



# **AGENDA**

# Executive, Audit & Risk

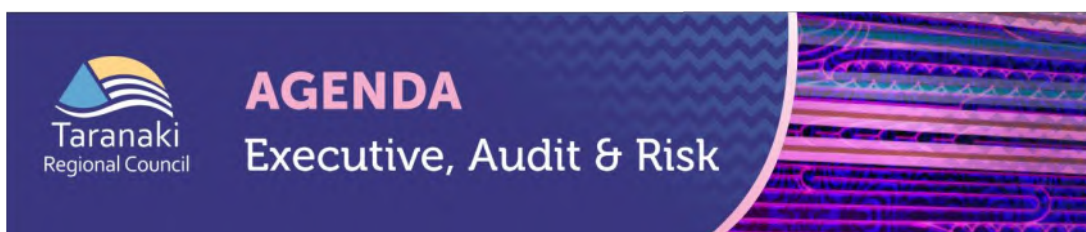
Monday 13 February 2023, 10am

# Executive Audit and Risk Committee

13 February 2023 10:00 AM



<b>Agenda Topic</b>	<b>Page</b>
1. Cover	1
2. Purpose of Meeting and Health & Safety	3
3. Karakia	4
4. Confirmation of Minutes Executive Audit and Risk December 2022	5
5. Financial and Operational Report	9
6. Quarterly Operational Report	67
7. Health and Safety update	113
8. TRC Digital Strategy	120
9. Public Excluded	155
10. Confirmation of Public Excluded Minutes Executive Audit and Risk December 2022	157
11. Yarrow Stadium Plus Project Steering Group Report	160
12. Port Taranaki Update Public Excluded	170
13. Regional Software Holdings Limited (RSHL) - Appointment of Directors	191
14. Agenda Authorisation	248



### **Purpose of Executive, Audit and Risk Committee**

This committee handles all of the administrative and financial matters relating to Council's operations and works programme. Because these matters relate to all aspects of the Council, the membership is aimed to reflect the different aspects of Council's committee structure.

### **Responsibilities**

Financial and expenditure

Capital expenditure

Work proposals and expenditure

Corporate services and personnel matters

Port Taranaki Ltd matters

General Contractual and other matters.

### **Membership of Executive, Audit and Risk Committee**

Councillor M J Cloke (Chair)

Councillor S W Hughes (Deputy Chair)

Councillor A T Jamieson

Councillor D H McIntyre

Councillor N W Walker (ex officio)

Councillor C Williamson

Councillor C L Littlewood (ex officio)

Mr B Robertson (Independent - Yarrow Stadium)

### **Health and Safety Message**

#### **Emergency Procedure**

In the event of an emergency, please exit through the emergency door in the committee room by the kitchen.

If you require assistance to exit please see a staff member.

Once you reach the bottom of the stairs make your way to the assembly point at the birdcage. Staff will guide you to an alternative route if necessary.

#### **Earthquake**

If there is an earthquake - drop, cover and hold where possible.

Please remain where you are until further instruction is given.



### Whakataka te hau

#### *Karakia to open and close meetings*

Whakataka te hau ki te uru	Cease the winds from the west
Whakataka te hau ki tonga	Cease the winds from the south
Kia mākinakina ki uta	Let the breeze blow over the land
Kia mātaratara ki tai	Let the breeze blow over the ocean
Kia hī ake ana te atakura	Let the red-tipped dawn come with a sharpened air
He tio, he huka, he hauhu	A touch of frost, a promise of glorious day
Tūturu o whiti whakamaua kia tina.	Let there be certainty
Tina!	Secure it!
Hui ē! Tāiki ē!	Draw together! Affirm!

### Nau mai e ngā hua

#### *Karakia for kai*

Nau mai e ngā hua	Welcome the gifts of food
o te wao	from the sacred forests
o te ngakina	from the cultivated gardens
o te wai tai	from the sea
o te wai Māori	from the fresh waters
Nā Tāne	The food of Tāne
Nā Rongo	of Rongo
Nā Tangaroa	of Tangaroa
Nā Maru	of Maru
Ko Ranginui e tū iho nei	I acknowledge Ranginui above and
Ko Papatūānuku e takoto ake nei	Papatūānuku below
Tūturu o whiti whakamaua kia	Let there be certainty
tina	Secure it!
Tina! Hui e! Taiki e!	Draw together! Affirm!



**Date** 13 February 2023

**Subject:** **Executive, Audit and Risk Committee Minutes - 5 December 2022**

**Approved by:** M J Nield, Director - Corporate Services  
S J Ruru, Chief Executive

**Document:** 3143452

---

### **Recommendations**

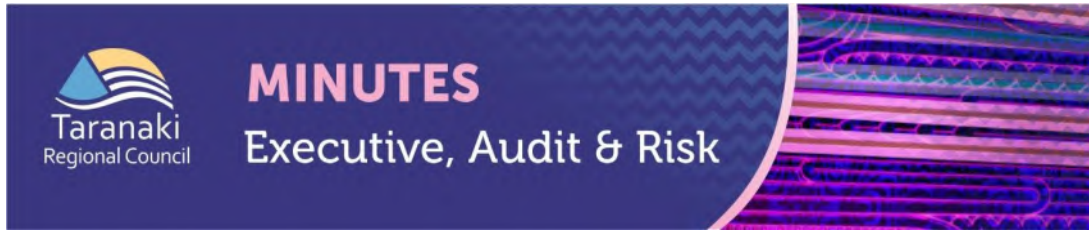
That the Taranaki Regional Council:

- a) takes as read and confirms the minutes of the Executive, Audit and Risk Committee meeting of the Taranaki Regional Council held in the Taranaki Regional Council chambers, 47 Cloten Road, Stratford on Monday 5 December 2022 at 10am
- b) notes the recommendations therein were adopted by the Taranaki Regional Council on Tuesday 13 December 2022.

### **Matters arising**

### **Appendices/Attachments**

Document : 3128786 Minutes Executive, Audit and Risk Committee - 5 December 2022.



**Date** Monday 5 December 2022, 10am  
**Venue:** Taranaki Regional Council Boardroom, 47 Cloten Road, Stratford  
**Document:** 3128786

<b>Members</b>	Councillors	M J Cloke	<i>Chair</i>
		S W Hughes	
		A L Jamieson	
		D H McIntyre	
		C S Williamson	
		C L Littlewood	<i>ex officio</i>
		N W Walker	<i>ex officio</i>
<b>Attending</b>	Mr	S J Ruru	Chief Executive
	Mr	M J Nield	Director – Corporate Services
	Mrs	D M Cram	Councillor
	Ms	R Johnson	Financial Services Manager
	Mr	C Woollin	Communications Advisor
	Miss	N Chadwick	Executive Assistant
	Mrs	M G Jones	Governance Administrator

**Apologies:** Bruce Robertson

**Deputation – Suraya Sidhu Singh from I Love Public Transport Taranaki Group**

Ms Singh presented to the Committee about additional bus route options around New Plymouth.

**1. Financial and Operational Report**

1.1 Mr M J Nield, Director – Corporate Services, spoke to the memorandum regarding the operational and financial performance of the Council.

**Resolved**

That the Taranaki Regional Council:

- a) received the memorandum *Financial and Operational Reports* and the *July, August, September and October 2022 Monthly Financial Reports*
- b) noted the digital media update

- c) approved the common seal transactions 2022/01 – *Renewal of lease – TRC to Clifton Rowing Club.*

Walker/Littlewood

## **2. Health and Safety Reporting**

- 2.1 Mr M J Nield, Director – Corporate Services, spoke to the memorandum on health and safety performance.

### **Resolved**

That the Taranaki Regional Council:

- a) received the August, September and October 2022 health and safety reports.

Cloke/Williamson

*\*Councillor SW Hughes joined the meeting 10.35am\**

## **3. Quarterly Operation Report – September 2022**

- 3.1 Mr M J Nield, Director – Corporate Services, spoke to the memorandum informing members of the progress made by Council on the adopted works programme.

### **Resolved**

That the Taranaki Regional Council:

- a) received the *Quarterly Operation Report for the quarter ended 30 September 2022.*

Jamieson/McIntyre

## **4. Regional Software Holdings Limited: Nomination of Directors**

- 4.1 Mr M J Nield, Director – Corporate Services, spoke to the Memorandum regarding nominations for election of the Board of Directors of Regional Software Holdings Ltd (RSHL)

### **Resolved**

- a) received the memorandum *Regional Software Holdings Limited: Nomination of Directors*
- b) nominated Michael Nield as a non-independent director applicant and Asbjorn Aakjaer as an independent director applicant for election to the Board of Regional Software Holdings Ltd
- c) authorised the Chief Executive to complete the Notice of Nomination of Director(s) form
- d) determined that this decision be recognised as not significant in terms of section 76 of the *Local Government Act 2002*
- e) determined that it has complied with the decision-making provisions of the *Local Government Act 2002* to the extent necessary in relation to this decision

and in accordance with section 79 of the Act, determines that it does not require further information, further assessment of options or further analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.

Walker/McIntyre

**5. Public Excluded – Executive, Audit & Risk Committee**

In accordance with section 48(1) of the *Local Government Official Information and Meetings Act 1987*, resolves that the public is excluded from the following part of the proceedings of the Executive, Audit and Risk Committee Meeting on Monday 12 September 2022 for the following reason/s:

**Item 1 – Yarrow Stadium Plus: Project Steering Group Report**

*That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information where the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; and/or enable any local authority holding the information to carry out, without prejudice, commercial activities.*

**Item 2 – Deloitte Report to the Executive Audit and Risk Committee**

*That the public conduct of the whole or the relevant part of the proceedings of the meeting to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information from the same source, and is in the public interest that such information should continue to be supplied.*

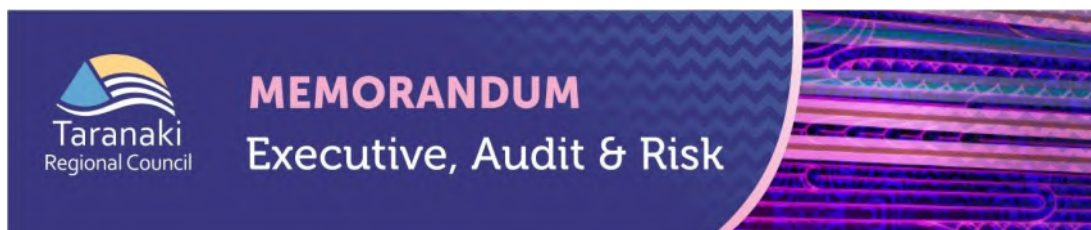
There being no further business, the Committee Chairperson, Councillor M J Cloke, declared the open meeting of the Executive, Audit and Risk Committee closed at 11.50am.

**Executive, Audit and Risk**

**Committee Chairperson:** \_\_\_\_\_

**M J Cloke**





**Date** 13 February 2023

**Subject:** **Financial and Operational Report**

**Approved by:** M J Nield, Director - Corporate Services  
S J Ruru, Chief Executive

**Document:** 3141606

---

### **Purpose**

1. The purpose of this memorandum is to receive information on operational and financial performance.

### **Recommendations**

That the Taranaki Regional Council:

- a) receives the memorandum *Financial and Operational Report* and the November and December 2022 Monthly Financial Reports
- b) notes the digital media update.

### **Background**

2. The Council produces a Monthly Financial Report outlining the financial performance for the month and year to date. This memorandum supports the Monthly Financial Report by providing additional supporting operational and financial information. The Common Seal is operated under delegated authority. Part of that delegated authority is the reporting back of the seal transactions.

### **Operational Report**

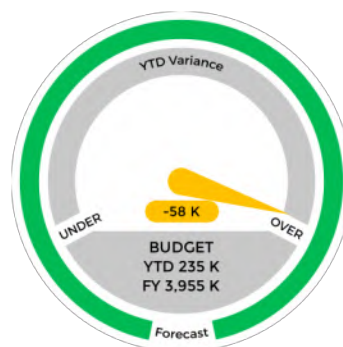
3. Programmes are materially on target with the planned levels of activity established for 2022/2023 in the 2022/2023 *Annual Plan*. Further operational reporting is included in the December Quarterly Operational Report (refer to later in the agenda).

### **Discussion**

4. Attached are the Monthly Financial Reports for November and December 2022.
5. In the "Financial Indicators Section", for revenue, expenditure and operating surplus/deficit, for the whole of the Council the actual year to date (YTD) performance is compared against the YTD budget. A green variance indicates that the variance is within plus or minus 5% and less than \$50,000. A yellow variance indicates that the

variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. A red variance indicates that the variance is more than plus or minus 10% and more than \$100,000. The arrow indicates the trend over time. A green up arrow indicates an improving trend and a red down arrow indicates a deteriorating trend.

6. The financial performance pie graphs for operating expenditure and income show the actual performance against budget and the forecast performance against budget, accumulated for all activities. The green slice indicates the number of activities where the variance is within plus or minus 5% and less than \$50,000. The yellow slice indicates the number of activities where the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. The red slice indicates the number of activities where the variance is more than plus or minus 10% and more than \$100,000.
7. For each Group of Activities (Resource management, Biosecurity and biodiversity, Transport, Hazard management, Recreation culture and heritage, and Regional representation, advocacy and investment management, in the “Financial Indicators Section”, for revenue and expenditure, for that group of activities, the actual year to date (YTD) performance is compared against the YTD budget. A green variance indicates that the variance is within plus or minus 5% and less than \$50,000. A yellow variance indicates that the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. A red variance indicates that the variance is more than plus or minus 10% and more than \$100,000. The arrow indicates the trend over time. A green up arrow indicates and improving trend and a red down arrow indicates a deteriorating trend.



8. In the “Operating Expenditure by Activity” section, there is a dial for each activity comparing YTD expenditure against budget and a forecast for the rest of the year. The colours are green – variance of less than plus or minus 5%, yellow – plus or minus variance of more than 5% but less than 10% and red – plus or minus variance of more than 10%. The key components of each dial are:
  - The outer ring is the forecast for the rest of the year - green OK, yellow performance at risk, red target will not be achieved
  - The pointer indicates whether the variance is over or under budget and the colour indicates the scale of the variance - the actual variance figure sits at the bottom of the pointer
  - The YTD and full year (FY) budgets are included in the grey section.
9. Financially, the Council is in-line with the estimates established for 2022/2023 in the 2022/2023 Annual Plan.
10. At 31 December 2022, the overall financial result is on budget.
11. Significant income and expenditure variances by activity (plus or minus \$100,000) are:
  - *Consent processing and administration* - \$153,261 over budget due to increased workload and demand in resource consents.

- *Sustainable land management plans and plant supply programme* - \$143,791 over budget due to higher vehicle and overhead expenses than planned.
- *Enhancement grants* - \$452,889 over budget due to the timing of STRESS expenditure. This is expected to be on budget at year end.
- *Towards Predator-Free Taranaki* - \$166,477 under budget. Planning to utilise this underspend to give greater support to landowners later in the year.
- *Biosecurity and biodiversity direct charges revenue* - \$113,310 under budget mainly due to lower pest product and trap sales year to date.
- *Transport direct charges* - \$194,167 under budget due to the impact of half-price fares.
- *Transport government grants* - \$522,425 over budget due to increased claims because of half-price bus fares, higher mobility trips and early infrastructure costs.

### Communications and Engagement

12. Communications and engagement activities are delivered across publications, media releases, advertising, digital media, events and through education. Recent points of note are:
- The Regional Council website was visited by 33,000 individuals from 5 December, 2022 to 26 January, 2023 – a 13% increase on the same period the previous year.
  - Annual summer campaigns continue for Can I Swim Here? (recreational water quality monitoring), Clean, Check, Dry (in conjunction with MPI) and the summer events calendar at our three regional gardens.

### Social Media

13. Social media continues to be an important communication and marketing channel for the Council.
- We would expect social media reach and engagement to be lower over the Christmas and holiday period, as people disengage from work, computers and devices.
  - Organic (non-paid) social media posts in general are reaching fewer people than in the past, with the social media platforms prioritising paid posts. Paid advertising through social media is an important part of most of our marketing campaigns, however note the numbers below only reflect organic posts.
  - We are looking to better utilise a range of social media platforms (not just Facebook) and a range of methods (e.g. reels, stories, posts) in order to maximise engagement and target specific audiences with specific messaging. An updated Social Media Strategy is being developed, with channel plans to feed into this.

Facebook pages 28 Oct – 25 Jan (as compared to previous 90 day period)	Followers	Reach	Engagement
Taranaki Regional Council Facebook	6,425	31.5K 18.5%	1.9K 37.9%

Taranaki Public Transport Facebook	1,909	21.9K 11.8%	679 26.2%
Tūpare Facebook	2,278	2.8K 8.5%	121 50.4%
Pukeiti Facebook	3,482	2.1K 32.4%	63 75.7%
Hollard Gardens Facebook	2,651	2.7K 53.6%	59 90.8%
Towards Predator-Free Taranaki Facebook	1,692	5.7K 43.1%	810 17%
Yarrow Stadium Facebook	3,867	2K 86.6%	68 89.4%
Enviroschools Facebook	667		232

### Other social media platforms

14. The Taranaki Regional Council Instagram page has 1,597 followers and in the last 90 days reached 4.8K people, with engagement of 249. This is a 275% increase from the previous 90 day period, reflecting a concerted effort to utilise this platform more.
15. Each regional garden has its own Instagram page with a combined 1,900 followers. In the last 90 days they had a combined reach of 1,600 and engagement 88.
16. The Towards Predator-Free Taranaki Instagram page was set up in September 2022 and to date has 161 followers, with a reach over the past 90 days of 1.6K and 169 users engaging.
17. The Taranaki Regional Council LinkedIn page has 1,296 followers. Historically it has been used mainly for sharing job vacancies, however is likely to be used more widely and strategically going forward.
18. A review of the TRC Twitter page is also under way, as well as other potential channels.

Top Facebook posts – 5 December 2022 to 26 January 2023		Reach	Engagement
1	We think this project is so cool! High-tech aerial laser surveys of the whole region have now been completed so exact 3-D maps of the surface can be created. This will help keep a check on natural hazards, manage the environment and track changes to our coastline and rivers and much more... TRC, 21 December 2022	15.7K	305
2	Acoustic Harvest event Hollard Gardens, 18 January 2023	10.7K	
3	All Taranaki Public Transport operators & their staff will be enjoying some time off over the Christmas & New Year's holidays. We hope they all enjoy the well earned break 🌲 (Xmas timetable)	6.9K	21

Top Facebook posts – 5 December 2022 to 26 January 2023		Reach	Engagement
	Taranaki Public Transport, 19 December 2022		
4	Ngāmotu Beach is a fantastic to place to cool off in this awesome weather we're having! Just a reminder for those going for a dip that you shouldn't be venturing more than 200 metres from the shore. Most people stay close but some long-distance swimmers can head out a bit further and stray outside the yellow buoys (see inset) which can be dangerous as it's the area outside the 5 knot speed limit for boats. Let's stay safe this summer – check out the signs near the beach for more info on the 5-knot zones and where you can swim. 🏊👍 TRC, 24 January 2023	6.6K	48
5	Exciting news! Towards Predator-Free Taranaki has received up to \$2.5 million to extend the Zero Possum project and double the size of the eradication zone.... TRC and Towards Predator-Free Taranaki, 26 January 2023	3.1K	145
6	Protect our Native Wildlife event Tūpare, 9 December 2022	3K	
7	A big shout out to the tamariki (children) and kaiako (teachers) of Waitoriki School on receiving a 2022 Taranaki Regional Council Environmental Award for Environmental Action in Education... TRC, 23 December 2022	2.3K	77
8	Year 6 tamariki from Coastal Taranaki School have been busy building wētā motels! 🐛... TRC, 16 December 2022	2K	41
9	The rain stayed away from Taranaki Maunga in December with just 60% of the long-term average recorded at North Egmont. It was a different story in the Eastern Hill Country with 194% at Mangaehu at Bridge... TRC, 10 January 2023	1.7K	12
10	<b>Did you know the strange (and slightly disturbing) way stoats reproduce?</b> Around now male stoats are at their most active, as they search for females to mate with. Many of those females will have just given birth to a litter..... Towards Predator-Free Taranaki, 9 December 2022	1.6K	43

### Financial considerations—LTP/Annual Plan

19. This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan and estimates. Any financial information included

in this memorandum has been prepared in accordance with generally accepted accounting practice.

### **Policy considerations**

20. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991* and the *Local Government Official Information and Meetings Act 1987*.

### **Iwi considerations**

21. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the *Local Government Act 2002*) as outlined in the adopted long-term plan and/or annual plan

### **Community considerations**

22. This memorandum and the associated recommendations have considered the views of the community, interested and affected parties and those views have been recognised in the preparation of this memorandum.

### **Legal considerations**

23. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

### **Appendices/Attachments**

Document 3141078: November Financial Report 2022

Document 3142634: December Financial Report 2022



NOVEMBER 2022

# MONTHLY FINANCIAL REPORT

TARANAKI REGIONAL COUNCIL



## Table of contents

---

Executive summary.....	1
Key .....	2
Statement of comprehensive revenue and expense .....	3
Resource management .....	4
Biosecurity and biodiversity.....	7
Transport .....	9
Hazard management.....	11
Recreation, culture and heritage .....	13
Regional representation, advocacy and investment management .....	15
Statement of financial position .....	17
Capital expenditure and disposals .....	18
Local Authorities (Members' Interests) Act 1968.....	19
Financial delegations.....	20
Aged debtors analysis .....	20
Reserves.....	20
Borrowings .....	21
Borrowing limits .....	21
Bank and investment balances .....	22



## Executive summary

### Financial performance

FINANCIAL INDICATORS					
Financial threshold key (for adverse variances): ● ≥5% and ● <10% ≥10%					
Total revenue		Operating expenditure		Operating surplus/deficit	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council’s activities:		Council’s total revenue less operating expenditure:	
Actual YTD:	Trend:	Actual YTD:	Trend:	Actual YTD:	Trend:
\$19.5M	\$865.8K over budget ↑	\$18.0M	\$730.9K over budget ↓	\$1.5M	\$134.9K Over budget ↑
Against a YTD budget of \$18.6M and a full year budget of \$46.6M.		Against a YTD budget of \$17.3M and a full year budget of \$47.5M.		Against a YTD budget of \$1.4M and a full year budget of \$-1.0M.	

FINANCIAL PERFORMANCE			
Operating Expenditure		Income	
Actual	Forecast	Actual	Forecast
Financial Performance 	Future Performance 	Financial Performance 	Future Performance 

### Commentary and variances

As at 30 November 2022, the overall financial result is ahead of budget.

## Key

This section defines the symbols and colours used in the Executive Summary and the Groups of Activities.

### Introduction

In the "Financial Indicators Section", for revenue, expenditure and operating surplus/deficit, for the whole of the Council the actual year to date (YTD) performance is compared against the YTD budget. A green variance indicates that the variance is within plus or minus 5% and less than \$50,000. A yellow variance indicates that the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. A red variance indicates that the variance is more than plus or minus 10% and more than \$100,000. The arrow indicates the trend over time. A green up arrow indicates and improving trend and a red down arrow indicates a deteriorating trend.

The financial performance pie graphs for operating expenditure and income show the actual performance against budget and the forecast performance against budget, accumulated for all activities. The green slice indicates the number of activities where the variance is within plus or minus 5% and less than \$50,000. The yellow slice indicates the number of activities where the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. The red slice indicates the number of activities where the variance is more than plus or minus 10% and more than \$100,000.

The operational performance pie graphs for levels of service and individual activities show the actual performance against budget and the forecast performance against budget, accumulated for all activities. The green slice indicates the number of levels of service/activities where the actual performance is on target. The yellow slice indicates the number of levels of service/activities where the actual performance is at risk of not being achieved. The red slice indicates the number of levels of service/activities where the actual performance is not meeting the target.

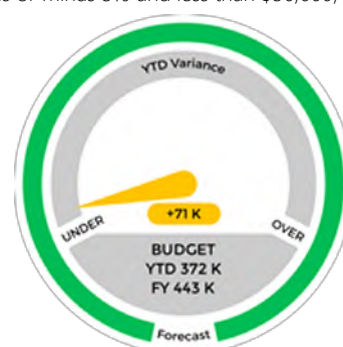
### For each Group of Activities:

In the "Financial Indicators Section", for revenue and expenditure, for that group of activities, the actual year to date (YTD) performance is compared against the YTD budget. A green variance indicates that the variance is within plus or minus 5% and less than \$50,000. A yellow variance indicates that the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. A red variance indicates that the variance is more than plus or minus 10% and more than \$100,000. The arrow indicates the trend over time. A green up arrow indicates and improving trend and a red down arrow indicates a deteriorating trend.

In the "Operating Expenditure by Activity" section, there is a dial for each activity comparing YTD expenditure against budget and a forecast for the rest of the year. The colours are green – variance of less than plus or minus 5% and less than \$50,000, yellow – plus or minus variance of more than 5% and between \$50,000 and \$100,000 but less than 10% and red – plus or minus variance of more than 10% and \$100,000.

The key components of each dial are:

- The outer ring is the forecast for the rest of the year – green OK, yellow performance at risk, red target will not be achieved
- The pointer indicates whether the variance is over or under budget and the colour indicates the scale of the variance – the actual variance figure sits at the bottom of the pointer
- The YTD and Full Year (FY) budgets are included in the grey section.



The operational performance pie graphs for levels of service and individual activities show the actual performance against budget and the forecast performance against budget, accumulated for all activities within that group of activities. The green slice indicates the number of levels of service/activities where the actual performance is on target. The yellow slice indicates the number of levels of service/activities where the actual performance is at risk of not being achieved. The red slice indicates the number of levels of service/activities where the actual performance is not meeting the target.

## Statement of comprehensive revenue and expense

This statement summarises performance against budget for the month and for the year to date.

