

Taranaki Regional Council

# Pre-Election Report

*For the October 2022 Local Authority Elections*



Issued by S J Ruru  
Chief Executive  
Taranaki Regional Council  
July 2022

# What is the Pre-Election Report?



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*Local elections are held every three years and this Pre-Election Report is prepared to give our community and those wanting to stand as candidates a snapshot of the key challenges facing Taranaki Regional Council and our region.*

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This report has information about how, why and what the Council does, the future of our region and details about Council's financial strategy, position and planned spending.

Prepared by the Chief Executive independently of Councillors, this report includes information from other planning and reporting documents such as the 2021/2031 Long-Term Plan (LTP), Annual Plans and Annual Reports.

While the Pre-Election Report has not been audited, most of the financial information in it has been reviewed by independent auditors either as part of previous Annual Reports or the 2021/2031 LTP.

Whether you're planning to stand for Council or are planning to vote at the October elections, we hope this report will inspire informed debate about the the future of our region.

## **Links to other documents:**

Here are links to other documents

[2021/2031 Long-Term Plan](#)

[State of the Environment Report](#)

[2022/23 Annual Plan](#)



# A message from the Chief Executive

*Tēnā koutou*

*Greetings to you all and a huge thank you for taking the time to read more about our region and Taranaki Regional Council as we look forward towards the 2022 triennial elections.*

This Pre-Election Report is an important part of how we get our community involved in the elections and how we inform them about the current and our future work. Knowing the issues we face as a region and the opportunities available to us, is vital for everyone in Taranaki to be fully informed.

We hope it will provide all the information so that those putting their hands up to stand for Council and everyone who votes has a good picture of our current situation and outlook.

We'll be seeing some changes at the elections as a Representation Review in 2021 established a region-wide Māori constituency while retaining the four general constituencies of New Plymouth, North Taranaki, Stratford and South Taranaki. The number of elected members remains at 11 with the South Taranaki constituency dropping from three to two members. What this means for our community is that there will be a greater voice for Māori at the Council table.

Looking to the future, a key challenge for both the Council and our community will be the many changes coming our way as legislative frameworks are rewritten. Many of those legislative changes will have a direct impact on how we deliver services to the community, but we think these reforms will also provide opportunities to look at why and how we do things and how we can do those things better.

We've already started a huge body of work to meet the requirements of freshwater reforms



which were brought in to protect freshwater, improve water quality and reverse damage to our waterways and ecosystems. We're hiring skilled staff, investing in specialist equipment and expanding monitoring programmes and we're taking steps for Māori to have more involvement in environmental management.

There's also legislative changes under way to replace the Resource Management Act 1991 (with three new pieces of legislation; the Natural and Built Environments Act, the Strategic Planning Act and the Climate Adaptation Act), the Three Waters reforms, climate mitigation and adaptation work, a new Biodiversity Strategy and the Future for Local Government review. Add to this a review of our ownership of Port Taranaki Ltd, the continuing work at Yarrow Stadium to create one of the country's best regional stadiums for events and sport and our business as usual work programmes and the next triennium is set to be an exciting time at the Council and a busy one for the elected members.

For those who are successful and elected as a Councillor, you will support, advocate and provide leadership to your community. Your voice will help shape the future of a region of more than 120,000 people. I encourage you to stand up for your community and help us to keep improving lifestyles, supporting livelihoods and taking Taranaki forward.

A handwritten signature in blue ink, appearing to read 'SR', written over a light blue background.


**Steve Ruru, CEO**  
Taranaki Regional Council


# Taranaki at a glance

Average annual sunshine hours

**2,500** 1972  
**2,300** 2016

Population as at 2018



**117,561**   
↑**10.3%** increase between 1999 and 2018

**5,947**  mm  
Mean annual rainfall on Taranaki Maunga 1933-2021


**5,457** km<sup>2</sup>  
Marine area extending 12 nautical miles into the territorial sea

**295** km  
Coastline

Land area

**93%** Rural   
**7%** Urban 

**723,610** ha  
Total land area of Taranaki

**2** Marine reserves 

**530** Named rivers and streams

Over **5,000**   
identified and mapped wetlands

**28.6%**  
Land used for dairy production

**1,889**   
Archaeological sites of significance

**19** Large lakes 



 **Top three industries** by GDP (\$m)

  
**\$1,750**  
Forestry, fishing and mining

  
**\$980**  
Primary manufacturing

  
**\$817**  
Agriculture

Gross Domestic Product per capita as at 2020

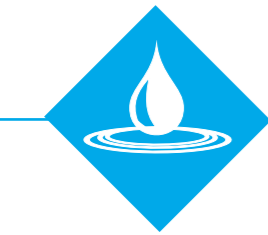
**\$75,874**  
Taranaki  
**\$64,626**  
New Zealand

**9** Iwi in Taranaki 

# Mission

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;
- ◆ Safeguarding Taranaki's people and resources from natural and other hazards; and
- ◆ Representing Taranaki's interests and contributions to the regional, national and international community.



## Resource Management

The Resource Management group of activities promotes the sustainable use, development and protection of Taranaki's natural and physical resources of land and soil, water, air, and coast in accordance with the Council's statutory duties, regional planning objectives and agreed national and other standards.

- ◆ Protection of the life-supporting capacity of water in-stream uses and values
- ◆ Efficient water allocation for consumptive use
- ◆ Maintenance and enhancement of all water quality in our rivers and lakes, groundwater and coastal waters
- ◆ Protection of riparian land in intensively farmed (predominantly dairying) catchments
- ◆ Sustainable land use in accordance with the physical capabilities of the land and soil resources
- ◆ Enhanced opportunities for sustainable development and best use of hill country
- ◆ 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



## Transport

The Transport group of activities promotes an affordable, integrated, safe, responsive and sustainable transport system that assists economic development and safety and personal security, improves access and mobility, protects and promotes public health and ensures environmental sustainability.

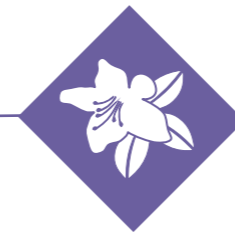
- ◆ Land transport policies and activities that deliver efficient, effective and value for money transport solutions, land transport infrastructure and services for Taranaki
- ◆ Provision and increasing use of community passenger transport services
- ◆ Safe navigation for all users of the waters of Port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



## Hazard Management

The Hazard management group of activities enhances the safety and wellbeing of the public and protects property from hazards and minimises damage by floods and river erosion.

