committed bank funding or stand-by facilities we will only borrow from strongly rated banks with a minimum long-term credit rating of at least "A" (S&P, or equivalent Fitch or Moody's rating).

Credit risk: We will regularly review credit risk. Treasury related transactions would only be entered into with counterparties specifically approved by the Council.

Counterparties and limits are only approved on the basis of the following Standard & Poor's (S&P, or equivalent Fitch or Moody's rating) long and short-term credit ratings matrix. Limits should be spread amongst a number of counterparties to avoid concentrations of credit exposure.

The following matrix guide will determine limits.

Counterparty/issuer	Minimum S&P/Fitch/Moody's long term/short term credit rating	Maximum per counterparty ($m)	Maximum % of total counterparty exposure
NZ Government	N/A	Unlimited	100%
Local Government Funding Agency LGFA	N/A	Unlimited	100%
NZ Registered Bank	AA-/A-/A-1	30.00	50%
TSB	A-	15.00	25%

In determining the usage of the above gross limits, the following product weightings will be used:

- Investments (e.g. bank deposits) – Transaction Principal × Weighting 100% (unless a legal right of set-off exists)
- Interest Rate Risk Management – Transaction Notional × Maturity (years) × 3%
- Foreign Exchange - Transactional face value amount x (the square root of the Maturity (years) x 15%).

Each transaction should be entered into a treasury spreadsheet and a quarterly report prepared to show assessed counterparty actual credit exposure versus limits.

Individual counterparty limits are kept and updated on a monthly basis. Credit ratings should be reviewed on an ongoing basis and in the event of material credit downgrades should be immediately reported and assessed against exposure limits. Counterparties exceeding limits will be reported to the Council.

To avoid undue concentration of exposures, financial instruments should be used with as wide a range of approved counterparties as possible. Maturities should be well spread.

Approved financial instruments

Category	Instrument
Cash and liquidity management and borrowing	Bank overdraft Committed cash advance and bank accepted bill facilities (short term and long term loan facilities) Floating Rate Note (FRN) Fixed Rate Bond (MTN) Commercial paper (CP)/Promissory notes Bank registered certificates of deposit (RCDs) less than 181 days Forward starting committed debt with the LGFA Bank call/term deposits up to 30 days and those linked to debt prefunding activity
Treasury investments	Bank term deposits greater than 30 days Bank registered certificates of deposit (RCDs) Treasury bills LGFA FRNs/bonds/CP/borrower notes
Interest rate risk management	Forward rate agreements ("FRAs") on: Bank bills Interest rate swaps including: Forward start swaps/collars. Start date no more than 36 months, unless linked to existing maturing swaps/collars Swap extensions and shortenings Interest rate options on: Bank bills (purchased caps and one for one collars) Interest rate swaptions (purchased swaptions and one for one collars only)
Foreign exchange management	Spot foreign exchange Forward exchange contracts (including par forwards) Purchased options and collars (1:1 only)

Any other financial instrument must be specifically approved on a case-by-case basis and only be applied to the one singular transaction being approved.

Policy on financial contributions

Purpose

To present the policy for financial contributions.

Policy

We have a policy in relation to the purposes for which development contributions or financial contributions may be required. Only territorial authorities have the statutory ability to charge development contributions. Accordingly, we cannot charge development contributions. However, we are able to charge for financial contributions pursuant to the *Resource Management Act 1991*.

Where we grant a resource consent under the rules in one of its regional plans, it may impose a condition requiring that a financial contribution be made for the purposes specified in the Plan. There are four plans:

- Regional Coastal Plan for Taranaki 2023
- Regional Fresh Water Plan for Taranaki 2001
- Regional Soil Plan for Taranaki 2001
- Regional Air Quality Plan for Taranaki 2011.

The term "financial contribution" is defined in the *Resource Management Act 1991* (the Act) to mean:

"…a contribution of:

money; or

land, including an esplanade reserve or esplanade strip (other than in relation to a subdivision consent), but excluding Māori land within the meaning of the Māori Land Act 1993 unless that Act provides otherwise; or

a combination of money and land".

Further matters relating to financial contributions, are contained in section 108(10) of the Act. Under this section of the Act, a consent authority must not include a condition in a resource consent requiring a financial contribution unless:

the condition is imposed in accordance with the purpose specified in the Plan or Proposed Plan (including the purpose of ensuring positive effects on the environment to offset any adverse effect); and

the level of contribution is determined in the manner described in the Plan or Proposed Plan.

Financial contributions may be required for various purposes, including for ensuring positive effects on the environment to offset any adverse effects and to mitigate adverse effects on the environment of use and development.

Financial contributions will only be taken where other mechanisms will not adequately address community concerns or where circumstances of an individual case point clearly to a financial contribution as being the most appropriate option. The requirement for and amount of a financial contribution are generally determined during pre-hearing consultation on an application for a resource consent. Thus the use and appropriateness of financial contributions in any given circumstance is determined through consultation involving the Council, the applicant for a resource consent and any submitters to the application. All monies collected under the financial contributions regime of the Plan are collected by us for use in such a manner as we deem fit in order to avoid, remedy or mitigate, or offset, the adverse effects on the environment of the activity that the financial contribution is levied on. When deciding how those contributions should be levied or allocated, consideration will be given to matters contained in public submissions on a resource consent application.

The provisions, which reflect the requirements of the Act, are set out in each regional plan. The provisions include:

- the circumstances when such contributions may be imposed
- the purposes for which such contributions may be required and used
- the manner in which the amount of the contribution will be determined
- matters which the Council will have particular regard to when deciding whether to impose a financial contribution, the type or types of contribution, and the amount of any contribution.

Significance and Engagement Policy

Purpose

The purpose of our engagement with the wider community is to enable the people of Taranaki to influence decision-making in a fair and equitable way, ultimately delivering better outcomes for the region, now and into the future.

This policy outlines when and how community involvement will occur. The policy:

- sets out Council's approach to engagement, including principles of engagement
- provides clarity about how and when communities can expect to be engaged in decisions about different issues, assets or other matters
- provides guidelines to enable Council and our communities to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities

Engagement with Māori is a specific requirement of legislation and is a significant element of our engagement work – refer to the Working Together with Māori section.

The purpose of this policy is to:

- enable us and our communities to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities
- provide clarity about how and when communities can expect to be engaged in decisions
- inform us, from the beginning of a decision-making process, about the extent, form and type of engagement required.

Making decisions

The purpose of local government to enable democratic local decision-making and action by, and on behalf of, communities and to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

Whenever the Council makes a decision on any matter it must determine the significance of the decision to be made and, where appropriate, engage with its community.

When making any decision, we will be satisfied that:

- we have sufficient information on the relevant issues and options, including
- the requirements of legislation
- technical matters and available information
- financial implications and affordability
- formal plans that have previously been consulted on.
- we know enough about and have given adequate consideration to the views and preferences of affected and interested parties
- the implications of an issue or decision for mana whenua of the region have been fully considered.

Engagement

We are committed to engagement with our community based on strong underpinning principles. We want to have good, robust conversations to ensure we are making decisions that reflect not just the legislation that drives our work but also the views and aspirations of the people of Taranaki.

By listening to the Taranaki people, we are able to take into account social, cultural, economic and environmental wellbeing within our region. We engage with the right people at the right time for the best possible outcome.

When will we engage

We will engage when:

- there is a statutory requirement
- the matter is deemed significant (see Significance)
- we need community input to ensure we make the best decision for the community (recognising that there will almost always be conflicting interests in the community which must be navigated)
- we need to use open engagement processes to build relationships.

Principles of engagement

We have developed principles for how our engagement will be undertaken, regardless of the type of conversation or who we are talking to:

- Respect: We will be open with relevant information, mindful of giving other parties time to consider the information and to influence any outcome. We will be fair and have care for the needs of the other party. Our engagement will be willingly undertaken and based on a proactive interest in their views.
- Mutual benefit: It is important that we engage with parties with a range of differing views and build understanding of each other's viewpoints. We need to agree what the benefit of the engagement is, and tailor our engagement with them accordingly to ensure all parties are able to contribute.
- Genuine participation: Our participation will be genuine, providing a safe situation for active

listening to, and understanding of, all views. This does not mean we will always agree, but we will genuinely listen and value input, seeking a relationship between all parties that will stand the test of time.

- Equity: All parties to the relationship will have equal status in it. Opinions on all sides will be listened to in good faith. By agreeing the mutual benefit of a robust relationship, we are acknowledging the equal importance of the interests of all parties.
- Inclusivity: We work for the wider community and our engagement activity will consider accessibility, endeavouring to make it easy for anyone to engage with us. We will be open to engagement with all relevant entities and the communities they represent.
- Integrity: We will operate with transparency, on a no-surprises basis, to build a basis of mutual trust.

How we will engage

We undertake engagement in a wide variety of ways, depending on the type of conversation to be had, who we are engaging with, the time and cost allowed for the engagement, and any legislative requirements.

The following table sets out some examples of the tools we will use to engage.

Broadcast communications channels	Meetings, workshops and hui	People's panel, online forums	Surveys and research	Submissions and hearings	Ongoing feedback	Representative groups
Digital (e.g. newsletters, group email, social media, website) or traditional (e.g. print media, radio, mail drop).	Dialogue and face-to-face interaction. These can be multi-stakeholder, community, or one-on-one interactions.	Face-to-face or digital interaction designed to share information or views on a specific topic.	Digital or traditional surveys, polls or forms, which can be done face-to-face or online.	A formal submission process, usually with the ability for submitters to speak at a hearing.	Feedback via phone calls, emails, face-to-face interaction.	Representative groups may be set-up for a particular topic or ongoing.
To provide information that will support awareness of a topic.	To share differing views and/or reach a common understanding, may also be used for co-design.	To enable differing views to be heard, with a view to hearing from a cross section of the community.	To improve our understanding of the community's views on a specific topic(s). Or to measure whether views have changed over time.	To consult as a statutory function. They can also be used at our discretion at other times.	To make us accessible to the community at any time on any subject relevant to our work.	To ensure the views of the community are understood and considered within a specific area of work.
Feedback mechanisms will often be available, but feedback may not be explicitly invited.	Feedback will be invited in the form of questions/ comments from the floor, panels of representatives with different views, interactive stations/ displays, one-on-one conversations.	Feedback would usually be initiated via provision of information and then asking for comment. Participants can respond to each other's comments.	Feedback can be by phone, in-person or online. Surveys may have a mix of closed and open field questions.	Formal submission via survey, form, letter, email, video or report. Submitters may choose to speak at a hearing. Submitters provide their contact information.	Feedback in person at our offices or through calling, social media or email. Community members can also speak at our meetings.	Feedback mechanism depends on the group and the topic or phase of the work.

Consultative or engagement processes specified by legislation

Our work covers many aspects of our region and is guided by several different pieces of legislation that dictate the way engagement must be conducted. Where the procedures for decision making are set out in legislation, those procedures will be used.

Local Government Act 2002 Special Consultative Procedure

The Local Government Act 2002 (LGA) prescribes processes for councils to follow when they consult and engage with communities on particular matters.

A Special Consultative Procedure, defined under the LGA section 83, must be followed for community engagement on certain plans and processes including: Long-Term Plans and Bylaws of significant interest.

Other provisions in the LGA specify decisions or activities where community engagement is to be addressed through the larger public consultation processes for a Long-Term Plan:

- a decision to transfer the ownership or control of a strategic asset to or from us or a decision to construct, replace or abandon a strategic asset
- a decision that will, directly or indirectly, significantly affect our capacity, or the cost to us, in relation to any activity identified in the Long-Term Plan
- a decision to alter significantly the intended level of service provision for any significant activity undertaken by us or on our behalf, including a decision to commence or cease any such activity.

Other legislation

Many of our decisions at the Council level and under delegated authority, will be made under legislation that prescribes the public notification, consultation and decision-making procedures. This legislation includes the:

- Resource Management Act 1991 (RMA)
- Biosecurity Act 1993
- Civil Defence Emergency Management Act 2002.

Definitions

As set out in the Act, significance and significant means:

Significance, in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for:

a) the current and future social, economic, environmental, or cultural well-being of the district or region:
b) any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter:
c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

Significant, in relation to any issue, proposal, decision, or other matter, means that the issue, proposal, decision, or other matter has a high degree of significance.

Significance

General approach to determining which proposals and decisions are significant

Significance for this purpose is defined as the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for:

- the district or region
- any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter
- the capacity of the local authority to perform its role, and the financial and other costs of doing so.

On every issue requiring a policy or strategy decision, we will consider the degree of significance of the issue, using criteria and thresholds set out below, and determine the level of engagement required in the earliest possible stages of a proposal or process, before decision making occurs.

In general, the more significant the matter, the greater the need for community engagement, recognising that sometimes the operational work we are undertaking will be highly significant to those immediately impacted but may not otherwise trigger 'significance' under this policy. We will endeavour to engage directly with affected parties whenever possible.

Engagement approaches and tools will be reviewed as a proposal develops and as community views, preferences and values become better known.

Criteria and processes for determining which proposals and decisions are significant

When determining the question of the significance of proposals and decisions in relation to issues, assets or other matters we will determine the extent to which:

- the consequences or impacts of the issue, assets, or other matters, affect a large number of residents and ratepayers to a moderate extent
- the consequences or impacts of the issue, assets, or other matters, affect a small number of residents and ratepayers to a large extent

- the issue, asset, or other matters have a history of generating wide public interest within the Taranaki region or New Zealand generally.

When undertaking a process to determine the extent to which issues, proposals, decisions or other matters are significant, we will use the following criteria and procedures:

- The extent to which there is a significant change in the level of service in carrying out any significant activity
- Issues, assets or other matters that incur more than $10,000,000 of budgeted and $5,000,000 of unbudgeted expenditure
- Any transfer of ownership or control of a strategic asset.

Decisions on significance will be made by and in a meeting of the Council

The Council has delegated powers to the Chairperson and Chief Executive to act in emergency situations. Nothing in this policy will affect those delegations.

Strategic assets

The *Significance and Engagement Policy* must list those Council-owned assets, we consider to be strategic assets. The Act defines strategic assets as:

- an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes:
- any asset or group of assets listed in accordance with section 76AA by the local authority
- any land or building owned by the local authority and required to maintain the local authority's capacity to provide affordable housing as part of its social policy
- any equity securities held by the local authority in:
- a port company within the meaning of the Port Companies Act 1988
- an airport company within the meaning of the Airport Authorities Act 1966.

The assets and groups of assets the Council deems to be significant are:

- Flood and river control assets on the Waitara and Waiwhakaiho Rivers
- Tupare, Pukeiti and Hollard Gardens
- Port Taranaki Ltd
- Taranaki Stadium Trust and its assets
  - Yarrow Stadium.

Review of this policy

This Policy will be reviewed at least once every three years usually as part of the preparation and adoption of each long-term plan. The review process may involve community engagement.

Summary

By listening to the Taranaki people, we will take into account cultural, social, economic and environmental wellbeing within our region whenever decisions are made. The intention is to engage with the right people at the right time for the best possible outcome.

We will ensure we meet statutory requirements, take account of the degree of significance of issues, proposals, decisions, or matters, and we will facilitate participation by Māori in decision making.

Limitations

There is a time and financial cost required to explore options and obtain the views of communities and affected and interested parties, and the level of engagement needs to be appropriate to the decision/action to be taken. We cannot commit to engage extensively with the public for every decision it makes, nor does engagement bind us to the views of communities and interested or affected parties.

There will be times when we do not engage. This could be when a decision has already been made with community input, e.g., when it is part of a strategy or plan that is already agreed and in place. Likewise, in the event of an emergency, we will act quickly to respond and may not undertake engagement before acting. There may also be times when we have already canvassed the views of the community and we feel well enough informed, or when we are undertaking routine work as part of business as usual.

There are numerous operational, administrative and personnel decisions that are entirely internal to us. This policy will not apply to such processes and decisions.

Rates Remission and Postponement Policy

Our *Rates Postponement and Remission Policy* is that of the region's three district councils who collect the rates on our behalf. Whilst these policies differ from district council to district council, it would be administratively inefficient to adopt uniform policies across the region, and then to require each district council to apply two sets of policies. Accordingly, the rates postponement and remission policies that will be applied are as follows for each of our constituencies.

Specific details in relation to each remission and postponement policy can be obtained by reference to the respective district council.

We have decided to remit all or part of the rates owed by the ratepayer in respect of rating units covered by this Rates Remission Policy provided that the conditions within this policy have been met. Rates remissions will be provided for the following categories of rating units and under the following circumstances:

New Plymouth and North Taranaki

The following is an index to the rates rebate policies that apply within the New Plymouth and North Taranaki constituencies:

- Remission of rates for community, sporting and other organisations
- Remission of rates on land protected for conservation purposes
- Remission of penalties
- Remission of rates or postponement of rates for financial hardship
- Remission of uniform annual general charges on rating units which are used for residential purposes and which include a separately inhabited part occupied by a dependent member of the family of the owner of the rating unit
- Rates remission of uniform annual refuse charge targeted rate
- Rates remission for financial hardship as a result of changes to the rating system
- Rates remission for significant water leaks
- Rates postponement for significant unexpected events
- Rates penalty remission for significant unexpected events
- Remission of rates on Māori freehold land (all constituencies)
- Postponement of rates on Māori freehold land (all constituencies)

Stratford

The following is an index to the rates rebate policies apply within the Stratford constituency:

- Remission of rates for community, sporting and other organisations
- Remission of penalties
- Remission of rates on Council owned and occupied properties
- Remission for property made uninhabitable due to fire
- Remission for low value residential properties where the UAGC is in excess of 5% annually of the capital value of the property
- Remission of rates for business development
- Remissions for biodiversity (indigenous vegetation, significant habitats of indigenous fauna and wetlands)
- Remission for excess water consumption due to a leak
- Remission of water targeted rate as compensation for water easement
- Remission of rates on abandoned land
- Remission of rates on Māori freehold land (all constituencies)
- Postponement of rates on Māori freehold land (all constituencies)

South Taranaki

The following is an index to the rates rebate policies apply within the South Taranaki constituency

- Remission of rates for community, sporting and other organisations
- Remission of rates on land protected for conservation purposes
- Remission of penalties
- Remission of uniform annual general charges on non-contiguous rating units owned by the same ratepayer. South Taranaki Constituency only
- Remission of UAGC's on contiguous rating units in a subdivision owned by the same ratepayer
- Remission of rates in miscellaneous circumstances
- Remission for excess water consumption due to a leak
- Remission of rates for Earthquake Prone Buildings – Council Assistance Package Policy
- Remission of Total Rates Assessments under $10
- Postponement of rates for extreme financial circumstances
- Discount of rates
- Remission of rates on Māori freehold land (all constituencies)
- Postponement of rates on Māori freehold land (all constituencies)

New Plymouth and North Taranaki constituencies

The Taranaki Regional Council has decided to postpone all or part of the rates owed by the ratepayer in respect of rating units covered by this Rates Remission Policy provided that the conditions within this policy have been met. Rates remissions will be provided for the following:

- Rates Policy 1 Rating of community, sporting and similar organisations
- Rates Policy 2 Remission of penalties
- Rates Policy 3 Postponement or remission of rates for financial hardship
- Rates Policy 4 Rates remission on Māori freehold land
- Rates Policy 5 Rates remission in miscellaneous circumstances
- Rates Policy 6 Rates remission for protected natural areas
- Rates Policy 7 Remission of uniform annual general charges on rating units which are used for residential purposes and which include a separately inhabited part occupied by a dependent member of the family of the owner of the rating unit
- Rates Policy 8 Rates remission of uniform annual refuse charge targeted rate
- Rates Policy 9 Rates remission for financial hardship as a result of changes to the rating system
- Rates Policy 10 Rates remission for significant water leaks
- Rates Policy 11 Rates postponement for significant unexpected events
- Rates Policy 12 Rates penalty remission for significant unexpected events.