	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Cost of services</b>							
Resource management	1,877,061	1,807,937	-69,124	8,330,073	7,732,302	-597,771	23,726,046
Biosecurity and biodiversity	753,433	790,169	36,736	2,909,169	2,905,017	-4,152	8,012,037
Transport	583,370	535,361	-48,009	2,590,465	2,616,935	26,470	6,407,534
Hazard management	94,268	93,966	-302	387,739	454,058	66,319	1,097,123
Recreation culture and heritage	908,796	873,866	-34,930	2,621,263	2,563,771	-57,492	5,633,158
Regional representation advocacy and investment management	297,955	330,764	32,809	987,342	967,383	-19,959	2,128,388
<b>Total operating expenditure</b>	<b>4,514,882</b>	<b>4,432,063</b>	<b>-82,819</b>	<b>17,826,051</b>	<b>17,239,466</b>	<b>-586,585</b>	<b>47,004,286</b>
<b>Revenue from exchange transactions</b>							
Direct charges revenue	217,838	333,605	-115,767	1,647,796	1,629,775	18,021	5,048,875
Rent revenue	199,380	110,000	89,380	709,809	550,000	159,809	1,260,000
Dividends	0	0	0	4,000,000	4,000,000	0	8,000,000
<b>Revenue from non-exchange transactions</b>							
General rates revenue	2,950,334	2,950,334	0	5,900,668	5,900,668	0	11,801,335
Targeted rates revenue	1,191,446	1,191,453	-6	2,382,893	2,382,906	-13	4,765,811
Direct charges revenue	1,590,625	1,535,630	54,995	2,178,830	2,333,224	-154,394	11,229,886
Government grants	1,061,575	945,091	116,484	2,171,329	1,721,455	449,874	3,750,071
Vested assets	0	0	0	0	0	0	0
<b>Total income</b>	<b>7,211,198</b>	<b>7,066,113</b>	<b>145,085</b>	<b>18,991,325</b>	<b>18,518,028</b>	<b>473,297</b>	<b>45,855,978</b>
<b>Operating surplus/(deficit) before finance income/expenses &amp; taxation</b>	<b>2,696,317</b>	<b>2,634,050</b>	<b>62,267</b>	<b>1,165,274</b>	<b>1,278,562</b>	<b>-113,288</b>	<b>-1,148,308</b>
Finance income	107,783	39,449	68,334	521,420	128,896	392,524	655,659
Finance expense	-29,403	-22,783	6,620	-189,857	-45,566	144,291	-455,659
Net finance expense	78,379	16,666	61,713	331,563	83,330	248,233	200,000
<b>Operating surplus before taxation</b>	<b>2,774,696</b>	<b>2,650,716</b>	<b>123,980</b>	<b>1,496,837</b>	<b>1,361,892</b>	<b>134,945</b>	<b>-948,308</b>
<b>Other gains/losses</b>							
Gains/(losses) on revaluation of properties	0	0	0	0	0	0	0
<b>Operating surplus before taxation</b>	<b>2,774,696</b>	<b>2,650,716</b>	<b>123,980</b>	<b>1,496,837</b>	<b>1,361,892</b>	<b>134,945</b>	<b>-948,308</b>
Income tax expense	0	0	0	0	0	0	10,000
<b>Surplus/(deficit) for the period</b>	<b>2,774,696</b>	<b>2,650,716</b>	<b>123,980</b>	<b>1,496,837</b>	<b>1,361,892</b>	<b>134,945</b>	<b>-958,308</b>
<b>Other comprehensive income</b>							
Revaluation of property, plant and equipment	0	0	0	0	0	0	0
<b>Other comprehensive income, net of tax</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating surplus/(deficit)</b>	<b>2,774,696</b>	<b>2,650,716</b>	<b>123,980</b>	<b>1,496,837</b>	<b>1,361,892</b>	<b>134,945</b>	<b>-958,308</b>

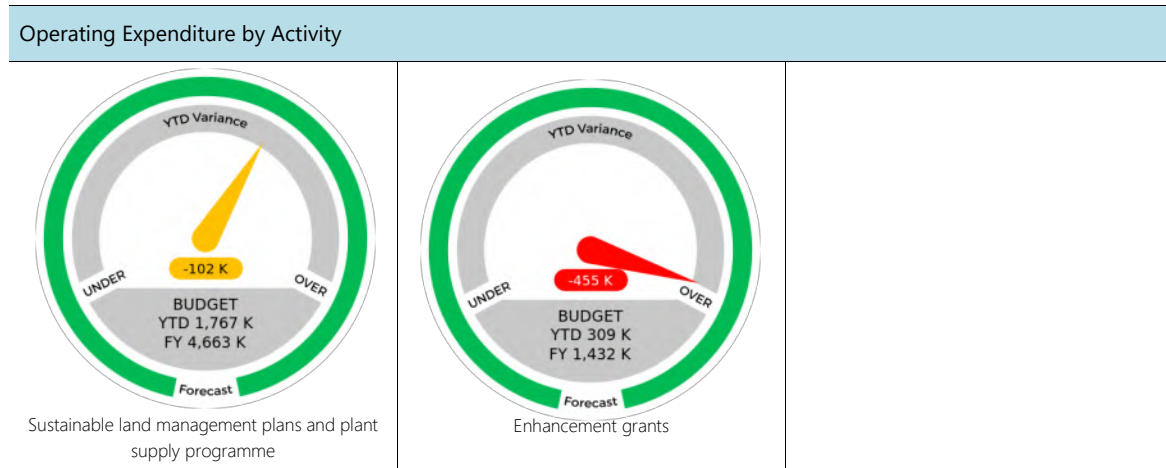
## Resource management

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● ≥5% and ● <10% ≥10%			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$3.1M	\$347.9K over budget ↑	\$8.3M	\$597.8K over budget ↓
Against a YTD budget of 2.7M and a full year budget of 13.1M.		Against a YTD budget of 7.7M and a full year budget of 23.7M.	

Operating Expenditure by Activity					
<p>Resource management planning</p>	<p>Consent processing and administration</p>	<p>Compliance monitoring programmes</p>			
<p>Pollution incidence and response</p>	<p>State of the environment monitoring</p>	<p>Resource investigations and projects</p>			

RESOURCE MANAGEMENT



Key	YTD Variance
■	< 5% and less than \$50,000
■	≥ 5% < 10% and between \$50,000 and \$100,000
■	≥ 10% and greater than \$100,000

Commentary and variances

Overall resource management expenditure is over budget. Material activity variances (> or < than \$100,000) are:

Consent processing and administration - \$129,041 over budget due to increased workload and demand in resource consents.

Sustainable land management plans and plant supply programme - \$102,251 over budget due to higher vehicle and overhead expenses than planned.

Enhancement grants - \$454,919 over budget due to the timing of STRESS expenditure. This is expected to be on budget at year end.

Direct charges revenue - \$310,208 over budget mainly due to Waitara Lands reserve revenue being received earlier than budgeted.

## RESOURCE MANAGEMENT

## Cost of services statement

RESOURCE MANAGEMENT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Resource management planning	119,822	136,971	17,149	496,340	568,641	72,301	1,347,377
Consent processing and administration	136,436	115,549	-20,887	603,787	474,746	-129,041	1,103,337
Compliance monitoring programmes	560,990	534,094	-26,896	2,177,009	2,159,266	-17,743	5,116,784
Pollution incidents and response	134,373	128,797	-5,576	536,346	523,343	-13,003	1,240,059
State of the environment monitoring	408,101	395,987	-12,114	1,574,196	1,623,285	49,089	3,850,072
Resource investigations and projects	71,734	71,223	-511	309,846	307,667	-2,179	730,565
Sustainable land management plans and plant supply programme	394,844	362,004	-32,840	1,868,888	1,766,637	-102,251	4,662,752
Waitara River catchment	0	0	0	25	0	-25	4,243,214
Enhancement grants	50,761	63,312	12,551	763,636	308,717	-454,919	1,431,886
<b>Total expenditure</b>	<b>1,877,061</b>	<b>1,807,937</b>	<b>-69,124</b>	<b>8,330,073</b>	<b>7,732,302</b>	<b>-597,771</b>	<b>23,726,046</b>
<b>Income</b>							
General rates	337,339	337,339	0	2,669,617	2,669,617	0	5,676,920
Direct charges	457,834	423,484	34,350	2,278,528	1,968,320	310,208	12,019,971
Government grants	768,882	751,000	17,882	788,699	751,000	37,699	1,116,000
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	-237,485	0	-237,485	-410,078	0	-410,078	-70,000
Investment funds	550,491	296,114	254,377	3,003,307	2,343,365	659,942	4,983,155
<b>Total income</b>	<b>1,877,061</b>	<b>1,807,937</b>	<b>69,124</b>	<b>8,330,073</b>	<b>7,732,302</b>	<b>597,771</b>	<b>23,726,046</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Biosecurity and biodiversity

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● ≥5% and ● <10% ≥10%			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$1.3M	\$105.2K under budget ↓	\$2.9M	\$4.2K over budget ↑
Against a YTD budget of 1.4M and a full year budget of 2.9M.		Against a YTD budget of 2.9M and a full year budget of 8.0M.	

Operating Expenditure by Activity		
<p>Biosecurity and biodiversity planning</p>	<p>Biosecurity/pest management</p>	<p>Biodiversity</p>
<p>Towards Predator-Free Taranaki</p>	<p>Key YTD Variance</p> <ul style="list-style-type: none"> <li>■ &lt; 5% and less than \$50,000</li> <li>■ ≥ 5% &lt; 10% and between \$50,000 and \$100,000</li> <li>■ ≥ 10% and greater than \$100,000</li> </ul>	

### Commentary and variances

Overall biosecurity and biodiversity expenditure is on budget. Material activity variances (> or < than \$100,000) are:

Direct charges revenue - \$105,156 under budget mainly due to lower pest product and trap sales year to date.

## BIOSECURITY AND BIODIVERSITY



## Cost of services statement

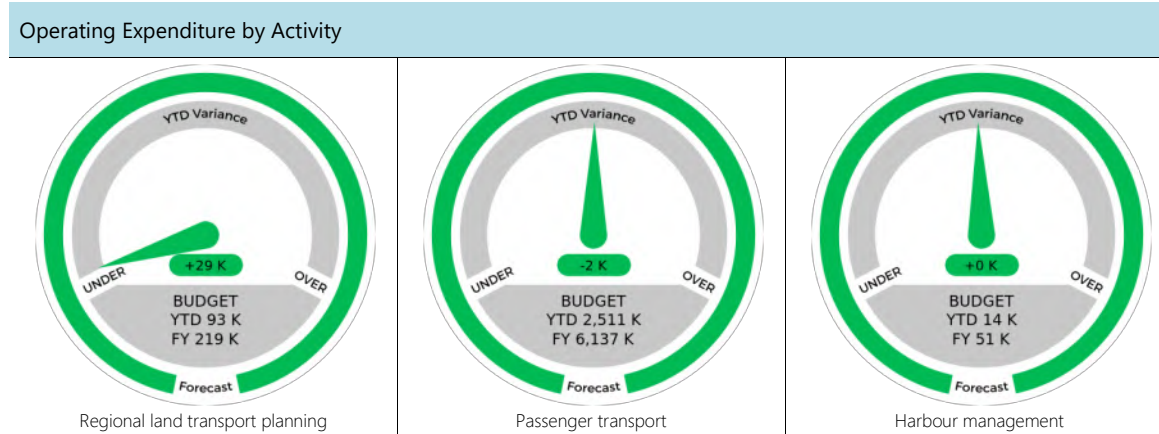
BIOSECURITY AND BIODIVERSITY							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Biosecurity and biodiversity planning	8,012	9,287	1,275	33,107	38,570	5,463	91,458
Biosecurity/pest management	227,026	224,241	-2,785	924,950	886,062	-38,888	2,521,459
Biodiversity	175,523	169,149	-6,374	886,274	883,972	-2,302	1,884,343
Towards Predator-Free Taranaki	342,871	387,492	44,621	1,064,838	1,096,413	31,575	3,514,777
<b>Total expenditure</b>	<b>753,433</b>	<b>790,169</b>	<b>36,736</b>	<b>2,909,169</b>	<b>2,905,017</b>	<b>-4,152</b>	<b>8,012,037</b>
<b>Income</b>							
General rates	-286,516	-286,516	0	797,832	797,832	0	2,614,240
Direct charges	1,284,895	1,328,186	-43,291	1,301,698	1,406,854	-105,156	2,853,038
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	0	0	0	0	0	0	250,000
Investment funds	-244,947	-251,501	6,554	809,639	700,331	109,308	2,294,759
<b>Total income</b>	<b>753,433</b>	<b>790,169</b>	<b>-36,736</b>	<b>2,909,169</b>	<b>2,905,017</b>	<b>4,152</b>	<b>8,012,037</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Transport

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): <span style="color: yellow;">●</span> ≥5% and <span style="color: red;">●</span> <10% ≥10%			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$1.7M	\$268.0K over budget 	\$2.6M	\$26.5K under budget 
Against a YTD budget of 1.4M and a full year budget of 3.8M.		Against a YTD budget of 2.6M and a full year budget of 6.4M.	



Key	YTD Variance
<span style="color: green;">■</span>	< 5% and less than \$50,000
<span style="color: yellow;">■</span>	≥ 5% < 10% and between \$50,000 and \$100,000
<span style="color: red;">■</span>	≥ 10% and greater than \$100,000

### Commentary and variances

Overall transport expenditure is on budget. Material activity variances (> or < than \$100,000) are:

Direct charges revenue - \$144,108 under budget due to the impact of half price fares.

Government grants revenue - \$412,176 over budget due to increased claims because of half price bus fares, higher mobility trips and early infrastructure costs.

## TRANSPORT

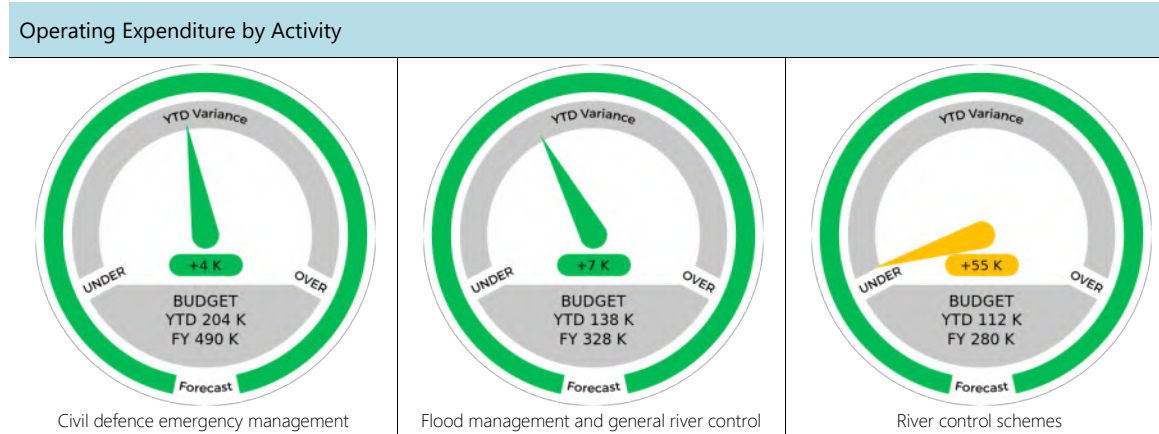
## Cost of services statement

TRANSPORT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Regional land transport planning	21,256	21,636	380	63,831	92,651	28,820	219,484
Passenger transport	562,114	513,225	-48,889	2,512,928	2,510,534	-2,394	6,137,050
Harbour management	0	500	500	13,706	13,750	44	51,000
<b>Total expenditure</b>	<b>583,370</b>	<b>535,361</b>	<b>-48,009</b>	<b>2,590,465</b>	<b>2,616,935</b>	<b>26,470</b>	<b>6,407,534</b>
<b>Income</b>							
General rates	-111,836	-111,836	0	138,851	138,851	0	433,062
Targeted rates	456,876	456,876	0	913,752	913,752	0	1,827,505
Direct charges	78,129	94,399	-16,270	327,887	471,995	-144,108	1,132,757
Government grants	292,693	194,091	98,602	1,382,631	970,455	412,176	2,634,071
Government grants for capital	0	0	0	0	0	0	0
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	0	0	0	0	0	0	0
Investment funds	-132,493	-98,169	-34,324	-172,656	121,882	-294,538	380,139
<b>Total income</b>	<b>583,370</b>	<b>535,361</b>	<b>48,009</b>	<b>2,590,465</b>	<b>2,616,935</b>	<b>-26,470</b>	<b>6,407,534</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Hazard management

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● ≥5% and ● <10% ≥10%			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$0.0M	\$0.5K over budget ↑	\$0.4M	\$66.3K under budget ↓
Against a YTD budget of 0.0M and a full year budget of 0.0M.		Against a YTD budget of 0.5M and a full year budget of 1.1M.	



Key	YTD Variance
■	< 5% and less than \$50,000
■	≥ 5% < 10% and between \$50,000 and \$100,000
■	≥ 10% and greater than \$100,000

### Commentary and variances

Overall hazard management expenditure is under budget. There are no material activity variances (> or < than \$100,000).

## HAZARD MANAGEMENT

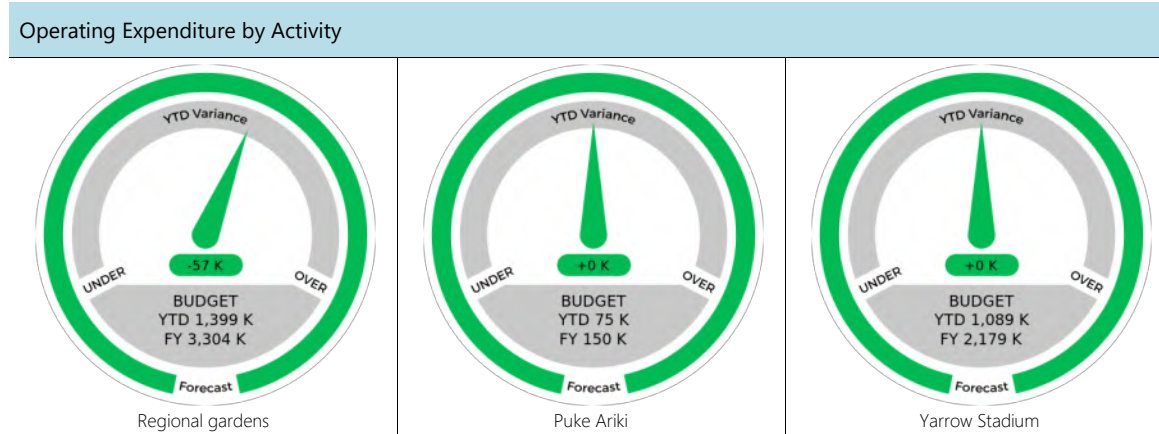
## Cost of services statement

HAZARD MANAGEMENT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Civil defence emergency management	39,331	40,800	1,469	200,328	204,000	3,672	489,600
Flood management and general river control	30,327	32,115	1,788	131,161	138,417	7,256	327,965
River control schemes	24,610	21,051	-3,559	56,250	111,641	55,391	279,558
<b>Total expenditure</b>	<b>94,268</b>	<b>93,966</b>	<b>-302</b>	<b>387,739</b>	<b>454,058</b>	<b>66,319</b>	<b>1,097,123</b>
<b>Income</b>							
General rates	-40,673	-40,673	0	60,376	60,376	0	249,385
Targeted rates	189,909	189,910	-1	379,818	379,820	-2	759,637
Direct charges	134	0	134	492	0	492	0
Government grants	0	0	0	0	0	0	0
Transfer from reserves	0	0	0	44,983	0	44,983	0
Transfer to reserves	-156,257	0	-156,257	-329,408	0	-329,408	(52,536)
Investment funds	120,724	-35,702	156,426	270,616	53,000	217,616	218,909
<b>Total income</b>	<b>113,837</b>	<b>113,535</b>	<b>302</b>	<b>426,877</b>	<b>493,196</b>	<b>-66,319</b>	<b>1,175,395</b>
<b>Operating surplus/(deficit)</b>	<b>19,569</b>	<b>19,569</b>	<b>0</b>	<b>39,138</b>	<b>39,138</b>	<b>0</b>	<b>78,272</b>

## Recreation, culture and heritage

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● ≥5% and ● <10% ≥10%			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$0.1M	\$47.7K over budget ↑	\$2.6M	\$57.5K over budget ↓
Against a YTD budget of 0.1M and a full year budget of 0.2M.		Against a YTD budget of 2.6M and a full year budget of 5.6M.	



Key	YTD Variance
■	< 5% and less than \$50,000
■	≥ 5% < 10% and between \$50,000 and \$100,000
■	≥ 10% and greater than \$100,000

### Commentary and variances

Overall recreation, culture and heritage expenditure is on budget. There are no material activity variances (> or < than \$100,000).

## RECREATION, CULTURE AND HERITAGE

## Cost of services statement

RECREATION CULTURE AND HERITAGE							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Regional gardens	364,129	329,199	-34,930	1,456,929	1,399,437	-57,492	3,304,489
Puke Ariki	0	0	0	75,000	75,000	0	150,000
Yarrow Stadium	544,667	544,667	0	1,089,334	1,089,334	0	2,178,669
<b>Total expenditure</b>	<b>908,796</b>	<b>873,866</b>	<b>-34,930</b>	<b>2,621,263</b>	<b>2,563,771</b>	<b>-57,492</b>	<b>5,633,158</b>
<b>Income</b>							
General rates	165,770	165,770	0	737,489	737,489	0	1,725,161
Targeted rates	544,661	544,667	-6	1,089,322	1,089,334	-12	2,178,669
Direct charges	38,718	17,917	20,801	137,261	89,585	47,676	214,995
Investment funds	159,647	145,512	14,135	657,191	647,363	9,828	1,514,333
<b>Total income</b>	<b>908,796</b>	<b>873,866</b>	<b>34,930</b>	<b>2,621,263</b>	<b>2,563,771</b>	<b>57,492</b>	<b>5,633,158</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Regional representation, advocacy and investment management

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● ≥5% and ● <10% ≥10%			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$0.0M	\$16.2K under budget ↓	\$1.0M	\$20.0K over budget ↑
Against a YTD budget of 0.0M and a full year budget of 0.1M.		Against a YTD budget of 1.0M and a full year budget of 2.1M.	

Operating Expenditure by Activity		
<p>Investment management</p>	<p>Community engagement</p>	<p>Advocacy and response</p>
<p>Governance</p>	<p>Key</p> <ul style="list-style-type: none"> <li>YTD Variance</li> <li>■ &lt; 5% and less than \$50,000</li> <li>■ ≥ 5% &lt; 10% and between \$50,000 and \$100,000</li> <li>■ ≥ 10% and greater than \$100,000</li> </ul>	

### Commentary and variances

Overall regional representation and advocacy expenditure is on budget. There are no material activity variances (> or < than \$100,000).

## REGIONAL REPRESENTATION, ADVOCACY AND INVESTMENT MANAGEMENT

## Cost of services statement

REGIONAL REPRESENTATION, ADVOCACY AND INVESTMENT MANAGEMENT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Investment management	0	500	500	0	2,500	2,500	6,000
Community engagement	57,714	56,871	-843	251,315	233,012	-18,303	552,938
Advocacy and response	38,026	42,016	3,990	159,718	174,438	14,720	412,402
Governance	202,214	231,377	29,163	576,309	557,433	-18,876	1,157,048
<b>Total expenditure</b>	<b>297,955</b>	<b>330,764</b>	<b>32,809</b>	<b>987,342</b>	<b>967,383</b>	<b>-19,959</b>	<b>2,128,388</b>
<b>Income</b>							
General rates	173,571	173,571	0	502,302	502,302	0	1,102,565
Direct charges	3,353	4,833	-1,480	7,980	24,165	-16,185	58,000
Investment funds	121,030	152,360	-31,330	477,060	440,916	36,144	967,823
<b>Total income</b>	<b>297,955</b>	<b>330,764</b>	<b>-32,809</b>	<b>987,342</b>	<b>967,383</b>	<b>19,959</b>	<b>2,128,388</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Statement of financial position

This statement summarises the Council's assets, liabilities and residual equity. The statement is split between current items (those expected to be realised within 12 months) and non-current items (expected to last longer than 12 months).

	Month End Actual \$	2022/2023 Estimates \$	2021/2022 Annual Report \$
<b>Current Assets</b>			
Cash and cash equivalents	684,335	427,054	5,361,260
Current portion of investments	25,670,896	-	26,265,052
Trade and other receivables	8,529,137	2,040,000	5,289,916
Inventories	286,006	153,000	286,006
Prepayments	498,026	102,000	283,282
Work in progress	766,977	408,000	223,182
<b>Total current assets</b>	<b>36,435,377</b>	<b>3,130,054</b>	<b>37,708,698</b>
<b>Non-current assets</b>			
Treasury investments	487,500	14,895,467	362,500
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	19,500,000	30,000,000	14,500,000
Investment properties	22,054,000	19,559,000	22,054,000
Intangible assets	250,844	2,124,951	348,084
Property plant and equipment	37,773,417	40,486,196	35,810,413
Deferred tax asset	185,656	80,499	185,656
<b>Total non-current assets</b>	<b>107,050,535</b>	<b>133,945,231</b>	<b>100,059,771</b>
<b>Total assets</b>	<b>143,485,912</b>	<b>137,075,285</b>	<b>137,768,469</b>
<b>Current liabilities</b>			
Trade and other payables	7,340,849	5,100,000	9,768,148
Work-in-progress	2,841,249	612,000	1,342,707
Employee entitlements current	1,373,951	1,173,000	1,224,576
Borrowings	-	-	-
<b>Total current liabilities</b>	<b>11,556,049</b>	<b>6,885,000</b>	<b>12,335,431</b>
<b>Non-current liabilities</b>			
Employee entitlements term	336,080	575,382	336,080
Borrowings	19,500,000	30,000,000	14,500,000
<b>Total non-current liabilities</b>	<b>19,836,080</b>	<b>30,575,382</b>	<b>14,836,080</b>
<b>Total liabilities</b>	<b>31,392,129</b>	<b>37,460,382</b>	<b>27,171,511</b>
<b>Public equity</b>			
Retained earnings	73,931,610	67,557,209	73,129,288
Reserves	32,147,751	26,840,822	31,453,248
Asset revaluation reserves	6,014,422	5,216,872	6,014,422
<b>Total public equity</b>	<b>112,093,783</b>	<b>99,614,903</b>	<b>110,596,958</b>
<b>Total liabilities and equity</b>	<b>143,485,912</b>	<b>137,075,285</b>	<b>137,768,469</b>

## Capital expenditure and disposals

---

Capital expenditure in excess of \$10,000 for the month was:

DESCRIPTION	AMOUNT \$
Subaru Outback	47,752
Ford Ranger x 10	536,838
Mitsubishi Eclipse	46,355
Mazda 3	41,748
Microsoft Surface Pro x 10	13,984
Dell Rugged Tablet x3	10,804
HP Probook x 44	60,580
Office Security System WIP	48,067
Boardroom Video Conferencing Upgrade WIP	93,117

Fixed asset disposals in excess of \$10,000 for the month were:-

DESCRIPTION	AMOUNT \$
Mitsubishi Outlander	22,609
Skoda Octavia	12,174
Subaru XV	15,435

## Local Authorities (Members' Interests) Act 1968

Additions to the *Creditors Detail List* for the month were:

CODE	CREDITOR NAME	ADDRESS	DATE ESTABLISHED
4229	Go Media Limited	1 Albert Street, Hawera	3-Nov-22
4230	Vepo Limited	404 Broadway, Stratford	7-Nov-22
4231	Forklift Sales & Service Ltd	PO Box 9062, New Plymouth	14-Nov-22
4232	Jackson, Andy	7 Wesley Avenue, New Plymouth	14-Nov-22
4233	QuickCircuit Ltd	26 William Pickering Drive, Rosedale, Auckland	14-Nov-22
4234	Baycom Communications Limited	15 Williamson Avenue, Grey Lynn, Auckland	14-Nov-22
4235	New Zealand Biosecurity Services	9D Beatrice Tinsley Crescent, Rosedale, Auckland	14-Nov-22
4236	Honeyfield Dairy Limited	517 Patea Road, RD 1, Patea	16-Nov-22
4237	Maurice & Linda Sorensen	749 Mangawhio Road, RD 2, Waverley	16-Nov-22
4238	NZ Native Forest Restoration Trust	PO Box 80007, Green Bay, Auckland	17-Nov-22
4239	Laevo Pty Ltd	57 Kent Road, Wooloowin, Australia	17-Nov-22
4240	Revolution Civil Engineering	1798 Tarata Road, RD 7, Inglewood	17-Nov-22
4241	Pidgeon Pastures Ltd	227 Climie Road, RD 21, Stratford	17-Nov-22
4242	Agtech Spraying Ltd	780 Hursthouse Road, RD 9, Inglewood	17-Nov-22

Notes:

1. The schedule of all previously listed creditors for the purpose of the Local Authorities (Members' Interests) Act 1968 is available for Members' perusal.
2. The schedule excludes any staff who may have become a creditor.
3. Under the terms of Section 6 and Section (1) of the Local Authorities (Members' Interests) Act 1968, members are required to declare if they hold directly or indirectly, a pecuniary interest other than an interest in common with the public.