- ◆ A civil defence emergency management system that delivers efficient and effective civil defence emergency management in Taranaki that is acceptable to the community
- ◆ Effective emergency readiness and response capability and capacity in the region
- ◆ Accurate and timely flood warnings
- ◆ Flood protection and drainage schemes that protect life and property



## Recreation, Culture and Heritage

The Recreation, Culture and Heritage group of activities supports and develops regional gardens, maintains an ongoing partnership relationship with Puke Ariki regional museum and library and ensures the continuing maintenance and development of Yarrow Stadium and the TSB Superscreen as part of a prosperous and vibrant Taranaki.

- ◆ Tūpare, Hollard Gardens and Pukeiti recognised as regionally or nationally significant gardens
- ◆ A role in implementation of the Taranaki Crossing linking Pukeiti to the coast
- ◆ Partnership relationship with the Puke Ariki regional museum and library
- ◆ Presentation and operation of Yarrow Stadium as one of New Zealand's premier regional sporting stadiums and venues



## Biosecurity and Biodiversity

The Biosecurity and Biodiversity group of activities minimises the actual or potential impact of pest plants and animals on the environment and on the Taranaki economy and community and maintains and enhances the indigenous biodiversity of the Taranaki region.

- ◆ Pest management plans that deliver efficient and effective management of the Council's biosecurity functions
- ◆ Pest animals controlled to minimise their adverse effects on biodiversity, primary production and the regional economy and environment
- ◆ Pest plants controlled or eradicated to minimise their adverse effects on biodiversity, primary production and the regional economy and environment
- ◆ Maintenance and enhancement of indigenous biodiversity
- ◆ 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



## Representation, Advocacy & Investment Management

The Regional Representation, Advocacy and Investment Management group of activities maintains effective and open community representation as an important part of the democratic process; advocates on behalf of the Taranaki community on matters of regional interest; implements and further develops a programme of information transfer, advice and education on the Council's activities; and ensures that the equity, property and treasury investments owned by the Council are managed efficiently.

- ◆ Effective advocacy on behalf of the Taranaki community on matters that affect the statutory responsibilities of the Council 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 owned by the Council

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

# Our future Taranaki

## and Taranaki Regional Council



- ◆ Managing and protecting natural resources
- ◆ Targeting pest plants and animals
- ◆ Riparian management
- ◆ Self-help possum control

- ◆ Environmental monitoring
- ◆ Council gardens
- ◆ Buses
- ◆ Civil Defence Emergency Management
- ◆ Restoring native habitats

- ◆ Yarrow Stadium
- ◆ Port Taranaki
- ◆ Advocating for the region
- ◆ Flood protection

Ongoing programmes



Extending our programmes



Major initiatives

A dirt road winds through a lush, green forest. The road is unpaved and appears to be made of gravel or dirt. The forest is dense with various types of trees and ferns. In the background, the forest is shrouded in a light mist or fog, creating a sense of depth and atmosphere. The lighting is soft, suggesting a morning or late afternoon setting. The overall scene is peaceful and natural.

# **The road ahead:**

## **Opportunities and challenges facing Taranaki Regional Council**

## Freshwater Reforms

The raft of reforms in the Government's Essential Freshwater package is seeing a step-change in how waterways and ecosystems are managed and protected and implementing the new regimes will be the largest project in the Council's history.

At the heart of the freshwater reforms is Te Mana o te Wai. This recognises the vital importance of water and the special connection we all have with freshwater. Te Mana o te Wai ensures water is protected and human needs are provided for before enabling other uses of water.

For the Council, how we manage freshwater is directed by the National Policy Statement for Freshwater 2020 and we implement this using the National Standards for Freshwater. What this means is we're the driving force behind getting the new freshwater regime enacted and ensuring the new rules and limits within that framework are adhered to.

These changes affect everything from farming to industry to urban subdivisions. Specific sections of the new regime are subject to Government consultation or are set to be rolled out in the coming years. The rules for farming are comprehensive and cover everything from having a freshwater farm plan, following the cap on nitrogen, winter grazing, standards for stock holding areas and how wetlands are managed.

We recognise that these changes are far-reaching so we're engaging with our community, iwi, farmers and industry over the next two years to get their feedback as we create a Freshwater Plan for the region. This plan will form part of the Council's National Resources Plan for Taranaki which will set the rules for how we look after freshwater, air and soil.



## Three Waters

Taumata Arowai has taken over from the Ministry of Health as the drinking water regulator and the Council is working with the new agency to improve environmental outcomes for freshwater.

This oversight at a national level will regulate wastewater, stormwater and how much water can be taken from waterways. The Council will remain the primary regulator and will continue to check the performance of the wastewater and stormwater networks.

The big change on the horizon for district and city councils will be the restructuring of the delivery of

drinking water, wastewater and stormwater services from local authorities to four publicly-owned multi-regional water management entities.

The creation of Taumata Arowai and the Three Waters reforms are being driven by the need to improve the safety of drinking water and the safe and appropriate disposal of wastewater and to address the challenges district and city councils face in managing these services. This will lead to the creation of four publicly owned multi-regional water management entities to assume responsibility for the management of water, wastewater and stormwater services.



# Resource Management Act Reforms

The Resource Management Act 1991 (RMA) is more than 30 years old and is no longer fit for its purpose of promoting the sustainable management of natural and physical resources.

The Government wants to replace it as it contends the RMA's processes take too long, cost too much, do not address new challenges facing our environment and communities and RMA decisions do not consistently give effect to Te Tiriti of Waitangi/the Treaty of Waitangi principles.

The RMA has been the cornerstone of much of our work since its introduction in 1991 so the reforms will significantly change how we do our work. Along with the freshwater changes, a large part of our focus over the next three years will be implementing the new regime.

Three acts will replace the RMA: the Natural and Built Environments Act (NBA), the Strategic Planning Act (SPA) and the Climate Adaptation Act (CAA). The NBA, which is set to become law this year, is the main replacement for the RMA and aims to protect and restore the environment while better enabling development. For the Council, the NBA will shift the focus to delivering natural environment outcomes.

Also coming into law this year, the SPA changes how district and regional councils plan for the long-term. It requires the development of what are known as 'spatial strategies'. This means we'll be working closer with the three district councils in our region to take a region-wide approach to planning. The goal is to eventually put together a 'Taranaki plan' that will guide how all the councils plan for the future of our region.