All decisions on applications for the remission or postponement of rates shall be determined by the staff provided with the delegated authority by the Council (as recorded in the Delegations Register) for section 85, 87, 114 and 115 (as relevant) of the *Local Government (Rating) Act 2002*.

The decisions of officers are final and the Council will not accept appeals against those decisions.

All applications must be received in writing on an approved application form. However, staff may accept verbal applications or applications not on an approved application form if the circumstances warrant it. No application form is required for automatic remissions provided under Rates Policies 2 or 4.

Timing of remissions will be assessed on the following:

- All applications for remissions received and granted under Rates Policies 1, 4, 6 and 7 during a rating year will receive remission from the commencement of the following rating year and no remissions will be backdated.
- All applications for remissions received and granted under Rates Policies 3, 5 and 9 will receive remission from the date of application. An application may be backdated to cover any outstanding balance from the current rating year, but will not be backdated to cover previous rating years.
- Applications for remissions received and granted under Rates Policy 2 will receive remission in relation to the penalties outstanding, and may include remitting penalties for the current rating year and backdating outstanding previous rating years.
- Applications for postponement received and granted under Rates Policy 3 will receive postponement from the beginning of the rating year in which the application is received. An application may be backdated to previous rating years to cover any outstanding rates if the circumstances warrant it (however, for the avoidance of doubt, no refund for paid rates will be given).
- All applications for remissions received and granted under Rates Policy 8 will receive remission from the issue of the next rates instalment notice.
- Applications under Rates Policy 10 may be received at any time.
- Applications under Rates Policies 11 and 12 may be received at any time within 12 months following an event (as defined in those policies).

No rates will be remitted or postponed for government owned properties (including the Crown, central government agencies or local authorities) other than under Rates Policy 8 (Rates remission of uniform annual refuse charge targeted rate) and Rates Policy 10 (Rates remission for significant water leaks).

Remission of rates for community, sporting and other organisations

Objectives of the policy

The Council reaffirms its commitment to assist, where practicable, community clubs and organisations in recognition of the valuable 'Public Good' contribution made by such organisations to the character and well-being of the district.

Conditions and criteria

The Council may remit all general rates on any rating unit that is owned or occupied by a charitable organisation, and is used exclusively or principally for sporting, recreation, or community purposes.

The policy will not apply to organisations operated for private pecuniary profit, or which charge commercial tuition fees.

Organisations that are not registered as charitable entities under the *Charities Act 2005* must, in making an application, include the following documents in support of their application:

- Statement of objectives.
- Full financial accounts.
- Information on activities and programmes.
- Details of membership or clients.

In respect of those rates referred to in sections 16 and 19 of the *Local Government (Rating) Act 2002* (i.e. targeted rates), only one uniform annual sewer charge will apply and all other targeted rates will be charged at the applicable rate.

Remission of rates on land protected for conservation purposes

Rates Policy 6 Rates remission for protected natural areas.

Objectives of the policy

The objective of this policy is to encourage the maintenance, enhancement and protection of natural areas by providing rates relief for privately owned land that contains special features protected for ecological value purposes. It allows Council to assist landowners who have:

- a significant natural area identified on their property in the District Plan, or
- have voluntarily retired land with high ecological value solely for conservation purposes, where the land is being sustainably managed and subject of a protective covenant or by other legal mechanism providing similar protection to a protective covenant.

Conditions and criteria

The Council may remit rates for properties protected for ecological value that meet the following criteria:

- The land must be protected either by having a significant natural area identified in the District Plan, or by way of a protective covenant, or by other legal mechanism providing similar protection to a protective covenant
- Where the property is protected by way of a protective covenant or by other legal mechanism providing similar protection to a protective covenant:
- The protective covenant or other legal mechanism must meet the requirements of the District Plan for legal protection of the special ecological features to achieve the protective outcome
- The protected area meets the significance criteria for protected in the District Plan
- Evidence of the legal protection mechanism and a plan to sustainably manage the ecological values of the protected natural features
- The area of land containing the protected natural features must be readily identified and able to be measured distinctly from the total area of the property

The Council will remit the general rate pro-rata to the land value of the area protected to the total area of the property, with the following criteria to assess the amount of remission:

- The general rate of the area pro-rata will be remitted by 50 per cent where the protected area is protected by virtue of identification as a significant natural area in the District Plan
- The general rate of the area pro-rata will be remitted by 100 per cent where the protected area is protected by a protective covenant or other legal mechanism providing similar protection.

In this policy a property is considered to be identified in the District Plan as having a significant natural area if either:

- A significant natural area is identified on that property in an operative District Plan, or
- A significant natural area is identified on that property in a proposed District Plan but only if:
- no submissions in opposition have been made and the time for making submissions has expired; or
- all submissions in opposition, and any appeals, have been determined, withdrawn, or dismissed.

For the avoidance of doubt, a property becomes ineligible for a rates remission if the natural area is destroyed (or pro rata to the area destroyed), regardless of whether a resource consent is issued or not.

Remission of penalties

The objective of this policy is to enable the Council to act fairly and reasonably in its consideration of rates which have not been received by the Council by the penalty date due to circumstances outside the ratepayer's control; or

In order to ensure the settlement of outstanding rates where the ratepayer has made an arrangement to pay over an extended period.

Conditions and criteria

The Council will remit penalties if:

- the ratepayer agrees to an automatic payment or direct debit plan that is sufficient to cover current rates and arrears in place, or
- the ratepayer is able to provide evidence that their payment has gone astray in the post or the late payment has otherwise resulted from matters outside their control, or
- the ratepayer can demonstrate to the Council that doing so is just and equitable having taken into account the individual circumstances.

The Council may remit small balances due to cash rounding.

If an arrangement to pay rates and/or clear outstanding rates is not adhered to, the Council will apply penalties from when the arrangement is breached (noting that remissions cannot be reversed).

Remission of rates or postponement of rates for financial hardship

Objectives of the policy

The objective of this policy is to assist ratepayers experiencing extreme financial hardship which affects their ability to pay rates.

A. Postponement – owner/ratepayer

Conditions and criteria

Only rating units used solely for residential purposes (i.e. are in the residential rating differential and are not mixed use properties) will be eligible for consideration for rates postponement for extreme financial hardship.

Only the person entered as the ratepayer on the rating information database, or their authorised agent, may make an application for rates postponement for extreme financial hardship on the rating unit which is the subject of the application.

The ratepayer must not own any other rating units (whether in the district or in another district).

When considering whether extreme financial hardship exists, all of the ratepayer's personal circumstances will be relevant including, but not limited to, the following factors: age, physical or mental disability, injury, illness and family circumstances.

Before approving an application the Council must be satisfied that the ratepayer is unlikely to have sufficient funds left over, after the payment of rates, for normal health care, proper provision for maintenance of his or her home and chattels at an adequate standard as well as making provision for normal day to day living expenses.

The ratepayer must either:

- make acceptable arrangements for payment of future rates, for example by setting up a system for regular payments, or
- agree that all future rates be postponed.

The Council may add a postponement fee to the postponed rates for the period between the due date and the date they are paid. This fee will not exceed an amount which covers the Council's administration and financial costs.

The postponement will continue to apply until:

- the ratepayer ceases to be the owner or occupier of the rating unit; or
- the ratepayer ceases to use the property as their residence; or
- the ratepayer notifies the Council of a change in circumstance that means the ratepayer is no long eligible; or
- a date specified by the Council;

whichever is the sooner.

A rating charge will be registered on the certificate of title. The postponed rates will remain as a charge against the property and must be paid either at the end of the postponement term or when the property is sold. Postponed rates may include rate arrears owing from a previous financial year.

B. Remission - near ownership situations

Conditions and criteria

Property Held in Trust

- the amount of the remission will be equal to the Council's Uniform Annual General Charge.
- the applicant may have savings up to a maximum of $10,000 for the purpose of funeral expenses.
- the applicant's sole income is from a Central Government benefit (including New Zealand superannuation) and earnings on interest from savings for funeral expenses.
- the applicant must be the ratepayer and supply proof from the Trust Deed.
- the applicant must not be a financial beneficiary of the Trust.
- the applicant must not be eligible for a rates rebate.
- the applicant must provide an explanation and proof of hardship.
- the Rating Unit must be rated as Residential.
- the applicant must reside at the property.

Habitat for Humanity

- the amount of the remission will be equal to the Council's Uniform Annual General Charge.
- the applicant must provide proof of the long term sale and purchase agreement for the property with Habitat for Humanity.
- the applicant's sole income is from a Central Government benefit or their income is at or below the Central Government equivalent benefit and proof of income is supplied.
- the property must not be eligible for a rates rebate.
- the applicant must provide an explanation and proof of hardship.
- the rating unit must be rated as residential.
- the applicant must reside at the property.

Remission of uniform annual general charges on rating units which are used for residential purposes and which include a separately inhabited part occupied by a dependent member of the family of the owner of the rating unit

Objectives of the policy

The policy is to provide for rates remission where more than one uniform annual general charge is assessed on a rating unit because that rating unit comprises more than one separately used or inhabited part and where the rating unit is used for residential purposes and includes a separately inhabited part occupied by a dependent member of the family of the owner of the rating unit.

Conditions and criteria

The Council may remit the specified rates where the application meets the following criteria:

- The rating unit must be used as the owner's residence but also contain a minor flat or other residential accommodation unit which is inhabited by a member of the owner's family who is dependent on the owner for financial support and occupies the accommodation on a non-paying basis (e.g. granny flat).
- The owner(s) of the rating unit must complete and provide to the Council a statutory declaration. Such a declaration will be effective for three years or until the conditions cease to be met, whichever is earlier. A new declaration must be completed and provided in order to qualify for consideration for remission beyond the three year period.

Rates remission of uniform annual refuse charge targeted rate

Objectives of the policy

To recognise that some properties within the service area may be approved by the Council (in accordance with the relevant bylaw) to not receive some or all of the Council provided refuse collection and disposal service.

Conditions and criteria

Some or all of the uniform targeted rate for refuse collection and disposal will be remitted where the Council has approved the property to not receive some or all of the Council provided refuse collection and disposal service under the relevant Council bylaw relating to solid waste (being the Solid Waste Management and Minimisation Bylaw 2019 at the time of adoption).

The amount of the uniform targeted rate that is remitted will be determined in accordance with the cost of providing the service or services not received. Where a property is approved to not receive any service then that property shall have 100 per cent of the targeted rate remitted.

Any remission of charges under this policy will apply from the following quarter that the service is ceased, and the remission of charges will also cease the following quarter if the service resumes.

Rates remission for financial hardship as a result of changes to the rating system

This policy recognises that when the Council alters parts of the rating system to achieve a more equitable distribution of rates, doing so may cause financial hardship for some ratepayers, and thereby provides a remission for affected ratepayers.

Conditions and criteria

This policy only applies where the Council determines to make significant changes to the rating system, including changes to uniform charges, differentials or the number of targeted rates.

This policy does not apply to annual changes in rates requirements, including changes to targeted rates as a result of changes to service levels (including the imposition of a targeted rate on a property as a result of receiving a service that was not previously provided or charged to a property) and inflationary adjustment of uniform charges.

The applicant must provide evidence of financial hardship as a result of the change. The following grounds can be taken into account:

- The ratepayer's personal circumstances including, but not limited to, age, physical or mental disability, injury, illness and family circumstances;
- Whether the ratepayer is unlikely to have sufficient funds left over, after the payment of rates, for normal health care, proper provision for maintenance of his or her home and chattels at an adequate standard as well as making provision for normal day to day living expenses;
- The ratepayer's sole income is from a Central Government benefit (including New Zealand superannuation).

The amount of remission will be set as half of the difference between the property's rates for that year and the property's rate for that year if the change to the rating system for that year had not been applied.

- In determining the property's rate for that year if the changes to the rating system had not been applied, the Council will use the relevant parts of the previous year's rating system (e.g. differentials, uniform charges) but will use the current financial year's rates requirement.

Rates remission for significant water leaks

Objectives on the policy

The objective of this policy is to provide an incentive for ratepayers to fix water supply leaks through providing a partial remission of volumetric charges upon a leak being fixed in a timely and diligent manner.

Conditions and criteria

The Council may remit the water volumetric charge rate in accordance with the provisions of the *New Plymouth District Council Bylaw 2008*: Part 14: Water, Wastewater and Stormwater Services clause 9.7.11, or any such provision in a bylaw that replaces that clause.

Rates postponement for significant unexpected events

Objectives on the policy

The objective of this policy is to recognise that significant unexpected events may occur that place some ratepayers into significant financial hardship due to no fault of their own, and that provision of a short-term postponement of rates may limit the financial hardship.

Conditions and criteria

An "event" under this policy is triggered either:

- By a declaration of state of national emergency or of local emergency over the District, or
- By resolution of the Council, having considered the following matters:
- The type of implications arising, or likely to arise, from the potential event
- Whether the potential event is unusual or whether it is a frequently occurring event
- The likelihood of the potential event having implications that last longer than the potential event itself
- Any other matter the Council considers relevant
- An "event":
- does not have to be of natural occurrence, and can include social and economic events
- excludes social, economic, environmental, technological and other trends, although may include events caused partially or in full by such trends (for instance, climate change is not an event, but a large storm that is attributable to climate change could be considered an event; a significant recession can be considered an event, but a long-term sector decline cannot be considered an event)
- excludes political or legal decisions, whether by the Council, other local authorities, central Government, or international.
- excludes impacts that arise from Council actions (for instance, road closures, events and so forth).
- A resolution for an event under (b) automatically triggers both policy 11 and 12, unless the resolution states otherwise.

A ratepayer may apply for a postponement under this Policy if the ratepayer meets one or more of the following criteria:

- The ratepayer can demonstrate to the satisfaction of the Council that the event has, or is likely to cause, a reduction in income or revenue of at least 30 per cent over a three-month period
- The ratepayer can demonstrate to the satisfaction of the Council that the property has suffered significant damage as a result of the event that is likely to impact on the long-term usability of the property (for instance, a major slip on a farmland property resulting in the need to retire the affected area).

The ratepayer must provide evidence with their application, and the burden of proof is on the ratepayer making the application

A ratepayer who meets the criteria may receive a postponement for any outstanding rates (including any rates in arrears) and all rates due within a 12 month period from the date of application

A rating charge shall be registered on the certificate of title

The ratepayer must repay the outstanding rates within three years of the end of the period for which rates have been postponed

- The ratepayer may apply for one extension of a further three years
- The Council will consider any application for an extension on a case-by-case basis, and may take into account any ongoing impacts of the event and other circumstances.

The ratepayer must pay a postponement fee, made up of interest (charged at the actual cost of the Council's borrowing) and an administration fee (set at the Council's actual cost of processing the initial application, including registering charges on the certificate of title).

Rates penalty remission for significant unexpected events

Objectives on the policy

The objective of this policy is to recognise that significant unexpected events may occur that place some ratepayers into significant financial hardship due to no fault of their own, and that provision of a short-term remission of penalties may limit the financial hardship.

Conditions and criteria

- An "event" under this policy is triggered either:
- By a declaration of state of national emergency or of local emergency over the District, or
- By resolution of the Council, having considered the following matters:
- The type of implications arising, or likely to arise, from the potential event
- Whether the potential event is unusual or whether it is a frequently occurring event
- The likelihood of the potential event having implications that last longer than the potential event itself
- Any other matter the Council considers relevant
- An "event":
- does not have to be of natural occurrence, and can include social and economic events
- excludes social, economic, environmental, technological and other trends, although may include events caused partially or in full by such trends (for instance, climate change is not an event, but a large storm that is attributable to climate change could be considered an event; a significant recession can be considered an event, but a long-term sector decline cannot be considered an event)
- excludes political or legal decisions, whether by the Council, other local authorities, central Government, or international.
- excludes impacts that arise from Council actions (for instance, road closures, events and so forth).
- A resolution for an event under (b) automatically triggers both policy 11 and 12, unless the resolution states otherwise

The Council may, by resolution, determine that it will remit any penalties for quarterly instalments for those affected by the event

- The resolution must specify the applicable quarterly instalments
- The resolution may specify the group(s) of ratepayers eligible for the penalty waiver (but if no such group is specified then all ratepayers are considered eligible).

Following declaration of any event, the Council may remit any penalty within the following year where:

- the ratepayer pays the outstanding rates and

- can provide evidence, to the satisfaction of the Council, of reduced income or revenue, or other form of hardship (such as increased costs for recovery), as a result of the event, such as:
- Assistance from central Government to reflect the event
- Information from a bank or accountant of reduced income or revenue.

Remission of rates in miscellaneous circumstances

Objectives of the policy

It is recognised that not all situations in which the Council may wish to remit rates will necessarily be known about in advance and provided for in the Council's specific policies.

Conditions and criteria

The Council may remit part or all rates on a rating unit where The Council considers it just and equitable to do so because:

- There are special circumstances in relation to the rating unit, or the incidence of the rates (or a particular rate) assessed for the rating unit, which mean that the unit's rates are disproportionate to those assessed for comparable rating units, or
- The circumstances of the rating unit or the ratepayer are comparable to those where a remission may be granted under the council's other rates remission policies, but are not actually covered by any of those policies, or

There are exceptional circumstances that mean the Council believes that it is in the public interest to remit the rates and where granting a remission would not create or set a precedent for other ratepayers to receive similar remissions.

Stratford constituency

The Taranaki Regional Council has decided to postpone all or part of the rates owed by the ratepayer in respect of rating units covered by this Rates Remission Policy provided that the conditions within this policy have been met. Rates remissions will be provided for the following:

- Stratford District Council owned and occupied properties.
- Māori freehold land.
- Community, sporting and other organisations.
- Land with biodiversity vegetation (indigenous vegetation, significant habitats or indigenous fauna and wetlands)
- Promoting business development.
- Properties made uninhabitable due to fire
- UAGC on low value properties.
- Excess water consumption due to a leak.
- Water targeted rate as compensation for water main easement.
- Rates on abandoned land
- Penalties on rates.

Where a rating unit for which the Taranaki Regional Council has granted a rates remission is sold, leased, or otherwise disposed of, the rates remission shall be terminated at the time of disposal. If the new ratepayer qualifies for a rates remission under this policy, it will be up to that ratepayer to apply for a rates remission.

The application for rates remission must be made to the Stratford District Council prior to the commencement of the rating year. Applications approved during a rating year will be applicable from the commencement of the following rating year. Applications will not be backdated.