## Financial delegations

The following payments were made during the period to 30 November 2022 that exceeded the budgeted approved delegated authority levels:

DESCRIPTION	AMOUNT \$
Nil	

## Aged debtors analysis

The total debtors outstanding at 30 November 2022 were aged as follows:

DESCRIPTION	AMOUNT \$	PERCENT %
Current balance	6,176,016	77
30 days balance	1,202,964	15
60 days balance	92,377	1
90 days and over balance	601,423	7
<b>Total debtors</b>	<b>8,072,780</b>	<b>100</b>

## Reserves

As at 30 November 2022 the following reserve balances were held:

DESCRIPTION	AMOUNT \$
Contingency/Disaster Reserve	1,086,000
North Taranaki/Waitara River Control Scheme Reserve	1,688,883
South Taranaki Rivers Control Scheme Reserve	16,864
Dividend Equalisation Reserve	5,240,945
Egmont National Park Control Reserve	2,935,000
Endowment Land Sales Reserve	713,000
Waitara Lands Act 2018 Reserve	20,467,059
<b>Total reserves</b>	<b>32,147,751</b>

## Borrowing

The total LGFA borrowing at 30 November 2022 was as follows:

MATURITY DATE	AMOUNT \$	INTEREST RATE %
15/04/2024	2,000,000	1.4
15/04/2025	1,000,000	4.0
15/04/2025	1,500,000	5.8
15/04/2026	1,000,000	2.5
15/04/2026	1,000,000	3.3
15/04/2026	2,000,000	3.7
15/04/2027	1,500,000	2.6
15/04/2027	1,000,000	3.8
15/04/2027	1,500,000	5.3
15/05/2028	3,000,000	1.3
15/05/2028	2,000,000	5.8
20/04/2029	2,000,000	4.2
<b>Total borrowings</b>	<b>19,500,000</b>	<b>3.5*</b>

All borrowings are in accordance with the *Liability Management Policy*. \*Weighted average interest rate

## Borrowing limits

Council borrowing against policy limits at 30 November 2022 was as follows:

ITEM	REQUIRED PERFORMANCE	ACTUAL PERFORMANCE
Net Debt/Total Revenue	≤225%	-15.8%
Net Interest/Total Revenue	≤15%	-0.4%
Net Interest/Annual Rates Income	<20%	-1.2%
Liquidity	>110%	237.7%
Debt Cap	\$55 million	\$19.5 million

## Bank and investment balances

As at 30 November 2022 the following cash, bank and investment balances were held:

	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
<b>BNZ:</b>							
Call Account	1		215,696			0.3	On Call
Current Account	1		366,538			0.1	On Call
Waitara Lands Account			1,564			0.1	On Call
Waitara Lands Term Investment	2		540,008			4.0	24/05/2023
Waitara Lands Term Investment	5		1,393,242			3.8	08/05/2023
Waitara Lands Term Investment	2		510,065			4.0	30/05/2023
<b>Total BNZ</b>	<b>11</b>	<b>50</b>	<b>3,027,112</b>	<b>30,000,000</b>	<b>AA-</b>		
<b>ASB:</b>							
Cheque Account			10				On Call
Waitara Lands Term Investment	2		544,111			3.5	30/03/2023
Waitara Lands Term Investment	8		2,186,510			4.6	07/05/2023
Waitara Lands Term Investment	4		1,189,748			4.8	09/05/2023
Waitara Lands Term Investment	17		4,477,229			3.2	30/01/2023
<b>Total ASB</b>	<b>31</b>	<b>50</b>	<b>8,397,609</b>	<b>30,000,000</b>	<b>AA-</b>		
<b>Westpac:</b>							
Waitara Lands Account			490			0.1	On Call
Term Investment	6		1,532,421			3.2	31/03/2023
Term Investment	8		2,039,924			4.5	21/03/2023
Waitara Lands Term Investment	10		2,731,997			3.3	06/04/2023
Waitara Lands Term Investment	9		2,310,192			2.8	20/01/2023
Waitara Lands Term Investment	9		2,307,040			3.9	22/12/2022
<b>Total Westpac</b>	<b>41</b>	<b>50</b>	<b>10,922,062</b>	<b>30,000,000</b>	<b>AA-</b>		
<b>TSB:</b>							
Cheque Accounts			733				On Call
Call Account			99,306			0.5	On Call
Term Investment	6		1,633,545			3.5	09/04/2023
Waitara Lands Term Investment	8		2,274,864			3.1	31/01/2023

Executive Audit and Risk Committee - Financial and Operational Report

	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
Total TSB	15	25	4,008,448	15,000,000	A-		
LGFA:							
Borrower Notes x 12	2	Unlimited	487,500	Unlimited	N/A	1.8	Various
<b>Total</b>	<b>100</b>		<b>26,842,731</b>			<b>3.6*</b>	

All investments are in accordance with the *Investment Policy*. \* Weighted average interest rate.

[www.trc.govt.nz](http://www.trc.govt.nz)





DECEMBER 2022

# MONTHLY FINANCIAL REPORT

TARANAKI REGIONAL COUNCIL



## Table of contents


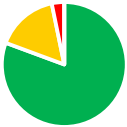


---

Executive summary.....	1
Key .....	2
Statement of comprehensive revenue and expense .....	3
Resource management .....	4
Biosecurity and biodiversity.....	7
Transport.....	9
Hazard management.....	11
Recreation, culture and heritage.....	13
Regional representation, advocacy and investment management .....	15
Statement of financial position .....	17
Capital expenditure and disposals.....	18
Local Authorities (Members' Interests) Act 1968.....	19
Financial delegations.....	20
Aged debtors analysis .....	20
Reserves.....	20
Borrowings .....	21
Borrowing limits .....	21
Bank and investment balances .....	22

## Executive summary

### Financial performance

FINANCIAL INDICATORS					
Financial threshold key (for adverse variances): ● ≥5% and ● <10% ≥10%					
Total revenue		Operating expenditure		Operating surplus/deficit	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council’s activities:		Council’s total revenue less operating expenditure:	
Actual YTD:	Trend:	Actual YTD:	Trend:	Actual YTD:	Trend:
\$20.4M	\$802.8K over budget ↓	\$21.2M	\$828.7K over budget ↓	\$-0.8M	\$25.9K over budget ↓
Against a YTD budget of \$19.6M and a full year budget of \$46.6M.		Against a YTD budget of \$20.3M and a full year budget of \$47.5M.		Against a YTD budget of \$-0.8M and a full year budget of \$-1.0M.	

FINANCIAL PERFORMANCE			
Operating Expenditure		Income	
Actual	Forecast	Actual	Forecast
Financial Performance 	Future Performance 	Financial Performance 	Future Performance 

### Commentary and variances

As at 31 December 2022, the overall financial result is on budget.

## Key

This section defines the symbols and colours used in the Executive Summary and the Groups of Activities.

### Introduction

In the "Financial Indicators Section", for revenue, expenditure and operating surplus/deficit, for the whole of the Council the actual year to date (YTD) performance is compared against the YTD budget. A green variance indicates that the variance is within plus or minus 5% and less than \$50,000. A yellow variance indicates that the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. A red variance indicates that the variance is more than plus or minus 10% and more than \$100,000. The arrow indicates the trend over time. A green up arrow indicates and improving trend and a red down arrow indicates a deteriorating trend.

The financial performance pie graphs for operating expenditure and income show the actual performance against budget and the forecast performance against budget, accumulated for all activities. The green slice indicates the number of activities where the variance is within plus or minus 5% and less than \$50,000. The yellow slice indicates the number of activities where the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. The red slice indicates the number of activities where the variance is more than plus or minus 10% and more than \$100,000.

The operational performance pie graphs for levels of service and individual activities show the actual performance against budget and the forecast performance against budget, accumulated for all activities. The green slice indicates the number of levels of service/activities where the actual performance is on target. The yellow slice indicates the number of levels of service/activities where the actual performance is at risk of not being achieved. The red slice indicates the number of levels of service/activities where the actual performance is not meeting the target.

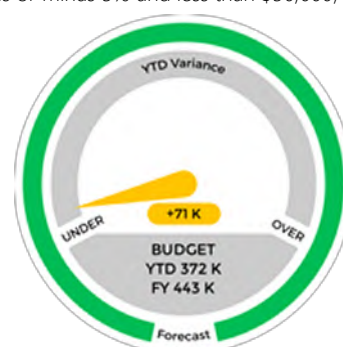
### For each Group of Activities:

In the "Financial Indicators Section", for revenue and expenditure, for that group of activities, the actual year to date (YTD) performance is compared against the YTD budget. A green variance indicates that the variance is within plus or minus 5% and less than \$50,000. A yellow variance indicates that the variance is greater than plus or minus 5% and between \$50,000 and \$100,000 but less than plus or minus 10% and more than \$100,000. A red variance indicates that the variance is more than plus or minus 10% and more than \$100,000. The arrow indicates the trend over time. A green up arrow indicates and improving trend and a red down arrow indicates a deteriorating trend.

In the "Operating Expenditure by Activity" section, there is a dial for each activity comparing YTD expenditure against budget and a forecast for the rest of the year. The colours are green – variance of less than plus or minus 5% and less than \$50,000, yellow – plus or minus variance of more than 5% and between \$50,000 and \$100,000 but less than 10% and red – plus or minus variance of more than 10% and \$100,000.

The key components of each dial are:

- The outer ring is the forecast for the rest of the year – green OK, yellow performance at risk, red target will not be achieved
- The pointer indicates whether the variance is over or under budget and the colour indicates the scale of the variance – the actual variance figure sits at the bottom of the pointer
- The YTD and Full Year (FY) budgets are included in the grey section.



The operational performance pie graphs for levels of service and individual activities show the actual performance against budget and the forecast performance against budget, accumulated for all activities within that group of activities. The green slice indicates the number of levels of service/activities where the actual performance is on target. The yellow slice indicates the number of levels of service/activities where the actual performance is at risk of not being achieved. The red slice indicates the number of levels of service/activities where the actual performance is not meeting the target.

## Statement of comprehensive revenue and expense

This statement summarises performance against budget for the month and for the year to date.

	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Cost of services</b>							
Resource management	1,495,980	1,395,650	-100,330	9,826,053	9,127,952	-698,101	23,726,046
Biosecurity and biodiversity	519,990	666,516	146,526	3,429,159	3,571,533	142,374	8,012,037
Transport	598,416	529,130	-69,286	3,188,881	3,146,065	-42,816	6,407,534
Hazard management	54,502	86,144	31,642	442,241	540,202	97,961	1,097,123
Recreation culture and heritage	300,005	261,931	-38,074	2,921,268	2,825,702	-95,566	5,633,158
Regional representation advocacy and investment management	180,336	157,959	-22,377	1,167,678	1,125,342	-42,336	2,128,388
<b>Total operating expenditure</b>	<b>3,149,229</b>	<b>3,097,330</b>	<b>-51,899</b>	<b>20,975,279</b>	<b>20,336,796</b>	<b>-638,483</b>	<b>47,004,286</b>
<b>Revenue from exchange transactions</b>							
Direct charges revenue	239,410	320,855	-81,445	1,887,205	1,950,630	-63,425	5,048,875
Rent revenue	166,475	110,000	56,475	876,284	660,000	216,284	1,260,000
Dividends	0	0	0	4,000,000	4,000,000	0	8,000,000
<b>Revenue from non-exchange transactions</b>							
General rates revenue	0	0	0	5,900,668	5,900,668	0	11,801,335
Targeted rates revenue	0	0	0	2,382,893	2,382,906	-13	4,765,811
Direct charges revenue	46,861	336,281	-289,420	2,225,691	2,669,505	-443,814	11,229,886
Government grants	331,941	194,091	137,850	2,503,270	1,915,546	587,724	3,750,071
Vested assets	0	0	0	0	0	0	0
<b>Total income</b>	<b>784,687</b>	<b>961,227</b>	<b>-176,540</b>	<b>19,776,012</b>	<b>19,479,255</b>	<b>296,757</b>	<b>45,855,978</b>
<b>Operating surplus/(deficit) before finance income/expenses &amp; taxation</b>	<b>-2,364,542</b>	<b>-2,136,103</b>	<b>-228,439</b>	<b>-1,199,268</b>	<b>-857,541</b>	<b>-341,727</b>	<b>-1,148,308</b>
Finance income	130,215	16,666	113,549	651,636	145,562	506,074	655,659
Finance expense	-45,921	0	45,921	-235,779	-45,566	190,213	-455,659
Net finance expense	84,294	16,666	67,628	415,857	99,996	315,861	200,000
<b>Operating surplus before taxation</b>	<b>-2,280,248</b>	<b>-2,119,437</b>	<b>-160,811</b>	<b>-783,411</b>	<b>-757,545</b>	<b>-25,866</b>	<b>-948,308</b>
<b>Other gains/losses</b>							
Gains/(losses) on revaluation of properties	0	0	0	0	0	0	0
<b>Operating surplus before taxation</b>	<b>-2,280,248</b>	<b>-2,119,437</b>	<b>-160,811</b>	<b>-783,411</b>	<b>-757,545</b>	<b>-25,866</b>	<b>-948,308</b>
Income tax expense	0	0	0	0	0	0	10,000
<b>Surplus/(deficit) for the period</b>	<b>-2,280,248</b>	<b>-2,119,437</b>	<b>-160,811</b>	<b>-783,411</b>	<b>-757,545</b>	<b>-25,866</b>	<b>-958,308</b>
<b>Other comprehensive income</b>							
Revaluation of property, plant and equipment	0	0	0	0	0	0	0
<b>Other comprehensive income, net of tax</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating surplus/(deficit)</b>	<b>-2,280,248</b>	<b>-2,119,437</b>	<b>-160,811</b>	<b>-783,411</b>	<b>-757,545</b>	<b>-25,866</b>	<b>-958,308</b>

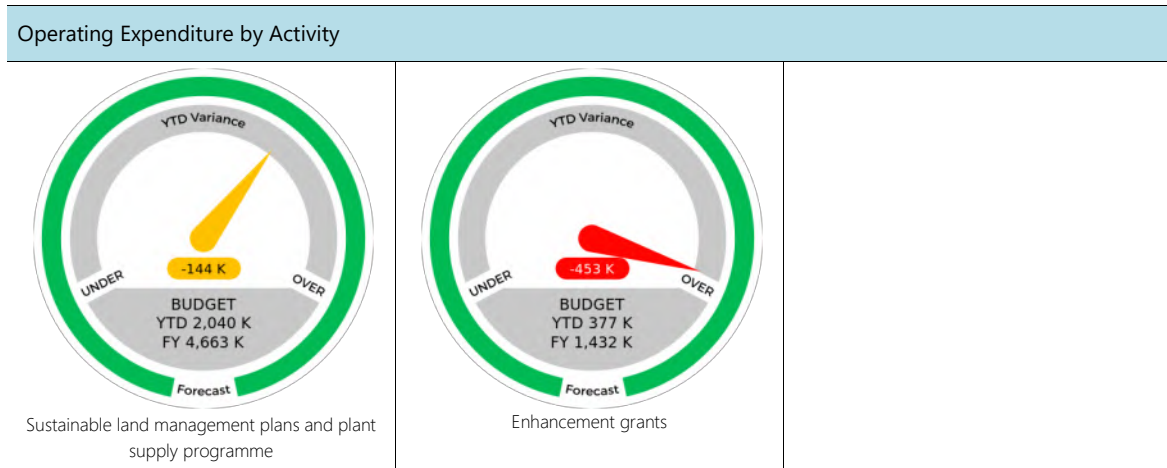
## Resource management

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● ≥5% and ● <10% ≥10%			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$3.4M	\$141.6K over budget ↓	\$9.8M	\$698.1K over budget ↓
Against a YTD budget of 3.2M and a full year budget of 13.1M.		Against a YTD budget of 9.1M and a full year budget of 23.7M.	

Operating Expenditure by Activity					
<p>Resource management planning</p>	<p>Consent processing and administration</p>	<p>Compliance monitoring programmes</p>			
<p>Pollution incidence and response</p>	<p>State of the environment monitoring</p>	<p>Resource investigations and projects</p>			

RESOURCE MANAGEMENT



Key	YTD Variance
■	< 5% and less than \$50,000
■	≥ 5% < 10% and between \$50,000 and \$100,000
■	≥ 10% and greater than \$100,000

Commentary and variances

Overall resource management expenditure is over budget. Material activity variances (> or < than \$100,000) are:

Consent processing and administration - \$153,261 over budget due to increased workload and demand in resource consents.

Sustainable land management plans and plant supply programme - \$143,791 over budget due to higher vehicle and overhead expenses than planned.

Enhancement grants - \$452,889 over budget due to the timing of STRESS expenditure. This is expected to be on budget at year end.

## RESOURCE MANAGEMENT

## Cost of services statement

RESOURCE MANAGEMENT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Resource management planning	90,281	106,152	15,871	586,621	674,793	88,172	1,347,377
Consent processing and administration	109,104	84,884	-24,220	712,891	559,630	-153,261	1,103,337
Compliance monitoring programmes	438,922	402,578	-36,344	2,615,931	2,561,844	-54,087	5,116,784
Pollution incidents and response	106,083	97,485	-8,598	642,429	620,828	-21,601	1,240,059
State of the environment monitoring	321,694	304,288	-17,406	1,895,890	1,927,573	31,683	3,850,072
Resource investigations and projects	48,293	58,169	9,876	358,138	365,836	7,698	730,565
Sustainable land management plans and plant supply programme	314,880	273,340	-41,540	2,183,768	2,039,977	-143,791	4,662,752
Waitara River catchment	0	0	0	25	0	-25	4,243,214
Enhancement grants	66,724	68,754	2,030	830,360	377,471	-452,889	1,431,886
<b>Total expenditure</b>	<b>1,495,980</b>	<b>1,395,650</b>	<b>-100,330</b>	<b>9,826,053</b>	<b>9,127,952</b>	<b>-698,101</b>	<b>23,726,046</b>
<b>Income</b>							
General rates	466,369	466,369	0	3,135,986	3,135,986	0	5,676,920
Direct charges	286,039	519,904	-233,865	2,564,566	2,488,224	76,342	12,019,971
Government grants	27,600	0	27,600	816,299	751,000	65,299	1,116,000
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	-64,121	0	-64,121	-474,199	0	-474,199	-70,000
Investment funds	780,093	409,377	370,716	3,783,401	2,752,742	1,030,659	4,983,155
<b>Total income</b>	<b>1,495,980</b>	<b>1,395,650</b>	<b>100,330</b>	<b>9,826,053</b>	<b>9,127,952</b>	<b>698,101</b>	<b>23,726,046</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Biosecurity and biodiversity

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● ≥5% and ● <10% ≥10%			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$1.3M	\$113.3K under budget ↓	\$3.4M	\$142.4K under budget ↑
Against a YTD budget of 1.4M and a full year budget of 2.9M.		Against a YTD budget of 3.6M and a full year budget of 8.0M.	

Operating Expenditure by Activity		
<p>Biosecurity and biodiversity planning</p>	<p>Biosecurity/pest management</p>	<p>Biodiversity</p>
<p>Towards Predator-Free Taranaki</p>	<p>Key YTD Variance</p> <ul style="list-style-type: none"> <li>■ &lt; 5% and less than \$50,000</li> <li>■ ≥ 5% &lt; 10% and between \$50,000 and \$100,000</li> <li>■ ≥ 10% and greater than \$100,000</li> </ul>	

### Commentary and variances

Overall biosecurity and biodiversity expenditure is on budget. Material activity variances (> or < than \$100,000) are:

Towards Predator Free Taranaki - \$166,477 under budget. Planning to utilise this underspend to give greater support to landowners later in the year.

Direct Charges - \$113,310 under budget mainly due to lower pest product and trap sales year to date.

## BIOSECURITY AND BIODIVERSITY

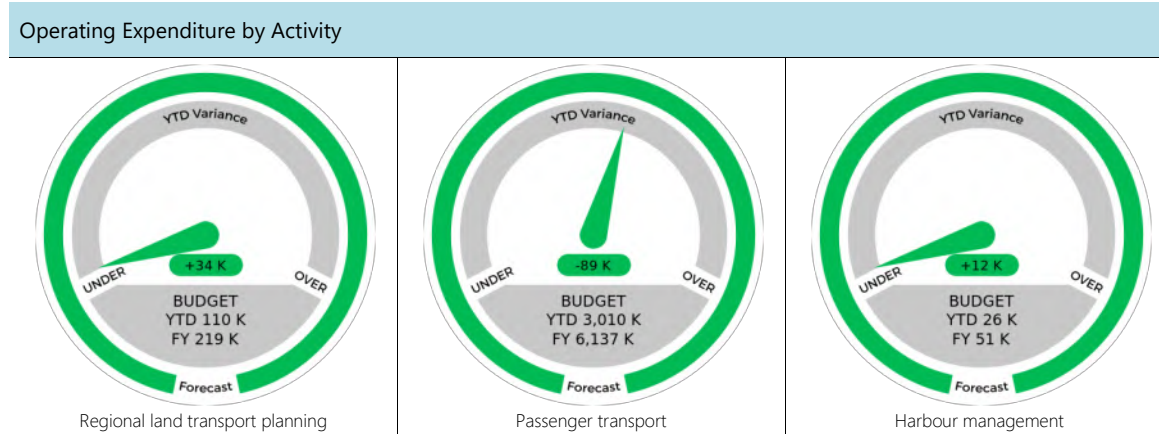
## Cost of services statement

BIOSECURITY AND BIODIVERSITY							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Biosecurity and biodiversity planning	6,013	7,212	1,199	39,120	45,782	6,662	91,458
Biosecurity/pest management	173,383	175,965	2,582	1,098,333	1,062,027	-36,306	2,521,459
Biodiversity	132,851	140,694	7,843	1,019,125	1,024,666	5,541	1,884,343
Towards Predator-Free Taranaki	207,743	342,645	134,902	1,272,581	1,439,058	166,477	3,514,777
<b>Total expenditure</b>	<b>519,990</b>	<b>666,516</b>	<b>146,526</b>	<b>3,429,159</b>	<b>3,571,533</b>	<b>142,374</b>	<b>8,012,037</b>
<b>Income</b>							
General rates	344,473	344,473	0	1,142,305	1,142,305	0	2,614,240
Direct charges	11,513	19,667	-8,154	1,313,211	1,426,521	-113,310	2,853,038
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	0	0	0	0	0	0	250,000
Investment funds	164,004	302,376	-138,372	973,643	1,002,707	-29,064	2,294,759
<b>Total income</b>	<b>519,990</b>	<b>666,516</b>	<b>-146,526</b>	<b>3,429,159</b>	<b>3,571,533</b>	<b>-142,374</b>	<b>8,012,037</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Transport

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● $\geq 5\%$ and ● $< 10\% \geq 10\%$			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$2.1M	\$328.3K over budget ↑	\$3.2M	\$42.8K over budget ↓
Against a YTD budget of 1.7M and a full year budget of 3.8M.		Against a YTD budget of 3.1M and a full year budget of 6.4M.	



Key	YTD Variance
■	< 5% and less than \$50,000
■	$\geq 5\%$ < 10% and between \$50,000 and \$100,000
■	$\geq 10\%$ and greater than \$100,000

### Commentary and variances

Overall transport expenditure is on budget. Material activity variances (> or < than \$100,000) are:

Direct Charges - \$194,167 under budget due to the impact of half price fares.

Government Grants - \$522,425 over budget due to increased claims because of half price fares, higher mobility trips and early infrastructure costs.

## TRANSPORT

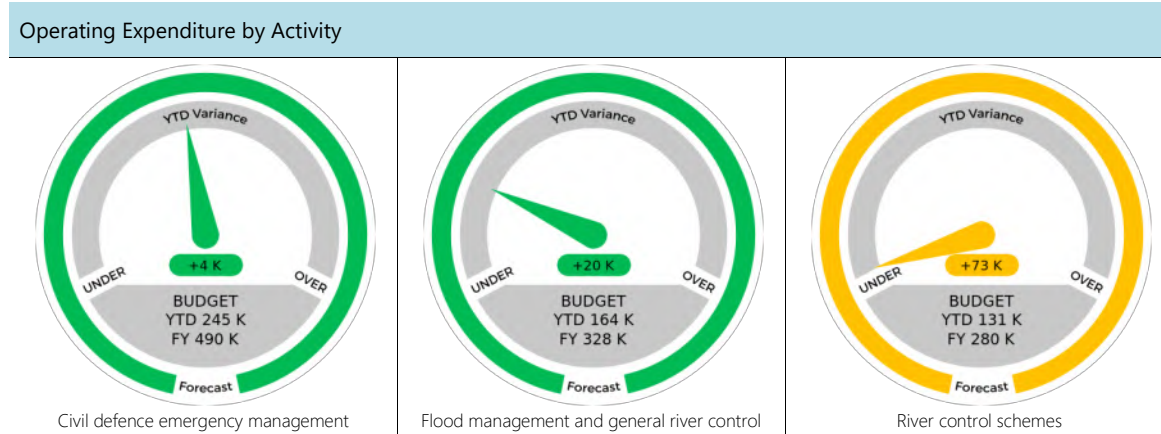
## Cost of services statement

TRANSPORT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Regional land transport planning	12,274	17,508	5,234	76,105	110,159	34,054	219,484
Passenger transport	586,142	499,872	-86,270	3,099,070	3,010,406	-88,664	6,137,050
Harbour management	0	11,750	11,750	13,706	25,500	11,794	51,000
<b>Total expenditure</b>	<b>598,416</b>	<b>529,130</b>	<b>-69,286</b>	<b>3,188,881</b>	<b>3,146,065</b>	<b>-42,816</b>	<b>6,407,534</b>
<b>Income</b>							
General rates	128,151	128,151	0	267,002	267,002	0	433,062
Targeted rates	0	0	0	913,752	913,752	0	1,827,505
Direct charges	44,341	94,399	-50,058	372,228	566,394	-194,166	1,132,757
Government grants	304,341	194,091	110,250	1,686,971	1,164,546	522,425	2,634,071
Government grants for capital	0	0	0	0	0	0	0
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	0	0	0	0	0	0	0
Investment funds	121,584	112,489	9,095	-51,072	234,371	-285,443	380,139
<b>Total income</b>	<b>598,416</b>	<b>529,130</b>	<b>69,286</b>	<b>3,188,881</b>	<b>3,146,065</b>	<b>42,816</b>	<b>6,407,534</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Hazard management

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● $\geq 5\%$ and ● $< 10\% \geq 10\%$			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$0.0M	\$0.5K over budget ↑	\$0.4M	\$98.0K under budget ↑
Against a YTD budget of 0.0M and a full year budget of 0.0M.		Against a YTD budget of 0.5M and a full year budget of 1.1M.	