## Local Government Reforms

As well as reforms to how we manage our freshwater and resources, the Government is looking at the future of local government and if the many regional, district and city councils are the best system for local governance and democracy.

The Review into the Future for Local Government is attempting to address the changes facing our country and how local authorities can maintain and improve the well-being of New Zealanders in the communities they serve now and decades into the future.

The review has identified five key 'shifts': strengthened local democracy, a stronger focus on well-being, an authentic relationship with hapū/iwi/Māori, a genuine partnership between local and central government, and more equitable funding.

It's early days in the process to know how the reforms will change local government and Taranaki Regional Council but the reforms could radically change what local government looks like in the region, especially with the proposed Three Waters and RMA reforms. This is likely to be another major work stream in the next triennium.

# Adapting to Climate Change

The freshwater, Three Waters, RMA and local government reforms and reviews will all have a major impact on Taranaki Regional Council but perhaps the biggest challenge we're facing is the effect climate change will have on our environment and our everyday lives.

These effects could include sea level rises and more coastal erosion and flooding, impacts on ecosystems right across the country, changes to weather patterns with the prospects of more droughts and a rise in adverse weather events, a more challenging environment for the economy and primary industries and even the potential for more tropical diseases as the climate warms.

For many years, the RMA prevented councils from considering climate change effects in making rules or assessing consent applications. With the sweeping reforms to the RMA, the Council will be able to put climate change front and centre and it will become a key consideration for issues such as coastal management.

The Council has a leadership role in the community in responding to climate change challenges and opportunities. This includes working together in partnerships with iwi/hapū, district councils, relevant agencies and organisations, stakeholders and the community to inform decision-making, guide policy development, and support communities to respond and adapt to the impacts of climate change.

A key question for the Council to consider is how it can contribute to shaping the region's future economy amid external challenges such as climate change. The region's hydrocarbon-based energy sector is already undergoing change as a result of a shift in Government policy. How we adapt to climate change is likely to have an impact on the dairy sector as well, with warmer winter and spring periods allowing an increase in seasonal pasture growth rates, that is, if they are not limited by water availability.





## Public Transport

We've talked about the threat posed by climate change and how this may affect our lives in the future. One way we can mitigate against climate change is to take action by leaving the car at home and getting on the bus instead.

Public transport is a win-win as it provides a cheap and easy way to get around, using less energy than private vehicles and therefore cutting our carbon emissions. The challenge is to get enough people using the services and looking at what we can do to cut down the emissions the bus fleet produces.

Transport currently accounts for 17% of New Zealand's greenhouse gas emissions and the Government's recently released Emissions Reduction Plan targets a 41% reduction in transport emissions by 2035. We're starting to adapt to this target with the switch to more fuel-efficient diesel buses and next up will be looking into moving to the use of alternative fuels for the fleet.

The big challenge remains getting 'bums on seats', particularly on the services provided around New Plymouth. To address this, we're looking to put on more frequent services, improved technology such as real-time tracking of services and working closely with district councils to plan public transport to meet the needs of current and future urban growth. With rises in the cost of living and the cost of buying and filling up a car, we will continue to promote buses as sustainable and a viable alternative to private transport.

Looking to a decarbonised future, our task will be to facilitate and promote the shift away from cars to active travel such as walking and cycling as well as public transport. It will be a region-wide project to improve travel choices to all our communities and we'll continue to champion the move to sustainable travel.

## The role of Māori and iwi

We've embarked on a new approach in how we kōrero with tangata whenua, moving towards a partnership approach with the nine iwi o Taranaki.

The freshwater reforms give tangata whenua a greater role in freshwater management by focusing on Te Mana o Te Wai (the integrated and holistic well-being of water) and requiring close working relationships when developing plans and managing activities.

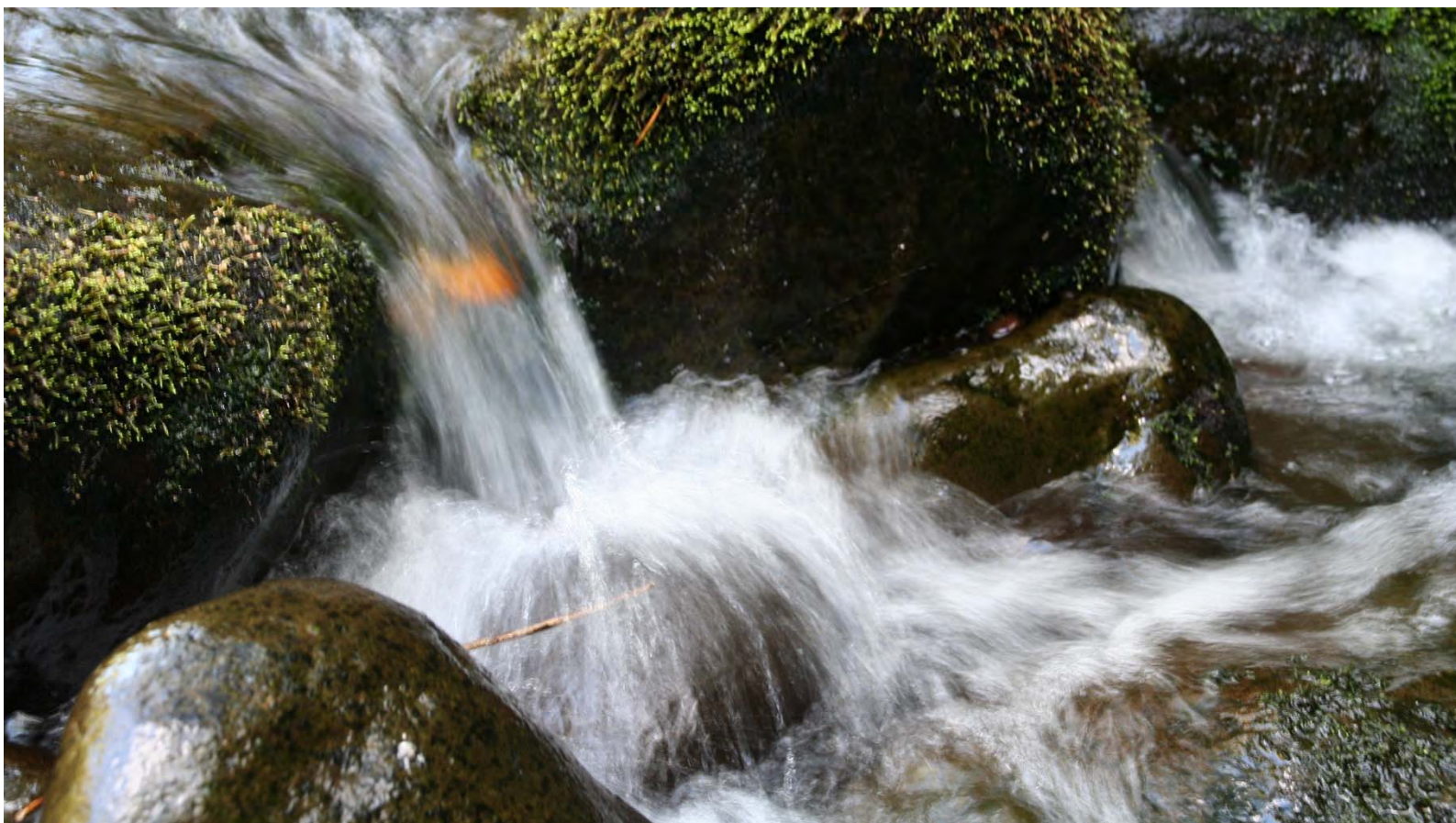
This increased role mirrors the desire of ngā iwi o Taranaki to exercise mātauranga Māori (Māori knowledge, cultural practices and world view) over the resources within their respective rohe, and the resulting need for traditional cultural frameworks to measure ecosystem health.