Where a rates remission percentage applies, it is calculated on the rates that would be assessed before any application of non-rateable adjustments. (For example, if a property is 50% non-rateable, and receives a 50% remission, then no rates are due).

Remission of rates for community, sporting and other organisations

The Taranaki Regional Council will provide rates remission of 100% to all ratepayers who meet the objectives, conditions and criteria of this policy, excluding land in respect of which a club licence under the *Sale of Liquor Act 1989* is for the time being in force, which shall receive a 50% remission if the objectives, conditions and criteria are met.

Objective

To facilitate the ongoing provision of non-commercial community services, and non-commercial recreational opportunities for the residents of Stratford District.

The purpose of granting rates remission to an organisation is to:

- Recognise the public good contribution made by such an organisation;
- Assist the organisation's survival; and
- Make membership of the organisation more accessible to the general public, particularly disadvantaged groups. These include children, youth, young families, aged people, and economically disadvantaged people.

Conditions and criteria

This part of the policy will apply to land:

- owned by the Stratford District Council; or
- owned or occupied by a registered charitable organisation that is responsible for the rates; or
- owned or occupied by a registered non-profit organisation that is responsible for the rates; and
- is used exclusively or principally for sporting, recreation, or community purposes by that organisation; and
- the land is not used for galloping races, harness races or greyhound races.

Note that Council requires documentary evidence of charitable or non-profit organisational status. This policy does not apply to organisations operated for private pecuniary profit.

This policy does not apply to groups or organisations whose primary purpose is to address the needs of adult members (over 18 years) for entertainment or social interaction, or who engage in recreational, sporting, or community services as a secondary purpose only.

Organisations making application should include the following documents in support of their application:

- statement of objectives; and
- evidence of charitable/non-profit status; and
- financial accounts; and
- information on activities and programmes; and
- details on membership or clients.

Remission of penalties

The Taranaki Regional Council will provide rates remission on penalties to all ratepayers who meet the objectives, conditions and criteria of this policy.

Objective

The objective of this part of the remission policy is to enable the Taranaki Regional Council to act fairly and reasonably in its consideration of rates which have not been received by Council by the penalty due date, due to circumstances outside the ratepayer's control. This section applies to all rates penalties imposed under the Council's Funding Impact Statement and Rates Resolution.

Conditions and criteria

On application by the ratepayer, a remission of an instalment penalty imposed under Section 58(1)(a) of the *Local Government (Rating) Act 2002* shall be granted if this is the first instance of late payment by the ratepayer within the previous three rating years and the following criteria are met:

- Where a property changes hands (sale or lease) and the new owner/lessee is responsible for an instalment when the original account was issued in the name of the previous owner/lessee.
- On compassionate grounds, i.e. where a ratepayer has been ill or in hospital or suffered a family bereavement or tragedy of some type, and has been unable to attend to payment (elderly persons living on their own etc.).

- The rate invoice was not received, where it can be proved that it was not due to negligence by the ratepayer.
- Where an error has been made by Council staff which has subsequently resulted in a penalty charge being imposed.
- In the case of a deceased estate, upon receipt of a letter from a Solicitor who has been granted probate, that while the winding up of the affairs of the estate are in progress and that Council may expect full payment of rates, Council may remit penalties from the time of death.

Where a ratepayer enters into a direct debit arrangement for the payment of the current year rates and any rate arrears, further penalties will be granted a remission. However, any default in the arrangement will cause the remission to be cancelled from the date of the default. Any penalties applied up to the date of commencement of the arrangement will remain.

The Council, and officers with the appropriate delegated authority, may remit up to 100% (or other figure) of the penalties charged to a property, where the ratepayer can demonstrate that there are circumstances outside of their control which have caused the rates to incur a penalty, and where the rates are paid in full on an agreed date.

Remission of rates on Council owned and occupied properties

Council will provide rates remission of 100% on rating units owned and occupied by the Stratford District Council which meet the objectives, conditions and criteria of this policy.

Objective

The objective of this part of the remission policy is to enable Council to be cost-neutral in regard to other ratepayers whilst being administratively efficient.

Conditions and criteria

This part of the policy applies to rating units owned and occupied by the Stratford District Council. This part of the policy does not apply to rating units that are owned by Council but are leased to a third party and the terms of the lease provide for rates to be paid by the lessee.

Remission for property made uninhabitable due to fire

This remission provides relief to the ratepayer where significant property loss has occurred due to fire (not deliberately lit by the owner, occupier or related party) causing the dwelling to be uninhabitable, or the commercial property to cease operations, temporarily or otherwise.

Conditions and criteria

Upon notification, and in agreement with the ratepayer, the Council will remit the targeted Rates for Solid Waste, Waste Water and Water Supply for properties, where it determines it is reasonable in the circumstances to do so. The remission applies from the date of the fire until the services are reinstated.

Remission for low value residential properties where the UAGC is in excess of 5% annually of the capital value of the property

This remission provides for low value residential properties to not be penalised by the UAGC being in excess of 5% annually of the capital value of the property.

Objective

The objective of this remission policy is to assist residential ratepayers whereby the UAGC being imposed on properties with a capital value of $10,000 or less represents an excessive burden in any one financial year.

Conditions and criteria

Council will remit the UAGC on any rating unit used solely for residential purposes as defined by Council where the capital value of that rating unit does not exceed $10,000.

Remission of rates for business development

This provides for rates relief for new development or redevelopment of land by way of constructing, erecting or altering buildings, fixed plant and machinery or other works intended to be used solely or principally for industrial, commercial or administrative purposes where the cost of such development is more than $500,000 (excluding GST) as assessed under the Building Act.

Council will be prepared to consider any application for building development which can demonstrate that it will be to the economic advantage of the Stratford District. Economic advantage will be deemed to occur if the development will result in:

- Significant employment growth or employment retention in Stratford District; and/or
- Significant downstream new business for other Stratford District manufacturers or suppliers of goods and services.

Developments for industrial, commercial or administrative purposes which the Council wishes to foster are in the following sectors:

- Primary production and processing.
- Tourism, including recreational, cultural and conference facilities.
- Manufacturing, especially those which have high potential for employment related to the total cost factor.
- Health services.
- Retailing.
- Hotels, motels and other transient accommodation.
- Administrative services, including those provided by Government and private sector agencies.

In the event of any developer, to whom rates relief has been granted, selling the property within which the eligible investment was made, rates relief ceases from the date of the sale.

Forms of rates relief

Council may remit or postpone (or a combination of these) part or all of the general rates otherwise payable on the subject property for the period of the development and up to three rating years thereafter.

Council may impose conditions on the remission or postponement of rates and may cancel any remission or postponement in the event of non-compliance by the applicant with those conditions. In those circumstances, Council may require payment of full rates in respect of any year in which rates have been remitted.

Factors to be considered. Council will have regard to the following matters when considering applications for rates relief:

- Whether and to what extent, the development will, when completed, be to the economic advantage of the Stratford District including the creation of significant employment opportunities. The creation of jobs will be a strong factor in favour of granting rates relief, but the retention of existing jobs and the potential for job creation will also be positive factors.
- Whether and to what extent the granting of relief will be of material benefit to the development.
- Whether the investment limit and economic benefits criteria are met jointly in the case of a Lessor/Lessee arrangement.
- Whether and to what extent the development can be served by the existing basic Council services infrastructure.
- The level of financial contributions and development levies collected under provisions of the District Plan.
- Such other matters as Council may, from time to time, consider relevant.

Remissions for biodiversity (indigenous vegetation, significant habitats of indigenous fauna and wetlands)

The Taranaki Regional Council will provide rates remission of up to 100% of the rates on land with biodiversity vegetation (indigenous vegetation, significant habitats of indigenous fauna and wetlands) on it to all ratepayers who meet the objectives, conditions and criteria of this policy.

Objectives

To preserve and promote the protection of an area of indigenous vegetation or a significant habitat of indigenous fauna. This policy will support the provisions of the Stratford District Council District Plan.

Conditions and criteria

This part of the policy will apply to ratepayers who:

- own rating units that have a site listed in Appendix 9: Wetlands, Areas of Significant Indigenous Vegetation and Significant Habitats of Indigenous Fauna in the Stratford District Plan; and

- voluntarily protect and maintain these areas that are within the boundary of the wetlands identified in Appendix 9.

The remission will apply to the area of land included in the protected area.

The application for rates remission must be made to Council prior to the commencement of the rating year. Applications approved during a rating year will be applicable from the commencement of the following rating year.

In granting remissions under this policy, Council may specify certain conditions before remission will be granted. Applicants will be required to agree in writing to these conditions and to pay any remitted rates if the conditions are violated.

In considering any application for remission of rates under this part of the policy Council will consider the following criteria:

- the extent to which the preservation of biodiversity vegetation will be promoted by granting remission of rates on the rating unit.
- the degree to which features of biodiversity vegetation are present on the land; and
- the degree to which features of biodiversity vegetation inhibit the economic utilisation of the land.\

Remission for excess water consumption due to a leak

Council may provide relief to a ratepayer that has incurred an excessive water invoice as a result of a leak where that leak has been remedied in a timely manner once the leak was detected.

Objective

The objective of this part of the remission policy is to enable Council to not penalise a water consumer for a leak that resulted in excess water consumption that was out of their control.

Conditions and criteria

In order to provide relief to people in situations where water usage is high due to a water leak, Council may remit water consumption rates where all of the following apply:

- A remission application has been received; and
- Council is satisfied a leak on the property has caused excessive consumption and is recorded on the water meter; and
- The leak has been repaired within one calendar month of being identified (unless evidence is provided that the services of an appropriate repairer could not be obtained within this period); and
- Proof of the leak being repaired has been provided to Council promptly after repair of the leak.

The amount of the remission will be the difference between the average consumption of the property and the consumption over and above that average.

Remission for any particular property will generally be granted only once every year. However where a remission for a water leak has been granted to a property under this policy within the last year, the remission decision is to be made by the Director – Assets.

Any remission over 2,000 cubic meters is to be referred to the Policy and Services Committee for approval.

Remission of water targeted rate as compensation for water easement

Council has water mains installed on private properties with, in some cases, an associated easement for access and maintenance.

Objective

The objective of this part of the remission policy is to provide compensation for the ratepayers that have a water main across their property and associated easement agreement that provides for such remissions. This remission may be granted in future easement agreements as part of a compensation agreement if appropriate.

The remission is for the Targeted Water Rate only. The water-by-meter charges remain, subject to the Revenue and Financing Policy.

Conditions and criteria

In order to provide a water targeted rate remission the Compensation agreements must be in writing and formal easements recording them registered against the relevant land title.

Remission of rates on abandoned land

Objective:

To minimise administration costs where it is unlikely that rates assessed on an abandoned rating unit will ever be collected.

Conditions and criteria:

The policy will apply to Rating units that meet the definition of abandoned land as prescribed in Section 77(1) of the *Local Government (Rating) Act 2002*.

Land has either failed to be sold using the authority provided in sections 77-83 or is unlikely to sell.

Procedure:

Rates will be remitted in full annually. Any rates arrears owing on qualifying properties at the adoption of the policy, or in the first year a rating unit qualifies under the policy, will also be remitted.

South Taranaki constituency

The Taranaki Regional Council has decided to remit all or part of the rates of rating units covered by the Rates Remission Policy provided that the conditions of this policy have been met. Rates remissions will be provided for the following categories of rating units or under the following circumstances:

- Community halls.
- Community care organisations, sporting, branches of the arts, or volunteer organisations.
- Land protected for natural, historical or cultural conservation purposes
- Penalties.
- Uniform Annual General Charges (UAGC's) on non-contiguous units owned by the same owner.
- Uniform Annual General Charges (UAGC's) on contiguous rating units in a subdivision owned by the same ratepayer.
- Earthquake Prone Buildings – Council's Assistance Package Policy.
- Water Rates.
- Total Rates Assessments under $10.

The following percentages will apply:

- 100% of the total rates levied in respect of public halls.
- 50% of targeted rates only, levied in respect of properties used for games or sports except galloping races, harness races, or greyhound races that do not hold club licences under the Sale of Liquor Act 1989.
- 50% of total rates levied in respect of properties used for games or sports except galloping races, harness races, or greyhound races that hold club licences under the Sale of Liquor Act 1989.
- 50% of targeted rates only, levied in respect of properties used by any branch of the arts.
- 50% of total rates levied in respect of properties qualifying under the categories of community care type or volunteer organisations.
- 100% of general rates and UAGC levied in respect of properties qualifying under the category of natural, historical or cultural conservation properties.
- 50% of the charged cost for the estimated volume of water lost through leakage once conditions have been met.
- 100% of the total rates charged under $10.

Remission of rates for community, sporting and other organisations

Objective.

The remission of rates for community, sporting and other organisations is to facilitate the ongoing provision of non-commercial community services and non-commercial recreational opportunities for the residents of South Taranaki.

The purpose of granting rates remissions to an organisation is to:

- Recognise the public good contribution made by such organisations.

- Assist the organisation's survival.
- Make membership of the organisation more accessible to the general public, particularly disadvantaged groups. These include children, youth, young families, aged people, and economically disadvantaged people.

Conditions and criteria

The remission of rates will apply to land which is used exclusively or principally for sporting, recreation, or community purposes. The Policy does not apply to organisations operated for pecuniary profit. The Policy does not apply to groups or organisations whose primary purpose is to address the needs of adult members (over 18 years) for entertainment or social interaction, or who engage in recreational, sporting, or community services as a secondary purpose only.

Organisations making application should include the following documents in support of their application:

- Statement of objectives.
- Financial assets.
- Information on activities and programmes.

Details of membership or clients.

Remission of rates on land protected for conservation purposes

Objective

Rates remission is provided to preserve and promote natural resources and heritage by encouraging the protection of land for natural, historic or cultural purposes.

Conditions and criteria

Ratepayers who own rating units, which have some feature of cultural, natural or historic heritage, and which is voluntarily protected, may qualify for remission of rates under this Policy. Land that is non-rateable under Section 8 of the Local Government (Rating) Act 2002 and is liable only for rates for water supply, wastewater disposal and waste collection will not qualify for remission under this part of the Policy. Applications should be supported by documented evidence of the protected status of the rating unit, for example, a copy of the covenant or other legal mechanism.

In considering any application for remission of rates under this part of the Policy, the Council will consider the following criteria:

- The degree to which features of natural, cultural and historic heritage are present on the land.
- The degree to which features of natural, cultural and historic heritage inhibit the economic utilisation of the land.
- The degree to which features of natural, cultural and historic heritage will be promoted by granting remission of rates on the rating unit.

Remission of penalties

The Council will provide rate remissions of penalties to all ratepayers who meet the objectives, conditions and criteria of this Policy.

Objective

The remission of penalties is to allow the Council to act fairly and reasonably in its consideration of rates which have not been received by the Council by the penalty date due to circumstances outside the ratepayer's control.

Conditions and criteria

Remission of the penalty will be granted if the ratepayer, by written explanation, satisfies the Council that the late payment was due to circumstances outside their control. Each application will be considered on its merit and will be granted where it is considered fair and equitable to do so.

In cases where ratepayers are in arrears with their rates but have made acceptable arrangements for the payment of the current year's rates, together with reduction in the level of arrears, further penalties being incurred will be remitted under this Policy.

Remission of uniform annual general charges on non-contiguous rating units owned by the same ratepayer. South Taranaki Constituency only

The Council will provide rates remissions of Uniform Annual General Charges (UAGC's) to all rural ratepayers who meet the objectives, conditions and criteria of this Policy.

Objective

The remission of UAGC's is to provide relief for rural land that is non-contiguous, but farmed as a single entity and owned by the same ratepayer.

Conditions and criteria

Ratepayers who occupy two or more separate rating units (and who do not qualify to be treated as one rating unit, pursuant to Section 20 of the Local Government (Rating) Act 2002), are entitled to have uniform annual general charges reduced for qualifying properties. All ratepayers will pay at least one full uniform annual general charge and then half charges for additional qualifying properties.

Remission

Any applicant must be paying at least one full UAGC on one of the rating units involved in the farming operation.

Remission of UAGC's on contiguous rating units in a subdivision owned by the same ratepayer

The Council will provide rates remission of UAGC's to ratepayers who meet the objectives, conditions and criteria of this Policy.

The remission of all but one UAGC is to provide relief for urban or rural residential land which is newly developed and still owned by the developer/ratepayer.

Conditions and Criteria

Ratepayers who own and occupy two or more separate rating units (and who do not qualify to be treated as one rating unit pursuant to Section 20 of the Local Government (Rating) Act 2002), who apply in writing, are entitled to have UAGC's reduced for qualifying properties.

Remission

The applicant/owner must be paying at least one full UAGC of the rating units included in the subdivision. The remainder of the uniform charges will be remitted under this Policy.

Remission of rates in miscellaneous circumstances

Objective

It is recognised that not all situations in which the Council may wish to remit rates will necessarily be known about in advance and provided for in the Council's specific policies.

Conditions and criteria

The Council may remit (reduce) rates on a rating unit where we consider it equitable to do so because:

- There are special circumstances in relation to the rating unit, or the incidence of the rates (or a particular rate) assessed for the rating unit, which mean that the unit's rates are disproportionate to those assessed for comparable rating units, or
- The circumstances of the rating unit or the ratepayer are comparable to those where a remission may be granted under the Council's other rates remission policies, but are not actually covered by any of those policies, or
- There are exceptional circumstances that mean the Council believes it is in the public interest to remit the rates and where granting a remission would not create or set a precedent for other ratepayers to receive similar remissions.

Remission

The Council may remit part or all rates on a rating unit that meets the objectives, conditions and criteria of this policy.

Remission for excess water consumption due | to a leak

Objective

The remission of water rates is to provide for the effective and fair management of leaks on private properties by incentivising customers to repair private water leaks in a timely manner.

Conditions and criteria

This remission addresses issues experienced with customer's payments for loss of water from metered water connections. The remission provides a financial incentive that will remit 50% of the charged cost for the estimated volume of water lost through leakage, once the following conditions and requirements are met:

- Customers with a current account may apply in writing to the Council, within 2 months of the account being issued;
- Provide proof of repairs to internal reticulation which have been undertaken by a registered plumber.

Any remission under this policy will be limited to one application within any 24 month period for a particular customer, per meter.

Remission

The remission is for 50% of the charged cost for the estimated volume of water lost through leakage.

Remission of rates for Earthquake Prone Buildings – Council Assistance Package Policy

Objective

The remission of rates for earthquake prone commercial or heritage building owners is to provide relief to the owners in the replacement or redevelopment of their buildings.

Conditions and criteria

This remission could be made available to commercial and/or heritage building owners for buildings located in the town centres of the District. The criteria and qualification for the remission is contained in the Council Assistance Package Policy – Earthquake Prone Buildings.

Remission

The remission is for a maximum of $3,000 over 3 years.

Remission of Total Rates Assessments under $10

Objective

The remission of Total Rates Assessments under $10 is to save the Council unnecessary costs of collecting a small amount of rates.

Conditions and criteria

The total of the Rates Assessments must be $10 or less.

Remission

The remission of 100% of the total rates charged under $10.