Key	YTD Variance
■	$< 5\%$ and less than \$50,000
■	$\geq 5\% < 10\%$ and between \$50,000 and \$100,000
■	$\geq 10\%$ and greater than \$100,000

### Commentary and variances

Overall hazard management expenditure is under budget. There are no material activity variances ( $>$  or  $<$  than \$100,000).

## HAZARD MANAGEMENT

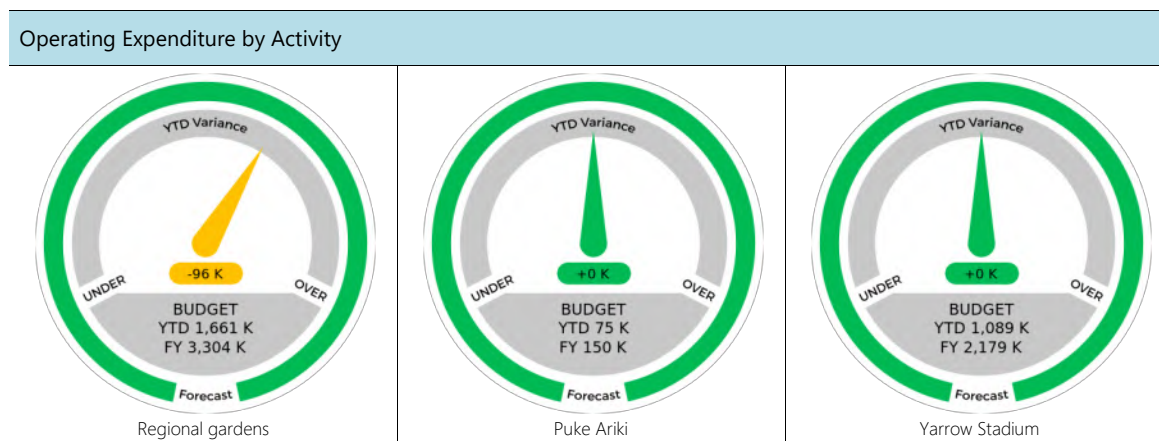
## Cost of services statement

HAZARD MANAGEMENT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Civil defence emergency management	40,066	40,800	734	240,394	244,800	4,406	489,600
Flood management and general river control	12,819	25,767	12,948	143,980	164,184	20,204	327,965
River control schemes	1,617	19,577	17,960	57,867	131,218	73,351	279,558
<b>Total expenditure</b>	<b>54,502</b>	<b>86,144</b>	<b>31,642</b>	<b>442,241</b>	<b>540,202</b>	<b>97,961</b>	<b>1,097,123</b>
<b>Income</b>							
General rates	45,875	45,875	0	106,251	106,251	0	249,385
Targeted rates	0	0	0	379,818	379,820	-2	759,637
Direct charges	29	0	29	521	0	521	0
Government grants	0	0	0	0	0	0	0
Transfer from reserves	5,454	0	5,454	50,436	0	50,436	0
Transfer to reserves	0	0	0	-329,408	0	-329,408	(52,536)
Investment funds	3,144	40,269	-37,125	273,760	93,269	180,491	218,909
<b>Total income</b>	<b>54,502</b>	<b>86,144</b>	<b>-31,642</b>	<b>481,379</b>	<b>579,340</b>	<b>-97,961</b>	<b>1,175,395</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>39,138</b>	<b>39,138</b>	<b>0</b>	<b>78,272</b>

## Recreation, culture and heritage

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● $\geq 5\%$ and ● $< 10\% \geq 10\%$			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$0.1M	\$38.0K over budget ↓	\$2.9M	\$95.6K over budget ↓
Against a YTD budget of 0.1M and a full year budget of 0.2M.		Against a YTD budget of 2.8M and a full year budget of 5.6M.	



Key	YTD Variance
■	< 5% and less than \$50,000
■	$\geq 5\%$ < 10% and between \$50,000 and \$100,000
■	$\geq 10\%$ and greater than \$100,000

### Commentary and variances

Overall recreation, culture and heritage expenditure is on budget. There are no material activity variances (> or < than \$100,000).

## RECREATION, CULTURE AND HERITAGE

## Cost of services statement

RECREATION CULTURE AND HERITAGE							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Regional gardens	300,005	261,931	-38,074	1,756,934	1,661,368	-95,566	3,304,489
Puke Ariki	0	0	0	75,000	75,000	0	150,000
Yarrow Stadium	0	0	0	1,089,334	1,089,334	0	2,178,669
<b>Total expenditure</b>	<b>300,005</b>	<b>261,931</b>	<b>-38,074</b>	<b>2,921,268</b>	<b>2,825,702</b>	<b>-95,566</b>	<b>5,633,158</b>
<b>Income</b>							
General rates	129,947	129,947	0	867,436	867,436	0	1,725,161
Targeted rates	0	0	0	1,089,322	1,089,334	-12	2,178,669
Direct charges	8,247	17,917	-9,670	145,508	107,502	38,006	214,995
Investment funds	161,811	114,067	47,744	819,002	761,430	57,572	1,514,333
<b>Total income</b>	<b>300,005</b>	<b>261,931</b>	<b>38,074</b>	<b>2,921,268</b>	<b>2,825,702</b>	<b>95,566</b>	<b>5,633,158</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Regional representation, advocacy and investment management

### Financial performance

FINANCIAL INDICATORS			
Financial threshold key (for adverse variances): ● ≥5% and ● <10% ≥10%			
Total revenue		Operating expenditure	
What the Council earns – rates, charges, grants and investment income:		The costs to operate Council's activities:	
Actual YTD:	Trend:	Actual YTD:	Trend:
\$0.0M	\$20.8K under budget ↓	\$1.2M	\$42.3K over budget ↓
Against a YTD budget of 0.0M and a full year budget of 0.1M.		Against a YTD budget of 1.1M and a full year budget of 2.1M.	

Operating Expenditure by Activity		
<p>Investment management</p>	<p>Community engagement</p>	<p>Advocacy and response</p>
<p>Governance</p>	<p>Key</p> <ul style="list-style-type: none"> <li>YTD Variance</li> <li>■ &lt; 5% and less than \$50,000</li> <li>■ ≥ 5% &lt; 10% and between \$50,000 and \$100,000</li> <li>■ ≥ 10% and greater than \$100,000</li> </ul>	

### Commentary and variances

Overall regional representation and advocacy expenditure is on budget. There are no material activity variances (> or < than \$100,000).

## REGIONAL REPRESENTATION, ADVOCACY AND INVESTMENT MANAGEMENT

## Cost of services statement

REGIONAL REPRESENTATION, ADVOCACY AND INVESTMENT MANAGEMENT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
<b>Expenditure</b>							
Investment management	0	500	500	0	3,000	3,000	6,000
Community engagement	53,838	43,797	-10,041	305,153	276,809	-28,344	552,938
Advocacy and response	28,884	32,409	3,525	188,602	206,847	18,245	412,402
Governance	97,614	81,253	-16,361	673,923	638,686	-35,237	1,157,048
<b>Total expenditure</b>	<b>180,336</b>	<b>157,959</b>	<b>-22,377</b>	<b>1,167,678</b>	<b>1,125,342</b>	<b>-42,336</b>	<b>2,128,388</b>
<b>Income</b>							
General rates	81,546	81,546	0	583,848	583,848	0	1,102,565
Direct charges	235	4,833	-4,598	8,215	28,998	-20,783	58,000
Investment funds	98,554	71,580	26,974	575,614	512,496	63,118	967,823
<b>Total income</b>	<b>180,336</b>	<b>157,959</b>	<b>22,377</b>	<b>1,167,678</b>	<b>1,125,342</b>	<b>42,336</b>	<b>2,128,388</b>
<b>Operating surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Statement of financial position

This statement summarises the Council's assets, liabilities and residual equity. The statement is split between current items (those expected to be realised within 12 months) and non-current items (expected to last longer than 12 months).

	Month End Actual \$	2022/2023 Estimates \$	2021/2022 Annual Report \$
<b>Current Assets</b>			
Cash and cash equivalents	2,515,350	427,054	5,361,260
Current portion of investments	25,751,319	-	26,265,052
Trade and other receivables	2,255,500	2,040,000	5,289,916
Inventories	286,006	153,000	286,006
Prepayments	416,074	102,000	283,282
Work in progress	789,100	408,000	223,182
<b>Total current assets</b>	<b>32,013,350</b>	<b>3,130,054</b>	<b>37,708,698</b>
<b>Non-current assets</b>			
Treasury investments	487,500	14,895,467	362,500
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	23,500,000	30,000,000	14,500,000
Investment properties	22,054,000	19,559,000	22,054,000
Intangible assets	232,495	2,124,951	348,084
Property plant and equipment	37,689,743	40,486,196	35,810,413
Deferred tax asset	185,656	80,499	185,656
<b>Total non-current assets</b>	<b>110,948,512</b>	<b>133,945,231</b>	<b>100,059,771</b>
<b>Total assets</b>	<b>142,961,862</b>	<b>137,075,285</b>	<b>137,768,469</b>
<b>Current liabilities</b>			
Trade and other payables	5,151,722	5,100,000	9,768,148
Work-in-progress	2,772,264	612,000	1,342,707
Employee entitlements current	1,388,250	1,173,000	1,224,576
Borrowings	4,000,000	-	-
<b>Total current liabilities</b>	<b>13,312,236</b>	<b>6,885,000</b>	<b>12,335,431</b>
<b>Non-current liabilities</b>			
Employee entitlements term	336,080	575,382	336,080
Borrowings	19,500,000	30,000,000	14,500,000
<b>Total non-current liabilities</b>	<b>19,836,080</b>	<b>30,575,382</b>	<b>14,836,080</b>
<b>Total liabilities</b>	<b>33,148,316</b>	<b>37,460,382</b>	<b>27,171,511</b>
<b>Public equity</b>			
Retained earnings	71,592,706	67,557,209	73,129,288
Reserves	32,206,418	26,840,822	31,453,248
Asset revaluation reserves	6,014,422	5,216,872	6,014,422
<b>Total public equity</b>	<b>109,813,546</b>	<b>99,614,903</b>	<b>110,596,958</b>
<b>Total liabilities and equity</b>	<b>142,961,862</b>	<b>137,075,285</b>	<b>137,768,469</b>

## Capital expenditure and disposals

---

Capital expenditure in excess of \$10,000 for the month was:

DESCRIPTION	AMOUNT \$
Microsoft Surface Pro x 10	14,702
Subaru XV Hybrid	45,290
Office Security System WIP	15,652
Hill Country App Upgrade WIP	20,340

Fixed asset disposals in excess of \$10,000 for the month were:-

DESCRIPTION	AMOUNT \$
Toyota Hilux x 2	64,927

## Local Authorities (Members' Interests) Act 1968

Additions to the *Creditors Detail List* for the month were:

CODE	CREDITOR NAME	ADDRESS	DATE ESTABLISHED
4246	CARNZ Training	104 Boness Road, RD 9, Palmerston North	5-Dec-22
4247	Newton, Catherine	11 Mill Road, New Plymouth	5-Dec-22
4248	AgriSea new Zealand Seaweed Ltd	7446 State Highway 2, RD 4, Paeroa	5-Dec-22
4249	Taranaki Kiwi Trust	PO Box 308, Stratford	5-Dec-22
4250	Done By Nine Ltd	204 Ngamotu Road, New Plymouth	5-Dec-22
4251	B & J Goble Farms Limited	2 David Street, New Plymouth	6-Dec-22
4256	Wayne's Mowing and Section Maintenance	50 Cloten Road, Stratford	9-Dec-22
4258	Victoria Jayne Weddings	11 Horne Street, New Plymouth	15-Dec-22
4259	A Dwyer Family Trust	195 Upper Duthie Road, RD 21, Stratford	17-Dec-22
4260	Treehouse Bar & Bistro	471 Devon Street West, New Plymouth	18-Dec-22
4261	Novus Glass Te Awamutu	53 Bond Road, Te Awamutu	18-Dec-22
4262	Wai-iti Dairy Farm Limited	51 Moki Road, RD 48, Urenui	18-Dec-22
4263	Benestar Group Ltd	37 Moore Street, Howick, Auckland	18-Dec-22
4264	Cull-Luketina, Sarah	93 Owens Road, Epsom, Auckland	18-Dec-22
4265	Nextmedia	Locked Bag 5555, Sydney, Australia	18-Dec-22
4266	Manui Farms Limited	243 Durham Drive, Havelock North	18-Dec-22
4267	WJ & VM Donald	682 South Rd, RD 4, New Plymouth	18-Dec-22
4268	Rewild Limited	31 Richmond Street, Inglewood	18-Dec-22
4269	Legacy Group NZ Limited	186 McGregor Road, RD 2, Papakura	18-Dec-22
4270	CityLife Hotel Management (Wellington) Ltd	14 Gilmer Terrace, Wellington	18-Dec-22
4271	Murdoch, J & B	342 Hukatere Road, RD 1, Patea	18-Dec-22
4275	RMA Investments Ltd T/A Exceed	79 Wallace Place, New Plymouth	20-Dec-22
4276	AgriHQ	PO Box 529, Fielding	20-Dec-22
4277	Smokey Joe Food Trailer	146 Juliet Street, Stratford	20-Dec-22
4278	K9 Weed Detection	167 Venus Street, Invercargill	21-Dec-22
4279	J & B Murdoch Contracting Limited	342 Hukatere Road, RD 1, Patea	21-Dec-22

Notes:

1. The schedule of all previously listed creditors for the purpose of the Local Authorities (Members' Interests) Act 1968 is available for Members' perusal.
2. The schedule excludes any staff who may have become a creditor.
3. Under the terms of Section 6 and Section (1) of the Local Authorities (Members' Interests) Act 1968, members are required to declare if they hold directly or indirectly, a pecuniary interest other than an interest in common with the public.

## Financial delegations

The following payments were made during the period to 31 December 2022 that exceeded the budgeted approved delegated authority levels:

DESCRIPTION	AMOUNT \$
Nil	-

## Aged debtors analysis

The total debtors outstanding at 31 December 2022 were aged as follows:

DESCRIPTION	AMOUNT \$	PERCENT %
Current balance	127,496	8
30 days balance	70,778	4
60 days balance	830,028	50
90 days and over balance	635,131	38
<b>Total debtors</b>	<b>1,663,433</b>	<b>100%</b>

## Reserves

As at 31 December 2022 the following reserve balances were held:

DESCRIPTION	AMOUNT \$
Contingency/Disaster Reserve	1,086,000
North Taranaki/Waitara River Control Scheme Reserve	1,683,430
South Taranaki Rivers Control Scheme Reserve	16,864
Dividend Equalisation Reserve	5,240,945
Egmont National Park Control Reserve	2,935,000
Endowment Land Sales Reserve	713,000
Waitara Lands Act 2018 Reserve	20,531,180
<b>Total reserves</b>	<b>32,206,418</b>

## Borrowing

The total LGFA borrowing at 31 December 2022 was as follows:

MATURITY DATE	AMOUNT \$	INTEREST RATE %
14/03/2023	4,000,000	4.5
15/04/2024	2,000,000	1.4
15/04/2025	1,000,000	4.0
15/04/2025	1,500,000	5.8
15/04/2026	1,000,000	2.5
15/04/2026	1,000,000	3.3
15/04/2026	2,000,000	3.7
15/04/2027	1,500,000	2.6
15/04/2027	1,000,000	3.8
15/04/2027	1,500,000	5.3
15/05/2028	3,000,000	1.3
15/05/2028	2,000,000	5.8
20/04/2029	2,000,000	4.2
<b>Total borrowings</b>	<b>23,500,000</b>	<b>3.7*</b>

All borrowings are in accordance with the *Liability Management Policy*. \*Weighted average interest rate

## Borrowing limits

Council borrowing against policy limits at 31 December 2022 was as follows:

ITEM	REQUIRED PERFORMANCE	ACTUAL PERFORMANCE
Net Debt/Total Revenue	≤225%	-11.3%
Net Interest/Total Revenue	≤15%	-0.4%
Net Interest/Annual Rates Income	<20%	-1.2%
Liquidity	>110%	222.4%
Debt Cap	\$55 million	\$23.5 million

## Bank and investment balances

As at 31 December 2022 the following cash, bank and investment balances were held:

	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
<b>BNZ:</b>							
Call Account	4		1,217,262			0.3	On Call
Current Account	4		1,195,735			0.1	On Call
Waitara Lands Account			1,564			0.1	On Call
Waitara Lands Term Investment	2		541,841			4.0	24/05/2023
Waitara Lands Term Investment	5		1,397,669			3.8	8/05/2023
Waitara Lands Term Investment	2		512,070			4.0	30/05/2023
<b>Total BNZ</b>	<b>17</b>	<b>50</b>	<b>4,866,142</b>	<b>30,000,000</b>	<b>AA-</b>		
<b>ASB:</b>							
Cheque Account			10				On Call
Waitara Lands Term Investment	2		545,697			3.5	30/03/2023
Waitara Lands Term Investment	8		2,195,083			4.6	7/05/2023
Waitara Lands Term Investment	4		1,194,545			4.8	9/05/2023
Waitara Lands Term Investment	16		4,489,118			3.2	30/01/2023
<b>Total ASB</b>	<b>29</b>	<b>50</b>	<b>8,424,452</b>	<b>30,000,000</b>	<b>AA-</b>		
<b>Westpac:</b>							
Waitara Lands Account			490			0.1	On Call
Term Investment	5		1,536,523			3.2	31/03/2023
Term Investment	7		2,047,517			4.5	21/03/2023
Waitara Lands Term Investment	10		2,739,369			3.3	6/04/2023
Waitara Lands Term Investment	8		2,315,534			2.8	20/01/2023
Waitara Lands Term Investment	8		2,317,503			4.5	22/06/2023
<b>Total Westpac</b>	<b>38</b>	<b>50</b>	<b>10,956,936</b>	<b>30,000,000</b>	<b>AA-</b>		
<b>TSB:</b>							
Cheque Accounts			733				On Call
Call Account			99,557			0.5	On Call
Term Investment	6		1,638,154			3.5	9/04/2023
Waitara Lands Term Investment	8		2,280,697			3.1	31/01/2023



Executive Audit and Risk Committee - Financial and Operational Report

	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
Total TSB	14	25	4,019,140	15,000,000	A-		
LGFA:							
Borrower Notes x 12	2	Unlimited	487,500	Unlimited	N/A	1.8	Various
<b>Total</b>	<b>100</b>		<b>28,754,170</b>			<b>3.6*</b>	

All investments are in accordance with the *Investment Policy*. \* Weighted average interest rate.

[www.trc.govt.nz](http://www.trc.govt.nz)



**Date** 13 February 2023

**Subject:** **Quarterly Operational Report - December 2023**

**Approved by:** M J Nield, Director - Corporate Services  
S J Ruru, Chief Executive

**Document:** 3142881

---

### **Purpose**

1. The purpose of this memorandum is to receive and consider the Quarterly Operational Report (QOR) for the quarter ended 31 December 2022.

### **Executive summary**

2. For the quarter ended 31 December 2022, the QOR shows the Council is making good progress on the adopted works programme. There are no new areas of concern that need to be considered by the Council. This level of performance is forecast to continue throughout the rest of 2022/2023.
3. The following performance measures are noted as being orange. That is, performance to date is at risk of not achieving:
  - Provide, on a cost-recovery basis, approximately 400,000 suitable plants for land stabilisation, soil conservation and riparian planting programmes.
  - Develop and implement a strategy for the distribution of income from the sale of Waitara leasehold land (70% of proceeds) 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. All distributions are to be within the roles and responsibilities of the Taranaki Regional Council.
  - Develop and implement a strategy for the distribution of income from the sale of Waitara leasehold land (30% of proceeds) toward any matter in Waitara or in the lower catchment of the Waitara River. All distributions are to be within the roles and responsibilities of the Taranaki Regional Council.
4. The following performance measures are noted as being red. That is, performance to date has not achieved the target or the performance for the rest of the year is unlikely to achieve the target:
  - Nil.

## Recommendations

That the Taranaki Regional Council:

- a) receives the *Quarterly Operational Report for the quarter ended 31 December 2023*.

## Background

5. The purpose of a Quarterly Operational Report (QOR) is to present a snapshot of the Council progressing through the delivery of the programme of activities agreed to in that year's annual plan or long-term plan. It is designed to give a feel for how the Council is progressing and the forecast for the rest of the year.

## Discussion

6. This report covers the second quarter of the 2022/2023 year and reports upon the achievement of the approved programme of work for 2022/2023 as adopted in the *2022/2023 Annual Plan*. The focus of the Report is on operational performance. Financial performance will continue to be reported on a monthly basis through the six-weekly Executive, Audit and Risk Committee meetings.
7. The Report is structured on the format of the performance management framework within the *2021/2031 Long-term plan*. Reporting is based upon each activity within the six groups of activities. The following is included:
  - The objective for that activity
  - Commentary/Highlights - a high-level overview of how that activity is progressing and any indications for future performance. Case studies and/or matters of interest may also be included in this section
  - Outputs/Key performance indicators - these are the annual plan/long-term plan measures for the year together with actual performance to date. "NF" (non-financial status) is the performance year to date and "E" (expected future status) is the forecast for the rest of the year. The colours are as defined below
  - Scoreboard - Outputs/Key performance indicators - this is a graphical representation of how performance is progressing and how it is forecast to progress for the rest of the year. The key is:
    - green - performance is on target for the year or is forecast to remain on target for the year
    - orange - performance to date is at risk of not achieving the target or there is a risk that the year-end performance may not be achieved
    - red - performance to date has not achieved the target or the performance for the rest of the year is unlikely to achieve the target
    - grey - the performance measure has been delayed
    - black - reporting on the performance measure has not been updated or the forecast for the rest of the year has not been updated.
  - Further explanation of all performance that is not "on target" is provided.
8. For the quarter ended 31 December 2022, the QOR shows the Council is making good progress on the adopted works programme. There are no new areas of concern that need

to be considered by the Council. This level of performance is forecast to continue throughout the rest of 2022/2023.

9. Except as noted below the Council is achieving all the measures and targets established for 2022/2023 in the *2022/2023 Annual Plan*.
10. The following performance measures are noted as being orange. That is, performance to date is at risk of not achieving the target or there is a risk that the year-end performance may not be achieved:
  - Provide, on a cost-recovery basis, approximately 400,000 suitable plants for land stabilisation, soil conservation and riparian planting programmes.
  - Develop and implement a strategy for the distribution of income from the sale of Waitara leasehold land (70% of proceeds) 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. All distributions are to be within the roles and responsibilities of the Taranaki Regional Council.
  - Develop and implement a strategy for the distribution of income from the sale of Waitara leasehold land (30% of proceeds) toward any matter in Waitara or in the lower catchment of the Waitara River. All distributions are to be within the roles and responsibilities of the Taranaki Regional Council.
11. The following performance measures are noted as being red. That is, performance to date has not achieved the target or the performance for the rest of the year is unlikely to achieve the target:
  - Nil.

#### **Financial considerations—LTP/Annual Plan**

12. This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

#### **Policy considerations**

13. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991* and the *Local Government Official Information and Meetings Act 1987*.

#### **Iwi considerations**

14. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making processes (schedule 10 of the *Local Government Act 2002*) as outlined in the adopted long-term plan and/or annual plan.

#### **Community considerations**

15. This memorandum and the associated recommendations have considered the views of the community, interested and affected parties and those views have been recognised in the preparation of this memorandum.

**Legal considerations**

16. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

**Appendices/Attachments**

Document 3142990: Quarterly Operational Report - December 2022



December 2022

# QUARTERLY OPERATIONAL REPORT

TARANAKI REGIONAL COUNCIL

## Table of contents

---

Executive summary.....	1
Introduction .....	2
Resource management.....	3
Resource management planning.....	3
Consent processing and administration .....	5
Compliance monitoring programmes .....	6
Pollution incidents and response .....	7
State of the environment monitoring .....	8
Resource investigations and projects.....	10
Sustainable land management plans and plant supply programme.....	12
Enhancement grants.....	14
Biosecurity and biodiversity .....	16
Biosecurity and biodiversity planning .....	16
Biosecurity/pest management.....	17
Biodiversity.....	19
Towards Predator Free Taranaki.....	20
Transport .....	22
Regional land transport planning .....	22
Passenger transport.....	23
Harbour management .....	25
Hazard management.....	26
Civil defence emergency management.....	26
Flood management and general river control.....	27
River control schemes .....	29
Recreation, culture and heritage.....	30
Regional gardens.....	30
Yarrow Stadium .....	32
Regional representation, advocacy and investment management .....	33
Investment management.....	33
Community engagement.....	35
Advocacy and response.....	37
Governance .....	38

ISSN 2463-4808  
Document 3142990





## Executive summary

---

This is the Quarterly Operational Report (QOR) for the three months ended 31 December 2022. The purpose of a QOR is to present a snapshot of the Council progressing through the delivery of the programme of activities agreed to in that year's annual plan or long-term plan. It is designed to give a feel for how the Council is progressing and the forecast for the rest of the year.

This QOR presents the achievement of the programmes of work established for 2022/2023 in the *2022/2023 Annual Plan*.

Except as noted below the Council is achieving all the measures and targets established for 2022/2023 in the *2022/2023 Annual Plan*.