Those frameworks require the Council to understand traditional cultural measures and work alongside tangata whenua to find ways to incorporate them alongside Western science.

Doing that requires building and strengthening relationships and open, balanced conversation between all parties.

Two examples of how partnership and co-governance with iwi and hapū underpin The Council's environmental work are the work with Ngāti Maru and the project to protect the Waitara River. Our joint management agreement with Ngāti Maru means working together to protect the environment in their rohe. A co-governance committee between The Council and iwi and hapū will manage projects to help preserve and restore the Waitara River and its ecosystems.

Iwi continue to be represented on key Council committees and are consulted closely in resource consenting and planning processes. This election will also see the introduction of a region-wide Māori constituency.





## Yarrow Stadium

The project to repair and reinstate Yarrow Stadium is on track with the stadium scheduled to reopen in September.

After the West and East stands were found to be earthquake-prone, a works programme was adopted to repair the West Stand and build a new East Stand and return the stadium to its previous status as a premier regional sports and events venue.

Through the 2020 Covid-19 pandemic, the scope of the project was reviewed and refined and, after securing \$20m of shovel-ready funding from the

Government, reconfirmed. Getting the stadium ready for kick-off has also involved installing a new hybrid pitch and new LED lights. Work continues on the East Stand with a scheduled reopening in 2024.

The Council intends maintaining the existing partnership relationship with New Plymouth District Council in which the district council operates and funds the operations of the Stadium and the regional council funds the long-term maintenance and development of the Stadium.

## Port Taranaki

The Council is the 100% owner of Port Taranaki Ltd (PTL) and this has provided steady and reliable dividends to offset rates.

As a prudent Council, we need to assess the risk of being the sole owner of PTL and whether we should be diversifying our investments. A review of our ownership is due and we would consult our community to get their feedback on the respective options. This would be a formal review as the port is a vital economic and social asset for the region and its future ownership needs careful deliberation and consideration.



# Our finances

*Here's where you'll find all the information you need on the Council's finances over the last three years and over the next three years. The Council is in a strong financial position and the outlook remains positive. The Council remains focused on the prudent management of spending and ensuring we have the necessary funding and borrowing requirements to be able to meet the region's future needs and challenges.*

Looking back over the previous three years, the information comes from our audited annual reports for 2019/20 and 2020/21 and the latest forecast figures for 2021/22. The reports from 2019/20 and 2020/21 are available on our website while the Annual Report 2021/22 will be available once it has been adopted by the

Council (September 2022). The pages looking at the next three years are drawn from the 2021/2031 Long-Term Plan. As this data is now a year old, we've also included information from the 2022/23 Annual Plan for comparative purposes.

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# Funding Impact Statement

This page looks at how the Council's activities are funded, showing where that funding comes from, the amount each source is expected to produce and how those funds are applied. This table presents information for the years ended 30 June 2020, 2021, and 2022.

	2021/2022 Forecast \$	2020/2021 Actual \$	2019/2020 Actual \$
<b>Sources of operating funding</b>			
General rates, uniform annual general charge, rates penalties	10,937,288	7,954,391	7,954,398
Targeted rates	4,366,647	5,971,225	5,910,856
Subsidies and grants for operating purposes	5,714,327	7,338,437	4,030,691
Fees and charges	11,160,477	19,386,306	16,513,275
Interest and dividends from investments	9,887,613	9,991,390	9,635,377
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	-
<b>Total operating funding</b>	<b>42,066,352</b>	<b>50,641,749</b>	<b>44,044,597</b>
<b>Applications of operating funding</b>			
Payments to staff and suppliers	38,329,784	39,662,165	37,467,628
Finance costs	21,118	21,118	40,399
Other operating funding applications	-	-	-
<b>Total applications of operating funding</b>	<b>38,350,902</b>	<b>39,683,283</b>	<b>37,508,027</b>
<b>Surplus/(deficit) of operating funding</b>	<b>3,715,450</b>	<b>10,958,466</b>	<b>6,536,570</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase/(decrease) in debt	9,500,000	1,000,000	4,000,000
Gross proceeds from sale of assets	163,888	363,499	385,259
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding</b>	<b>9,663,888</b>	<b>1,363,499</b>	<b>4,385,259</b>
<b>Applications of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	-	-	-
- to replace existing assets	3,423,896	2,995,326	3,087,280
Increase/(decrease) in reserves	2,084,152	9,612,692	6,354,704
Increase/(decrease) in investments	7,871,290	(286,053)	1,479,845
<b>Total applications of capital funding</b>	<b>13,379,338</b>	<b>12,321,965</b>	<b>10,921,829</b>
<b>Surplus/(deficit) of capital funding</b>	<b>(3,715,450)</b>	<b>(10,958,466)</b>	<b>(6,536,570)</b>
<b>Funding balance</b>	<b>0</b>	<b>0</b>	<b>0</b>








































# Statement of Financial Position

The Statement of Financial Position is also known as the balance sheet. It shows what the Council owns (assets) and what it owes (liabilities) at the end of the financial year. The total sum of assets and liabilities is referred to as 'net assets' (public equity) – this is the net worth of the Council – providing a 'snapshot' of the Council's financial condition at that particular point in time. This table presents information for the years ended 30 June 2020, 2021, and 2022.