Postponement of rates for extreme financial circumstances

Objective

The objective of this part of the Policy is to assist ratepayers experiencing extreme financial circumstances that affect their ability to pay rates.

Conditions and criteria

Only rating units used solely for residential purposes will be eligible for consideration for rates postponement for extreme financial circumstances.

Only the person entered as the ratepayer, or their authorised agent, may make an application for rates postponement The ratepayer must be the current owner of the rating unit and have owned for not less than five years. The person entered on the Council's rating information database as the ratepayer must not own any other rating units or investment properties (whether in the District or in another district).

The ratepayer (or authorised agent) must make an application to the Council on the prescribed form (copies can be obtained from the Council Offices). The Council will consider, on a case by case basis, all applications received that meet the criteria described in the first two paragraphs under this section. The Council will delegate authority to approve applications for rates postponement to Council Officers.

When considering whether extreme financial circumstances exist, all of the ratepayer's personal circumstances will be relevant including age, physical or mental disability, injury, illness and family circumstances.

Before approving an application, the Council must be satisfied that the ratepayer is unlikely to have sufficient funds left over, after the payment of rates, for normal health care, proper provision for maintenance of their home and chattels to an adequate standard as well as providing for normal day to day living expenses. Where the Council decides to postpone rates the ratepayer must first make acceptable arrangements for payment of future rates, for example by setting up a system for regular payments.

Any postponed rates will be postponed until:

- The death of the ratepayer(s); or
- Until the ratepayer(s) ceases to be the owner or occupier of the rating unit; or
- Until the ratepayer ceases to use the property as their residence; or
- Until a date specified by the Council.

The Council will charge an annual fee on postponed rates for the period between the due date and the date they are paid. This fee is designed to cover the Council's administrative and financial costs and may vary from year to year. The fee that will be charged in the 2021/22 financial year is $50.00 plus interest at the weighted average interest rate applied to Council debt in the Annual Plan adopted for each year that rates are postponed

Even if rates are postponed, as a general rule the ratepayer will be required to pay the first $500.00 of the rate account. The Policy will apply from the beginning of the rating year in which the application is made although the Council may consider backdating past the rating year in which the application is made depending on the circumstances. The postponed rates or any part thereof may be paid at any time. The applicant may elect to postpone the payment of a lesser sum than what they would be entitled to have postponed until to this Policy. Postponed rates will be registered as a statutory land charge on the rating unit title. This means that the Council will have the first call on the proceeds of any revenue from the sale or lease of the rating unit.

Discount of rates

Background

Rates are set on properties in accordance with the statutory provisions of the Local Government (Rating) Act 2002. A local authority may adopt a policy for the discount of some or all rates that are identified in the rates assessment before the due date or dates for those rates in the current financial year.

Definitions

Financial Year – a period of 12 months beginning on 1 July. Total Rates – include UAGC, General Rates, Roading Rate, Water Targeted Rate (excluding water by meter rate and water meter charges), Wastewater Targeted Rate, Hāwera Business Rate, Warmer Homes Scheme Rate and Kerbside Collection Rate.

Policy

A discount of 2% will be allowed on the total rates set for the financial year, if the rates for a financial year are paid in full on or before the due date of the first instalment for the financial year.

Remission of rates on Māori freehold land (all constituencies)

The Council has a policy in place to remit the rates assessed on rating units, which are Māori freehold land in multiple ownership, subject to certain conditions. This policy aims to ensure the fair and equitable collection of rates from all sectors of the community recognising that certain Māori owned lands have particular conditions, features, ownership structures, or other circumstances which make it appropriate to provide relief from rates.

Māori freehold land is defined in the *Local Government (Rating) Act 2002* as land whose beneficial ownership has been determined by a freehold order issued by the Māori Land Court. Only land that is subject of such an order may qualify for remission under this policy.

Objectives.

The objectives of this policy are:

- to recognise situations where there is no owner, occupier or person gaining an economic or financial benefit from the land.
- to set aside land that is better set aside for non-use because of its natural features (whenua rahui).
- to recognise matters related to the physical accessibility of the land.
- to recognise and take account of the presence of wāhi tapu that may affect the use of the land for other purposes.
- where part only of a block is occupied, to grant remission for the portion of land not occupied.
- to facilitate development or use of the land where the Council considers rates based on actual rateable value makes the actual use of the land uneconomic.
- to recognise and take account of the importance of land in providing economic and infrastructure support for marae and associated papakainga housing.
- to recognise use of the land by the owners for traditional purposes.
- to recognise occasions where granting remission will avoid further alienation of Māori freehold land.
- to recognise occasions where the Taranaki Regional Council and the community benefit through the efficient collection of rates that are properly payable and the removal of rating debt that is considered non collectible.

Conditions and criteria.

The Council will maintain a register titled the Māori Land Rates Relief Register (the register) for the purpose of recording properties on which it has agreed to remit rates pursuant to this policy. The register will comprise two category lists, these being:

- the Māori Land General Remissions List.
- the Māori Land Economic Adjustment Remissions List.

Owners or trustees making application should include the following information in their applications:

details of the property.

- the objectives that will be achieved by providing a remission.
- documentation that proves the land, which is the subject of the application, is Māori freehold land.

The Council may, at its own discretion, add properties to the lists. Relief and the extent thereof, are at the sole discretion of the Council and may be cancelled and reduced at any time.

The Council will review the register annually and may:

- add properties that comply.
- remove properties where the circumstances have changed and they no longer comply.

No remission will be granted on targeted rates for water supply, sewage disposal or refuse collection.

Postponement of rates on Māori freehold land (all constituencies)

The Council has a policy in place to remit the rates assessed on rating units, which are Māori freehold land in multiple ownership, subject to certain conditions. The objective of this policy is to recognise situations where there is no occupier or person gaining an economic or financial benefit from the land and no practical means of enforcing the rates assessed.

Māori freehold land is defined in the Local Government (Rating) Act 2002 as land whose beneficial ownership has been determined by a freehold order issued by the Māori Land Court. Only land that is subject of such an order may qualify for remission under this policy.

Objective.

The postponement on rates on Māori freehold land is to facilitate the development and use of the land for economic use where the Council considers utilisation would be uneconomic if full rates were required during the years of development and establishment.

Conditions and criteria.

The Council will consider postponement of rates where previously unoccupied land is subject to clearing, development and commercial use where the Council considers utilisation would be uneconomic if full rates were required during the years of development and establishment.

Application should be made prior to commencement of the development. Applications made after the commencement of the development may be accepted at the discretion of the Council.

Owners or trustees making application should include the following information in their applications:

- details of the property.
- the objectives that will be achieved by providing postponement.
- details of the proposed development.

The Council may also, at its discretion, partially remit rates that are otherwise subject to postponement. No postponement will be granted on targeted rates for water supply, sewage disposal or refuse collection.

Appendix 3: Funding Impact Statements (Regulations)

The following information is presented for compliance with *Local Government (Financial Reporting and Prudence) Regulations 2014*. In accordance with the Regulations, the information presented is incomplete (in particular, the information presented does not include depreciation and internal transactions such as overheads) and it is not prepared in compliance with generally accepted accounting practice. It should not be relied upon for any other purpose than compliance with the *Local Government (Financial Reporting and Prudence) Regulations 2014*.

Whole of council Funding Impact Statement

2023/24		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
Estimate $000s		Estimate $000s	Indicative $000s	Indicative $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s	Forecast $000s
	Sources of operating funding										
13,572	General rates, uniform annual general charges, rates penalties	16,286	18,973	21,392	22,996	23,571	24,161	24,765	25,384	26,018	26,669
5,306	Targeted rates	5,673	5,891	6,006	5,926	5,995	6,063	6,113	6,180	6,248	6,317
3,970	Subsidies and grants for operating purposes	4,865	5,143	5,102	5,193	5,283	5,370	5,459	5,545	5,633	5,722
17,338	Fees and charges	10,924	11,384	12,260	12,631	12,806	13,136	13,389	13,532	13,862	14,119
11,550	Interest and dividends from investments	11,917	11,468	11,490	11,512	11,634	11,715	11,742	11,767	11,793	11,820
0	Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0
51,736	**Total operating funding**	**49,665**	**52,859**	**56,250**	**58,259**	**59,290**	**60,445**	**61,467**	**62,408**	**63,556**	**64,648**
	Applications of operating funding										
40,253	Payments to staff and suppliers	50,231	51,803	51,695	51,929	51,813	52,748	54,100	54,476	55,406	56,901
1,200	Finance costs	1,529	1,639	1,635	1,625	1,715	1,800	1,780	1,760	1,740	1,720
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
41,453	**Total applications of operating funding**	**51,760**	**53,442**	**53,330**	**53,554**	**53,528**	**54,548**	**55,880**	**56,236**	**57,146**	**58,621**
10,283	**Surplus/(deficit) of operating funding**	**(2,096)**	**(582)**	**2,920**	**4,705**	**5,761**	**5,897**	**5,587**	**6,172**	**6,410**	**6,027**
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
0	Increase/(decrease) in debt	0	0	0	0	0	0	0	0	0	0
419	Gross proceeds from sale of assets	866	482	801	1,232	549	1,558	1,163	529	1,503	1,255
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
419	**Total sources of capital funding**	**866**	**482**	**801**	**1,232**	**549**	**1,558**	**1,163**	**529**	**1,503**	**1,255**
	Applications of capital funding										
	Capital expenditure to:										
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
2,270	- replace existing assets	8,320	5,667	3,088	4,084	3,291	5,488	3,587	2,022	3,655	3,182
313	Increase/(decrease) in reserves	199	432	428	(536)	420	377	(582)	380	381	(577)
8,119	Increase/(decrease) in investments	(9,749)	(6,199)	206	2,389	2,599	1,591	3,745	4,299	3,877	4,677
10,702	**Total applications of capital funding**	**(1,230)**	**(100)**	**3,721**	**5,937**	**6,310**	**7,455**	**6,750**	**6,701**	**7,913**	**7,282**
(10,283)	**Surplus/(deficit) of capital funding**	**2,096**	**582**	**(2,920)**	**(4,705)**	**(5,761)**	**(5,897)**	**(5,587)**	**(6,172)**	**(6,410)**	**(6,027)**
0	**Funding balance**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Resource Management Funding Impact Statement

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Sources of operating funding										
5,256	General rates, uniform annual general charges, rates penalties	5,969	7,009	7,887	8,507	8,438	8,721	8,936	9,017	9,308	9,624
0	Targeted rates	0	0	0	0	0	0	0	0	0	0
0	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
6,398	Fees and charges	6,895	7,197	7,558	7,717	7,870	8,019	8,171	8,326	8,476	8,628
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
0	Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0
11,654	**Total operating funding**	**12,865**	**14,206**	**15,445**	**16,224**	**16,308**	**16,740**	**17,108**	**17,343**	**17,784**	**18,251**
	Applications of operating funding										
9,706	Payments to staff and suppliers	10,726	11,535	11,911	11,827	11,696	11,914	11,985	12,208	12,427	12,649
0	Finance costs	21	44	50	50	50	45	35	25	15	5
6,320	Internal charges and overheads applied	7,250	7,160	6,747	6,594	6,732	6,914	7,002	7,138	7,322	7,411
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
16,027	**Total applications of operating funding**	**17,998**	**18,739**	**18,708**	**18,471**	**18,478**	**18,873**	**19,022**	**19,371**	**19,764**	**20,065**
(4,372)	**Surplus/(deficit) of operating funding**	**(5,133)**	**(4,533)**	**(3,263)**	**(2,248)**	**(2,170)**	**(2,133)**	**(1,915)**	**(2,028)**	**(1,980)**	**(1,814)**
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
0	Increase/(decrease) in debt	0	0	0	0	0	0	0	0	0	0
296	Gross proceeds from sale of assets	580	386	560	592	419	1,079	735	379	864	667
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
296	**Total sources of capital funding**	**580**	**386**	**560**	**592**	**419**	**1,079**	**735**	**379**	**864**	**667**
	Applications of capital funding										
	Capital expenditure to:										
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
716	- replace existing assets	1,635	1,108	1,403	1,264	907	2,141	1,550	849	1,788	1,436
0	Increase/(decrease) in reserves	0	0	0	0	0	0	0	0	0	0
(4,792)	Increase/(decrease) in investments	(6,188)	(5,255)	(4,106)	(2,920)	(2,659)	(3,195)	(2,730)	(2,498)	(2,904)	(2,583)
(4,076)	**Total applications of capital funding**	**(4,553)**	**(4,147)**	**(2,703)**	**(1,656)**	**(1,751)**	**(1,054)**	**(1,180)**	**(1,649)**	**(1,116)**	**(1,147)**
4,372	**Surplus/(deficit) of capital funding**	**5,133**	**4,533**	**3,263**	**2,248**	**2,170**	**2,133**	**1,915**	**2,028**	**1,980**	**1,814**
0	**Funding balance**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Catchment Management Funding Impact Statement

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Sources of operating funding										
4,616	General rates, uniform annual general charges, rates penalties	6,251	7,111	8,124	8,564	8,994	9,224	9,337	9,675	9,942	10,026
0	Targeted rates	0	0	150	0	0	0	0	0	0	0
910	Subsidies and grants for operating purposes	910	910	910	910	910	910	910	910	910	910
9,075	Fees and charges	2,411	2,844	3,264	3,495	3,486	3,638	3,709	3,668	3,820	3,894
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
0	Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0
14,600	**Total operating funding**	**9,572**	**10,865**	**12,447**	**12,969**	**13,390**	**13,772**	**13,956**	**14,253**	**14,672**	**14,829**
	Applications of operating funding										
13,988	Payments to staff and suppliers	10,093	10,418	11,051	11,765	11,157	11,415	12,260	11,715	11,967	12,800
0	Finance costs	0	0	0	0	0	0	0	0	0	0
4,279	Internal charges and overheads applied	4,771	4,685	4,392	4,152	4,238	4,353	4,409	4,494	4,610	4,666
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
18,267	**Total applications of operating funding**	**14,864**	**15,102**	**15,443**	**15,917**	**15,396**	**15,769**	**16,669**	**16,209**	**16,577**	**17,466**
(3,667)	**Surplus/(deficit) of operating funding**	**(5,292)**	**(4,238)**	**(2,996)**	**(2,948)**	**(2,006)**	**(1,997)**	**(2,713)**	**(1,956)**	**(1,905)**	**(2,637)**
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
0	Increase/(decrease) in debt	0	0	0	0	0	0	0	0	0	0
70	Gross proceeds from sale of assets	143	96	53	307	90	171	215	110	331	375
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
70	**Total sources of capital funding**	**143**	**96**	**53**	**307**	**90**	**171**	**215**	**110**	**331**	**375**
	Applications of capital funding										
0	Capital expenditure to:	0	0	0	0	0	0	0	0	0	0
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
128	- replace existing assets	266	261	134	909	606	324	484	334	584	744
250	Increase/(decrease) in reserves	150	380	375	(590)	365	320	(640)	320	320	(640)
(3,975)	Increase/(decrease) in investments	(5,565)	(4,783)	(3,452)	(2,959)	(2,887)	(2,470)	(2,341)	(2,500)	(2,478)	(2,366)
(3,597)	**Total applications of capital funding**	**(5,149)**	**(4,142)**	**(2,943)**	**(2,641)**	**(1,916)**	**(1,826)**	**(2,498)**	**(1,846)**	**(1,574)**	**(2,262)**
3,667	**Surplus/(deficit) of capital funding**	**5,292**	**4,238**	**2,996**	**2,948**	**2,006**	**1,997**	**2,713**	**1,956**	**1,905**	**2,637**
0	**Funding balance**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Transport Funding Impact Statement

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Sources of operating funding										
481	General rates, uniform annual general charges, rates penalties	423	409	453	501	520	531	552	564	575	595
2,365	Targeted rates	2,688	2,897	2,858	2,921	2,982	3,042	3,102	3,161	3,222	3,283
3,060	Subsidies and grants for operating purposes	3,955	4,234	4,192	4,284	4,374	4,461	4,549	4,636	4,724	4,813
1,283	Fees and charges	1,114	1,136	1,161	1,187	1,212	1,236	1,261	1,285	1,309	1,334
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
0	Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0
7,189	**Total operating funding**	**8,180**	**8,676**	**8,665**	**8,893**	**9,088**	**9,270**	**9,464**	**9,646**	**9,829**	**10,024**
	Applications of operating funding										
7,078	Payments to staff and suppliers	7,923	8,320	8,266	8,447	8,632	8,795	8,971	9,150	9,314	9,491
0	Finance costs	0	0	0	0	0	0	0	0	0	0
441	Internal charges and overheads applied	494	485	447	437	446	458	464	473	485	491
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
7,519	**Total applications of operating funding**	**8,417**	**8,805**	**8,713**	**8,884**	**9,079**	**9,254**	**9,435**	**9,623**	**9,800**	**9,982**
(330)	**Surplus/(deficit) of operating funding**	**(237)**	**(129)**	**(48)**	**9**	**9**	**16**	**30**	**23**	**30**	**42**
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
0	Increase/(decrease) in debt	0	0	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
0	**Total sources of capital funding**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Applications of capital funding										
	Capital expenditure to:										
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
0	- replace existing assets	0	0	0	0	0	0	0	0	0	0
0	Increase/(decrease) in reserves	0	0	0	0	0	0	0	0	0	0
(330)	Increase/(decrease) in investments	(237)	(129)	(48)	9	9	16	30	23	30	42
(330)	**Total applications of capital funding**	**(237)**	**(129)**	**(48)**	**9**	**9**	**16**	**30**	**23**	**30**	**42**
330	**Surplus/(deficit) of capital funding**	**237**	**129**	**48**	**(9)**	**(9)**	**(16)**	**(30)**	**(23)**	**(30)**	**(42)**
0	**Funding balance**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Flood protection and hazard management Funding Impact Statement — emergency management

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Sources of operating funding										
272	General rates, uniform annual general charges, rates penalties	290	335	398	453	465	479	499	504	518	538
0	Targeted rates	0	0	0	0	0	0	0	0	0	0
0	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
0	Fees and charges	0	0	0	0	0	0	0	0	0	0
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
0	Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0
272	**Total operating funding**	**290**	**335**	**398**	**453**	**465**	**479**	**499**	**504**	**518**	**538**
	Applications of operating funding										
519	Payments to staff and suppliers	562	574	586	599	612	624	636	649	661	673
0	Finance costs	0	0	0	0	0	0	0	0	0	0
0	Internal charges and overheads applied	0	0	0	0	0	0	0	0	0	0
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
519	**Total applications of operating funding**	**562**	**574**	**586**	**599**	**612**	**624**	**636**	**649**	**661**	**673**
(247)	**Surplus/(deficit) of operating funding**	**(273)**	**(239)**	**(189)**	**(146)**	**(147)**	**(145)**	**(137)**	**(145)**	**(143)**	**(135)**
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
0	Increase/(decrease) in debt	0	0	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	0	0	0	0	0	0	0	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
0	**Total sources of capital funding**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
	Applications of capital funding										
0	Capital expenditure to:	0	0	0	0	0	0	0	0	0	0
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
0	- replace existing assets	0	0	0	0	0	0	0	0	0	0
0	Increase/(decrease) in reserves	0	0	0	0	0	0	0	0	0	0
(247)	Increase/(decrease) in investments	(273)	(239)	(189)	(146)	(147)	(145)	(137)	(145)	(143)	(135)
(247)	**Total applications of capital funding**	**(273)**	**(239)**	**(189)**	**(146)**	**(147)**	**(145)**	**(137)**	**(145)**	**(143)**	**(135)**
247	**Surplus/(deficit) of capital funding**	**273**	**239**	**189**	**146**	**147**	**145**	**137**	**145**	**143**	**135**
0	**Funding balance**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Flood protection and hazard management Funding Impact Statement —river and flood risk management