The following performance measures are noted as being orange. That is, performance to date is at risk of not achieving the target or there is a risk that the year-end performance may not be achieved:

- Provide, on a cost-recovery basis, approximately 400,000 suitable plants for land stabilisation, soil conservation and riparian planting programmes.
- Develop and implement a strategy for the distribution of income from the sale of Waitara leasehold land (70% of proceeds) 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. All distributions are to be within the roles and responsibilities of the Taranaki Regional Council.
- Develop and implement a strategy for the distribution of income from the sale of Waitara leasehold land (30% of proceeds) toward any matter in Waitara or in the lower catchment of the Waitara River. All distributions are to be within the roles and responsibilities of the Taranaki Regional Council.

The following performance measures are noted as being red. That is, performance to date has not achieved the target or the performance for the rest of the year is unlikely to achieve the target:

- Nil.

## Introduction

---

The purpose of a Quarterly Operational Report (QOR) is to present a snapshot of the Council progressing through the delivery of the programme of activities agreed to in that year's annual plan or long-term plan. It is designed to give a feel for how the Council is progressing and the forecast for the rest of the year.

The QOR is structured in the following manner for each activity within each one of the six groups of activity:

- The objective for that activity
- Commentary/Highlights – a high level overview of how that activity is progressing and any indications for future performance. Case studies and/or matters of interest may also be included in this section.
- Outputs/Key performance indicators – these are the annual plan/long-term plan measures for the year together with actual performance to date. "NF" (non-financial status) is the performance year to date and "E" (expected future status) is the forecast for the rest of the year. The colours are as defined below.
- Scoreboard – Outputs/Key performance indicators – this is a graphical representation of how performance is progressing and how it is forecast to progress for the rest of the year. The key is:
  - green – performance is on target for the year or is forecast to remain on target for the year
  - orange – performance to date is at risk of not achieving the target or there is a risk that the year-end performance may not be achieved
  - red – performance to date has not achieved the target or the performance for the rest of the year is unlikely to achieve the target
  - grey – the performance measure has been delayed
  - black – reporting on the performance measure has not been updated or the forecast for the rest of the year has not been updated.
- Further explanation of all performance that is not "on target" is provided.

## Resource management

### Resource management planning

Preparing, adopting and maintaining comprehensive and publicly considered policies, plans and strategies that will deliver to the Taranaki community, efficient and effective management of the Council's functions and Taranaki's natural and physical resources.

### Commentary/Highlights

The Coastal Plan review is complete with all appeals resolved through mediation. We are awaiting the Minister of Conservation approval for the Plan. Work on the Natural Resources Plan that will implement the Government's Essential Freshwater programme, is underway. The programme represents a significant shift for the Taranaki community. Timelines for the project are very tight. Agreement with the iwi leaders group has allowed the Council to support iwi planners to input into the Natural Resources Planning process. The RPS review is underway and, where possible, this document will be incorporated into the Natural Resources Plan. A separate planning process will be required for the RPS.

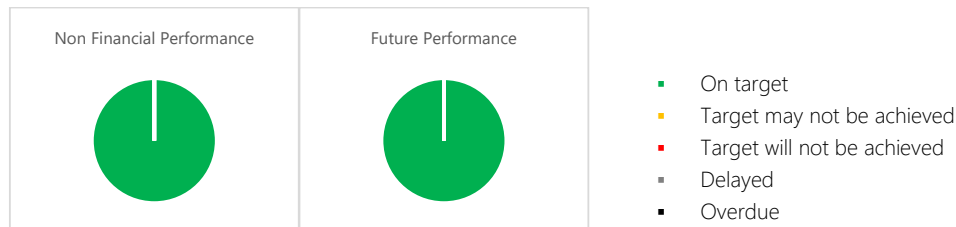
### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
<p>Complete preparation/full reviews and interim reviews of resource management policies, plans and strategies:</p> <p>Regional Policy Statement: Continue the full review in 2022/2023 as part of the development of a combined natural resource management plan</p>	<p>The Regional Policy Statement for Taranaki (RPS) was made operative in January 2010. An interim review of the RPS has been completed, involving the preparation and targeted consultation of an Interim Review Report in 2017. Project brief to commence review of the RPS was received at the Policy and Planning Committee meeting of 1 September with draft provisions being populated into e-Plan format and a public survey and workshop held on the development of a freshwater vision. Draft chapters on indigenous biodiversity, historic and cultural heritage, built environment and integrated management in progress. Plans to combine the review of the RPS with the Natural Resources Plan have been progressed.</p> <p><b>N E</b></p>
<p>Regional Coastal Plan: Full review continued in 2022/2023.</p>	<p>Notification from Environment Court has been received that all matters of appeal been resolved. Process for approval by Minister for Conservation will now begin. Adoption of the Plan by Council at the meeting on 13 December 2022.</p> <p><b>N E</b></p>
<p>Regional Air Quality Plan: Commence full review in 2020/2021 as part of the development of a combined natural resource management plan.</p>	<p>The review of the Regional Air Quality Plan for Taranaki was completed and made operative on 25 July 2011. A draft interim review report of the efficiency and effectiveness of that Plan has been completed with the report adopted. Decision made to commence an early review of the Air Quality Plan and work is in progress as part of the preparation of a Natural Resources Plan. The air quality section of the plan is well advanced, with a focus now on RPS policies.</p> <p><b>N E</b></p>

Resource management

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
<p>Regional Fresh Water and Land Plan: Review continued in 2022/2023 and will form part of the development of a combined natural resource management plan</p>	<p>The reviews of the freshwater and soil plans are ongoing. Focus is on developing and combined provisions into a new Natural Resources Plan that incorporates feedback on an earlier draft Plan, incorporates the findings of more recent engagement and investigations, is aligned with the Proposed Coastal Plan provisions, and will give effect to National Planning Standards. Preparation of the Draft Section 32 Evaluation Report has also commenced, which has been informed by further work and studies, including a review of limits for environmental flows and the effectiveness of riparian management. Progressive Implementation Programme and regional swimmability targets reviewed and adopted. Consultant reports on environmental flows has been received and stakeholder/iwi workshops held. Iwi planners, funded by Council, to assist the process. Currently draft plan provisions being developed to give effect to National Planning Standards and new NPS-FM and NES-F. The policy team working closely with the science team to implement the essential freshwater package. Consultation on visions, values and FMU boundaries undertaken in November through to December.</p> <p style="text-align: right;"> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px 5px;">N</span> <span style="background-color: #4CAF50; border-radius: 50%; padding: 2px 5px;">E</span> </p>

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A

Resource management

### Consent processing and administration

Managing the Council's resource consenting responsibilities by efficiently and effectively providing advice on consenting obligations and processing applications.

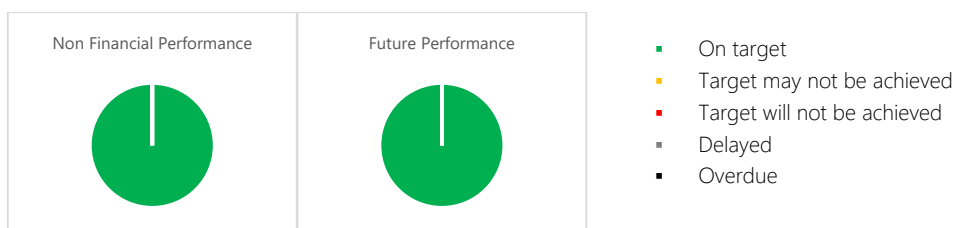
#### Commentary/Highlights

The number of consents processed for the quarter was similar to last year. The 100% consent processing time frame compliance has been maintained, meaning activities are not being delayed. An appeal on the Remediation Hearing Committee decision is before the Environment Court and a long hearing process is underway.

#### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Provide accurate and timely information in response to all appropriate requests for assistance in implementing Regional Plan rules.	Timely and appropriate information has been provided for all information requests. <b>N E</b>
Process and determine all of accepted resource consent applications (approximately 300 consents per annum), in compliance with the Resource Management Act 1991, including compliance with statutory timeframes, and the Council's Resource Consents Procedures document.	All of the resource consent applications processed during the month, and during the year to date, were completed in accordance with the statutory procedures of the Act and the Council's Resource Consents Procedures documentation. <b>N E</b>
Successfully defend 100% of consent decisions appealed to the Environment Court.	No consent decisions have been appealed. <b>N E</b>
Minimise the number and duration of resource consent hearings by resolving, through the pre-hearing process, at least 50% of submissions received on resource consent applications.	No applications with submissions processed during the year to date yet <b>N E</b>

#### Scoreboard – Outputs/Key performance indications



#### Explanation for key performance indications other than "On target"

N/A

Resource management

## Compliance monitoring programmes

Undertaking effective and efficient monitoring of resource consents and, where necessary, undertaking successful enforcement action.

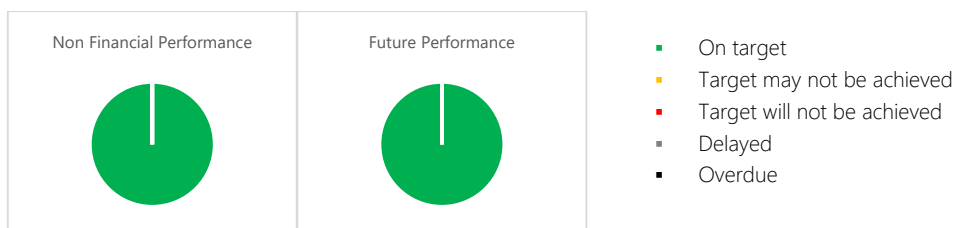
### Commentary/Highlights

Compliance monitoring for the 2022/2023 year is progressing as scheduled with 112 minor industrial site inspections completed, along with 505 annual dairy inspections. Annual reporting of compliance for 109 individual programmes for monitoring undertaken during 2021/2022 continues. Council has undertaken enforcement action where required.

### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
100% of individual compliance monitoring programmes for all major consents designed, implemented and publicly reported upon (approximately 110 individual compliance monitoring programmes per annum) within the negotiated budgets and completed within nine months of the end of the monitoring period.	109 individual scheduled compliance programmes were designed and implemented in the 2021/2022 year. A summary of findings and recommendations for these programmes are regularly reported to the Operations and Regulatory Committee. Monitoring of programmes for 2022/2023 continues.  NF E
Implement and report on 100% of recommendations arising from prior year's monitoring of resource consents subject to an individual compliance monitoring programme.	Within every annual report, recommendations from previous reports are set out and their implementation reported upon.  NF E
Implement annual programmes for 100% of resource consents for agricultural discharges and 90% of minor industries not otherwise subject to an individual compliance monitoring programme (approximately 3,300 inspections per annum).	112 inspections of minor industrial operations have been completed. These inspections are to ensure good environmental practices are being achieved. 505 annual dairy inspections have been completed.  NF E

### Scoreboard – Outputs/Key performance indications



### Explanation for key performance indications other than "On target"

N/A

Resource management

### Pollution incidents and response

Responding effectively to pollution incidents, reducing the occurrence and effects of pollution and other unauthorised incidents and, where necessary, undertaking successful enforcement action.

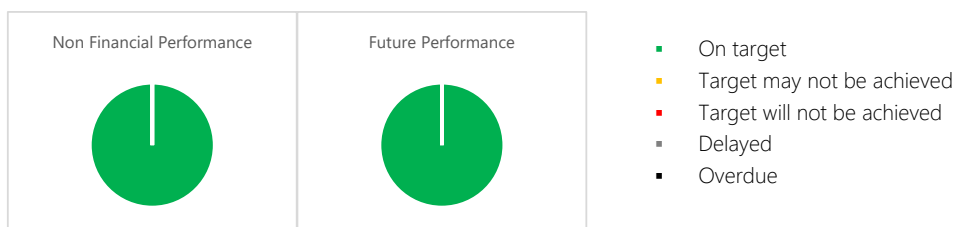
#### Commentary/Highlights

Implemented the Enforcement Policy and successfully used a wide range of enforcement tools, including initiating prosecutions for major non-compliance. An appeal on sentence was successfully resolved at the end of the period. Staff turnover is impacting the sections productivity.

#### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Respond to all consent non-compliance and implement appropriate advisory and enforcement actions to require 100% compliance with resource consents, regional plans and/or national environmental standards. Response to include a triage system to allow a focus on high priority incidents.	During compliance monitoring, 82 non-compliance with resource consent conditions were identified. Issued 17 fourteen day letters, 52 abatement notices and 8 infringement notices. No prosecutions have been initiated as a result of consent non-compliance.  NF E
Respond to 100% of pollution and other complaints (generally within four hours of receipt) and where appropriate instigate control, clean up and enforcement procedures, where reasonable and appropriate, and publicly report on all environmental incidents.	Responded to all 181 reported incidents (100%) within the required timeframe. Instigated control and clean-up where required. Issued 39 fourteen day letters, 32 abatement notices and 23 infringement notices. One prosecution has been initiated as a result of unauthorised incidents.  NF E
Administer and implement the Taranaki Regional Marine Oil Spill Response Plan as agreed with Maritime New Zealand including responding to 100% of oil spills.	Administered the Tier II Taranaki Regional Oil Spill Response Plan in accordance with the programme agreed with Maritime New Zealand. No marine oil spills have occurred that warranted actioning the Plan.  NF E

#### Scoreboard – Outputs/Key performance indications



#### Explanation for key performance indications other than “On target”

N/A



Resource management




### State of the environment monitoring

Monitoring the state of the environment in Taranaki to enable periodic evaluation of the state of and trends in environmental quality and of the effects of the implementation of the Council’s policies and plans.

#### Commentary/Highlights

State of environment monitoring and reporting continued as scheduled, with domain reports published for groundwater quantity and groundwater quality. The annual update of the LAWA website was completed in September 2022. Weekly monitoring of popular coastal and freshwater recreation sites is underway with results published on the Council and LAWA websites. A key focus is the delivery of science to inform the implementation of national freshwater policy, with two further reports covering freshwater modelling published. Work continues to review the freshwater state of environment programmes to better align with national policy requirements.

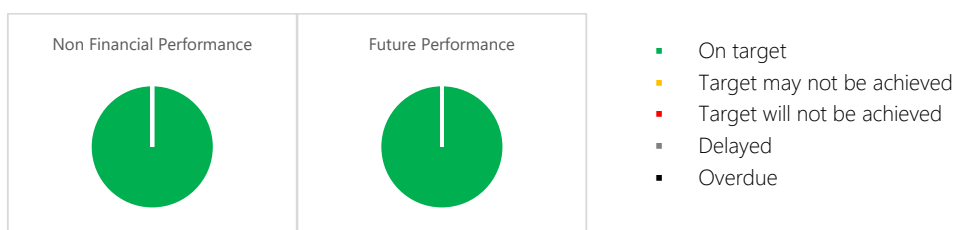
#### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Implement and report on 100% of the Council’s state of the environment monitoring programmes comprising monitoring of surface fresh water quantity, levels and flows, fresh water quality, groundwater quantity and quality, coastal waters, biodiversity, air quality and land use sustainability using recognized and reputable methods of data collection, analysis and reporting in accordance with the Council’s State of the Environment Monitoring Procedures document and State of the Environment Monitoring Programmes.	Implementing 100% of the state of the environment monitoring programmes, in accordance with the programmes prepared for 2022/2023.  
Monitor, review and where appropriate, further develop existing programmes by 30 June of each year.	Existing programmes were reviewed during 2022/2023. These programmes will be implemented in 2023/2024. A further comprehensive review of all freshwater state of the environment monitoring programmes is planned to take place during the 2022/2023 period.  
Develop, implement and report on additional programmes as stipulated in the 2020 National Policy Statement for Freshwater, for mahinga kai, periphyton, threatened species, sediment and stream health index	A stocktake of existing monitoring and comparison against the new requirements is underway. This includes a review and reconciliation of existing monitoring programmes for freshwater and contact recreation, to seek efficiencies within existing programmes, prior to developing additional monitoring programmes.  

Resource management

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Prepare and publish the five-yearly state of the environment report. The reports are due in 2027 and 2032.	The latest regional state of the environment summary report Our place - Taranaki State of the Environment 2022 was published in June 2022.  NF E
Maintain all quality assurance programmes and information databases for hydrometric, air quality, physicochemical freshwater, terrestrial biodiversity, freshwater biological and marine biological data. International Accreditation New Zealand registration for chemical analysis maintained by the contract laboratory.	All quality assurance programmes and information databases for hydrometric, air quality, physicochemical freshwater, terrestrial biodiversity, fresh water biological and marine biological data, were maintained.  NF E
Maintain public access to on-line live regional data on hydrology, meteorology, soil moisture and bathing beach water quality.	Live on-line data was maintained and reported for 39 hydrology sites (41), 29 meteorology sites (29), 10 soil moisture sites (10), 22 freshwater bathing (18) and 17 marine bathing (14) water quality sites.  NF E

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A

Resource management

## Resource investigations and projects

Providing relevant research information for resource management purposes.


### Commentary/Highlights

Research and resource investigation activities with partner agencies continued during the reporting period, with a focus on understanding the effects of land use on catchment water quality. This included investigations into the impacts of different land uses and management practices, and investigating the effects of a constructed wetland. Engagement in the MBIE-funded 'Curious minds' community-based science programme has continued, with a number of new projects approved. Council was recently confirmed as eligible for the Regional Sector 'Envirolink' fund. During 2022/2023 we are utilising this funding to assess the impacts of natural sources of sediment and the effects of climate change on accelerated erosion to inform future land management decision-making.

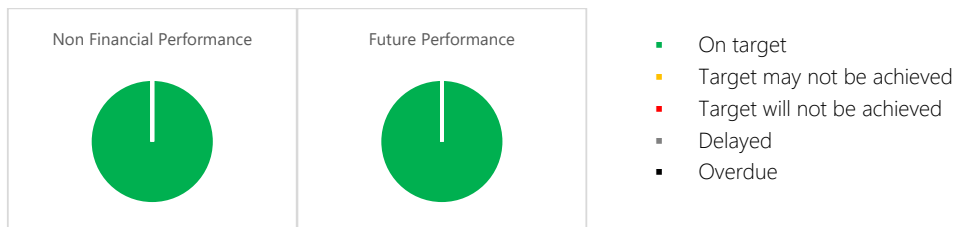
### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
<p>Over the period of the <i>2021/2031 Long-Term Plan</i> we intend to undertake a range of resource investigations and applied research projects. These are normally undertaken in partnership with science providers, other councils or resource users but may also include a range of other parties, including iwi, as potential partners for resource investigations and projects. Specifically for 2021/2022:</p> <p>Investigate mitigation, migration and attenuation of usage and loss of water, nutrients and sediment through land and water.</p>	<p>Specific investigations and modelling work is being commissioned as data gaps and research needs are identified and prioritised. A number of these investigation will be commissioned to support NPS-FM implementation and regional plan development processes. During the 2021/2022 year these included regional spatial water quality and nutrient modelling. Bacteria (E. coli) and nutrient load assessments were also carried out and investigations into the contribution of 'natural' sources of phosphorous to Taranaki waterways commenced. A regional nutrient model is in development and due in the 2022/2023 year and investigations in 'natural' sources of sediment and the impact on climate change on sediment loads in Taranaki waterways has also been commissioned.</p> <p style="text-align: center;"><b>N E</b></p>
<p>Support studies into the behaviour and bioavailability of cadmium and other contaminants in agricultural soils and fertilizer.</p>	<p>Monitoring of soil cadmium concentrations continued as part of the soil monitoring programme and engagement with the national cadmium working group continues. During 2022/2023, the 4-yearly national pesticide survey, sampling to include a range of pesticides, herbicides and per- and polyfluoroalkyl substances (PFAS) will be completed. Catchment-scale modelling of nutrients and bacteria is underway, along with an investigation into natural sources of phosphorus to support freshwater policy implementation.</p> <p style="text-align: center;"><b>N E</b></p>

Resource management

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Engagement in "Envirolink" and other science research opportunities, to enhance knowledge base for policy development and implementation.	Council is eligible to access around \$80,000 of Envirolink funding per annum for technical advice and research relevant to the Taranaki Region. During 2022/2023, two Envirolink projects investigating climate change and natural sources on catchment sediment loads have been submitted for funding. In addition, we continue to participate in national projects and tools development, as opportunities become available.  

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than "On target"

N/A

Resource management

### Sustainable land management plans and plant supply programme

Promoting sustainable land and riparian management by providing land management advice and information on an individual property basis and through advocacy and facilitation.

#### Commentary/Highlights

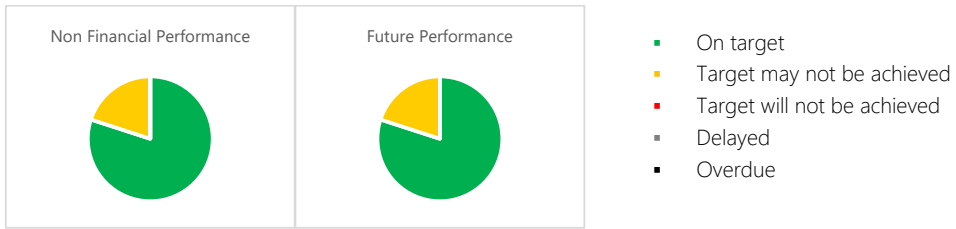
New farms plans continue to be prepared and continued positive engagement from farmers as well as continued auditing for future learnings.

#### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
<p>Planning services. Provide property planning services to landholders. Prepare plans covering 10,000 ha of land use capability mapping in the hill country and 30 riparian plans in the intensive water management zone.</p>	<p>For the month of December 2022, 0 new riparian plans (plus 0 add-ons) were prepared. 0 (incl 0 add-on) have been completed for the year. Year to date new Hill Country plan preparation totals 930ha, or 7 plans signed and delivered. Plans cover 71% or 217,521 hectares of the land in private ownership in the hill country.</p> <p><b>N E</b></p>
<p>Monitoring and reporting. Liaise with and monitor approximately 2,600 riparian plans and 150 farm plans and report on the implementation of the recommended fencing and planting.</p>	<p>As at end of November 2022, there have been 5,246 liaisons (876 observations and 4,370 events). For the year to date (July 2023), 41% of the Hill Country farm plan, 3-year monitoring cycle has been completed for the year. With 58/141 required CFP and AFP having been monitored.</p> <p><b>N E</b></p>
<p>Provision of advice. When requested, provide advice on sustainable land management practices within ten working days.</p>	<p>Responded to 1 request for the month. YTD = 63 requests responded to</p> <p><b>N E</b></p>
<p>Provide, on a cost-recovery basis, approximately 400,000 suitable plants for land stabilisation, soil conservation and riparian planting programmes.</p>	<p>YTD 16,4306 plants delivered YTD. Slightly behind expected provision. Staff are actively promoting wetland projects able to be planted through summer, selling remaining wetland plants held over from May 2022. Contact to be made with larger organisations to promote our plant availability for May 2023. Reprioritising staff time to facilitate improved plant sales. The target may not be reached due to the prioritisation of auditing farms it was anticipated that would generate an increase in sales. Additionally, the general feedback from farmers is due to inflation, operational spends are being reprioritised.</p> <p><b>N E</b></p>
<p>Implement the South Taranaki and Regional Erosion Support Soil Conservation Programme including an estimated 4,000 poplar poles, 233 ha of protection forestry and construction of 17 km of retirement fencing to retire 200 ha of marginal land.</p>	<p>For the October 2022 reporting period, expenditure reported &amp; claimed to MPI is \$796,481. Budget for May 2023 is \$241,188 with \$314,762 tentative proposals, of this \$79,428 approved.</p> <p><b>N E</b></p>

Resource management

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

Due to the prioritisation of auditing farms it was anticipated that would generate an increase in sales. Additionally, the general feedback from farmers is due to inflation, operational spends are being reprioritised.

Resource management

## Waitara River Catchment

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. These functions must be performed only in relation to matters that are within the role and responsibilities of the Council under the *Local Government Act 2002* or any other Act.

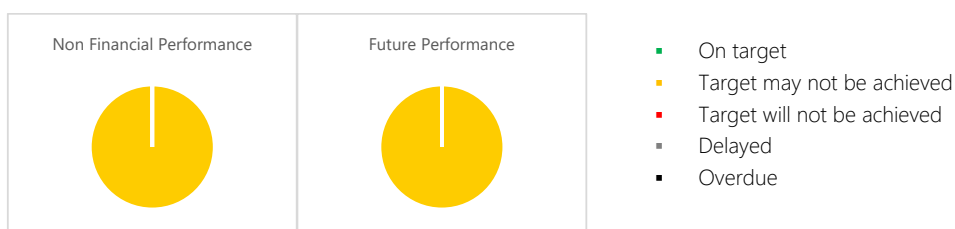
### Commentary/Highlights

In the initial stages of working with iwi to develop a management plan. Committees are yet to be appointed. Iwi are currently working through who will be on the governance group. The strategy will be developed once the representation has been decided.

### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Develop and implement a strategy for the distribution of income from the sale of Waitara leasehold land (70% of proceeds) 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. All distributions are to be within the roles and responsibilities of the Taranaki Regional Council.	Progress is being made. The governance group will be made up of iwi and TRC representation - iwi and TRC are working through who will be on the governance group. The strategy cannot be developed until representation has been decided.  NF E
Develop and implement a strategy for the distribution of income from the sale of Waitara leasehold land (30% of proceeds) toward any matter in Waitara or in the lower catchment of the Waitara River. All distributions are to be within the roles and responsibilities of the Taranaki Regional Council.	Progress is being made. The governance group will be made up of iwi and TRC representation - iwi and TRC are working through who will be on the governance group. The strategy cannot be developed until representation has been decided.  NF E

### Scoreboard – Outputs/Key performance indications



### Explanation for key performance indications other than “On target”

Good progress is being made, however, there may be delays if the Committee cannot be established.

Resource management

## Enhancement grants

Promoting the protection of the environment through the provision of targeted enhancement grants.

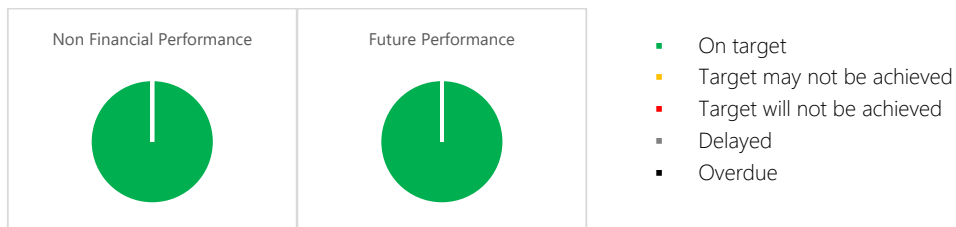
### Commentary/Highlights

All grants are on track. The Council has been successful with the government’s latest round of the Hill Country Erosion Fund, receiving \$3.638 million over the next four years (Starting 1 July 2023). A contract is currently being drawn up by MPI.

### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Implement a programme using environmental enhancement grants for the protection of habitats of regional significance.	<p>As of January 2023, Environmental Enhancement Grants allocation is \$113,682 with \$14,761 paid out in grants. \$36,797 is allocated for LM WCF wetland projects with \$3,609 paid out in grants. Willow Control Fund: \$29,915 allocated to projects in 2022/2023 with \$0 paid out in grants.</p> <p><b>N E</b></p>

### Scoreboard – Outputs/Key performance indications



### Explanation for key performance indications other than “On target”

N/A



## Biosecurity and biodiversity

### Biosecurity and biodiversity planning

Preparing, adopting and maintaining comprehensive and publicly considered policies, plans and strategies that will deliver to the Taranaki community, efficient and effective management of the Council’s biosecurity and biosecurity functions.

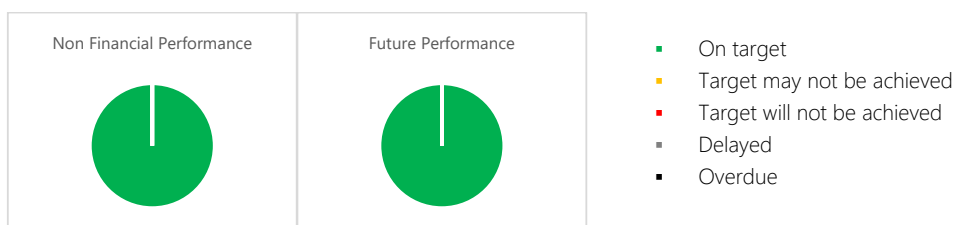
#### Commentary/Highlights

Pest management plan and strategy, delivering efficient and effective management of biosecurity functions, are in place in accordance with statutory requirements.

#### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Support the implementation of the Pest Management Plan for Taranaki, with an interim review and a ten-year full review to occur in 2022/2023 and in 2027/2028.	<p>A review of the pest plant and animal strategies was completed with a new Pest Management Plan and TRC Biosecurity Strategy adopted in February 2018. A partial review of the Pest Plan has been completed relating to a proposal to include mustelid rules. The revised Plan was adopted at the Ordinary meeting of May 2021.</p> <p><b>N E</b></p>

#### Scoreboard – Outputs/Key performance indications



#### Explanation for key performance indications other than “On target”

N/A

Biosecurity and biodiversity





### Biosecurity/pest management

Controlling pest plants and animals to minimise their adverse effects on biodiversity, primary production and the regional economy and environment.

#### Commentary/Highlights

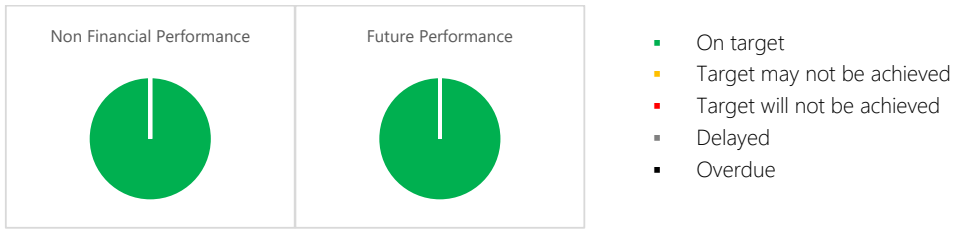
New biodiversity plans and work programmes continue to be prepared to protect habitat, threatened and regionally distinctive species. The bulk of the field work is undertaken on these sites throughout summer.

#### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Undertake operational programmes through both the <i>Pest Management Plan for Taranaki</i> and the <i>Biosecurity Strategy</i> including: Eradication of selected pest plants.	233 infestation sites of eradication pest plants were identified as at 1 July 2022. In the second quarter of the 2022/23 year, the following was completed relating to eradication pest plants: 5 direct control inspections/observations were undertaken (1 Climbing Spindleberry, 1 Senegal tea, 3 Giant Reed,) along with 3 remediation's (all Giant Reed). 7 small scale control inspections/observations were undertaken (1 Alligator Weed, 6 Boneseed), with 2 remediation's (both Boneseed). Pest plant observations and remediation's will increase through the Summer.  
Undertake at least 25 environmental condition assessments at identified sites.	1 new ecological Condition Assessment (Oki Oki Titoki) has been completed as at 1 January 2023.  
Inspection, monitoring and where necessary, enforcement of sustained control pest programmes.	Work has been commenced for properties/plans within the self-help possum control programme for 2022/2023. The Summer issue of the Pest Bulletin was published and distributed in December 2022. In the second quarter of the 2022/23 year 95 monitoring observations (61 Annual Monitoring, 26 Wax Tags, 6 Trap Catch, 2 Day Inspections) were undertaken. Annual Monitoring began in November and will increase in the coming months. 12 Notices of Direction have been issued for possums this quarter (12 YTD). 384 sustained control pest plant inspections were undertaken this quarter (570 YTD), with 5 Notices of Direction issued (YTD 11).  
Raising public awareness of and respond to enquiries related to pest issues.	In 2022/2023 Environment Services staff will continue to respond to enquiries from the community and raise public awareness through social media, the Pest Bulletin, in person and at events. In the second quarter of the 2022/23 year staff responded to 51 requests for service from the community. 19 enquiries were related to pest plants and 32 enquiries were related to pest animals. Action was taken to resolve each of these requests.  

Biosecurity and biodiversity

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A

Biosecurity and biodiversity

**Biodiversity**

Maintaining and enhancing the indigenous biodiversity of the Taranaki region and managing pests to limit the impact on production and environmental values, including working alongside landowners and other groups and agencies in accordance with the Council's policies and its biodiversity and biosecurity strategies.

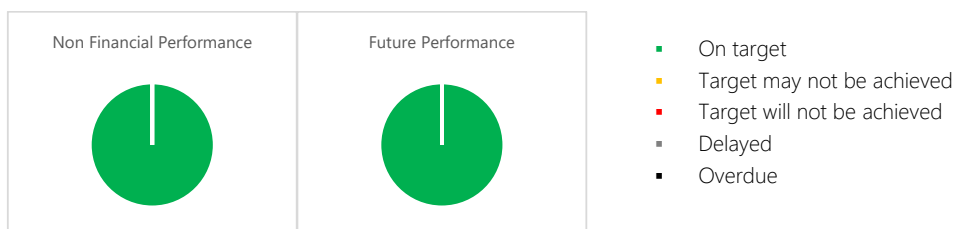
**Commentary/Highlights**

New biodiversity plans and work programmes are being prepared to protect habitat, threatened and regionally distinctive species. The bulk of the field work is undertaken on these sites throughout summer. Staff continued to undertake ecological assessments to identify new Key Native Ecosystems (KNEs).

**Outputs/Key performance indications**

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Continue to assess ecosystem sites within the region on a voluntary basis, in order to identify further key native ecosystems.	As at 1 July 2022 there were 358 KNE's. 1 new KNE (Oki Oki Titoki) has been added as at 1 January 2023 (total 359).  
Prepare at least 20 biodiversity plans per annum for properties containing key native ecosystems (KNE).	21 new Biodiversity Plans are being developed in 2022/2023. They are currently at various stages in the process. Nine have been completed as at 1 January 2023. 10 are at the sign-off stage. 2 are either in progress or on hold.  
Initiate and support implementation of work programmes on all KNE's with a biodiversity plan.	Work is underway at 206 sites with active Biodiversity Plans in 2022/2023 as at 1 January 2023. Work has commenced at nine new Biodiversity Plan sites as their plans have been published and approved.  

**Scoreboard – Outputs/Key performance indications**



**Explanation for key performance indications other than “On target”**

N/A

Biosecurity and biodiversity




### Towards Predator Free Taranaki

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 region-wide project is working with residents, businesses, schools, iwi, environmental and community groups to remove possums, rats and mustelids (stoats, ferrets and weasels) from urban, rural and public land around Taranaki Maunga. The shared vision is to see abundant and diverse native wildlife and plants flourishing in Taranaki in the absence of introduced predators, which are one of the greatest threats to Taranaki’s biodiversity, lifestyles and livelihoods; particularly in tourism and primary industries.

#### Commentary/Highlights

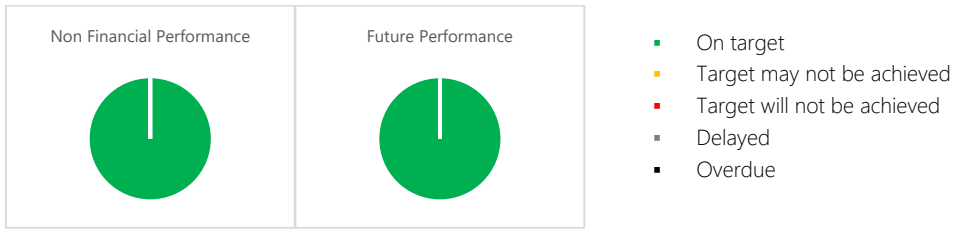
In December, Council received \$2.5 Million funding to increase the Zero Possum area by upto 5,800 hectares, this takes the area south west to the Stoney River. The farmland areas of the Zero possum trial area have not detected any possums in the last 19 months, however there remains some individual survivors in the Kaitake Range that are proving difficult to find. Hunters using both dogs and thermal cameras continue to work hard to detect and remove these animals. Rural: Planning for the next phase of the mustelid trapping around the Waimate areas continued and landowners continue to be trained and supported in all areas to undertake ongoing control. Urban: Traps continue to sell well with a focus on small gaps in the network.

#### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Support voluntary control of rodents in urban areas aiming for 1 in 5 properties trapping or baiting.	Trap sales continue along with volunteers undertaking trapping through reserves, staff continued to engage with key groups. The Urban programmes focus in New Plymouth is now on encouraging trap checking and reporting rather than getting more traps sold. Staff are focusing on South Taranaki for new trap sales.  
Undertake mustelid control on 15,000ha in the Waimate area.	Planning for roll out in Waimate area continues in conjunction with battery changes and auditing of previous operations to ensure landowners are able to efficiently maintain the gains  
Complete/maintain possums at zero density over 4,467 ha surrounding the Kaitake range and prevent re-infestation using a virtual barrier and electronic incursion detection system.	We are confident that the farmland area has now been possum free for 19 months. On Kaitake the remove phase of "detect and remove" continues, any possums detected are hunted down and removed. The trap barrier continued to stop possums trying to get through to the zero area. Contract to extend this area by up to 5,800 hectare signed in mid December this operation will commence early in the new year.  

Biosecurity and biodiversity

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A

## Transport

### Regional land transport planning

Contributing to an effective, efficient and safe land transport system in the public interest.

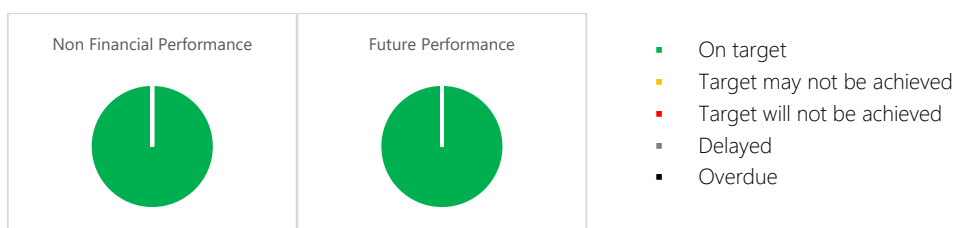
#### Commentary/Highlights

The review of the Regional Public Transport Plan 2014/2024 was finalised December 2020. The Regional Land Transport Plan for Taranaki 2021/22 - 2026/27 was adopted in June 2021. An Investment Logic mapping process has commenced to review the RLTP in the 2023/24 financial year as part of the mid-term review requirements. This includes key stakeholders and Waka Kotahi guidance around this process.

#### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Review, monitor and make adjustments to the Regional Land Transport Plan, as required, in accordance with statutory requirements.	The Regional Land Transport Plan (RLTP) has been approved and adopted as at July 2021. One variation was approved for a property purchase phase for the State Highway 3 Waitara to Bell Block improvement project in December 2021. No new variations to the plan are anticipated.  NF E
Review and make adjustments to the Regional Public Transport Plan, as required, in accordance with statutory requirements.	RPTP is in place and operational, as reviewed December 2020.  NF E
Review and make adjustments to the Transport Activity Procurement Strategy, as required, in accordance with statutory requirements.	The Transport Activity Procurement Strategy is current and in accordance with statutory requirements.  NF E

#### Scoreboard – Outputs/Key performance indications



#### Explanation for key performance indications other than "On target"

N/A

Transport




Passenger transport

Promoting the provision of community public transport in Taranaki and assist the transport needs of the transport disadvantaged.

Commentary/Highlights

Existing public transport passenger services continue to be provided throughout Taranaki with growth percentage being maintained for year on year numbers across all services. As at December 2022, regional services are up 167% and the Citylink services are up 28.9% compared to the 2021 figures. As a result of the patronage usage tapering off with students concluding the year in conjunction with the festive holiday season, Q2 totals are down 30.1% for regional services and down 27.6% for Citylink compared to Q1. Ongoing projects for Public Transport are underway with route reviews that are awaiting the final delivery document, the launch of the real time app Transit is now live for users and the improvement of communications and branding of services are in progress. The Total Mobility Scheme continues to assist people with impairments throughout the region. Year on year Total Mobility and Ironside are both up by 22.2% and 11% compared to 2021. Quarterly figures show a marginal increase of 0.1% for Total Mobility services while Ironside were down 18.7% compared to Q1. Ongoing work and management in the Total Mobility space - including a nationwide improvement to tech and working with contractors will continue to build resilience in the current environment.

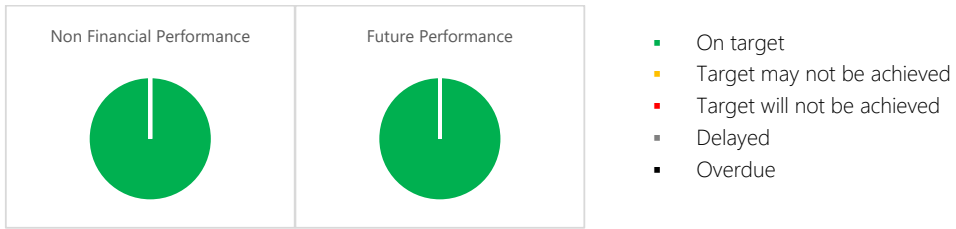
Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Operate public transport services in the New Plymouth district and regional Taranaki consistent with the Regional Public Transport Plan subject to funding approval from the New Zealand Transport Agency and the availability of local share funding.	Passenger transport services in the New Plymouth district and regional Taranaki were operated consistently with the Regional Public Transport Plan.  
Monitor the region's bus service contracts including patronage growth and fare box recovery. Monitor the commerciality ratio of the region's public transport services and publish the ratio annually.	For the month of December 2022, all of PT commerciality ratios are at 10%. Transitz was 11% (down from 18.5%) and the Connector was 8% (down from 11.5%). As a result of half price fares in operation and the end of year holidays, revenue noted by council will be down. The social and accessibility Southlink services continue to be low with 4.8% or under.  
Provide Total Mobility subsidy assistance to qualifying persons through the New Zealand Transport Agency supported Total Mobility Scheme.	Total mobility services have been provided throughout the Taranaki region with a total of 26,704 vs 21,848 trips YTD (up 22% on 2021) taken in the month of December 2022. There was 2,045 vs 1,843 YTD trips (up 11% on 2021) taken with Ironside. Despite patronage being down across both services due to the Christmas holiday period, quarterly figures show a marginal increase in Total Mobility trips by 0.1%.  



Transport

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A

Transport


## Harbour management

Promoting safe navigation for all users of the waters of Port Taranaki.

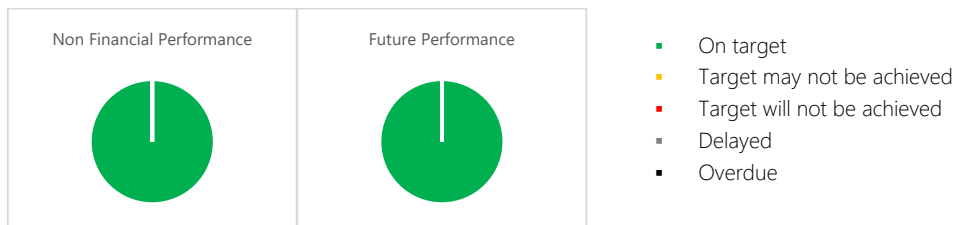
### Commentary/Highlights

There were no significant navigation and safety incidents at the port and there was compliance with the required codes and management systems.

### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Provide harbourmaster and harbour warden services for Port Taranaki and implement the Navigation Bylaw for Port Taranaki and Approaches. No significant breaches of the requirements of the New Zealand Port and Maritime Safety Code, including the Port Taranaki Harbour Safety Management System.	To date, no breaches have been reported. The Harbourmaster is continuing to make positive changes, including more stakeholder engagement/education and on the water work associated with a Maritime NZ funded programme.  

### Scoreboard – Outputs/Key performance indications



### Explanation for key performance indications other than “On target”

N/A

## Hazard management



### Civil defence emergency management

Supporting, within the Taranaki community and Iwi, an integrated comprehensive emergency management system including hazard awareness, reducing risk, maintaining readiness, and providing response and recovery capacity and capabilities.

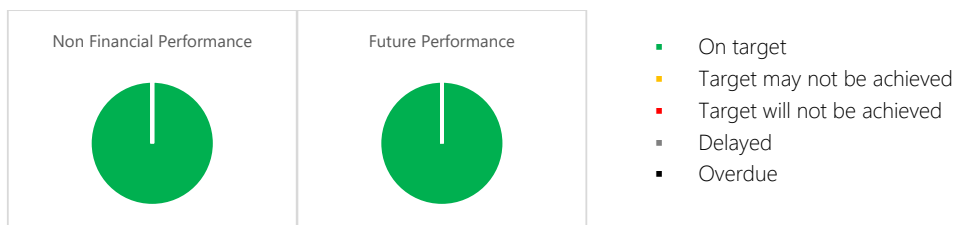
#### Commentary/Highlights

TEMO has continued to operate in accordance with its business plan over the quarter. Work is well advanced with development of the Earthquake Response Plan which has continued through a stakeholder consultation process. The feedback received has been useful with a number of changes being made to the plan as a result of the feedback received. Work has also commenced with drafting of a Tsunami response plan.

#### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Support the Emergency Management office to implement, monitor and report upon the operative Civil Defence Emergency Management Group Plan for Taranaki, and each Civil Defence Emergency Management Annual Business Plan	The Group is continuing to operate in accordance with its approved annual business plan and budget for 2022/2023. A quarterly report detailing progress against the annual business plan is provided to the joint committee each quarter.  
Support the Emergency Management office to maintain, review, and as needs be, implement effective response and recovery procedures to minimise harm or damage to people and property arising from emergency events.	Work by TEMO supporting New Plymouth, Stratford and South Taranaki District Councils, for the support of EOCs and welfare delivery, continues. Appointments and development of Local Controllers, Welfare Managers, and Local Recovery Managers are being maintained. The CDEM Group's response and recovery framework is predicated on local response and recovery delivery (via District Council Emergency Operations Centres), and regional coordination through the Taranaki Emergency Management Office (TEMO) and the regional Emergency Coordination Centre. An MOU between TRC and the TEMO office clarifies expectations around roles and staff deployment resourcing in the event of incidents and emergencies.  

#### Scoreboard – Outputs/Key performance indications



#### Explanation for key performance indications other than "On target"

N/A

## Hazard management






## Flood management and general river control

Providing accurate and timely flood warnings, providing flood control advice and undertaking minor works and associated actions (audit of regional plans and consent applications to ensure activities are undertaken without an increased risk of flooding and river erosion) to minimise and prevent damage by floods and river erosion.

## Commentary/Highlights

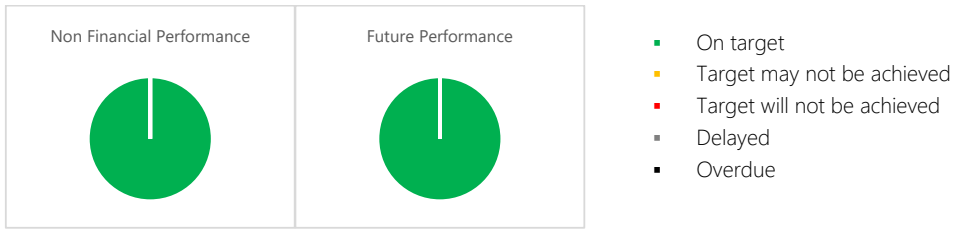
Accurate and timely flood warnings were provided where applicable. In addition to this, flood control advice was provided where required and required minor work actioned to minimise and prevent damage by floods and river erosion.

## Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Effectively monitor rainfall and river levels and issue timely flood warnings. Maintain continuous monitoring systems (100% functional) and issue timely warnings for all cases, where necessary, in accordance with the Flood Event Standard Operating Procedure (approximately 35 warnings per annum).	Meteorological and hydrometric monitoring sites were maintained to high level of operational standard, with no significant maintenance works required. All incoming telemetry data is monitored continuously and responded to in accordance with the procedures for the monitoring of severe weather and flood events. Eighteen severe weather watch alerts (21 in 2021-2022) and six warnings (10 in 2021-2022) have been received from MetService in the year through December. The Council has issued two flood warnings in this same period (0 in 2021-2022).  
Undertake minor emergency river and flood control works when necessary.	The flood protection schemes didn't experience significant damage in the last quarter, either from extreme events or other means.  
Respond to 100% of requests for drainage, river and flood control advice and assistance within ten working days.	Provided advice, predominantly to farmers, on a range of requests for general advice on works in streams.  
Facilitate river control projects for the environmental enhancement of the region's waterways.	The willow control programme continues, focusing on removal of willow in riparian areas to improve flood flows and enhance riparian vegetation.  
Resource management planners are given advice to ensure regional plan rule and consent conditions will not increase the risk of flooding or river erosion.	Advice has been given on a range of matters regarding the interpretation of regional plan rules and to provide technical assistance during the processing of resource consent applications. Work has been completed to draft a new flood protection bylaw, to protect TRC flood protection assets. Public consultation has been completed. The bylaws were approved by the Council at hearing.  

Hazard management

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than "On target"

N/A

Hazard management



### River control schemes

Managing and maintaining river control scheme works to accepted design standards to minimise and prevent damage by floods and river erosion.

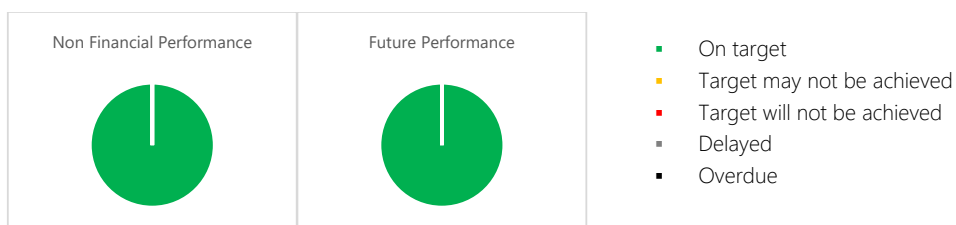
#### Commentary/Highlights

All schemes have been managed as per their asset management plans.

#### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Manage 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.	All schemes have been managed as per their asset management plans.  
Manage other minor river schemes to standards as agreed with scheme participants.	No works were planned for this period.  

#### Scoreboard – Outputs/Key performance indications



#### Explanation for key performance indications other than “On target”

N/A

## Recreation, culture and heritage

### Regional gardens

Ensuring that Hollard Gardens, Tupare and Pukeiti are maintained and enhanced as regionally significant recreational and heritage amenities.




### Commentary/Highlights

Visitor numbers for all Regional Gardens are up from the previous year with numbers starting to get back to pre-pandemic levels. The Piwakawaka hut continues to be heavily booked with no weekends available until June 2023.

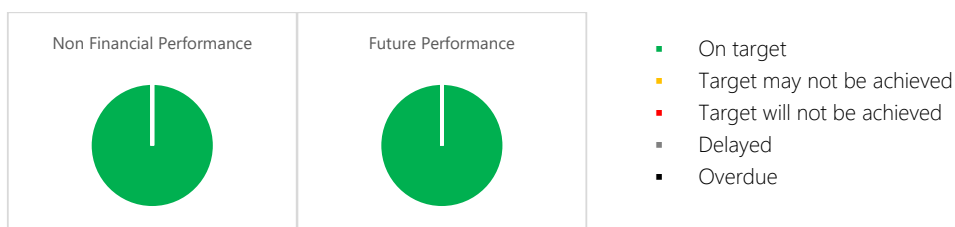
### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Provide three regional gardens (Tupare, Hollard Gardens and Pukeiti) for free general use by the regional community. Tupare, Hollard Gardens and Pukeiti open to the public daily with unrestricted free general access.	The gardens are open all day every day for free general use by the regional community and visitors.  <b>N E</b>
Encourage the increased use of the regional gardens by the community for recreational purposes and for specific events.	Visitor numbers to date December 2022 Pukeiti 7,018 (same period last year 4,661) Tupare 5,001 (3,863) Hollard Gardens 2,287 (1,749).  <b>N E</b>
Continue implementing the Pukeiti asset management plans focusing on completing the upgrade works in the Zone 1 Garden, the rhododendron collection in Zone 2 and recreational development opportunities in Zone 3. Priority tasks to be completed include: <ul style="list-style-type: none"> <li>• completing the Lodge and surrounds landscaping</li> <li>• continuing the enhancement of the garden and the rhododendron collection.</li> <li>• continuing the implementation of the Plant Collection Plan</li> <li>• refurbishing the plant borders</li> <li>• upgrading the outer ring tracks</li> <li>• completing the fit-out of the Lodge</li> <li>• continuing the growth in recreational activities with the construction of a fitness trail.</li> </ul>	Lodge landscaping is complete including the concrete and landscaping work around the sculpture. The construction of the Family Hut and the Fitness Trails is complete. The tramline resource consent has been submitted. As we move to the next stage of rainforest development, the new experience will be based on environmental recreation coupled with the historical site information. Regarding the Pukeiti Rainforest Bridge, we have selected the finalised design and are working through the next steps. A new track from the garden to the family hut is being constructed, this includes a series of footbridges.  <b>N E</b>

Recreation culture and heritage

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Continue implementing the Hollard Gardens asset management plans focusing on: <ul style="list-style-type: none"> <li>installing a new toilet to meet demand in the Family Corner area</li> <li>installing new stylized play equipment.</li> </ul>	Shelter has been built in the Old Garden to replace the demolished summerhouse Hill. The old teepee structure has been removed and replacement has been completed.  
Continue implementing the Tupare asset management plans focusing on: <ul style="list-style-type: none"> <li>continuing to improve the story telling</li> <li>completing new art installation.</li> </ul>	Installation of new art project – completed. Replacing and updating timber signage is underway  
Review and adopt asset management plans for Tupare, Hollard Gardens and Pukeiti by 31 October 2023.	Asset management plans for the three gardens have been completed and adopted for the 2021/2031 period.  

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A



Recreation, culture and heritage

## Yarrow Stadium

Facilitating the continued maintenance and development of Yarrow Stadium.