	2021/2022 Forecast \$	2020/2021 Actual \$	2019/2020 Actual \$
<b>Current assets</b>			
Cash and cash equivalents	5,361,258	2,787,307	2,945,237
Current portion of investments	26,390,345	23,231,671	12,595,467
Receivables from exchange transactions	507,975	1,229,759	711,161
Receivables from non-exchange transactions	4,470,215	7,213,730	6,258,269
Inventories	341,592	98,976	162,185
Loan to Taranaki Stadium Trust	-	5,000,000	4,000,000
Prepayments	274,939	262,887	245,831
Work-in-progress	224,839	195,100	189,382
<b>Total current assets</b>	<b>37,571,164</b>	<b>40,019,430</b>	<b>27,107,532</b>
<b>Non-current assets</b>			
Term deposits and treasury investments	362,500	-	1,000,000
Port Taranaki Ltd	26,000,000	26,000,000	26,000,000
Civic Assurance Ltd	1,000	1,000	1,000
Regional Software Holdings Ltd	798,118	798,118	798,118
Loan to Taranaki Stadium Trust	14,500,000	-	-
Investment properties	22,054,000	21,305,000	19,559,000
Intangible assets	296,551	605,075	869,701
Property, plant and equipment	35,884,603	33,964,020	32,786,757
Deferred tax asset	117,739	117,739	80,499
<b>Total non-current assets</b>	<b>100,014,512</b>	<b>82,790,952</b>	<b>81,095,075</b>
<b>Total assets</b>	<b>137,585,675</b>	<b>122,810,382</b>	<b>108,202,607</b>
<b>Current liabilities</b>			
Payables from exchange transactions	5,966,657	4,118,444	3,436,820
Payables from non-exchange transactions	3,649,834	3,122,940	2,102,320
Employee entitlements	1,224,576	1,093,749	1,141,005
Work-in-progress	1,382,118	1,019,752	591,816
Borrowings	-	5,000,000	4,000,000
<b>Total current liabilities</b>	<b>12,223,185</b>	<b>14,354,885</b>	<b>11,271,961</b>
<b>Non-current liabilities</b>			
Employee entitlements	336,080	470,600	556,500
Borrowings	14,500,000	-	-
<b>Total non-current liabilities</b>	<b>14,836,080</b>	<b>470,600</b>	<b>556,500</b>
<b>Total liabilities</b>	<b>27,059,265</b>	<b>14,825,485</b>	<b>11,828,461</b>
<b>Public equity</b>			
Retained earnings	72,159,250	72,377,248	70,501,379
Reserves	32,352,738	30,268,587	20,655,895
Asset revaluation reserves	6,014,422	5,339,062	5,216,872
<b>Total public equity</b>	<b>110,526,410</b>	<b>107,984,897</b>	<b>96,374,146</b>
<b>Total liabilities and equity</b>	<b>137,585,675</b>	<b>122,810,382</b>	<b>108,202,607</b>

# Financial Strategy

The table on this page presents the actual performance for 2019/2020 and 2020/2021 and forecast performance for 2021/2022, against rates, rates increases, debt and returns on investments as set out in the Financial Strategy in the 2018-2028 Long-Term Plan for 2019/2020 and 2020/2021 and the 2021-2031 Long-Term Plan for 2021/2022.

KEY				2021/2022	2020/2021	2019/2020			
	 Forecast	 Achieved	 Actual	 Target	Forecast \$	Actual \$	Actual \$		
<b>Rates</b>									
Total rates will not exceed 60% of total revenue					36.5%		27.5%		31.6%
<b>Rate increases</b>									
Total rates increases or decreases will not exceed 5% of total expenditure					2.77%		0.15%		9.75%
<b>Borrowing</b>									
Total interest expense on net external public debt will not exceed 40% of total annual rates and levies					0.01%		.29%		-0.15%
Net external public debt per capita will not exceed \$500					\$120.00		\$45.62		\$36.49
<b>Investment returns</b>									
Cash, cash equivalents and treasury investments					1.29%		1.49%		3.01%
<b>Endowment properties</b>									
					\$925,000		\$950,000		\$900,000
					\$957,929		\$958,765		\$910,042
<b>Port Taranaki Ltd.</b>									
					\$8,000,000		\$8,000,000		\$8,000,000
					\$8,000,000		\$8,000,000		\$8,000,000
<b>Civic Assurance Ltd (\$1,000 at 30 June 2021). The Council inherited these shares. They are not expected to return a dividend over the next ten years.</b>									
									
<b>Regional Software Holdings Ltd. This company owns and operates software for a group of regional councils. The Council holds these shares as a strategic investment in a critical component of its operations. The company is not expected to generate significant profits, nor is it expected to return a dividend over the next ten years.</b>									
									

# Council Funding Statement

This is the same as the information on page 18 but looking ahead to the next three years. This table presents the forecast Whole of Council Funding Impact Statements for the years ended 30 June 2023, 2024, 2025 and 2026.