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Sources of operating funding										
2	General rates, uniform annual general charges, rates penalties	19	27	36	49	60	72	100	112	126	142
763	Targeted rates	806	815	819	826	834	843	832	840	848	856
0	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
0	Fees and charges	0	0	0	0	0	0	0	0	0	0
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
0	Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0
764	**Total operating funding**	**826**	**842**	**855**	**875**	**894**	**915**	**932**	**952**	**974**	**998**
	Applications of operating funding										
502	Payments to staff and suppliers	577	589	601	615	627	640	652	665	677	690
0	Finance costs	0	0	0	0	0	0	0	0	0	0
116	Internal charges and overheads applied	119	117	108	106	108	111	112	115	117	119
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
618	**Total applications of operating funding**	**696**	**706**	**710**	**720**	**735**	**751**	**765**	**779**	**795**	**809**
146	**Surplus/(deficit) of operating funding**	**129**	**136**	**145**	**154**	**159**	**164**	**168**	**172**	**180**	**189**
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
0	Increase/(decrease) in debt	0	0	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	0	0	25	40	0	25	0	0	25	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
0	**Total sources of capital funding**	**0**	**0**	**25**	**40**	**0**	**25**	**0**	**0**	**25**	**0**
	Applications of capital funding										
0	Capital expenditure to:	0	0	0	0	0	0	0	0	0	0
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
0	- replace existing assets	0	0	45	65	0	45	0	0	45	0
63	Increase/(decrease) in reserves	49	52	53	54	55	57	58	60	61	63
83	Increase/(decrease) in investments	80	84	73	75	103	87	109	113	98	126
146	**Total applications of capital funding**	**129**	**136**	**170**	**194**	**159**	**189**	**168**	**172**	**205**	**189**
(146)	**Surplus/(deficit) of capital funding**	**(129)**	**(136)**	**(145)**	**(154)**	**(159)**	**(164)**	**(168)**	**(172)**	**(180)**	**(189)**
0	**Funding balance**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Regional facilities Funding Impact Statement

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Sources of operating funding										
1,829	General rates, uniform annual general charges, rates penalties	1,996	2,274	2,560	2,835	2,904	2,997	3,119	3,148	3,243	3,359
2,179	Targeted rates	2,179	2,179	2,179	2,179	2,179	2,179	2,179	2,179	2,179	2,179
0	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
129	Fees and charges	100	102	172	176	180	184	188	192	196	200
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
0	Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0
4,136	**Total operating funding**	**4,275**	**4,555**	**4,911**	**5,189**	**5,263**	**5,359**	**5,485**	**5,518**	**5,618**	**5,738**
	Applications of operating funding										
3,884	Payments to staff and suppliers	4,110	4,152	4,194	4,185	4,226	4,266	4,306	4,347	4,387	4,428
1,200	Finance costs	1,508	1,595	1,585	1,575	1,665	1,755	1,745	1,735	1,725	1,715
1,314	Internal charges and overheads applied	1,433	1,408	1,298	1,269	1,295	1,330	1,347	1,373	1,409	1,426
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
6,398	**Total applications of operating funding**	**7,051**	**7,155**	**7,077**	**7,029**	**7,186**	**7,351**	**7,398**	**7,455**	**7,521**	**7,569**
(2,262)	**Surplus/(deficit) of operating funding**	**(2,776)**	**(2,600)**	**(2,166)**	**(1,840)**	**(1,924)**	**(1,992)**	**(1,913)**	**(1,937)**	**(1,903)**	**(1,831)**
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
0	Increase/(decrease) in debt	0	0	0	0	0	0	0	0	0	0
0	Gross proceeds from sale of assets	120	0	71	40	40	191	0	40	191	0
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
0	**Total sources of capital funding**	**120**	**0**	**71**	**40**	**40**	**191**	**0**	**40**	**191**	**0**
	Applications of capital funding										
0	Capital expenditure to:	0	0	0	0	0	0	0	0	0	0
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
228	- replace existing assets	919	659	614	503	240	563	154	187	518	124
0	Increase/(decrease) in reserves	0	0	0	0	0	0	0	0	0	0
(2,490)	Increase/(decrease) in investments	(3,575)	(3,259)	(2,709)	(2,303)	(2,124)	(2,364)	(2,067)	(2,084)	(2,230)	(1,955)
(2,262)	**Total applications of capital funding**	**(2,656)**	**(2,600)**	**(2,095)**	**(1,800)**	**(1,884)**	**(1,801)**	**(1,913)**	**(1,897)**	**(1,712)**	**(1,831)**
2,262	**Surplus/(deficit) of capital funding**	**2,776**	**2,600**	**2,166**	**1,840**	**1,924**	**1,992**	**1,913**	**1,937**	**1,903**	**1,831**
0	**Funding balance**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Regional leadership and governance Funding Impact Statement

2023/24 Estimate $000s		2024/25 Estimate $000s	2025/26 Indicative $000s	2026/27 Indicative $000s	2027/28 Forecast $000s	2028/29 Forecast $000s	2029/30 Forecast $000s	2030/31 Forecast $000s	2031/32 Forecast $000s	2032/33 Forecast $000s	2033/34 Forecast $000s
	Sources of operating funding										
1,116	General rates, uniform annual general charges, rates penalties	1,338	1,809	1,934	2,088	2,191	2,137	2,221	2,364	2,305	2,386
0	Targeted rates	0	0	0	0	0	0	0	0	0	0
0	Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0
453	Fees and charges	403	104	105	56	57	58	60	61	62	63
0	Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0
0	Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0	0	0	0	0	0
1,569	**Total operating funding**	**1,741**	**1,913**	**2,039**	**2,144**	**2,248**	**2,196**	**2,281**	**2,425**	**2,367**	**2,448**
	Applications of operating funding										
1,712	Payments to staff and suppliers	1,876	2,112	1,946	1,897	2,004	1,882	1,915	2,109	1,981	2,015
0	Finance costs	0	0	0	0	0	0	0	0	0	0
852	Internal charges and overheads applied	1,096	1,065	982	890	908	933	945	963	988	1,000
0	Other operating funding applications	0	0	0	0	0	0	0	0	0	0
2,564	**Total applications of operating funding**	**2,972**	**3,177**	**2,928**	**2,786**	**2,912**	**2,815**	**2,860**	**3,072**	**2,969**	**3,015**
(995)	**Surplus/(deficit) of operating funding**	**(1,231)**	**(1,265)**	**(889)**	**(643)**	**(664)**	**(619)**	**(579)**	**(647)**	**(602)**	**(566)**
	Sources of capital funding										
0	Subsidies and grants for capital expenditure	0	0	0	0	0	0	0	0	0	0
0	Development and financial contributions	0	0	0	0	0	0	0	0	0	0
0	Increase/(decrease) in debt	0	0	0	0	0	0	0	0	0	0
53	Gross proceeds from sale of assets	23	0	92	253	0	92	213	0	92	213
0	Lump sum contributions	0	0	0	0	0	0	0	0	0	0
0	Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0
53	**Total sources of capital funding**	**23**	**0**	**92**	**253**	**0**	**92**	**213**	**0**	**92**	**213**
	Applications of capital funding										
0	Capital expenditure to:	0	0	0	0	0	0	0	0	0	0
0	- meet additional demand	0	0	0	0	0	0	0	0	0	0
0	- improve the level of service	0	0	0	0	0	0	0	0	0	0
1,198	- replace existing assets	5,501	3,639	892	1,343	1,538	2,414	1,400	652	720	879
0	Increase/(decrease) in reserves	0	0	0	0	0	0	0	0	0	0
(2,140)	Increase/(decrease) in investments	(6,709)	(4,903)	(1,689)	(1,732)	(2,202)	(2,941)	(1,766)	(1,299)	(1,230)	(1,232)
(942)	**Total applications of capital funding**	**(1,208)**	**(1,265)**	**(797)**	**(390)**	**(664)**	**(527)**	**(366)**	**(647)**	**(510)**	**(353)**
995	**Surplus/(deficit) of capital funding**	**1,231**	**1,265**	**889**	**643**	**664**	**619**	**579**	**647**	**602**	**566**
0	**Funding balance**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Appendix 4: Reporting and Prudence Regulations

Long-Term Plan Disclosure Statement for period commencing 1 July 2021

What is the purpose of this statement?

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

We are required to include this statement in our long-term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

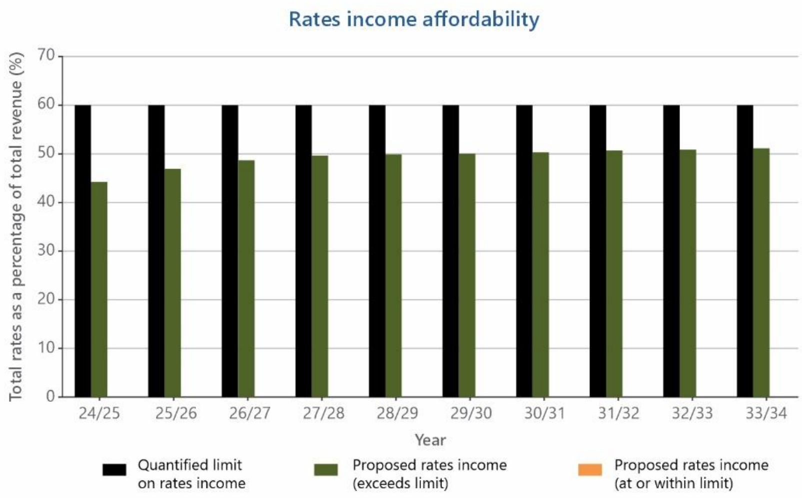
Rates affordability benchmark

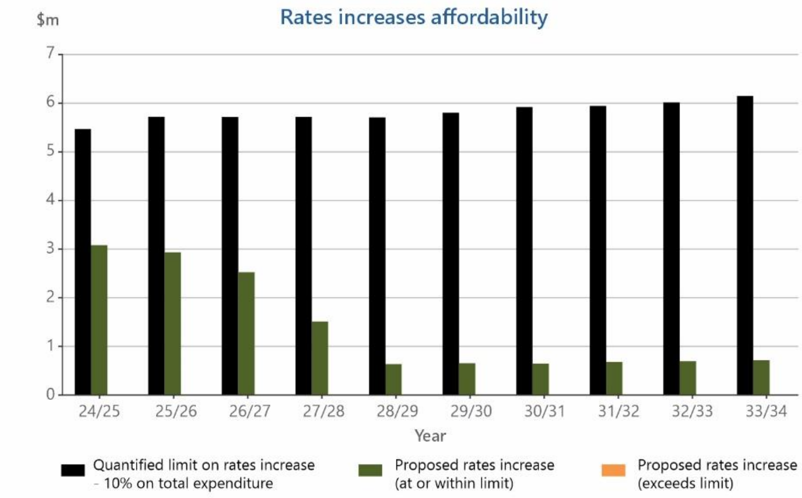
The Council meets the rates affordability benchmark if—

- its planned rates income equals or is less than each quantified limit on rates; and
- its planned rates increases equal or are less than each quantified limit on rates increases.

Rates (income) affordability. The following graph compares our planned rates with a quantified limit on rates contained in the financial strategy included in this Plan. The quantified limit is that total rates will not exceed 60% of total revenue.

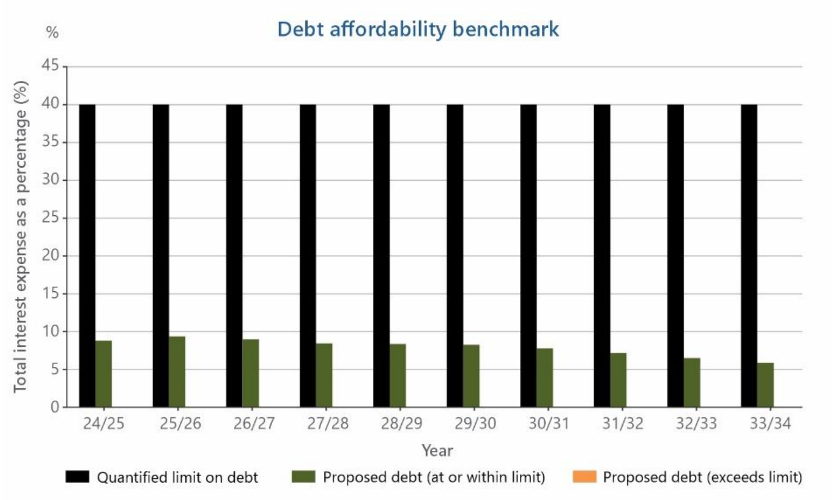
Rates (increases) affordability. The following graph compares our planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this Plan. The quantified limit is that total rates increase will not exceed 10% of total expenditure.





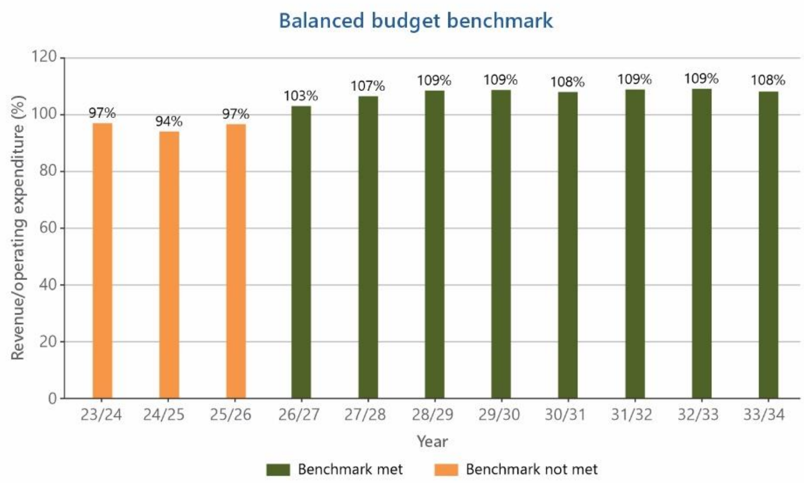
Debt affordability benchmark

We meet the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing. The following graph compares our planned debt with a quantified limit on borrowing contained in the financial strategy included in this Plan. The quantified limit is that total interest expense on net external public debt will not exceed 40% of total annual rates and levies.



Balanced budget benchmark

The following graph displays our planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment) as a proportion of planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment). We meet the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.



The years in which we do not meet the benchmark, the deficit will be funded from the Dividend Equalisation Reserve. Similarly in years in which the Council exceeds the benchmark, the surplus will be transferred to the Dividend Equalisation Reserve. Refer to the Financial Strategy in the Plan for further information.

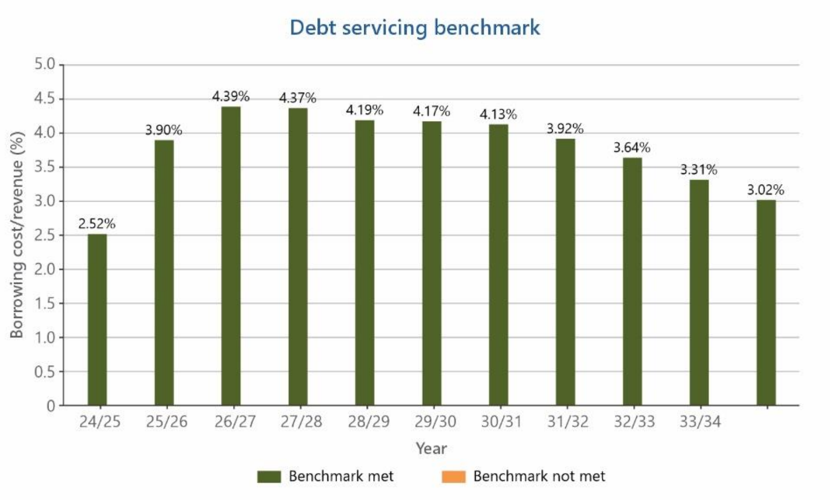
Essential services benchmark

The following graph displays our capital expenditure on network services as a proportion of depreciation on network services. We meet this benchmark if its capital expenditure on network services equals or is greater than depreciation on network services. Network services means infrastructure related to:

- water supply
- sewerage and the treatment and disposal of sewage
- stormwater drainage
- flood protection and control works
- the provision of roads and footpaths.

Our only network services are in relation to flood protection and control works. We do not provide any of the other network services. These network services are in the form of land assets. Accordingly, there is no depreciation on these assets. Our capital expenditure will always be equal to or greater than the depreciation expense. As there is no depreciation, the graph required by Schedule 6 of the Local Government (Financial Reporting and Prudence) Regulations 2014 cannot be produced.

Debt servicing benchmark



The following graph displays our planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment). Because Statistics New Zealand projects the Council's population will grow more slowly than the national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 10% of its planned revenue.

Appendix 5: Infrastructure strategy

Introduction

The Plan is required to include a thirty year strategy for the following classes of infrastructure; roads, water supplies, sewage treatment and disposal, stormwater and flood protection. We provide flood protection services and have no infrastructure assets in the other classes. This strategy, therefore, focuses on the river and flood control schemes.

Flood management and river control schemes is a relatively minor component of our total operations. It accounts for less than 1.5% of total operating expenditure. At 30 June 2023, our flood control schemes were valued at $14.5m out of total assets of $140m.

There are two significant flood control schemes on the Waitara and Waiwhakaiho Rivers and a number of relatively small and minor schemes to address specific issues.

In 2013/2014, we completed an upgrade of the Lower Waiwhakaiho Flood Control Scheme and in June 2016, an upgrade of the Lower Waitara River Flood Control Scheme was completed. The upgrades of the two significant flood control schemes provide 1% annual exceedance probability (AEP) – or 1 in 100 year protection, with allowance for climate change through to 2065.

Asset management plans have been prepared, for the Lower Waiwhakaiho River Flood Control Scheme, the Lower Waitara River Flood Control Scheme, the Ōpunake Flood Control Scheme and the Ōkato Scheme.

Lower Waiwhakaiho Flood Control Scheme

The Waiwhakaiho Flood Control Scheme has been upgraded to provide protection from a flood in the Waiwhakaiho River of 1,180 cumecs and from the Mangaone Stream of 73 cumecs. These were considered in 2010 to have a 1% Annual Exceedance Probability (AEP) and have made allowance for increased flood levels arising from climate change to the year 2060. The upgrade works were completed in July 2014.

The land use in the area protected by the Scheme is 98% commercial and industrial with approximately 2% residential. The 1% AEP protection standard is considered to be the accepted standard for an area largely used for commercial and industrial uses.