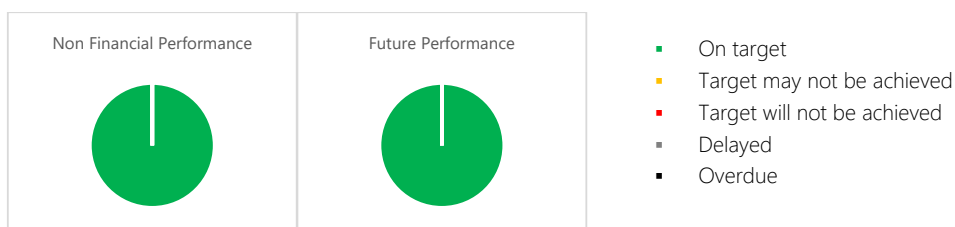
### Commentary/Highlights

Following on from the decisions made in 2019/2020 Annual Plan for the up to \$50m repair and refurbishment project, the Council has moved into implementation mode. Work is nearing completion on the West Stand and is complete for the fields and lights. The Stadium reopened on 3 September 2022. Work is underway on the below ground works for the new East Stand.

### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Contract with New Plymouth District Council for the operation and management of Yarrow Stadium.	The Trust and the New Plymouth District Council have a management agreement for the operation and management of Yarrow Stadium. New Plymouth District Council are operating and managing Yarrow Stadium under this agreement. The Stadium reopened on 3 September 2022.  <b>N E</b>
Undertake asset management planning for the future maintenance, enhancement and development of Yarrow Stadium.	A joint committee of the Council and the New Plymouth District Council have developed and adopted a strategic plan and associated 2015/2025 asset management plan for the long-term development of Yarrow Stadium. Asset management planning is on hold while the solutions for the results of earthquake assessments on the two Stands are implemented.  <b>N E</b>
Provide regional funding for the future maintenance, enhancement and development of Yarrow Stadium.	Regional funding is provided to the Taranaki Stadium Trust for long-term maintenance and development at Yarrow Stadium. The 2022/2023 funding is being used for the repair and reinstatement programme.  <b>N E</b>

### Scoreboard – Outputs/Key performance indications



### Explanation for key performance indications other than “On target”

N/A

## Regional representation, advocacy and investment management

### Investment management

Ensuring that the equity, property and treasury investments owned by the Council are efficiently managed.

### Commentary/Highlights

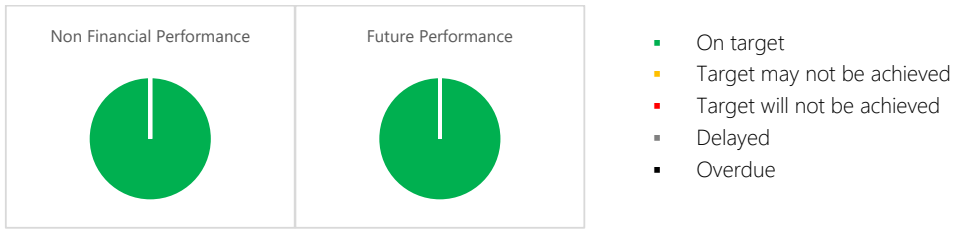
Investment management activities are working well within defined policies and procedures. The annual general meeting of Port Taranaki Ltd has occurred no director appointments. The current low interest rate environment is a positive for the borrowing programme but a negative for our investment portfolio. This is slowly changing as inflation impacts upon interest rates.

### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Consider Port Taranaki's annual statement of corporate intent and monitor performance against established targets.	Port Taranaki Ltd's performance was reviewed when considering their 2021/2022 Annual Report in September 2022. Performance for the half year to 31 December 2022 will be reviewed in March 2023. Performance against standards set in the statement of corporate intent is reported in the Council's annual report.  <b>N E</b>
Appoint Directors at Port Taranaki Ltd's annual general meeting and at other times as required.	There were no Director appointments to the Board of Directors at the Port Taranaki Ltd annual general meeting (AGM). Recruitment for two vacancies following the October 2022 elections has commenced.  <b>N E</b>
Undertake on-going liaison with port company directors and management.	Regular formal and informal briefings and discussions occurred between the company/board and the Council throughout 2022/2023.  <b>N E</b>
Manage and, where appropriate, divest leasehold land in accordance with the Investment Policy.	Leasehold land is managed in accordance with the Council's Investment Policy. A 4% return from leasehold land rentals is expected in 2022/2023.  <b>N E</b>
Manage and maximise returns from treasury investments in accordance with the Investment Policy.	All treasury investments are in accordance with the Council's Investment Policy.  <b>N E</b>

Regional representation, advocacy and investment management

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A

Regional representation, advocacy and investment management

## Community engagement

Promoting community awareness, understanding and involvement with the Council's functions and activities, together with demonstrating the value and contribution of the work of the Council to the region.

### Commentary/Highlights

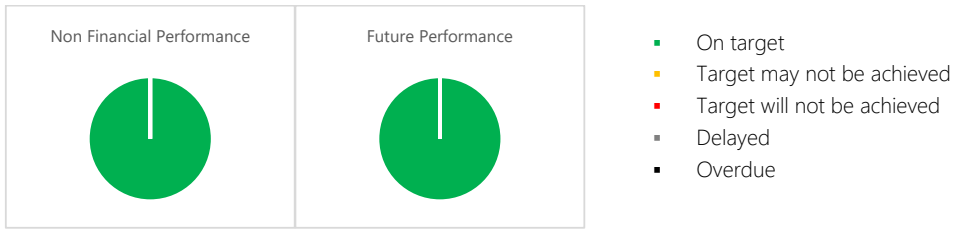
A range of communication activities have been undertaken to support Council programmes: digital channels continue to be important and new content is added to the website each week and an average of 52K people visiting the website each month in the last quarter; social media activity continues with an audience of approx 20K across 8 accounts. Points of note in the communications and engagement programme this quarter include a comprehensive engagement programme to seek feedback on what the people of Taranaki value about freshwater (part of the wider freshwater implementation work); publication of Talking Taranaki to approx 8,000 subscribers (Dec); the annual Can I Swim Here? water quality awareness campaign was delivered; the MyTRC online self-help portal was promoted to potential users of this service; the gardens summer events programme was promoted and there was promotion of additional Saturday bus services in December.

### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Engage with the community across a range of channels including print and digital publications, news media, websites, mobile and social media. Produce five bi-monthly editions of the Council newsletter and publish through print and digital channels.	<p>A range of communication activities have been undertaken to support Council programmes: new content is added to the website each week and social media activity continues with an audience of approx 20K across 8 accounts. Points of note include launch of the annual Can I Swim Here? programme (including advertising); 16,400 individuals visited the TRC website; the quarterly pest bulletin was distributed to approx 2,600 rural residents; 800 urban residents were emailed the urban Towards Predator Free newsletter, and Talking Taranaki was also published to around 8,000 subscribers. In late December, the Council also promoted the recently completed LiDAR project which provides detailed aerial laser images of the province.</p> <p><b>N E</b></p>
Implement the environmental awards programme.	<p>Post-event review held in December. Recommendations for change to be documented and put to ELT for consideration in February.</p> <p><b>N E</b></p>
Provide an on-going environmental education programme for school children and the wider community including class visits, field trips, the Pukeiti Rainforest School and support for community projects.	<p>Across Education and Enviroschools, our educators are working with preschool, primary, intermediate and high school students throughout the region. In December, 1,032 students from 17 schools were involved in field trips or classroom-based environmental education (please note that this number includes duplicates as some students attend multiple sessions). In addition, 5 school staff were involved in planning hui or workshops led by or related to the TRC environmental education programme. Year-to-date, 7,975 students have been involved in the Taranaki Regional Council education programme.</p> <p><b>N E</b></p>

Regional representation, advocacy and investment management

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than “On target”

N/A

Regional representation, advocacy and investment management

### Advocacy and response

Advocating and responding, on behalf of the Taranaki community, to initiatives proposed by other agencies, when those initiatives affect the statutory responsibilities of the Council or relate to matters of regional significance, which are of interest or concern to the people of Taranaki.

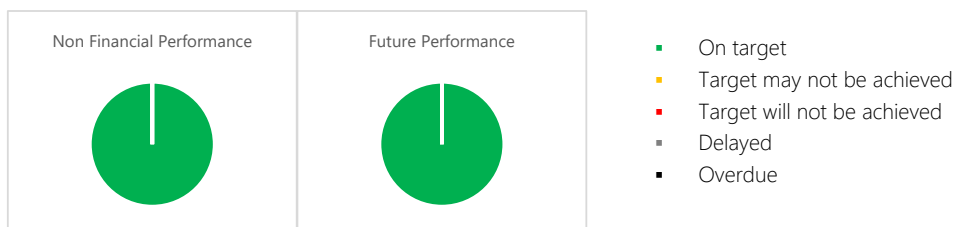
### Commentary/Highlights

Four submissions have been prepared and some were major tasks. Senior staff also continue to be involved in various forums associated with policy development, advocacy, liaison, and in response to a range of national proposals.

### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Assess the implications of policy initiatives proposed by other agencies including discussion documents, proposed policies, strategies, plans and draft legislation, and respond within required timeframes.	No significant activity.  <div style="display: flex; gap: 10px;"> <span style="background-color: #90a44e; border-radius: 50%; padding: 2px 5px;">NF</span> <span style="background-color: #90a44e; border-radius: 50%; padding: 2px 5px;">E</span> </div>

### Scoreboard – Outputs/Key performance indications



### Explanation for key performance indications other than “On target”

N/A

Regional representation, advocacy and investment management

## Governance

Facilitating public representation by the Council and its committees in accordance with statutory requirements.

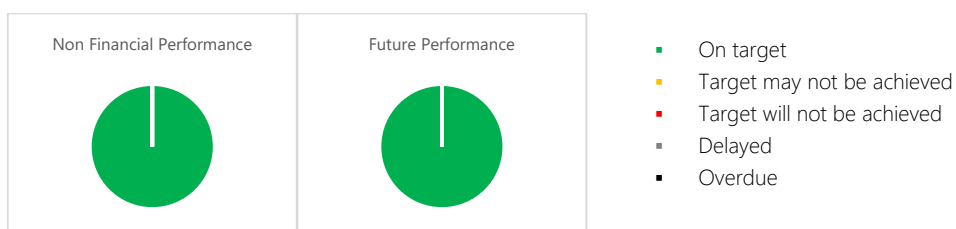
### Commentary/Highlights

The Council remains on target with all its statutory governance and engagement obligations. The 2021/2022 Annual Report was adopted on 20 September 2022. Preparations for the 2023/2024 Annual Plan have commenced. The 2022 elections have been completed.

### Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Completion of statutory planning and reporting documents (Long-Term Plan, Annual Plans and Annual Reports) within statutory requirements.	Statutory planning and reporting accountability documents are being prepared within statutory requirements and timeframes. The 2021/2022 Annual Report was adopted on 20 September 2022. The 2023/2024 Annual Plan will be considered in February 2023.  NF E
Preparation of agendas and minutes and the conduct of meetings in accordance with Standing Orders and the Local Government Official Information and Meetings Act 1987.	All meetings are conducted in accordance with adopted Standing Orders and the Local Government Official Information and Meetings Act 1987. Agendas are publicly available at least 48 hours before each meeting and minutes are prepared and adopted for all meetings.  NF E
Conduct of triennial local authority elections without any need for re-conduct of the elections as a result of judicial review.	The 2022 local authority elections were held in October 2022. The elections were successfully completed with no appeals or judicial reviews held. The next local authority elections are in October 2025.  NF E

### Scoreboard – Outputs/Key performance indications

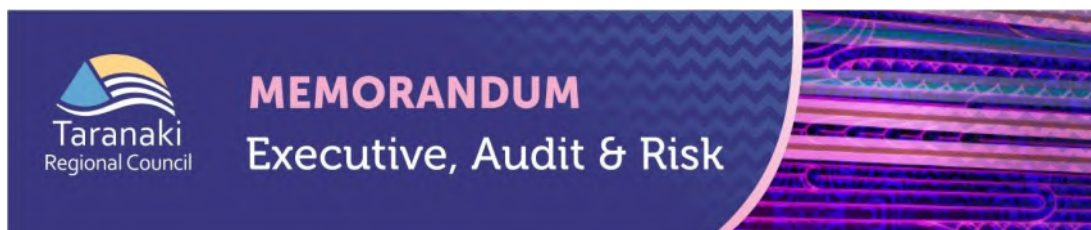


### Explanation for key performance indications other than “On target”

N/A

[www.trc.govt.nz](http://www.trc.govt.nz)





**Date** 13 February 2023

**Subject:** **Health and Safety Report**

**Approved by:** M J Nield, Director - Corporate Services  
S J Ruru, Chief Executive

**Document:** 3141783

---

### **Purpose**

1. The purpose of this memorandum is to receive and consider reports on health and safety performance.

### **Recommendations**

That the Taranaki Regional Council:

- a) receives the November and December 2022 health and safety reports.

### **Discussion**

2. The health and safety reports for November and December 2022 are attached. There are no significant health and safety issues to report on.

### **Financial considerations—LTP/Annual Plan**

3. This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

### **Policy considerations**

4. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991* and the *Local Government Official Information and Meetings Act 1987*.

### **Iwi considerations**

5. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making

processes (schedule 10 of the *Local Government Act 2002*) as outlined in the adopted long-term plan and/or annual plan.

### **Community considerations**

6. This memorandum and the associated recommendations have considered the views of the community, interested and affected parties and those views have been recognised in the preparation of this memorandum.

### **Legal considerations**

7. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

### **Appendices/Attachments**

Document 3135396: November 2022 Health and Safety Dashboard

Document 3135463: December 2022 Health and Safety Dashboard



## Health and Safety Dashboard

Reporting Period:

1 – 31 November 2022

### Incidents (1 July 2022 – 30 June 2023)

<b>Illness 0 (0)</b>	<b>Incidents 2 (13)</b>	<b>Injury 8 (22)</b>
----------------------	-------------------------	----------------------

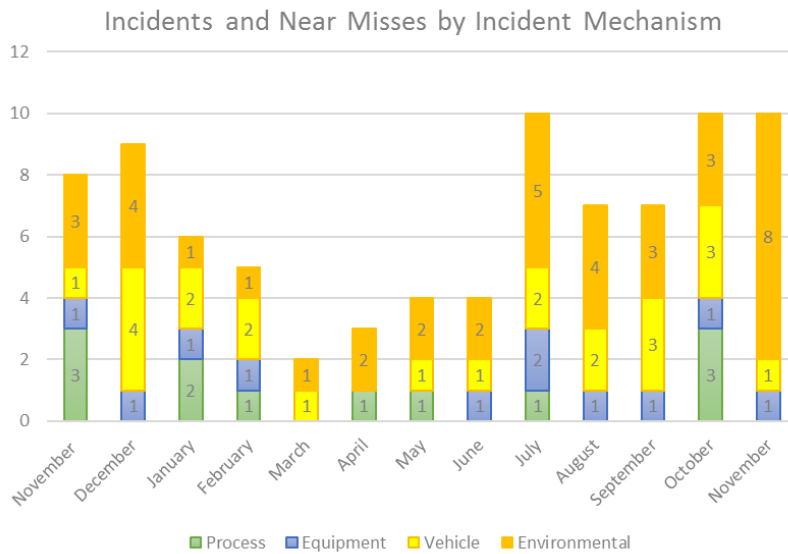
<b>ACC Claims 1 (3)</b>	<b>Near Miss 0 (12)</b>	<b>Notifiable 0 (0)</b>
-------------------------	-------------------------	-------------------------

### Types of Incidents and Injuries

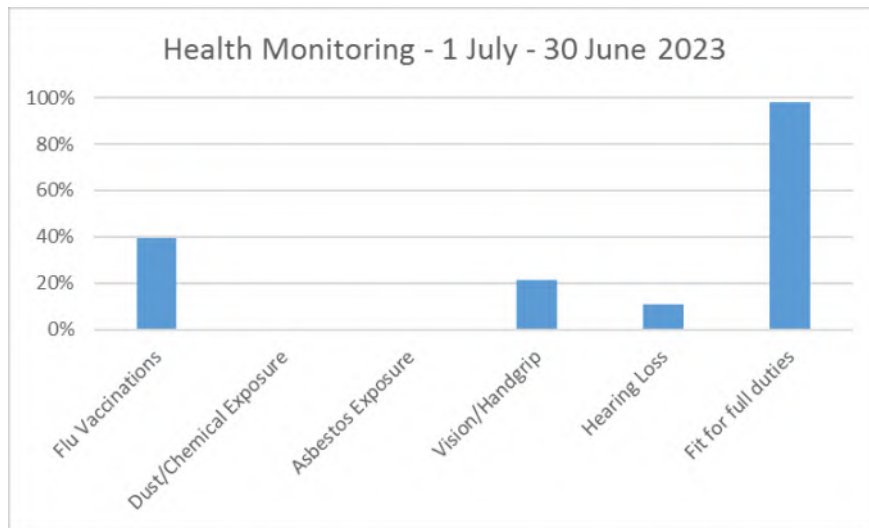
Slips/Trips/Falls (no injury)	2
Sprains/Strains	3
Cuts/Abrasions	1
Bruising	
Near Miss	
Vehicle Damage	
Insect Stings	1
Other	1

No Treatment	2
First Aid	5
Medical Centre	
Physiotherapy/Osteopath	1
Hospitalisation	

Formal Investigation	
WorkSafe Investigation	



**Health and Wellbeing**



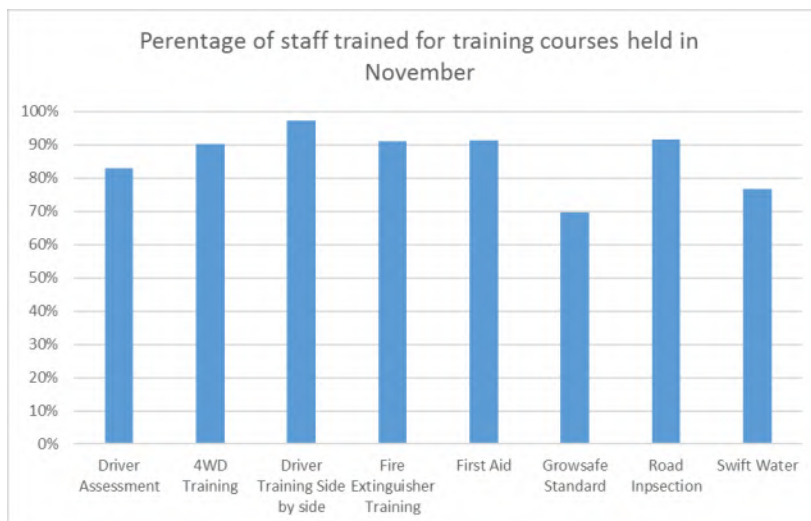
Due to COVID-19, there are now additional H&S requirements to complete monitoring of dust, chemical or asbestos exposure to our staff. Four Return to Work plans are in place, only 1 is work-related.

**Health and Safety Objectives Update**

[Work in Progress](#)

Wellbeing Strategy is in development.

The Council held a sausage sizzle which raised money for Gumboot Friday. During the event a number of staff shared their own personal mental health struggles.





## Health and Safety Dashboard

Reporting Period:

1 – 31 December 2022

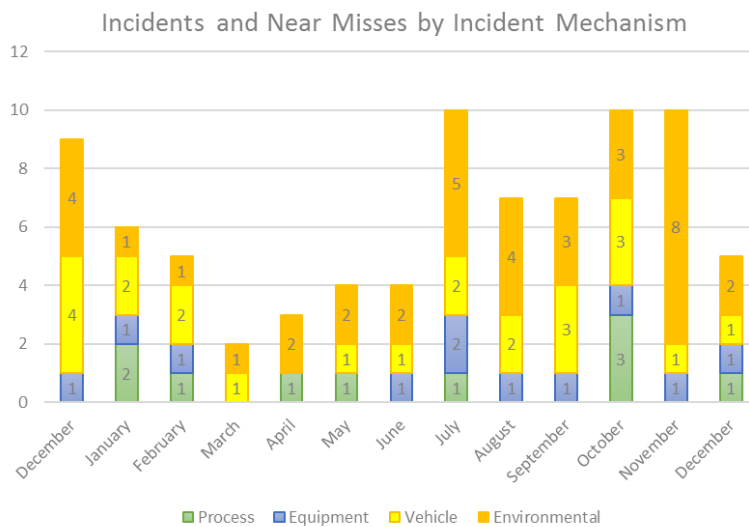
### Incidents (1 July 2022 – 30 June 2023)

<b>Illness 0 (0)</b>	<b>Incidents 1 (14)</b>	<b>Injury 3 (25)</b>
<b>ACC Claims 0 (3)</b>	<b>Near Miss 1 (13)</b>	<b>Notifiable 0 (0)</b>

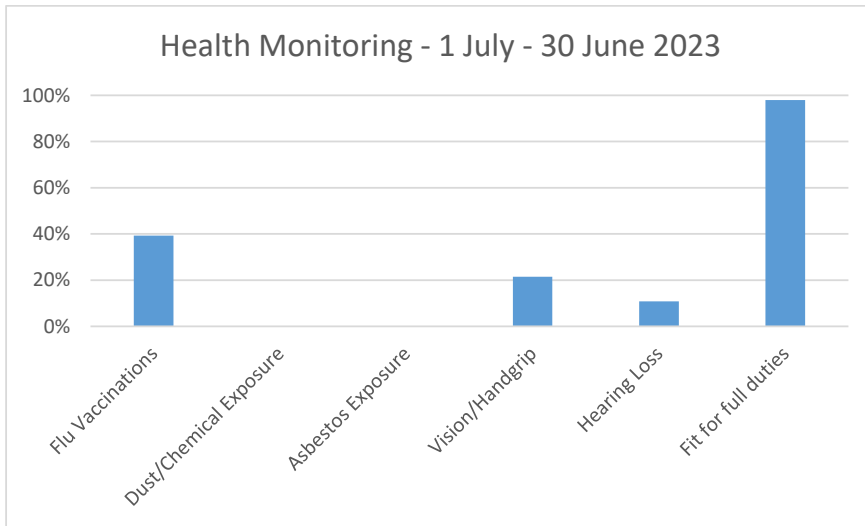
### Types of Incidents and Injuries

Slips/Trips/Falls (no injury)	
Sprains/Strains	1
Cuts/Abrasions	
Bruising	
Near Miss	1
Vehicle Damage	
Insect Stings	2
Other	

No Treatment	
First Aid	3
Medical Centre	
Physiotherapy/Osteopath	
Hospitalisation	
Formal Investigation	1
WorkSafe Investigation	



**Health and Wellbeing**

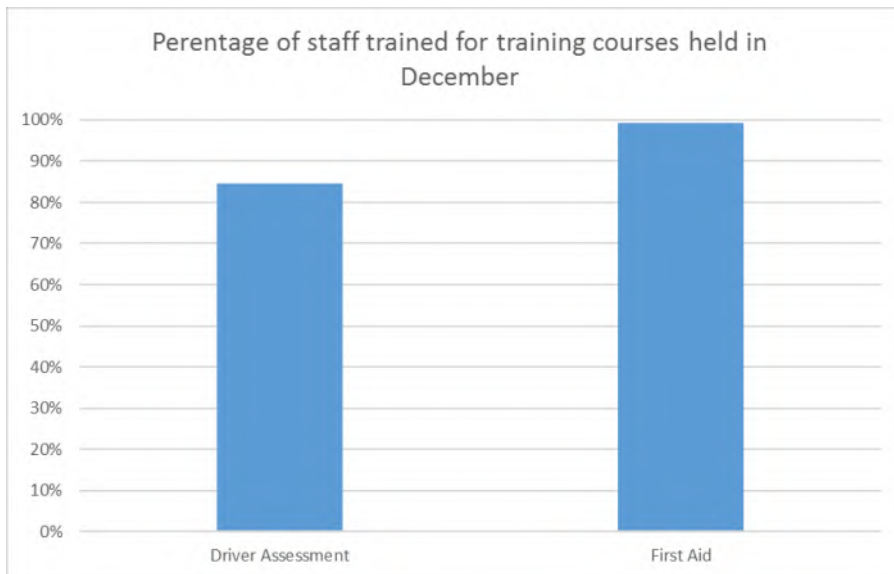


Due to COVID-19, there are now additional H&S requirements to complete monitoring of dust, chemical or asbestos exposure to our staff. Four Return to Work plans are in place, only 1 is work-related.

**Health and Safety Objectives Update**

Work in Progress

Wellbeing Strategy is in development. Part of this strategy has been sent to be peer reviewed.



Critical events or have the potential to be critical

Event	Potential Consequence	Actual Consequence	Potential Controls to implement
Incident – gas leak	High	Low	No injuries. Formal investigation underway



**Date** 13 February 2023

**Subject:** **Digital Strategy**

**Approved by:** M J Nield, Director - Corporate Services  
S J Ruru, Chief Executive

**Document:** 3142791

---

### **Purpose**

1. The purpose of this memorandum is to receive, consider and adopt the Digital Strategy.

### **Executive summary**

2. The Council has embarked on the creation of a Digital Strategy which will direct technology decisions and investment into the future.
3. The Digital Strategy objective is to: Optimise the use of digital technologies and data to enhance outcomes for Taranaki citizens, Council and ultimately the environment.
4. This strategy and its resulting 5-year digital programme of work will form a building block for the *2024/2034 Long-Term Plan*. Furthermore, it is consistent with the decisions that have been made in relation to IRIS NextGen and Datascape Financials.
5. It is recommended that the Digital Strategy be adopted.

### **Recommendations**

That the Taranaki Regional Council:

- a) receives the *Digital Strategy* memorandum
- b) adopts the Digital Strategy
- c) determines that this decision be recognised as not significant in terms of section 76 of the *Local Government Act 2002*
- d) determines that it has complied with the decision-making provisions of the *Local Government Act 2002* to the extent necessary in relation to this decision; and in accordance with section 79 of the Act, determines that it does not require further information, further assessment of options or further analysis of costs and benefits, or advantages and disadvantages prior to making a decision on this matter.



## Background

6. As part of the review of information technology and management functions, completed in 2021, it was identified that a Digital Strategy was necessary to help guide decisions and investments in technology.
7. The technology function does not have an up to date overarching plan (nor an appropriate governance structure) to fully enable the utilisation of digital tools and technologies to work towards the fulfilment of strategic objectives; this is acutely important in the change intensive environment that the Council operates within.
8. In February 2022, a plan to create a digital strategy was established and put into action.
9. In December 2022, the attached Digital Strategy was approved by the Executive Leadership Team.
10. This memorandum outlines the process undertaken to reach this decision point and recommends proceeding to adopt the Digital Strategy and to begin with its planning and subsequent implementation.