	2021/2022 Long-Term Plan \$	2022/2023 Long-Term Plan \$	2023/2024 Long-Term Plan \$	2024/2025 Long-Term Plan \$	2025/2026 Long-Term Plan \$
<b>Sources of operating funding</b>					
General rates, uniform annual general charge, rates penalties	10,937,289	11,538,840	12,115,783	12,721,572	13,357,649
Targeted rates	4,366,647	4,461,830	4,495,484	4,530,399	4,567,622
Subsidies and grants for operating purposes	5,229,709	3,527,578	3,581,309	2,423,784	2,159,579
Fees and charges	17,549,509	16,255,019	15,282,962	11,999,347	11,371,445
Interest and dividends from investments	9,772,417	9,776,534	9,776,304	9,776,146	9,776,058
Local authorities fuel tax, fines, infringement fees and other receipts	0	0	0	0	0
<b>Total operating funding</b>	<b>47,855,571</b>	<b>45,559,801</b>	<b>45,251,842</b>	<b>41,451,248</b>	<b>41,232,353</b>
<b>Applications of operating funding</b>					
Payments to staff and suppliers	43,749,242	40,940,205	40,335,363	36,001,687	36,203,653
Finance costs	472,417	438,562	421,121	403,328	385,175
Other operating funding applications	0	0	0	0	0
<b>Total applications of operating funding</b>	<b>44,221,659</b>	<b>41,378,767</b>	<b>40,756,484</b>	<b>36,405,015</b>	<b>36,588,828</b>
<b>Surplus/(deficit) of operating funding</b>	<b>3,633,912</b>	<b>4,181,034</b>	<b>4,495,358</b>	<b>5,046,233</b>	<b>4,643,525</b>
<b>Sources of capital funding</b>					
Subsidies and grants for capital expenditure	0	0	0	0	325,000
Development and financial contributions	0	0	0	0	0
Increase/(decrease) in debt	0	0	0	0	0
Gross proceeds from sale of assets	563,500	609,000	664,050	761,250	903,250
Lump sum contributions	0	0	0	0	0
Other dedicated capital funding	0	0	0	0	0
<b>Total sources of capital funding</b>	<b>563,500</b>	<b>609,000</b>	<b>664,050</b>	<b>761,250</b>	<b>1,228,250</b>
<b>Applications of capital funding</b>					
Capital expenditure					
- to meet additional demand	0	0	0	0	0
- to improve the level of service	250,000	0	0	0	0
- to replace existing assets	7,257,190	5,591,250	2,201,350	2,601,050	3,137,250
Increase/(decrease) in reserves	(199,485)	(197,464)	54,637	56,822	(190,905)
Increase/(decrease) in investments	(3,110,293)	(603,752)	2,903,421	3,149,611	2,925,430
<b>Total applications of capital funding</b>	<b>4,197,412</b>	<b>4,790,034</b>	<b>5,159,408</b>	<b>5,807,483</b>	<b>5,871,775</b>
<b>Surplus/(deficit) of capital funding</b>	<b>(3,633,912)</b>	<b>(4,181,034)</b>	<b>(4,495,358)</b>	<b>(5,046,233)</b>	<b>(4,643,525)</b>
<b>Funding balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Forecast Statement of Financial Position

This table presents the forecast Statements of Financial Position for the years ended 30 June 2023, 2024, 2025 and 2026. It shows what the Council owns (assets) and what it owes (liabilities) at the end of the financial year.

	2021/2022 Long-Term Plan \$	2022/2023 Long-Term Plan \$	2023/2024 Long-Term Plan \$	2024/2025 Long-Term Plan \$	2025/2026 Long-Term Plan \$
<b>Current assets</b>					
Cash and cash equivalents	527,792	527,358	542,612	553,215	576,578
Current portion of investments	0	0	0	0	0
Receivables from exchange transactions	960,000	982,080	1,000,740	1,019,754	1,039,129
Receivables from non-exchange transactions	1,040,000	1,063,920	1,084,134	1,104,733	1,125,723
Inventories	150,000	153,450	156,366	159,337	162,364
Prepayments	100,000	102,300	104,244	106,225	108,243
Work-in-progress	400,000	409,200	416,975	424,898	432,971
<b>Total current assets</b>	<b>3,177,792</b>	<b>3,238,308</b>	<b>3,305,071</b>	<b>3,368,162</b>	<b>3,445,008</b>
<b>Non-current assets</b>					
Treasury investments	18,395,467	15,895,467	16,895,467	17,695,467	18,095,467
Port Taranaki Ltd	26,000,000	26,000,000	26,000,000	26,000,000	26,000,000
Civic Financial Services Ltd	1,000	1,000	1,000	1,000	1,000
Regional Software Holdings Ltd	798,118	798,118	798,118	798,118	798,118
Loan to Taranaki Stadium Trust	17,000,000	30,000,000	28,500,000	27,000,000	25,500,000
Investment properties	19,559,000	19,559,000	19,559,000	19,559,000	19,559,000
Intangible assets	1,855,701	1,951,701	1,977,701	1,933,701	1,819,701
Property, plant and equipment	38,019,734	40,416,576	39,343,559	38,707,001	38,619,114
Deferred tax	80,499	80,499	80,499	80,499	80,499
<b>Total non-current assets</b>	<b>121,709,519</b>	<b>134,702,361</b>	<b>133,155,344</b>	<b>131,774,786</b>	<b>130,472,899</b>
<b>Total assets</b>	<b>124,887,311</b>	<b>137,940,669</b>	<b>136,460,415</b>	<b>135,142,948</b>	<b>133,917,907</b>
<b>Current liabilities</b>					
Payables from exchange transactions	3,000,000	3,069,000	3,127,311	3,186,730	3,247,278
Payables from non-exchange transactions	2,000,000	2,046,000	2,084,874	2,124,487	2,164,852
Work-in-progress	600,000	613,800	625,462	637,346	649,456
Employee entitlements	1,150,000	1,176,450	1,198,803	1,221,580	1,244,790
<b>Total current liabilities</b>	<b>6,750,000</b>	<b>6,905,250</b>	<b>7,036,450</b>	<b>7,170,143</b>	<b>7,306,376</b>
<b>Non-current liabilities</b>					
Employee entitlements	564,100	577,074	588,038	599,211	610,596
Borrowings	17,000,000	30,000,000	28,500,000	27,000,000	25,500,000
<b>Total non-current liabilities</b>	<b>17,564,100</b>	<b>30,577,074</b>	<b>29,088,038</b>	<b>27,599,211</b>	<b>26,110,596</b>
<b>Total liabilities</b>	<b>24,314,100</b>	<b>37,482,324</b>	<b>36,124,488</b>	<b>34,769,354</b>	<b>33,416,972</b>
<b>Public equity</b>					
Retained earnings	67,478,937	67,562,209	67,650,570	67,744,349	68,168,898
Reserves	27,877,402	27,679,264	27,468,485	27,412,373	27,115,165
Asset revaluation reserves	5,216,872	5,216,872	5,216,872	5,216,872	5,216,872
<b>Total public equity</b>	<b>100,573,211</b>	<b>100,458,345</b>	<b>100,335,927</b>	<b>100,373,594</b>	<b>100,500,935</b>
<b>Total liabilities and equity</b>	<b>124,887,311</b>	<b>137,940,669</b>	<b>136,460,415</b>	<b>135,142,948</b>	<b>133,917,907</b>

# Our works programme



# Our works programme

Our mission is to work for a thriving and prosperous Taranaki by promoting the sustainable use, development and protection of our natural and physical resources, safeguarding Taranaki's people and resources from natural and other hazards, promoting and providing for significant services, amenities and infrastructure and representing Taranaki's interests and contributions regionally, nationally and internationally.