Changes in the industries and commercial entities are likely to occur in the area protected by the Scheme over the life of this strategy but the land use would most likely continue to be commercial and industrial. In the very unlikely event that a change in land use would result in an increase in the percentage of residential land use, the protection standard provided by the Scheme would still be appropriate and, therefore, a further capital upgrade would not be required.

There is no planned upgrade to the level of service provided by the Scheme before 2060 as the Scheme will provide at least 1%AEP standard until that date.

The risk to the Scheme infrastructure arising from natural disasters is low. The nature and ongoing maintenance of the assets make them resistant to significant damage in large flood events. Any damage that did occur would be funded from Scheme Reserves. $15,000 is budgeted each year for the repair of flood damage from the North Taranaki Schemes and if unspent, accumulates in the Scheme reserves account.

The Scheme has infrastructural assets that fall into seven types. The following table sets out how the Council will manage these asset types.

Asset type	Renewal or replacement requirements	Expenditure
Earth stopbanks	No replacement required. Stopbanks will be maintained to the design levels and standards	Operational
Gabion basket structures	Gabion baskets have a design life in the order of 100 years. The first gabion baskets were constructed in the Scheme in 1997. Some minor maintenance may be required. No replacement required before 2047.	Operational
Concrete structures	Concrete structures have a design life in the 50 to 100 year range. The concrete structures in the Scheme were all constructed since 2011 as part of the Scheme upgrade works. No replacement required before 2047.	Nil

Asset type	Renewal or replacement requirements	Expenditure
Concrete culverts	Concrete culverts have a design life of at least 50 years. The earliest culverts installed as part of the Scheme were constructed in 1997 as part of the initial Scheme construction works. No replacement required before 2045.	Nil
Aluminium and galvanised floodgates	Aluminium floodgates will not need replacing before 2047. Galvanised floodgates may need replacing prior to 2047. Current asset value of all floodgates is $5,000 and would be replaced as required from annual maintenance funding.	Operational
Rock riprap	Rock does not need replacement. Minor toping up may be required very irregularly. The Waiwhakaiho River and Mangaone Streams have stable beds resulting in stable riprap works that require minimal attention.	Operational
Ancillary minor structures	Gates, fences and bollards have a life shorter than 30 years but individually have a low replacement cost and will be replaced as a maintenance activity as required	Operational

Risk management

The following table sets out the risks faced by the Scheme assets by natural disasters and indicates the financial implications and potential size of that risk. The potential risk to the Scheme assets arises from over design flood events and from earthquakes.

Asset	Disaster type	Risk	Financial risk	Expenditure
Earth stopbanks	Flood	Some minor damage possible. If a stopbank was to fail, the damage to the stopbank would be very localised	Minor	Operational
	Earthquake	Could suffer significant damage from cracking and slumping	Significant	Capital
Gabion basket structures	Flood	Minimal	Minor	Operational
	Earthquake	Could suffer significant damage from cracking and toppling	Medium	Capital
Concrete structures	Flood	Minimal	Minor	Operational
	Earthquake	Minimal	Minor	Operational
Concrete culverts	Flood	Minimal	Minor	Operational
	Earthquake	Could have fractures in culverts that would need replacing	Minor	Capital
Aluminium & galvanised floodgates	Flood	Minor damage to floodgates	Minor	Operational
	Earthquake	Minimal		Operational
Ancillary minor structures	Flood	Moderate risk of damage	Minor	Operational
	Earthquake	Minimal		Operational
Rock riprap	Flood	Moderate risk of rock riprap needing to be repositioned or topped up	Minor	Capital
	Earthquake	Minimal	Minor	Operational

The indicative estimated set out below for the management of the Scheme assets is drawn from the Lower Waiwhakaiho Flood Control Scheme asset management plan. There is no planned capital expenditure over the next 30 year period.

Year(s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2035/40	2040/45	2045/50	2050/55
Estimated operating costs $000s	79	100	85	81	79	79	100	81	79	79	425	425	425	425

Assumptions

The assumptions made in determining the above estimates are:

- That the frequency and size/nature of the future maintenance works required are in line with that which has occurred over recent years.
- That the frequency of damaging flood events and the damage that occurs in these events does not change significantly.

Lower Waitara River Flood Control Scheme

The land use in the area protected by the Scheme is a mixture of commercial, industrial and residential with the majority of the area being residential. The 1% AEP protection standard is considered to be the accepted standard for town the size of Waitara.

Changes in the land uses are likely to occur over time but it is unlikely that the percentages of land use type will vary significantly over the next 30 years. The value of the assets in Waitara protected by the Scheme are very unlikely to change significantly over the next 30 years to warrant an upgrade to a higher standard of protection. Notwithstanding this, there is no plan to further upgrade to the level of service provided by the Scheme before 2065 as the Scheme will provide at least 1%AEP standard until that date.

The risk to the Scheme infrastructure arising from natural disasters is low. The nature and ongoing maintenance of the assets make them resistant to significant damage in large flood events. Any damage that did occur would be funded from Scheme Reserves. $15,000 is budgeted each year for the repair of flood damage from the North Taranaki Schemes and if unspent, accumulates in the Scheme reserves account.

The Scheme has infrastructural assets that fall into six types. The following table sets out how we will manage these asset types.

Asset type	Renewal or replacement requirements	Expenditure
Earth stopbanks	No replacement required. Stopbanks will be maintained to the design levels and standards	Operational
Gabion basket structures	Gabion baskets have a design life in the order of 100 years. The first gabion baskets were constructed in the Scheme in 2014. Some minor maintenance may be required. No replacement required before 2047.	Operational
Concrete structures	Concrete structures have a design life in the 50 to 100 year range. The concrete structures in the Scheme will all be constructed post 2014 as part of the Scheme upgrade works. No replacement required before 2047.	Nil
Concrete culverts and flood gates	All culverts and floodgates are New Plymouth District Council assets.	Nil
Rock riprap	Rock does not need replacement. Minor toping up may be required very irregularly.	Operational
Ancillary minor structures	Gates, fences, access tracks and bollards have a life shorter than 30 years but individually have a low replacement cost and will be replaced as a maintenance activity as required	Operational

Risk management

The following table sets out the risk faced by the Scheme assets by natural disasters and indicates the financial implications and potential size of that risk. The potential risk to the Scheme assets arise from over design flood events and from earthquakes.

Asset	Disaster type	Risk	Financial risk	Expenditure
Earth stopbanks	Flood	Some minor damage possible. If a stopbank was to fail, the damage to the stopbank would be very localised	Minor	Operational
	Earthquake	Could suffer significant damage from cracking and slumping	Significant	Capital
Gabion basket structures	Flood	Minimal	Minor	Operational
	Earthquake	Could suffer significant damage from cracking	Medium	Capital
	Flood	Minimal	Minor	Operational

Asset	Disaster type	Risk	Financial risk	Expenditure
Concrete structures	Earthquake	Could suffer significant damage due to foundation failure	Significantly	Capital
Rock riprap	Flood	Moderate risk of rock riprap needing to be repositioned or topped up	Moderate	Capital
	Earthquake	Minimal	Minor	Operational
Ancillary minor structures	Flood	Moderate risk of damage	Minor	Operational
	Earthquake	Minimal	Minor	Operational

The indicative estimated set out below for the management of the Scheme assets is as follows. There will be no capital expenditure over the next 30 year period.

Year(s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2035/40	2040/45	2045/50	2050/55
Estimated operating costs $000s	75	75	71	79	78	75	73	81	71	79	255	255	255	255

Assumptions

The assumptions made in determining the above estimates are:

- That the frequency and size/nature of the future maintenance works required are in line with that which has occurred over recent years.
- That the frequency of damaging flood events and the damage that occurs in these events does not change significantly.

Ōkato Flood Control Scheme

The Ōkato Scheme comprises works in the Hangatāhua (Stony) River and Kaihihi Stream primarily to protect the Ōkato community and to manage a short reach of the Hangatāhua (Stony) River upstream and downstream of the SH45 Bridge.

Some relatively minor upgrade works were undertaken on the Ōkato Scheme in 2012/2013. The Scheme currently manages sections of the Hangatāhua (Stony) River and Kaihihi Stream to control the channel alignments and limit the adverse effects of out of channel floods flows as is practicable but to no particular standard.

The land use in the area protected by the Scheme is predominantly agricultural with some small areas of urban and commercial. The protection standard provided by the Scheme is considered to be an acceptable standard considering the land use and the nature of the assets at risk. Significant changes in the land uses are unlikely to occur in the area benefiting from the scheme works.

There is no upgrade planned for the Scheme within the next 30 years.

The risk to some of the Scheme infrastructure arising from natural disasters is significant especially those associated with the Hangatāhua (Stony) River. Depending on the size of the damage to the Hangatāhua (Stony) River assets, their repair may involve capital expenditure but those in the Kaihihi Stream would be funded from Scheme Reserves. $15,000 is budgeted each year for the repair of flood damage from the North Taranaki Schemes and if unspent, accumulates in the Scheme reserves account.

The Scheme has infrastructural assets that fall into four types. The following table sets out how we will manage these asset types.

Asset type	Renewal or replacement requirements	Expenditure
Earth stopbanks and guide banks	No replacement required. Stopbanks will be maintained to the design levels and standards.	Operational
Rock river training works	Rock does not need replacement. Some rock repositioning may be required from time to time. Minor topping up may be required very irregularly.	Operational
Rock groynes	Rock does not need replacement. Minor repositioning may be required.	Operational

Asset type	Renewal or replacement requirements	Expenditure
Rock riprap	Rock does not need replacement. Minor topping up may be required very irregularly.	Operational

Risk management

The following table sets out the risk faced by the Scheme assets by natural disasters and indicates the financial implications and potential size of that risk. The potential risk to the Scheme assets arise from over design flood events.

Asset	Disaster type	Risk	Financial risk	Expenditure
Earth stopbanks and guide banks	Flood	Some minor damage possible. If a stopbank was to fail, the damage to the stopbank would be localized.	Minor	Operational
Rock river training works	Flood	The large rock river training works could be severely damaged in a very large flood in the river.	Significant	Capital
Rock groynes	Flood	Moderate	Minor	Operational
Rock riprap	Flood	Moderate risk of rock riprap needing to be repositioned or topped up.	Minor	Operational

The indicative estimated set out below for the management of the Scheme assets is as follows. There will be no capital expenditure over the next 30 year period.

Year(s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2035/40	2040/45	2045/50	2050/55
Estimated operating costs $000s	28	17	13	16	13	32	13	16	13	32	91	91	91	91

Assumptions

The assumptions made in determining the above estimates are:

- That the frequency and size/nature of the future maintenance works required are in line with that which has occurred over recent years.
- That the frequency of damaging flood events and the damage that occurs in these events does not change significantly.

Ōpunake Flood Control Scheme

The Ōpunake Flood Control Scheme was constructed in 2017 and 2018 to provide protection to the 1% Annual Exceedance Probability (AEP) flood event with an allowance for increase flood flows arising from climate change to the year 2065.

The land use in the area protected by the Scheme is a mixture of rural, commercial, industrial and residential with the majority of the area being rural and residential. The 1% AEP protection standard is considered to be the accepted standard for town the size of Ōpunake.

Changes in the land uses are likely to occur over time but it is unlikely that the percentages of land use type will vary significantly over the next 30 years. The value of the assets in and around Ōpunake protected by the Scheme are very unlikely to change significantly over the next 30 years to warrant an upgrade to a higher standard of protection. Notwithstanding this, there is no plan to further upgrade to the level of service provided by the Scheme before 2065 as the Scheme will provide at least 1%AEP standard until that date.

The risk to the Scheme infrastructure arising from natural disasters is low. The nature and ongoing maintenance of the assets make them resistant to significant damage in large flood events. Any damage that did occur would be funded from Scheme Reserves. $10,000 is budgeted each year for the repair of flood damage from the South Taranaki Schemes and if unspent, accumulates in the Scheme reserves account.

The Scheme has infrastructural assets that fall into six types. The following table sets out how we will manage these asset types.

Asset type	Renewal or replacement requirements	Expenditure
Open earthen channels	No replacement required. The channels will be maintained to the design shape and standard.	Operational
Open rock lined channels	No replacement required. The channels will be maintained to the design shape and standard.	Operational
Rock riprap drop structures	No replacement required. The channels will be maintained to the design shape and standard. Minor toping up may be required very irregularly.	Operational
Euroflo culverts and headwalls	Culverts and headwalls have a life exceeding 30 years	Nil
Throttle structure	Galvanized steel structure generally above water level – unlikely to require replacement in foreseeable future	Nil
Fencing and gates	Fences and gates have a life shorter than 30 years but individually have a low replacement cost and will be replaced as a maintenance activity as required	Operational

Risk management

The following table sets out the risk faced by the Scheme assets by natural disasters and indicates the financial implications and potential size of that risk. The potential risk to the Scheme assets arise from over design flood events and from earthquakes.

Asset	Disaster type	Risk	Financial risk	Expenditure
Open earthen channels	Flood	Some minor erosion damage possible. Any damage would be very localised	Minor	Operational
Open rock lined channels	Flood	Some minor erosion damage possible. Any damage would be very localised	Minor	Operational
Rock riprap drop structures	Flood	Some damage possible. Any damage would be very localised	Minor	Operational
Euroflo culverts and headwalls	Flood	Could suffer minor damage from being overtopped	Minor	Operational
Throttle structure	Flood	Minimal	Minor	Operational
Fencing and gates	Flood and earthquake	Could suffer minor damage due to foundation failure	Minor	Operational

The indicative estimated set out below for the management of the Scheme assets is as follows. There will be no capital expenditure over the next 30 year period.

Year(s)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2035/40	2040/45	2045/50	2050/55
Estimated operating costs $000s	3.5	1.5	1.5	1.5	6.5	3.5	1.5	1.5	1.5	6.5	15	15	15	15

Assumptions

The assumptions made in determining the above estimates are:

- That the frequency and size/nature of the future maintenance works required are in line with that which has occurred over recent years.
- That the frequency of damaging flood events and the damage that occurs in these events does not change significantly.

Appendix 6: Charging policies

Resource Management Act Charging Policy

Schedule of charges pursuant to section 36 of the Resource Management Act 1991

Schedule 1: Scale of charges for staff time

	Rate for processing resource consents and responding to pollution incidents.	Rate for all other Council work.
Professional staff	$122/hr	$117/hr
Professional/supervisory staff	$155/hr	$145/hr
Team Leaders	$190/hr	$177/hr
Managers	$224/hr	$209/hr
Support staff	$122/hr	$117/hr
Directors	$372/hr	$347/hr

Explanation

This scale of charges is used to calculate the Council's actual and reasonable costs when carrying out functions under the Resource Management Act 1991, including any functions transferred to it under section 33. Where those actual and reasonable costs exceed any specified charges, the Council may recover those costs as additional charges under section 36(3) of the Resource Management Act 1991. Staff time is recovered at the charge appropriate to the task which they are undertaking. The charges are calculated as per the IPENZ method with a multiplier of 2.1. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 2: Fixed minimum charges for the preparation or change of policy statement or plans and the processing of resource consents

Request for preparation or change to a plan/policy statement	$70,000
For non-notified farm dairy discharge consent	$1,500
For non-notified consent other	$1,700
For notified consents (limited and public)	$9,000
Renewal or change consent:	
• Non-notified	$1,700
• Notified (limited and public)	$9,000
Non-notified review of consent	$1,100
Notified review of consent	$9,000
Extension of a consent lapse date	$627
Certificate of compliance	$1,650
Serve notice of a permitted activity	$383
Approvals under Resource Management Act:	
Water Measuring Regulations	$456
Transfer of consent to another party or change of consent holder name (1 to 5 consents)	$121 per consent
Transfer of consent to another party or change of consent holder name (6 to 20 consents)	$106 per consent
Transfer of consent to another party or change of consent holder name (more than 21)	$80 per consent

Explanation

Applicants, in accordance with Council policy, are required, where necessary, to pay all actual and reasonable charges for staff time, consultants, cultural and other experts, legal, hearing costs (including legal, administration, hearing commissioners (and disbursements and councillors acting as hearing commissioners costs), plant and laboratory analyses where these costs exceed the fixed minimum charges set out in Schedule 2. The above charges include those arising from any functions transferred to the Council under section 33 of the Resource Management Act 1991. Where independent commissioners are requested by submitters, these additional costs will be recovered from the applicant and reimbursed after collection from the submitter under Schedule 10. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 3: Scale of charges for the use of plant

BTEX Absorption Disk	$654.60 per sample
Deposition gauge	$61.70 per month
Drager air sampler	$49.40 per sample
DusTrak desktop monitor (PM10)	$123.40 per day
DusTrak handheld	$37.10 per deployment
Gastec air sampler	$61.70 per sample
Multigas monitor	$123.40 per deployment
Passive absorption disks	$209.30 per sample
Black Disc	$12.30 per deployment
Contolotron	$185.10 per day
Electric fishing equipment	$308.60 per day
Fyke net	$37.10 per deployment
G-minnow trap	$12.30 per deployment
Macroinvertebrate sample processing	$540.00 per sample
Miscellaneous fish survey equipment	$123.40 per survey
Periphyton aspirator	$123.40 per day
Portable dissolved oxygen sensor	$432.00 per month
Spotlight Surveys	$37.10 per night survey
Vandorn sampler	$61.70 per day
Waitaha Sonde	$6,171.00 per year
Bladder pump	$135.50 per day
Bladder pump-bladder	$21.70 per item
Disposable Bailer	$24.60 per sample
Electrical submersible pump	$61.70 per day
Groundwater level logger	$222.60 per year
Groundwater Sample tubing – bladder	$3.90 per metre
Groundwater Sample tubing – drop tube	$2.40 per metre
Groundwater Sample tubing – peristaltic	$1.30 per metre
Peristaltic Pump	$74.00 per day
Portable (12v) groundwater pump	$147.60 per day
Motorboat	$2,468.40 per day
Quad bike	$432.00 per day
RTK GPS survey equipment	$370.30 per day
Single axle trailer	$86.40 per day
Spill Response Trailer	$308.60 per day
Spray Unit	$246.80 per day
Survey equipment – digital dumpy level	$123.40 per day
Tandem trailer	$117.30 per day
Teryx ATV	$617.10 per day
Traffic management (TMS)	$107.40 per hour
Bertrand Rd hydrometric equipment	$1,020.00 per year
Cell telemetry	$37.10 per month
Data Logger	$197.20 per year
Hydrological gauging equipment (M9)	$222.60 per gauging

Hydrological gauging equipment (wading)	$92.60 per gauging
In stream temperature monitor	$30.90 per month
Mangaehu hydrometric equipment	$861.50 per year
Mangati Environmental Sensors	$6,171.00 per year
Mangati hydrometric equipment	$9,709.92 per year
Mangawhero-iti hydrometric equipment	$1,436.30 per year
Oaonui hydrometric equipment	$465.90 per year
Patea McColl's bridge hydrometric equipment	$1,441.10 per year
Patea Skinner Rd hydrometric equipment	$646.10 per year
Radio Telemetry	$12.30 per month
RNZ Uruti Telemetry	$396.00 per year
Repair Parts (battery/fuse/cable)	$61.70 per deployment
Surrey Road Telemetry	$6,050.00 per year
Standard hydrometric equipment	$2,144.10 per year
Tangahoe hydrometric equipment	$749.00 per year
Tawhiti hydrometric equipment (lower)	$1,903.30 per year
Tawhiti hydrometric equipment (upper)	$1,177.30 per year
Waingongoro hydrometric equipment	$913.60 per year
Waitaha hydrometric equipment	$9,709.92 per year
Rain Gauge Calibration	$370.30 per deployment
Chlorine Meter	$22.90 per use
Drone	$145.20 per day
Multi-parameter Field Meter	$123.40 per day
Haehanga hydrometric equipment	$2,621.50 per year

Explanation

This scale of charges is used to calculate the Council's actual and reasonable costs when carrying out functions under the Resource Management Act 1991. Where those actual and reasonable costs exceed any specified amounts, the Council may recover those costs as additional charges under section 36(3) of the Resource Management Act 1991. The use of materials stored in the spill response trailer and/or used in spill response will be recovered from the spiller on an actual and reasonable basis. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 4: Fixed minimum charges for laboratory analyses

The Council has engaged a contract laboratory, RJ Hill Laboratories Ltd, to undertake the Council's regular sample analysis. Pricing of analysis is set out in the Council's contract with the supplier, these negotiated prices are subject to commercial sensitivity and therefore are not published in detail in this schedule. The Council's approach to calculating laboratory analysis charges is to use the original contract pricing with the application of a handling cost (of $5.10) per analysis method which provides for the time required to coordinate and maintain this service. Total costs of analysis including the adjustment will be made available on request. An explanation of the methods used for laboratory analyses is available on request.

Explanation

This schedule sets out the Council's approach to recovering actual and reasonable costs of laboratory analysis when carrying out functions under the Resource Management Act 1991. Where those actual and reasonable costs exceed the fixed charges in this schedule, the Council may recover those costs as additional charges under section 36(3) of the Resource Management Act 1991. An explanation of the methods used for laboratory analyses is available on request. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. Charges exclude GST. Effective from 1 July 2024.

Schedule 5: Fixed initial annual monitoring deposit charges for activities with tailored compliance monitoring programmes 2024/2025

Catchments - Herekawe Stream

Beach Energy Resources NZ (Kupe) Limited	$4,545
Methanex NZ Limited	$9,506
New Plymouth District Council	$4,302
New Zealand Oil Services Ltd	$4,302
OMV New Zealand Limited	$4,557

Catchments - Hongihongi Stream

Bulk Storage Terminals Limited	$2,341
Molten Metals Limited	$4,090
New Plymouth District Council	$2,382
OMV New Zealand Limited	$2,341
Port Taranaki Limited	$2,118
Seaport Land Company Limited	$2,382
Technix Bitumen Technologies Limited	$2,118
Z Energy Limited	$2,118

Catchments - Lower Waiwhakaiho Airshed

DIALOG Fitzroy Limited	$8,988
Downer New Zealand Limited	$8,663
Katere Surface Coatings Limited	$5,251
The Occupier	$5,131

Catchments - Lower Waiwhakaiho River

Bunnings Limited	$10,991
DIALOG Fitzroy Limited	$19,693
Downer EDI Works Limited	$5,097
Envirowaste Services Limited	$5,787
Firth Industries Limited	$5,236
Holcim New Zealand Limited	$5,334
KiwiRail Holdings Limited	$5,366
New Plymouth District Council	$18,740
New Zealand Railways Corporation	$5,871
Ravensdown Limited	$5,769
Taranaki Sawmills Limited	$14,779
Technix Group Limited	$4,958
Urban Aspect Limited	$5,292
Waste Management NZ Limited	$6,016

Catchments - Mangati Stream

Barton Holdings Limited	$9,727
First Gas Limited	$8,252
Greymouth Petroleum Acquisition Company Ltd	$9,738
J Swap Contractors Limited	$10,668
McKechnie Aluminium Solutions Limited	$11,964
New Plymouth District Council	$11,843
Nexans New Zealand Limited	$20,964
Schlumberger New Zealand Limited	$9,019
Tasman Oil Tools Limited	$9,738
Tegel Foods Limited	$14,447
Tegel Foods Limited - Poultry Processing Plant	$31,812
TIL Freighting Limited	$13,167

Catchments - Tawhiti Stream

Graeme Lowe Protein Limited	$6,769
Silver Fern Farms Limited	$23,813
Taranaki Fish & Game Council	$2,703

Catchments - Waitaha Stream

AICA (NZ) Limited	$15,550
Arxada NZ Limited	$2,484
C&O Concrete Products Limited - New Plymouth	$5,970
Energyworks Limited	$8,376
Greymouth Facilities Limited	$7,522
Intergroup Limited	$9,681
New Plymouth District Council	$7,975
Pounamu Oilfield Services Limited	$7,439
SRG Global Asset Services (Taranaki) Ltd	$6,207
Symons Property Developments Limited	$6,803
Taranaki Sawmills Limited	$11,941
Urban Aspect Limited	$6,203
Woodwards 2008 Limited	$1,234

Dairy processing

Fonterra Limited	$221,649

Hydro-electric energy

Greenfern Industries Limited	$26,545
Manawa Energy Limited	$126,361
Opunake Power Limited	$3,509

Industrial

Anzco Foods Waitara Limited	$1,436
Ballance Agri-Nutrients Limited	$1,343
Ballance Agri-Nutrients Limited	$505
Dow Chemical (NZ) Ltd	$30,290
Downer New Zealand Limited	$2,988
Fonterra Limited	$652
Liquigas Limited - Head Office	$1,661
McKechnie Aluminium Solutions Limited	$23,016
Methanex Motunui Limited	$2,566
Molekulis Limited	$505
Port Taranaki Limited	$17,831
Powerco Limited - Electricity Operations	$634
Sandford Bros Limited	$616
Solexin Industries Limited	$1,010
Taranaki Bulk Storage Limited	$1,010
Taranaki Stock Car Club Inc	$611
Technix Bitumen Technologies Limited	$2,988
Transpower New Zealand Limited	$759

Irrigation

Alexander Farms Limited	$2,212
Anthony Ingman & Kerstin Johanna Williams	$498

AR Geary Trust	$1,938
BLL Farm Trust	$5,808
BR & RG Harvey Family Trust	$911
Coastal Country Farms Limited	$3,260
David John Alexander	$1,385
David Pease Family Trust	$3,494
Donna-Maree Baker	$1,468
Duncan Robert Emerson Wilson	$4,207
FJ Goodin & Sons Limited	$3,260
Fonic Farms Limited	$1,938
Friesianroots Limited	$3,779
Gibbs G Trust	$2,033
Hawera Golf Club Inc	$530
Inglewood Golf Club Inc	$778
John & Elaine Glenda Sanderson	$4,440
JW & MT Hamblyn Family Trusts	$1,938
Kaihihi Trust	$1,949
Kaitake Golf Club Inc	$1,132
Kereone Farms Limited	$6,971
Kohi Investments Limited	$2,468
Larsen Trusts Partnership	$498
Leatherleaf Limited	$1,325
Leonie Ann Campbell	$5,469
Luttrell Trust Partnership	$5,808
Manaia Golf Club	$696
Manukorihi Golf Club Inc	$1,132
Mara Trust	$3,260
MI & PM Stevenson Family Trust	$1,938
New Plymouth Golf Club Inc	$1,049
Nigel Wayne & Denise Mary King	$1,513
Nilock & Camole Trusts	$1,938
Oceanview Trust	$498
Ohawe Farm Limited	$911
Pihama Farms Limited	$1,938
PKW Farms LP	$2,033
Pukeone Company Limited	$1,385
Pukeone Partnership	$5,359
Riverside Farms Taranaki Ltd	$1,430
RM & MC Julian Family Trust	$5,808
Roger Dickie Family Trust	$2,032
Spenceview Farms	$5,808
Summerset Villages (Bell Block) Limited	$1,716
Te Ngutu Golf Club Incorporated	$861
Turangarere Trust	$1,385
Waikaikai Farms Limited	$1,493
Waireka Trust	$498
Waitara Golf Club Inc	$1,026
Waitotara Kiwifruit Limited Partnership	$2,212
Waiwira Holdings Limited	$3,944
Wayne Douglas & Sandra Christine Morrison	$7,257
Westown Golf Club Incorporated	$1,026
Woollaston Family Trust Partnership	$498

Landfills/cleanfills

A & A George Family Trust	$3,021
AA Contracting Limited	$3,320
Barry John & Lynette Betty Bishop	$3,320
Gas & Plumbing Ltd	$2,908
Groundworkx Taranaki Limited	$966
Malandra Downs Limited	$4,641
New Plymouth District Council	$134,807
South Taranaki District Council	$30,663
Stratford District Council	$6,877
Taranaki Civil Construction Limited - Inglewood	$2,948
Taranaki Trucking Company Limited	$1,419
TPJ Partnership	$4,410
Value Timber Supplies Limited	$5,254
Westown Agriculture Limited	$4,743

Marine discharges

Fonterra Limited	$2,074
New Plymouth District Council	$42,167
South Taranaki District Council	$44,142

Meat processing

Ample Group Limited	$26,741
Anzco Foods Limited	$3,983
Riverlands Eltham Limited	$55,211
Silver Fern Farms Limited	$33,267

Minor industries

Airport Farm Trust Limited	$1,117
Airport Farm Trustee Limited	$3,950
Eltham Sandblasting Limited	$324
Firth Industries - Division of Fletcher Concrete & Infrastructure Limited	$1,991
Fletcher Concrete & Infrastructure Limited	$1,991
Fulton Hogan Limited - New Plymouth	$228
Grays Blast & Paint Limited	$324
Inglewood Timber Processors	$786
JD Hickman 1997 Family Trust	$2,892
Lorry Land Limited	$786
Mervyn Jack Hooper	$324
Ministry of Education	$0
New Plymouth District Council	$5,959
New Zealand Pet Food Primary Processors	$786
Normanby Engineering Sandblasting & Spraypainting	$324
Oscar4U	$324
Osflo Fertiliser Limited	$7,771
Paws & Claws Kennels and Cattery Ltd	$786
Peter Jones	$786
Taranaki District Health Board	$786
Taranaki Galvanisers 2022 Limited	$4,958
Transpower New Zealand Limited	$324
W Abraham Limited	$3,669

Miscellaneous

New Plymouth District Council	$7,049
New Plymouth District Council & Methanex Motunui Limited	$0
New Plymouth Girls High School	$431
New Zealand Railways Corporation	$0

Onaero Foreshore Protection Society Incorporated	$120
Pungarehu Community Society Incorporated	$431
South Taranaki District Council	$4,530
Stratford High School	$431
Taranaki Regional Council	$0
Waka Kotahi NZ Transport Agency	$424,125

Non-renewable energy

Contact Energy Limited	$44,270
Nova Energy Limited	$39,228

Petrochemical

Ballance Agri-Nutrients (Kapuni) Limited	$49,179
Cheal Petroleum Limited	$14,061
Flexgas Limited	$9,978
Greymouth Petroleum Acquisition Company Ltd	$2,457
Greymouth Petroleum Central Limited	$3,856
Greymouth Petroleum Limited	$6,559
Greymouth Petroleum Turangi Limited	$4,373
Methanex Motunui Limited	$23,721
NZ Surveys 2020 Limited	$2,552
NZEC Tariki Limited	$2,522
NZEC Waihapa Limited	$12,863
Petrochem Limited	$2,186
Taranaki Ventures Limited	$5,550
Todd Energy Limited	$34,126
Todd Petroleum Mining Company Limited	$25,288
Westside New Zealand Limited	$11,530

Petrochemical production stations

Beach Energy Resources NZ (Kupe) Limited	$20,867
Bridge Petroleum Limited	$224
Cheal Petroleum Limited	$16,272
Greymouth Petroleum Acquisition Company Limited	$12,350
Greymouth Petroleum Central Limited	$15,102
Greymouth Petroleum Limited	$3,664
Greymouth Petroleum Turangi Limited	$21,045
Matahio NZ Onshore Limited	$12,162
New Zealand Energy Corporation Waihapa Limited	$0
NZEC Tariki Limited	$945
NZEC Waihapa Limited	$3,409
NZEC Waihapa Limited and NZEC Tariki Limited	$317
OMV New Zealand Limited	$30,775
Petrochem Limited	$1,536
Taranaki Ventures Limited	$3,139
Todd Energy Limited	$30,793
Todd Petroleum Mining Company Limited	$16,853
TWN Limited Partnership	$17,220
Westside Corporation	$639
Westside New Zealand Limited	$8,587

Piggeries

Aorere Farms Partnership	$2,810
D H Lepper Family Trust	$8,586
DH Lepper Trust	$413
RKM Farms Limited	$6,756
Stanley Bros Trust	$23,894

Quarries

AA Contracting Limited	$1,917
Bunn Earthmoving Ltd	$2,762
Burgess Crowley Partnership	$3,214
Civil Holdings Limited	$21,668
Dennis Mark & Diane Lillian Bourke	$3,214
Ferndene Group Limited	$4,691
Gibson Family Trust	$1,917
Goodin AG Limited	$1,917
Hey Trust	$2,988
Horizon Trust Management Limited	$6,548
Hurlstone Trust	$640
Jones Quarry Limited	$10,336
Jones Quarry Uruti Stone Limited	$640
R A Wallis Limited	$2,988
Richard John Dreaver	$2,557
Taranaki Trucking Company Limited	$2,557
Taunt Contracting Limited	$2,762
Vickers Quarries Limited	$4,224
Whitaker Civil Engineering Limited	$3,198
Windy Point Quarry Limited	$2,988
Winstone Aggregates Limited	$2,664

Sewerage discharges and treatment

Annadale Farm Trust	$282
Bergrust Family Trust	$282
Carl Michael Morris	$282
Coastal Taranaki School Board of Trustees	$282
Department of Conservation - Crown	$1,966
Falcon Group (2000) Limited	$282
Frederick Emmanuel Laude	$282
Irene Catherina van Osenbruggen	$282
James & Alwena Edwards	$282
K Hooper & C Bevers Trust	$282
Kendall Family Trust	$282
New Plymouth District Council	$20,953
Ngaere Primary School	$282
Paul Roydon Gyde	$282
Philip Murray Walker	$282
Pruedence Anne Debreceny	$282
Roger & Tui Maxwell	$282
South Taranaki District Council	$107,923
Stratford District Council	$38,638
Stratford High School	$282
Te Rere o Kapuni Limited - TA Dawson Falls Mountain Lodge	$410
Wai-iti Motor Camp Limited	$7,200

Waste recovery

Remediation (NZ) Limited	$110,591
Surrey Road Land Farm Limited	$8,034
Taranaki By-Products Limited	$88,502
Waikaikai Farms Limited	$0
Waste Remediation Services Limited	$47,267

Water take

Alexander Bruce Middleton	$869
Awatea Hawkes Bay Trust	$621
Belmont Dairies Limited	$621
Bristol Properties Limited Partnership	$704
Bucman Trust	$704
Caiseal Trust Partnership	$704
Carter AJ Limited	$869
Cold Creek Community Water Supply Limited	$26,078
Construction Mechanics (1993) Limited	$704
Corteva Agriscience New Zealand Limited	$1,034
DP & JH Roper Family Trusts Partnership	$621
Go 2 Milk Limited	$1,242
Hernly Farm Limited	$1,655
Ian Douglas & Judith Ann Armstrong	$1,140
IBEC Holdings Ltd	$869
IHC New Zealand Inc	$1,140
Joblin Partners Limited	$621
Kaipi Holdings Limited	$704
Lander & Co	$1,140
Longview Limited	$952
Lupton Trust	$621
Mangaroa Farms Partnership	$621
Mark Gwerder Family Trust	$621
Medley Partners	$1,576
MJ Fahy & MO Fahy	$869
Moorelands Trust Partnership	$538
MP & VMJ Joyce Trusts Partnership	$621
New Plymouth District Council	$17,770
Norwood Farm Partnership	$704
Oakura Farms Limited	$208
Oaonui Water Supply Limited	$15,660
Parihaka Papakainga Trust	$0
Pariroa Marae - The Trustees	$869
PKW Farms LP	$1,407
Pungarehu Farmers Group Water Scheme	$1,222
SC & MJ O'Neill Family Trust	$538
Sona Chosta Limited	$2,343
South Taranaki District Council	$56,508
Stoney River Dairy Limited	$208
Stratford District Council	$13,413
Taranaki Racing Inc	$3,118
Te Rua O te Moko 2B Ahuwhenua Trust	$621
The Occupier	$2,961
The Tom Lance Trust	$1,282
Zenith Trust	$1,057

Explanation

The Council's fixed initial deposit charges for activities with tailored compliance monitoring programmes, excluding that for the NES for plantation forestry, are presented in various groups based on the nature of the activity and/or type of industry. Any additional actual and reasonable costs over and above the initial fixed deposit charge will be charged in arrears.

For new tailored compliance monitoring programmes or inclusion of new consents into existing programmes (that arise between the setting of these charges and the end of the financial year that they relate to), an estimate will be provided to the consent holder and compliance monitoring work charged according to this. Where no estimate is provided, compliance monitoring costs will be recovered per Schedule 6, 7 and 8 of this Plan.

Additional charges may be levied under section 36(5) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring charge. See the scales of charges for staff time, consultants, plant and laboratory analyses set out in Schedules 1, 3 and 4. The above charges include those arising from any functions transferred to the Council under section 33 of the Resource Management Act 1991. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 6: Charges for monitoring under the National Environmental Standard for Plantation Forestry

With reference to regulation 106 of the National Environmental Standards For Commercial Forestry 2023 (NES), the Council sets the following charges under section 36(1)(cc) of the Resource Management Act 1991 for monitoring permitted activities authorised under regulations in the NES that address afforestation earthworks, river crossings, forestry quarrying and harvesting.

The NES applies to commercial forest blocks of more than one hectare. The charges set out below will be applied to the Council's monitoring of these activities. Explanation about the monitoring charges is included within the description of the charges and at the end.

Notification of harvesting and pre activity monitoring

Earthworks and quarrying notification under regulations 25 and 52 have a minimum notification period of 20 working days. Notification will involve some work for the Council and allows the Council to plan for any compliance monitoring, including any pre earthworks/ harvest instream macroinvertebrate survey ($2,594 per survey) if stream conditions provide for it.

Afforestation

Afforestation must be undertaken with the provisions of the NES.

Assessment of afforestation management plans and afforestation inspections (includes travel time, inspection and post inspection activities) are up to $1,170 per inspection.