To achieve that mission, we'll remain strongly focused on the core activities all of which are important for the well-being of our region. These activities include:

- protecting our rivers, lakes and water from pollution
- managing the wise and productive use of water and soil
- protecting the quality of our air
- managing our coastal resources wisely
- providing flood protection
- controlling animal and plant pests
- protecting biodiversity
- promoting efficient and safe transport networks
- providing public transport services, especially for transport disadvantaged people
- ensuring emergency and civil defence systems respond effectively in times of need
- managing regional garden amenities and supporting the protection of heritage
- ensuring the ongoing development and maintenance of Yarrow Stadium
- owning and ensuring good governance of Port Taranaki Ltd
- advocating for and promoting the best interests of Taranaki people and the sustainable development of the region.

The next three pages feature more details about what we'll be doing to achieve that vision.



# Resource Management



We will ensure the core activity of managing our resources is fulfilled by maintaining the following levels of service:

- Protection of the life-supporting capacity of water, in-stream uses and values
- Efficient allocation of water for consumptive use
- Maintenance and enhancement of overall water quality in rivers and lakes, groundwater and coastal waters
- Protection of riparian land in intensively farmed (predominantly dairying) catchments
- Sustainable land use in accordance with the physical capabilities of the land and soil resources
- Enhanced opportunities for sustainable development and best use of hill country
- 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, compliance monitoring and enforcement

To achieve this, we'll undertake the following activities:

- **Resource management planning**  
Including the complete preparation/full reviews and interim reviews of our resource management plans and strategies including the Regional Policy Statement, the Regional Coastal Plan, the Regional Air Quality Plan and the Regional Freshwater and Land Plan.
- **Consent processing and administration**  
Including processing approximately 400 applications for resource consents annually, successfully defending 100% of consent decisions appealed to the Environment Court and resolving at least 50% of resource consent application submissions to minimise the number of hearings.
- **Compliance monitoring programmes**  
Including undertaking compliance monitoring of all resource consents including carrying out more than 3,300 annual inspections of agricultural and small business premises and completing approximately 110 annual tailored compliance monitoring programmes for major consents.
- **Pollution incidents and response**  
Including responding to all pollution incidents and, where necessary, undertaking successful enforcement action. Responding to 100% of oil spills.
- **State of the environment monitoring**  
Including implementing and reporting on 100% of the state of the environment monitoring programmes and developing programmes to meet the regulations set out in the National Policy Statement for Freshwater.
- **Resource investigations and projects**  
Including investigating use and loss of water, nutrients and sediment through land and water.
- **Waitara River Catchment**  
Including developing and implementing a strategy for using income from the sale of Waitara leasehold land to protect and enhance the Waitara River.
- **Sustainable land management plans and plant supply programme**  
Including monitoring 2,600 riparian plans and 150 farm plans and reporting on fencing and planting, providing 550,000 plants for land stabilisation, soil conservation and riparian planting programmes and preparing plans covering 10,000ha of land in the hill country.
- **Enhancement grants**  
Implementing a programme using environmental enhancement grants for the protection of habitats of regional significance.

# Biosecurity and Biodiversity

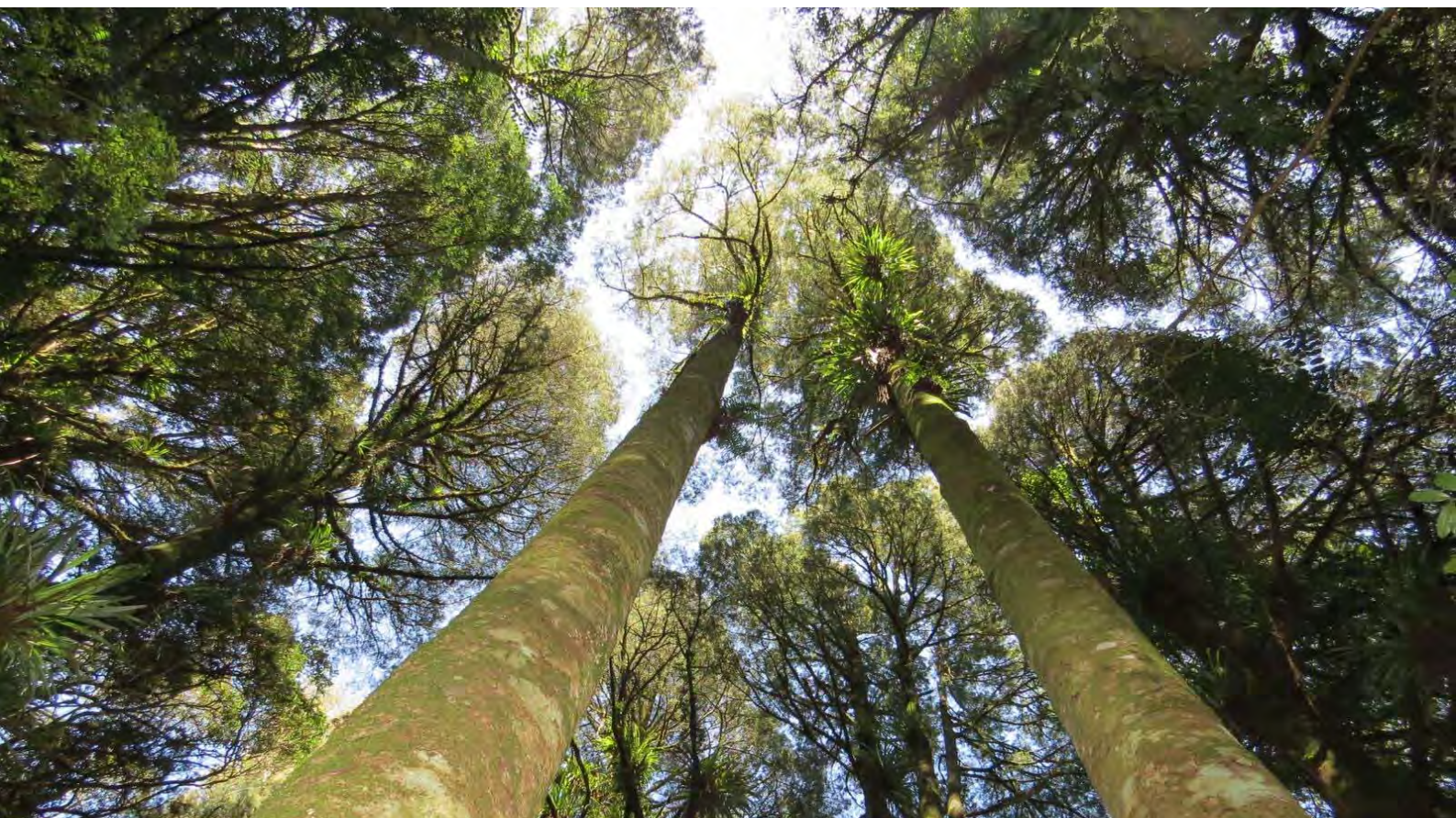


We will ensure the core activity of protecting our biodiversity and maintaining biosecurity by maintaining the following levels of service:

- Pest management plan that delivers efficient and effective management of biosecurity functions
- Pest animals controlled to minimise their adverse effects on biodiversity, primary production and the regional economy and environment
- Pest plants controlled or eradicated to minimise their adverse effects on biodiversity, primary production and the regional economy and environment
- Maintenance and enhancement of indigenous biodiversity

To achieve this, we'll undertake the following activities:

- **Biosecurity and biodiversity planning**  
Reviewing the Pest Management Plan for Taranaki.
- **Biosecurity/pest management**  
Including the eradication of pest plants, monitoring and enforcing pest programmes and raising public interest about pest issues.
- **Biodiversity**  
Including undertaking at least 25 environmental condition assessments at identified sites and preparing at least 20 biodiversity plans each year for properties containing Key Native Ecosystems.
- **Taranaki Taku Tūranga - Towards Predator-Free Taranaki**  
Including supporting voluntary control of rodents in urban areas aiming for 1 in 5 properties trapping or baiting and undertaking mustelid control on 20,000ha in the Okato and Warea area





# Transport



We will ensure the core activity of providing public transport by maintaining the following levels of service:

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

To achieve this, we'll undertake the following activities:

- **Regional land transport planning**  
Including reviewing and monitoring the Regional Land Transport Plan.
- **Public transport**  
Including operating and monitoring public transport services in the New Plymouth district and regional Taranaki.
- **Harbour management**  
Including providing harbourmaster and harbour warden services for Port Taranaki and implement the Navigation Bylaw for Port Taranaki and Approaches and having no significant breaches of the requirements of the New Zealand Port and Maritime Safety Code.

# Hazard Management



We will ensure the core activity of hazard management by maintaining the following levels of service:

- An emergency management system that delivers efficient and effective emergency management in Taranaki that is acceptable to the community
- Effective hazard assessment and disaster risk management, community resilience, and emergency readiness and response capability and capacity in the region to levels that are acceptable to the community
- Flood protection and drainage schemes that protect life and property

To achieve this, we'll undertake the following activities:

- **Emergency management**  
Including supporting the Emergency Management office.
- **Flood management and general river control**  
Including monitoring rainfall and river levels and issuing timely flood warnings, undertaking river and flood control works if required, responding to 100% of requests for drainage, river and flood control advice and assistance within ten working days and facilitating river control projects for the environmental enhancement of the region's waterways.
- **River control schemes**  
Including managing all flood and river control schemes across the region in accordance with asset management plans or management plans including Lower Waiwhakaiho, Lower Waitara, Opunake, Okato and Waitotara Schemes.



## Recreation, Culture and Heritage

We will ensure our commitment to our regional gardens, Yarrow Stadium and Puke Ariki by maintaining the following levels of service:

- Tūpare, Hollard Gardens and Pukeiti recognised as regionally or nationally significant gardens
- Partnership relationship with the Puke Ariki regional museum and library
- Presentation and operation of Yarrow Stadium as one of New Zealand's premier regional sporting stadium and venue

To achieve this, we'll undertake the following activities:

- **Regional Gardens**  
Including providing free access to the gardens, encouraging the increased use of the gardens for recreational purposes and events and reviewing and adopting asset management plans.
- **Yarrow Stadium**  
Including undertaking asset management planning and providing funding for the future maintenance, enhancement and development of the stadium.

# Regional Representation, Advocacy and Investment Management



We will ensure this core activity by maintaining the following levels of service:

- 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 ownership as a strategic investment
- Effective management of property and treasury investments

To achieve this, we'll undertake the following activities:

- **Investment Management**  
Including considering Port Taranaki's annual statement of corporate intent and monitoring performance against established targets, appoint Directors at Port Taranaki Ltd's and managing and, where appropriate, divesting leasehold land in accordance with the Investment Policy.
- **Advocacy and Response**  
Including assessing the implications of policy initiatives proposed by other agencies including discussion documents, proposed policies, strategies, plans and draft legislation, and responding within required timeframes on approximately 20 occasions per year.
- **Community Engagement**  
Including implementing the environmental awards programme, engaging with our community through a variety of channels and providing an ongoing environmental education programme in schools.
- **Governance**  
Including the completion of statutory planning and reporting documents (Long-Term Plan, Annual Plans and Annual Reports) within statutory requirements, preparing of agendas and minutes and the conduct of meetings in accordance with Standing Orders and the Local Government Official Information and Meetings Act 1987 and conducting triennial local authority elections.



## How the election works

The local body elections are your chance to have your say on who makes the big decisions on the issues which touch our everyday lives.

Election day is on 8 October 2022 and we use postal voting where voting documents can either be posted or dropped into a ballot box. For those wanting to stand for Council, **nominations open on Friday 15 July and close at noon on Friday 12 August**. To be eligible to stand, you must be a New Zealand citizen, enrolled as a Parliamentary elector and nominated by two electors.

Those already enrolled or voters who enrol by 12 August, will receive their voting documents in the mail between 16 September and 21 September. It's easy to enrol. If you aren't already; pick up an enrolment pack from any postal agency, by phoning 0800 ENROLNOW (0800 36 76 56) or via the Electoral Commission's website – [www.vote.nz](http://www.vote.nz).

We use the first past the post (FPP) electoral system for the Taranaki Regional Council elections. There will be a change at this election with the addition of a Māori Constituency for the whole of Taranaki and the reduction in the number of South Taranaki Constituency members from three to two.

Depending on where voters reside or if they are enrolled in the Māori electoral roll, voters will elect:

- Five members from the New Plymouth General Constituency
- Two members from the North Taranaki General Constituency
- One member from the Stratford Constituency
- Two members from the South Taranaki General Constituency
- One member from the Taranaki Māori Constituency.

For all election information, go to [trc.govt.nz/2022localelections/](http://trc.govt.nz/2022localelections/)



## Election timeline - key dates