Harvesting

The first inspection, with the earthworks plan available, will be used for discussion with the operator about how the regulations in the NES would be met. Inspection (includes travel time, inspection and notification work) and sampling will be undertaken under:

a) regulation 33 which requires roads, tracks and landings to be managed and aligned to divert water runoff to stable ground and away from areas of constructed fill, and to minimise disturbance to earthflows and gullies
b) regulations 26 and 65 associated with sediment management
c) regulations 28 and 55 addressing accelerated erosion, stream obstruction, or diversion of water flow
d) regulations 31, 56, and 67 addressing sediment and stormwater controls
e) regulations 36-46 for river crossings (fish passage, effects on other structures, erosion and sediment control and discharges)
f) regulations 32 and 55 regarding site stabilisation
g) regulation 58 regarding quarrying
h) regulation 68 regarding restrictions on how harvesting can occur, on any riparian margin or adjacent to water bodies.

Per inspection	Up to $1,170
Per each upstream or downstream sample for colour, turbidity, and suspended solids, if stream conditions are appropriate	Up to $114

Post harvesting

Inspection(s) to ensure all the relevant NES requirements have been met, especially removal of stream structures, stabilisation, silt and sediment control, and slash and debris placement will occur. Includes travel time, inspection and notice:

Per survey for a post-harvest instream macroinvertebrate survey, if stream conditions

provide for it	$2,594
Per inspection	$1,170

Explanation

This section of the schedule sets out the charges for inspections and sampling to address activities under the NES, including afforestation. The number of inspections and sampling required per forest will vary depending on size and once monitoring is undertaken, the degree of compliance with the regulations. Non-compliance with regulations will result in additional inspections and/or sampling to ensure compliance has been achieved.

It is envisaged that a moderate-sized and above forest would get a monthly inspection during harvesting and a post-harvest inspection, depending on compliance. Each moderate to large forest could also receive at least one harvest and post-harvest instream macroinvertebrate survey by a freshwater biologist if stream conditions provide for it.

Harvest inspections would be monthly as a minimum and may also include water quality sampling. If inspections take less than a day inclusive of equipment preparation, travel, on-site time, post-visit recording, issue of inspection notices, and any follow-up discussions to confirm details and accuracy of records, then some remission of the charge will occur.

Additional charges may be levied under section 36(5) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring charge. See the scales of charges for staff time, macroinvertebrate sample processing, and laboratory analyses are set out in Schedules 1, 3 and 4. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 7: Fixed minimum charges for monitoring farm dairy discharges

The fixed charges for farm dairy discharge compliance monitoring inspection and sampling are set out below:

Discharge to land consent	$690
Discharge to water, no sampling	$573
Discharge to water consent, including sampling discharge and receiving environment	$1,015
Discharge to land and water consent, including sampling discharge and receiving environment	$1,307
Discharge to land and water consent, no sampling	$690
Discharge to land by contactors under regional consents	$1,265
Where non-compliance is detected the following additional monitoring re-inspection and sampling fixed charge may apply:	
Minor Non-compliance	
Discharge to land or water consent, no sampling	$1,040
Discharge to water consent, including sampling and reinspection	$1,497
Significant Non-compliance	
Discharge to land or water consent, no sampling	$1,954
Discharge to water consent, including sampling and reinspection	$2,238

Explanation

The above fixed minimum charges for the annual farm dairy discharge compliance monitoring inspection and re-inspection, both including sampling, are based on actual and reasonable charges for staff time (Professional Staff and Managers, Schedule 1) and laboratory analyses (Schedule 4). The above fixed minimum charges for monitoring, re-inspection and sampling after non-compliance with resource consent conditions or the Resource Management Act 1991, whether this arises from the annual inspection or not, are based on actual and reasonable charges for staff time (Professional Staff and Managers Schedule 1) and laboratory analyses (Schedule 4).

Significant non-compliance activities are non-compliances that will have actual or potential effects on the environment. Examples of a minor non-compliance are deficient baffles between ponds, minor failure to contain shed/race effluent and washings where these discharge to land, and deficient stormwater diversion system. Examples of significant non-compliance are ponding of effluent on the soil surface (unauthorised by resource consent), breach of discharge standards required in the resource consent, inadequate effluent storage and land area, significant increase in stock numbers beyond those allowed in the consent, and an inadequate effluent system. The above are examples and it should be noted they do not represent a complete list of non-compliances.

Additional charges may be levied under section 36(3) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring and non-compliance charges. An example is a significant non-compliance for a discharge to land farm dairy discharge consent where sampling costs of the discharge and receiving water may be required. See the scales of charges for staff time, consultants, plant and laboratory analyses set out in Schedules 1, 3 and 4. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 8: Fixed minimum charges for monitoring instream structures where no tailored compliance monitoring programme exists

Excluding structures that are addressed under Schedule 5, the fixed charge for the following types of compliance monitoring inspections of instream structures is $509 per inspection per structure:

- The initial compliance monitoring inspection, following the installation of an authorised structure.
- A re-inspection arising from a 'minor' non-compliance detected in a previous inspection.
- Ongoing routine compliance monitoring inspections of authorised structures.

An example of a 'minor' non-compliance may be the requirement for additional small scale rip-rap rock work needed to remove a small perch at an outlet. Non-compliances considered to be greater than 'minor' will be addressed through the abatement or enforcement process which is charged at an actual and reasonable cost rate incurred by the Council; these costs are expected to be higher than the fixed charge. See scales of charges for staff time as set out in Schedule 1.

Routine inspections will be undertaken, on a schedule that factors in the likelihood of future non-compliance and any respective potential level of adverse effects resulting from non-compliance. The inspection reoccurrence period will be between 1 – 8 years. The monitoring schedule, per structure, will be determined by Council officers, with that schedule subject to change should any issues arise.

For the monitoring of instream structures the key issues monitored are the maintenance of fish passage and erosion control.

More than one consent on the same property could be monitored during a daily inspection round. In such cases, the Council may scale the monitoring charge downward according to the instream structures monitored.

Explanation

The above fixed charges for compliance monitoring inspections and re-inspections are based on staff time for Professional Staff (Schedule 1). Additional charges may be levied under section 36(3) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring charge. See scales of charges for staff time as set out in Schedule 1. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 9: Fixed minimum charges for monitoring where no tailored compliance monitoring programme exists

The fixed charge for a regular compliance monitoring inspection that is not addressed in Schedule 5 or 6 is $460 per inspection plus any additional plant or laboratory analyses costs as set out in Schedules 3 and 4.

The fixed charge for a regular compliance monitoring re-inspection arising from non-compliance detected in an inspection that is not addressed in Schedule 5 or 6 is $505 per inspection plus any additional plant or laboratory analyses costs as set out in Schedules 3 and 4.

For the monitoring of some resource consents, it is not possible to predesign a monitoring programme, or to apply a fixed charge. This may be because the consent is exercised irregularly or the scale of the consented activity varies unpredictably. In such cases, the Council will scale the monitoring programme according to the activity and charge for reasonable inspection time, sample analysis and equipment hire as set out in Schedules 1, 3 and 4. This approach will be applied to monitoring of consents such as those associated with well-sites, hydraulic fracturing, forestry, construction of pipelines/highways/other roading projects and other temporary earthworks.

Explanation

The above fixed charges for compliance monitoring inspections and re-inspections are based on staff time for a Professional Staff (Schedule 1). Additional charges may be levied under section 36(3) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring charge. See scales of charges for staff time, consultants, plant and laboratory analyses set out in Schedules 1, 3 and 4. The above charges include those arising from any functions transferred to the Council under section 33 of the Resource Management Act 1991. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 10: Charges for those requesting hearing commissioners

Any submitter making a request, under section 100A of the Resource Management Act 1991, shall be required to pay the additional cost of having the application heard and decided by independent commissioners as reasonably determined by the Council using costs set out in Schedules 1 and 2.

Explanation

For a notified resource consent application a submitter may request that the Council delegate its functions, powers and duties required to hear and decide the application to one or more independent hearing commissioners. Section 36 (1)(ab) of the Resource Management Act 1991 allows the Council to estimate the additional costs, as if the request had not been made, and immediately invoice the requestor(s) for this additional cost. Where more than one submitter makes a request the costs may be shared equally. If the additional cost of independent hearing commissioners is less than the payment then a refund will be made. Schedule 1 sets out the Council's scale of charges for staff time and Schedule 2 sets out the fixed minimum cost of processing resource consent applications and includes hearing costs. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 11: Charges for permitted activity monitoring under the National Environmental Standard For Freshwater: Changes In Land Use

With reference to regulation 75 of the Resource Management (National Environmental Standards for Freshwater) Regulations 2020 (NES), the Council sets the following charge, under section 36(1)(cc) of the Resource Management Act 1991, for monitoring permitted activities authorised under regulations in the NES. The Council may charge for monitoring permitted activities for compliance inspections and monitoring under the following sections of the regulations:

16 Conversion of plantation to pastoral land use

18 Conversion of land on farm to dairy farm land

22 Use of land as dairy support land

29 Intensification: temporary standards.

Inspection includes travel time, inspection, monitoring and reporting. Non-compliance with the regulations will result in additional costs arising from inspections and/or monitoring to ensure compliance has been achieved.

Each inspection and monitoring charge will be $485.

Explanation

This section of the schedule sets out charges for inspections and monitoring to address permitted activities under the NES as set out above. Additional charges may be levied under section 36(5) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring charge. See the scales of charges set out in Schedules 1 and 3. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 12: Charges for permitted activity monitoring under the National Environmental Standard For Freshwater: Wetlands

With reference to regulation 75 of the NES-FW, the Council sets the following charges, under section 36(1)(cc) of the Resource Management Act 1991, for monitoring permitted activities authorised under regulations in the NES-FW. The Council may charge for monitoring permitted activities for compliance inspections and monitoring under the following sections of the regulations:

38 Restoration of natural wetlands

40 Scientific research

43 Maintenance of wetland utility structure

46 Maintenance of specified infrastructure and other infrastructure

48 Sphagnum moss harvesting

50 Arable and horticultural land use.

Inspection (includes travel time, inspection, monitoring and reporting) will be undertaken by Council officers. Non-compliance with the regulations will result in additional inspections and/or monitoring to ensure compliance has been achieved. Non-compliance with the regulations may result in additional inspections and/or monitoring to ensure compliance has been achieved. The inspection and monitoring charge will be $485 per inspection, when required to determine compliance and are not annual.

Explanation

This section of the schedule sets out charges for inspections and monitoring to address permitted activities under the NES-FW as set out above. Additional charges may be levied under section 36(5) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring charge. See the scales of charges set out in, Schedules 1 and 3. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 13: Charges for permitted activity monitoring under the National Environmental Standard for Freshwater: Intensive Winter Grazing

With reference to regulation 75 of the NES-FW, the Council sets the following charges, under section 36(1)(cc) of the Resource Management Act 1991, for monitoring permitted activities authorised under regulations in the NES-FW. The Council may charge for monitoring permitted activities for compliance inspections and monitoring under the following section of the regulations:

26 Intensive winter grazing.

Inspection (includes travel time, inspection, monitoring and reporting) will be undertaken by Council officers. Non-compliance with the regulation may result in additional inspections and/or monitoring to ensure compliance has been achieved. The inspection and monitoring charge will be $472 per inspection when required to determine compliance. Inspections will generally be annual.

Explanation

This section of the schedule sets out charges for inspections and monitoring to address permitted activities under the NES-FW as set out above. Additional charges may be levied under section 36(5) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring charge. See the scales of charges set out in Schedules 1 and 3. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 14: Charges for permitted activity monitoring under the National Environmental Standard for Freshwater: Natural Hazards

With reference to regulation 75 of the NES-FW, the Council sets the following charges, under section 36(1)(cc) of the Resource Management Act 1991, for monitoring permitted activities authorised under regulations in the NES-FW. The Council may charge for monitoring permitted activities for compliance inspections and monitoring under the following section of the regulation:

51 Natural hazard works.

Inspection (includes travel time, inspection, monitoring and reporting) will be undertaken by Council officers. Non-compliance with the regulation may result in additional inspections and/or monitoring to ensure compliance has been achieved. The inspection and monitoring charge will be $485 per inspection.

Explanation

This section of the schedule sets out charges for inspections and monitoring to address permitted activities under the NES-FW as set out above. Additional charges may be levied under section 36(5) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring charge. See the scales of charges in Schedules 1 and 3. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 15: Charges for permitted activity monitoring under the National Environmental Standard for Freshwater: Culverts and Weirs

With reference to regulation 75 of the NES-FW, the Council sets the following charges, under section 36(1)(cc) of the Resource Management Act 1991, for monitoring permitted activities authorised under regulations in the NES-FW installed after 3 September 2020. The Council may charge for monitoring permitted activities for compliance inspections and monitoring under the following sections of the regulations:

70 Culverts

72 Weirs.

Inspection (includes travel time, inspection, monitoring and reporting) will be undertaken by Council officers. Non-compliance with the regulations will result in additional inspections and/or monitoring to ensure compliance has been achieved. The inspection and monitoring charge will be $485 per inspection, when required to determine compliance and are not annual.

Explanation

This section of the schedule sets out charges for inspections and monitoring to address permitted activities under the NES as set out above. Additional charges may be levied under section 36(5) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring charge. See the scales of charges in Schedules 1 and 3. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Schedule 16: Charges for permitted activity monitoring under the National Environmental Standard for Freshwater: Synthetic Fertiliser

With reference to regulation 75 of the NES-FW, the Council sets the following charges, under section 36(1)(cc) of the Resource Management Act 1991, for monitoring permitted activities authorised under regulations in the NES-FW. The Council may charge for monitoring permitted activities for compliance inspections and monitoring under the following section of the regulation:

33 Application of synthetic nitrogen fertiliser.

The determination regarding whether the nitrogen cap has been exceeded will involve an assessment of data received by the Council. Non-compliance with the regulations may result in additional assessments and costs to ensure compliance has been achieved.

If the data is supplied via the Council or regional council sector web portal in an appropriate form the assessment and reporting charge will be $65. If data is not supplied as above, the charge will be $244. This data must be supplied to the Council annually. These are annual charges and may be invoiced with farm dairy effluent costs in schedule 7 to reduce costs.

Explanation

This section of the schedule sets out charges for assessments to address permitted activities under the NES as set out above. Additional charges may be levied under section 36(5) of the Resource Management Act 1991 where the Council's actual and reasonable costs exceed the fixed monitoring charge. See the scales of charges set out in Schedules 1 and 3. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges exclude GST. Effective from 1 July 2024.

Building Act Charging Policy

Schedule of charges pursuant to the Building Act 2004

Dam compliance and safety

Function	Deposit	Additional hourly charge
Project information audit memorandum	Large Dam (above $100,000 value) $1,296 Medium Dam ($20,000 to $100,000 value) $1,030 Small Dam ($0 to $20,000 value) $734	Actual and reasonable costs based on Appendix 1, Schedule 1—Scale of charges for staff time.
Lodge building warrant of fitness	$135	Actual and reasonable costs based on Appendix 1, Schedule 1—Scale of charges for staff time. Actual and reasonable for expert advice.
Amendment to compliance schedule	$135	Actual and reasonable costs based on Appendix 1, Schedule 1—Scale of charges for staff time. Actual and reasonable for expert advice.
Certificate of Acceptance	Large Dam (above $100,000 value) $5,221 Medium Dam ($20,000 to $100,000 value) $2,639 Small Dam ($0 to $20,000 value) $678	Actual and reasonable costs based on Appendix 1, Schedule 1—Scale of charges for staff time. Actual and reasonable for expert advice.
Lodge dam classification (potential impact category)	$135	Actual and reasonable costs based on Appendix 1, Schedule 1—Scale of charges for staff time. Actual and reasonable for expert advice.
Lodge annual dam safety compliance certificate	$135	Actual and reasonable costs based on Appendix 1, Schedule 1—Scale of charges for staff time. Actual and reasonable for expert advice.
Lodge dam safety assurance programme	$135	Actual and reasonable costs based on Appendix 1, Schedule 1—Scale of charges for staff time. Actual and reasonable for expert advice.

Explanation

The charges are for the Council's actual and reasonable costs when carrying out functions under the Building Act 2004 in relation to dams. The charge (in most cases) will be made up of a deposit and where required an additional charge, when the cost of performing the function exceeds the deposit by more than $20. If the cost of performing the function is less than the deposit paid by more than $20, a refund will be given.

The Building Act does not specify a particular procedure for the Council to follow when setting Building Act fees and charges. Charges under the Building Act 2004 for performing any other function under the Act will be based on the staff charge our rates in Schedule 1. The Council has decided, for completeness and ease of reference, to include these charges in this Plan. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges are GST exclusive. Effective from 1 July 2024.

Local Government Act Charging Policy

Schedule of charges pursuant to the Local Government Act 2002

Inspection and incident cost recovery

Pursuant to section 150 of the Local Government Act 2002, the Council gives notice that it has adopted the following schedules of charges for the recovery of the costs of inspection, including but not limited to routine and additional inspections, and inspections following any incidents, discharges, spillages or non-containment of substances that cause, or have the potential to cause, adverse environmental effects, where these costs are not covered by a more specific charge elsewhere.

The cost recovery schedule for staff time is set out in Schedule 1; plant is set out in Schedule 3; and laboratory analysis costs are set out in Schedule 4.

Explanation

The scale of charges set out above may apply for the recovery of reasonable costs incurred of staff time and analyses associated with inspections and following incidents, discharges, spillages, non-containment of substances or breaches of permitted activity standards that cause, or have the potential to cause, adverse environmental effects. Inspections of permitted activities may be undertaken to assess compliance with permitted activity standards. Inspections may involve actions such as taking and analysing samples to determine environmental effects. All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum.
All charges are GST exclusive. Effective from 1 July 2024.

Local Government Official Information and Meetings Act Charging Policy

Schedule of charges pursuant to the Local Government Official Information and Meetings Act 1987

Pursuant to section 13(1A) of the Local Government Official Information and Meetings Act 1987 (LGOIMA), the Council may charge for the supply of information to recover its reasonable costs for labour and materials.

The cost recovery schedule for staff time is set out in Schedule 1.

The first 15 minutes of time spent actioning a request for information on each or any occasion relating to the same general matter shall be provided free of charge. The Council reserves its rights to charge for the provision of information above 15 minutes.

The Council requires payment in advance.

The first 20 pages of black and white photocopying on standard A4 or A3 paper shall be provided free of charge. Where the total number of pages of photocopying is in excess of 20 then each sheet of paper will be charged at 10 cents per sheet.

Upon receipt of a request for information, the Council will advise of the decision to charge, the estimated amount of the charge, how the charge has been calculated, the requirement to pay in advance and the right to seek a review by an Ombudsman of the estimated charge.

Explanation

The scale of charges set out above may apply for the recovery of staff time and reasonable costs incurred with the collection and supply of information under LGOIMA. The recovery regime is based upon the Ombudsman's guidance "The LGOIMA for local government agencies: A guide to processing requests and conducting meetings". All collection costs incurred in the recovery of a debt will be added to the amount due. Overdue invoices will incur an interest charge at 12% per annum. All charges are GST exclusive. Effective from 1 July 2024.

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Executive Staff

Steve Ruru – (Chief Executive)

Abby Matthews – (Director – Environment Quality)

AD Fred McLay – (Director – Resource Management)

Michael J Nield – (Director – Corporate Services)

Daniel Harrison – (Director – Operations)

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On behalf of the Controller and Auditor-General,
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Taranaki
Regional Council

Working with people | caring for our environment