## Discussion

11. The Digital Strategy creation focused on a gap analysis: current state, future state and thus the gap required to be bridged.
12. A series of workshops were run, user surveys implemented and research undertaken to build out the gap analysis.
13. The current state found a technology suite that had considerable issues; however it was deemed that despite this it was still a platform that was ready and suitable for growth and investment.
14. A number of user personae's were created to illustrate some of the desired future states for our customers, staff and leaders.
15. The Digital Strategy was peer-reviewed by external parties and other regional sector expertise.
16. The resulting objective of the Digital Strategy is to: Optimise the use of digital technologies and data to enhance outcomes for Taranaki citizens, Council and ultimately the environment.
17. To achieve this objective a number of change initiatives have been created together with a high level 5-year digital programme of work.
18. The 5-year digital programme of work focuses on the major "pillar" projects that should be focussed on to get the best outcomes in line with the digital strategy objectives.
19. The in-progress pillar projects (Datascap financials and IRIS NextGen) have been approved previously.
20. Going forward, the 5-year digital programme of work, and the remaining pillar projects, will form a building block for the *2024/2034 Long-Term Plan*.
21. Programme governance for the fulfilment of the digital strategy will fall to the Digital Governance Group consisting of members of the TRC Executive and the Chief Executive.
22. The Manager - Business, Information & Technology Services, Mr Shaun Williams, will provide a brief presentation on the Digital Strategy.

## Options

23. There are two applicable options here:
- Adopt the Digital Strategy
  - To not adopt and then to rework/amend the Digital Strategy.
24. The recommendation is to adopt the Digital Strategy and begin the planning and implementation work. This will ensure that the Council has the digital and technical fit for purpose tools to enable to achieve its statutory and strategic goals in an efficient and effective manner.
25. There is no effective option that does not entail the Council having an operational Digital Strategy. The Council is operating in a continually changing statutory and policy environment. Furthermore, the technology environment is continuing to evolve. The Council needs to continue to invest in technology in a careful strategic manner to ensure it has the digital and technical fit for purpose tools to enable it to achieve its statutory and strategic goals in an efficient and effective manner. If the Digital Strategy is not adopted then it will need to be amended/updated. Specific feedback on areas for additional work would be necessary.

## Significance

26. In terms of the *Significance and Engagement Policy*, the decision is determined as not significant as:
- the decision does not affect a large number of residents and ratepayers to a moderate extent
  - the consequences of the decision do not affect a small number of residents and ratepayers to a large extent
  - the decision does not have a history of generating wide public interest with the Taranaki region or New Zealand generally
27. As such, further consultation and/or engagement is not considered warranted.

## Financial considerations—LTP/Annual Plan

28. This memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan and estimates. Any financial information included in this memorandum has been prepared in accordance with generally accepted accounting practice.

## Policy considerations

29. This memorandum and the associated recommendations are consistent with the policy documents and positions adopted by this Council under various legislative frameworks including, but not restricted to, the *Local Government Act 2002*, the *Resource Management Act 1991* and the *Local Government Official Information and Meetings Act 1987*.

## Iwi considerations

30. This memorandum and the associated recommendations are consistent with the Council's policy for the development of Māori capacity to contribute to decision-making

processes (schedule 10 of the *Local Government Act 2002*) as outlined in the adopted long-term plan and/or annual plan.

**Community considerations**

31. This memorandum and the associated recommendations have considered the views of the community, interested and affected parties and those views have been recognised in the preparation of this memorandum.

**Legal considerations**

32. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

**Appendices/Attachments**

Document 3143529: Digital Strategy



# Digital Strategy

Taranaki Regional Council

2<sup>nd</sup> February 2023  
**Version 2.2**

## Table of Contents

1.	Executive summary	3
2.	Introduction	6
	Going digital	6
	The drivers of change	6
	Our approach	7
3.	Our current state	8
4.	Digital vision and strategy	10
	Digital Strategy Framework	11
	Objectives & benefits	12
	Change initiatives	12
	Principles	15
5.	Benefits quantified	16
	Benefits summary	16
6.	Digital programme	17
	Digital governance	17
7.	Conclusion	18
8.	Appendices	19
	Appendix 1: Digital Personae	19
	Appendix 2a: Service capability model	24
	Appendix 2b: Service capability model – with target state system overlay	25
	Appendix 3: High level programme of work	26
	Appendix 4: Digital Strategy Creation Plan	27
	Appendix 5: Current State Results	28
	Appendix 6: Staff Survey Results	29
	Appendix 7: Customer Survey Results	30
	Appendix 8: TRC System Glossary	31

## 1. Executive summary

*“Whaowhia te kete mātauranga” (Fill the basket of knowledge)*

### Welcome to the Taranaki Regional Council Digital Strategy.

Every day our customers do more and more using the internet and digital technologies. Whether banking, booking accommodation, ordering food and transport or subscribing to information services there is now little that can't be done online and in real time. New staff now arrive with knowledge of what is digitally possible and our strategic partners continue to raise the bar on what they expect of us. Investing wisely in a 'digital' approach may be the only way to meet these increasing expectations.

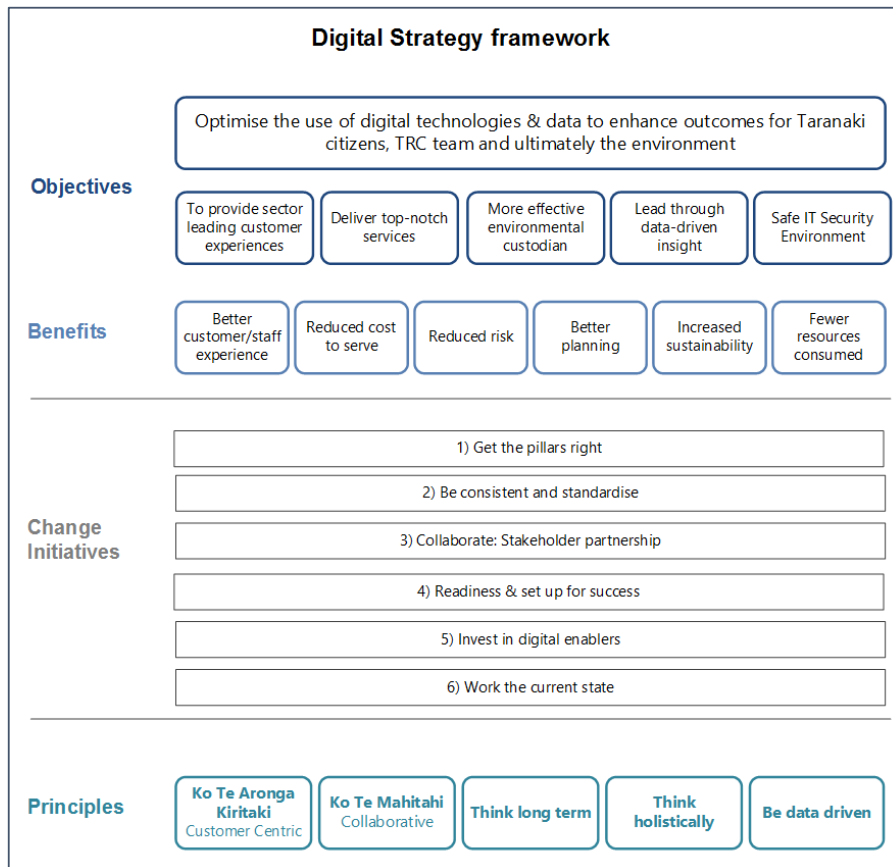
### What does 'going digital' mean – and why do we need a strategy?

'Digital' is an agent of change and 'going digital' is a commitment to embrace that change and make it happen. This means understanding our desired outcomes first then delving into how digital information, and the tools for moving it around, allow us to rethink the services we deliver (see Appendix 2a) and how we deliver them.

We are custodians of the environment and thus we have a duty to following generations to do all we can to leave it in a better state than we found it. Getting digital investment right is central to meeting this obligation as it allows us to make better and faster decisions across the board.

Our Digital Strategy will co-ordinate investment so it happens in a logical and planned sequence with no duplication or conflicts. *We know we can't do everything at once.* We know how easy it is for operational issues to distract from a long-term plan. Our Digital Strategy supports investment continuity over the long haul and ensures all our boats are lined up in the same direction.

### Our digital vision



By investing wisely in technology, we will increase the access, efficiency, accuracy and proactivity of TRC services. We will also improve the quality and timeliness of the data we use to make critical service and planning decisions. Endorsement of this strategy commits us to the changes in both behaviour and culture needed to be successful. We do this to minimise financial cost on Taranaki citizens whilst maximising the desired outcomes for TRC customers, stakeholders, partners and staff.

To illustrate what is possible our strategy includes a set of stories or personae (see Appendix 1) describing the future experience of customers, staff and leaders. While these are all aspirational, none of these tales implicate a technology that doesn't already exist or is not within our reach.

**The value proposition**

The approach of our strategy is close to that of a business case; the 'vision' section is the requirement, the benefits have been analysed, and the work needed to make the benefits happen in a cost-effective way have been mapped.

The lack of hard numbers has made some of the benefit section speculative. The irony is a better digital approach will eventually provide many of the numbers needed to be more empirical. But the bottom line has two major parts:

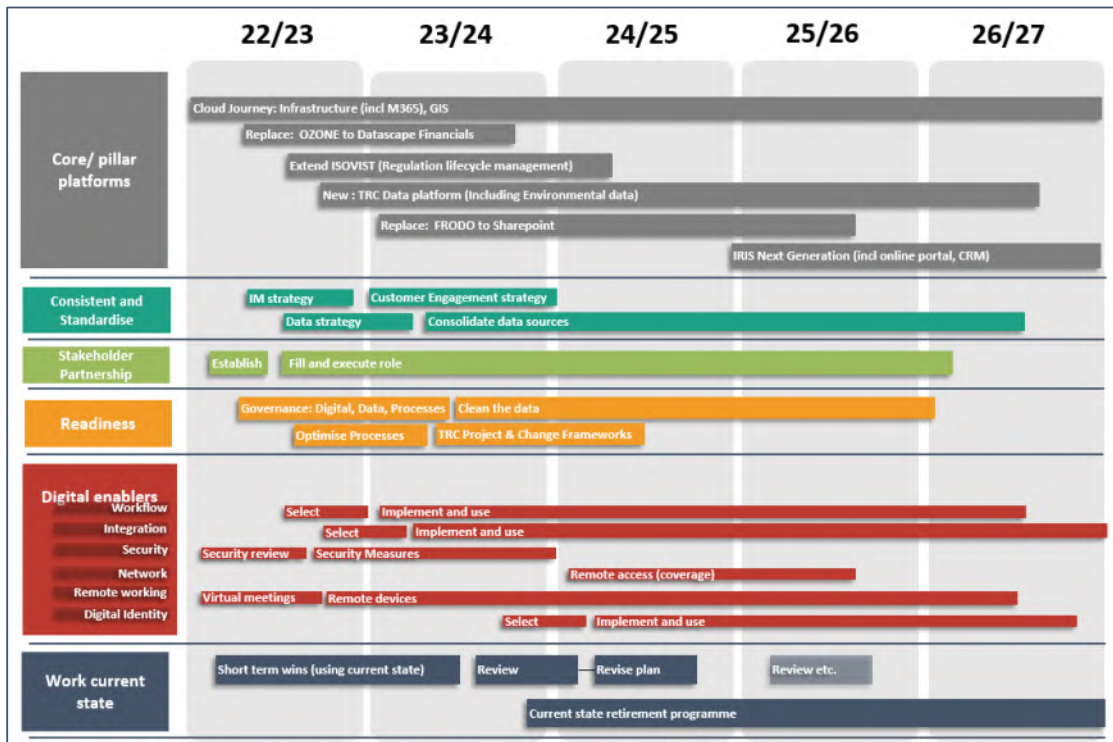
- A saving to TRC to repurpose to higher value activities due to optimisation through digital
- Savings to our citizens, thanks to reduced opportunity cost to businesses



Fig 1. Benefits summary

**What do we need to do to accomplish this?**

We have devised a 5 Year Digital Programme of work (below). This high-level programme of work focuses on the big core/pillar areas we need to tackle. Also accompanying this is the 5 Year IT Roadmap that provides the project level detail from this high-level programme and its budget components. Due to the number of complex initiatives necessary, costs will be calculated on a per project basis at the start of each yearly budgeting round (or LTP round) and assessed/confirmed by our governance group.



**Fig 2. 5 Year Digital Programme**

The key assumptions behind this programme of work are:

- We can't do all of this on our own. Our size and volumes do not support the cases needed for our own key components, so collaboration with our sector is of paramount importance.
- We are dependent on others for both the timing and scope of key components. We must manage around these constraints (new core/pillar platforms).
- We must wait for direction on some of the key components, before safely investing in some of the services we must progress at the local level (digital enablers).
- There is plenty to be getting on with in the interim. Preparation and readiness will maximize our success when the key components become ready.
- *We will need added investment in projects, resources and ongoing opex.*

**Next steps**

To deliver on our digital goals we need four things:

First we need endorsement. Executive buy-in to the value proposition and the work to be done.

Secondly we need to plan. We need to get the work into the budgets, plan it and resource it.

Thirdly we need to establish governance. Establish the right project governance mechanisms for ensuring success.

Fourthly we need to execute the plan. Proper change management, communications and project governance.



## 2. Introduction

### Going digital

To us 'going digital' means taking the opportunity to improve the services we deliver to the citizens of Taranaki. It's much more than just investing in technology. It means starting with our customers' desired outcomes then thinking differently about how our services are engaged and delivered. *In this way digital can be seen as an agent of change.*

Many of the ways we currently provide services are manual. We ask our customers to send us physical documents or to travel to offices. This also extends to the way our staff work. Digital information allows us to think very differently about engagement and service delivery. It allows us to involve the customer more directly in the process and for them to engage from anywhere at any time. It allows us to be more proactive on the customers' behalf, by sending reminders and information without being asked for it. Finally, it allows us to remove unnecessary manual steps for both customers and team members and to automatically drive workflow using business rules, removing error and effort.

For our customers this means increased visibility, fewer car journeys, less paperwork and faster service delivery. It means receiving a reminder to check those nitrogen levels, not a fine for forgetting to do so. For our staff it means less drudge, more time to focus on service excellence and the exception cases. For our leaders it means more visibility, effectiveness of team and agility. This isn't technology for the sake of it, it's about achieving tangible benefits. Going digital will reduce the cost of doing business and improve outcomes, to the advantage of everyone.

### The drivers of change

*Given our current state, the following drivers encourage us to invest in a digital strategy at this time.*

- **Rising expectations: Customer/partner/stakeholder/TRC team**

Our customers expect more from us. There are few services we now enjoy in our daily lives that are not in some way 'digital'. Thanks to the internet, banking, ordering goods, making a dental appointment can all now be done from our couch. Our expectations for speed and convenience of services increase all the time and private sector investment isn't slowing down. Stakeholder and partner expectations of us are also increasing in line with this. *This expectation gap risks becoming a reputational issue unless we work on it.*

- **Rapidly changing environment**

The environment that the Council operates in is experiencing rapid change, especially from central reforms.

- **Duty bound as the steward**

As the steward of Council services we are obligated to run them in the most efficient manner possible, given our means, for both customers and our team. Embracing 'digital' is our best opportunity to deliver better and more services with the same or fewer resources.

- **Economic value to Taranaki**

Digital-enabled improvements reduce our running costs by reducing service wait times and cost of compliance, thus potentially costing our customers less. We have an obligation to achieve these types of economic benefits and prioritise new KPIs to report against them.

- **Getting fit and ready**

TRC's digital aspirations are strongly dependent on collaborating with other regional councils and partners. The IRIS Next Generation (IRIS NG) initiative run by RSHL is a key example (see Appendix 8 for a system glossary). IRIS NG won't be available until 2025. However, there is much that TRC must do in the interim to get ready for these key initiatives.

- **Standardisation of our space**

In the regional space there is a growing push to standardise our approach and achieve more consistency across both councils and stakeholders, in order to drive more value to customers.

## Our approach

*“Ko ia kāhore nei i rapu, tē kitea” (He who does not seek will not find)*

The approach to the creation of this Digital Strategy has been that of gap analysis. What is our current state, our future state (digital vision) and what is the gap we have and thus the path and strategy we need to take? This was done over the course of nine months and involved working with TRC customers, stakeholders, partners and team members to build shared knowledge (see Appendix 5 for full plan).

*Our goal was to understand what our TRC digital future might look like and build a path to it.*

## Digital Strategy vs IT Plan

A strategy is a direction that works to add value to three groups: Our customers, TRC staff and stakeholders. It is high level and attempts to ascertain desired outcomes before working its way back to a plan. An IT plan is thus the operationalisation of strategy. Once the strategy is agreed we can create an IT plan and execute.

## How this strategy will be used

Through effective project governance we will use this strategy to provide continuity over time to a clear vision and to make sure that value propositions aren't undone by misaligned or overlapping work.

- 1) To get endorsement and buy-in for the direction**
- 2) To establish a programme of work, budget and IT Roadmap to progress the digital strategy.**
  - The high level scope of each project to be taken from this document. We will appoint a programme director and steering group.
  - Individual initiatives may require their own business case to proceed, but alignment to the approved digital strategy means these cases need be relatively light.
  - Budget expectations will be informed by this investment, and this work will be prioritised.
  - Existing initiatives will be assessed for alignment. TRC will consider adjusting scope/approach where necessary. This includes the possibility of halting contradictory work.
- 3) To establish a Digital Governance group to progress the Digital Strategy.**
  - Digital governance is key to implementing this strategy but also to direct and authorise not just investments but potential changes to work-streams.
  - We expect this group to be made up of the TRC executive.
  - We will review the strategy every six months for relevance to TRC goals, and contemplate new ideas.
- 4) To execute the strategy**
  - Start the change process, execute, measure progress, feedback then continue.

## How will this strategy be measured?

Although measurement is difficult at this level, we envision shifts upwards in customer engagement. We also see upward shifts in our internal staff engagement scores notably through our yearly IT survey results. As we complete projects we also expect to see ongoing increases in outcomes for both our internal and external customers too.

### 3. Our current state

Over time there has been a lack of sustained co-ordinated planning, especially in regard to technology. We have more systems than we need - **263 systems in total**. Information is poorly managed at the enterprise level, with few masters of truth and little integration keeping duplicate data in step. Without a coordinating strategy, we are likely to do more of the same, placing a major constraint on digital success.

*In many ways our current state is itself a driver for change. What is our starting point for this strategy and what will have to change in order to succeed?*

#### Current state themes

From talking with managers, SMEs, a staff survey and an external survey we extracted major themes with our current state environment. These high level themes can be summarised as follows (Full list Appendices 5 -7):

High level theme	Current state description
<b>1. Customer engagement and communications</b>	<ul style="list-style-type: none"> <li>We lack the tools to engage with our customers on digital platforms.</li> <li>We lack a centralised system to co-ordinate customer relationship management.</li> </ul>
<b>2. Data access, consolidation and integration (internal and external)</b>	<ul style="list-style-type: none"> <li>Because of variation in applications aggregating data for reporting is hard.</li> <li>Very little is integrated which means many manual processes and double entry.</li> <li>We don't have a centralised data platform, it is distributed across systems.</li> <li>Our HR data is implemented across too many silos.</li> <li>Not enough access to data externally, especially environmental data.</li> <li>Not enough access to GIS data and layers externally.</li> </ul>
<b>3. Office tools: Collaboration systems (incl Citrix)</b>	<ul style="list-style-type: none"> <li>Lack cloud-based collaboration tools, especially Office365.</li> <li>No secure online portal for customers to be able to do basic things with TRC, get visibility on processes and make contact.</li> <li>Our virtual meeting technology and room set-up is sub-par.</li> </ul>
<b>4. Process optimisation</b>	<ul style="list-style-type: none"> <li>Our processes are un-optimised with little ownership or governance.</li> </ul>
<b>5. Document management</b>	<ul style="list-style-type: none"> <li>Our document management system has significant performance issues and is aging.</li> </ul>
<b>6. System performance</b>	<ul style="list-style-type: none"> <li>Many TRC applications are clunky and slow to access.</li> <li>Using Citrix creates an unnecessary complexity and thus productivity damage.</li> <li>We have a number of ageing applications, especially our pillar systems.</li> <li>Because of duplication we are paying multiple times to solve the same problem.</li> <li>Our GIS systems are non-cloud and have had limited planned investment thus are a bit clunky, resource intensive to support and suffer from lack of training.</li> <li>The general performance and availability of our applications is questionable.</li> </ul>
<b>7. Hardware, devices and infrastructure</b>	<ul style="list-style-type: none"> <li>We have a lot of enterprise debt within our IT asset portfolio – 263 systems.</li> <li>Hardware is not fit for purpose in hybrid fashion.</li> <li>Hardware lacks asset lifecycle investment.</li> <li>We run in-house non-cloud servers which are BCP issue but also a growth issue.</li> <li>Our remote platforms (laptops etc.) were not designed for field use.</li> <li>We lack security zoning. This leaves us at risk of a virus spreading.</li> </ul>
<b>8. Training</b>	<ul style="list-style-type: none"> <li>A lack of investment in a co-ordinated training approach means we do not take full advantage of our IS assets and people.</li> </ul>
<b>9. Reporting</b>	<ul style="list-style-type: none"> <li>Reporting is below par especially with timely dashboards to help make decisions.</li> </ul>
<b>10. IT projects, planning, governance</b>	<ul style="list-style-type: none"> <li>Lack of centralised IT strategy and plan.</li> <li>No governance group for guiding technology investments across organisation.</li> <li>We lack any standard project or portfolio management tools.</li> <li>Policies in regards to technology use is non-existent.</li> </ul>

*Although this list seems extensive, one of our key findings is that despite all this we still have a platform that is not fundamentally broken but more-so ready for growth.*

### Creation of a Service Capability Model

During the course of our interactions a unique view of how TRC operates was created. The *Service Capability Model (SCM)* captures all the high-level activities TRC must perform in support of our customer services, together with the interactions we have with our partners and stakeholders.

This model is useful for understanding high-level current state as well as where best to change things and invest to achieve the overall objectives. If we want to get more outputs from our services we can either a) add more people, b) improves systems/process, or c) a combination of both. This model helps us make an informed decision on investment.

Our full TRC SCM including a system overlay is found in Appendix 3a/b.

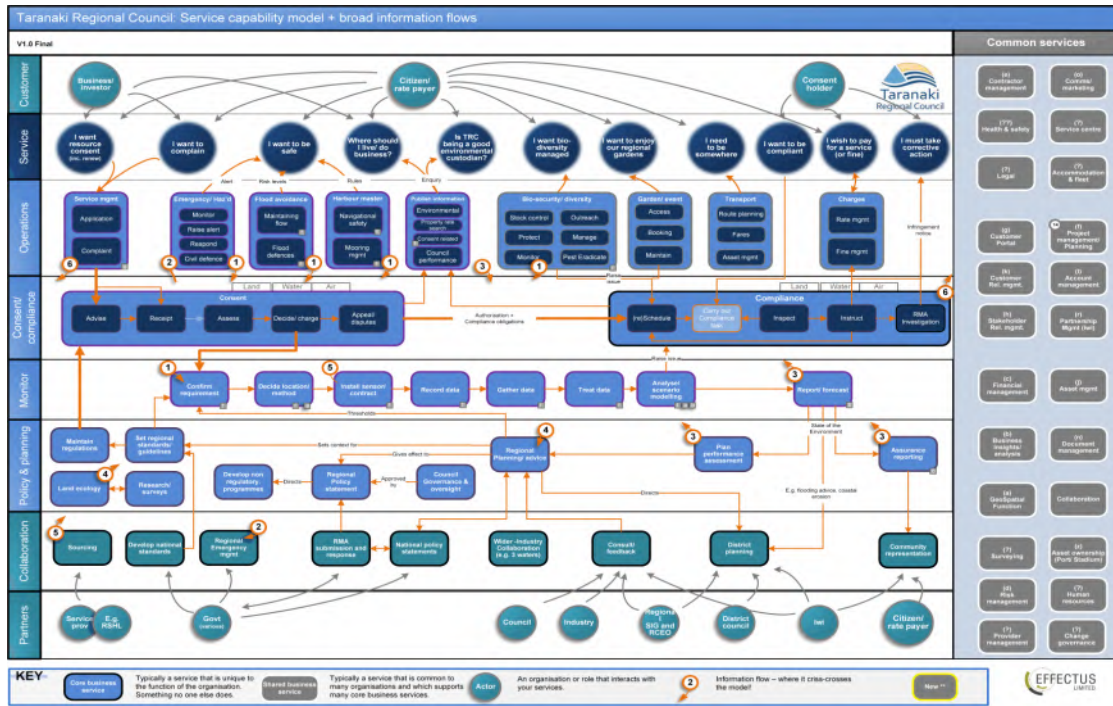


Fig 3. TRC Service Capability Model

## 4. Digital vision and strategy

*He maurea kai whiria! (Ignore small matters and direct effort toward important projects)*

Our vision is best explained through the improved experience of our citizens and our staff. **This is our future state.** In Appendix 1 you will find stories that trace the future interaction of customers, staff and our leaders. Each tale imagines how much better things will be when our digital journey is complete. These stories implicate the investment needed and the changes we will need to make. These improved experiences are summarised as follows:

### Citizen experience

*What is their future state? What are they after?*

**More proactive and tailored engagement.** We use the information we know about our customers (their applications, consents, business and interests) to proactively warn and remind. This promotes compliance and adds value to customers by making connections that they may not have made themselves. It saves customers money and time. Examples:

- ▶ If we are considering changes to plans that impact dairy farmer costs we let dairy farmers know about it so they can factor it into their future budgets.
- ▶ If a compliance activity is due we don't wait for the flag to fall and fine. Instead we remind the consent holder through their preferred channel, which may mean we miss out on revenue.

**More timely responses.** We use automated rules, managed integration and workflow to radically reduce service wait times. Customers get to more quickly turn their economic ideas into revenue.

**More efficient engagement.** Online channels allow customers to interact directly with our process – sending us data and digital evidence without the need for travel. We don't ask the same customer many times for the same thing. They can securely update their contact information at our convenience and theirs.

### Staff experience

*What do our staff expect in this new digital future?*

**Less time spent on administration and tedious manual steps.** We remove double entry and join up processes to share the same source of truth. Interactions are digital and don't require printing. Work is shared according to rules, digitally.

**More time spent on high value activity.** The removal of manual processes and digital workflow frees up staff to spend more time on higher value work. Staff are more often found contributing to environmental projects and more likely to focus on exception cases.

**Increased engagement.** Staff can work from anywhere. They are less dependent on individual subject matter experts, and less exposed when colleagues leave. There are limited backlogs and staff turnover is reduced. Seasonal workload is flattened out and the system is better able to cope with peaks. Frustration with un-optimised systems and processes decrease. Staff can be anywhere and be effective.

### Leadership experience

*What are the expectations for our leadership group into the future?*

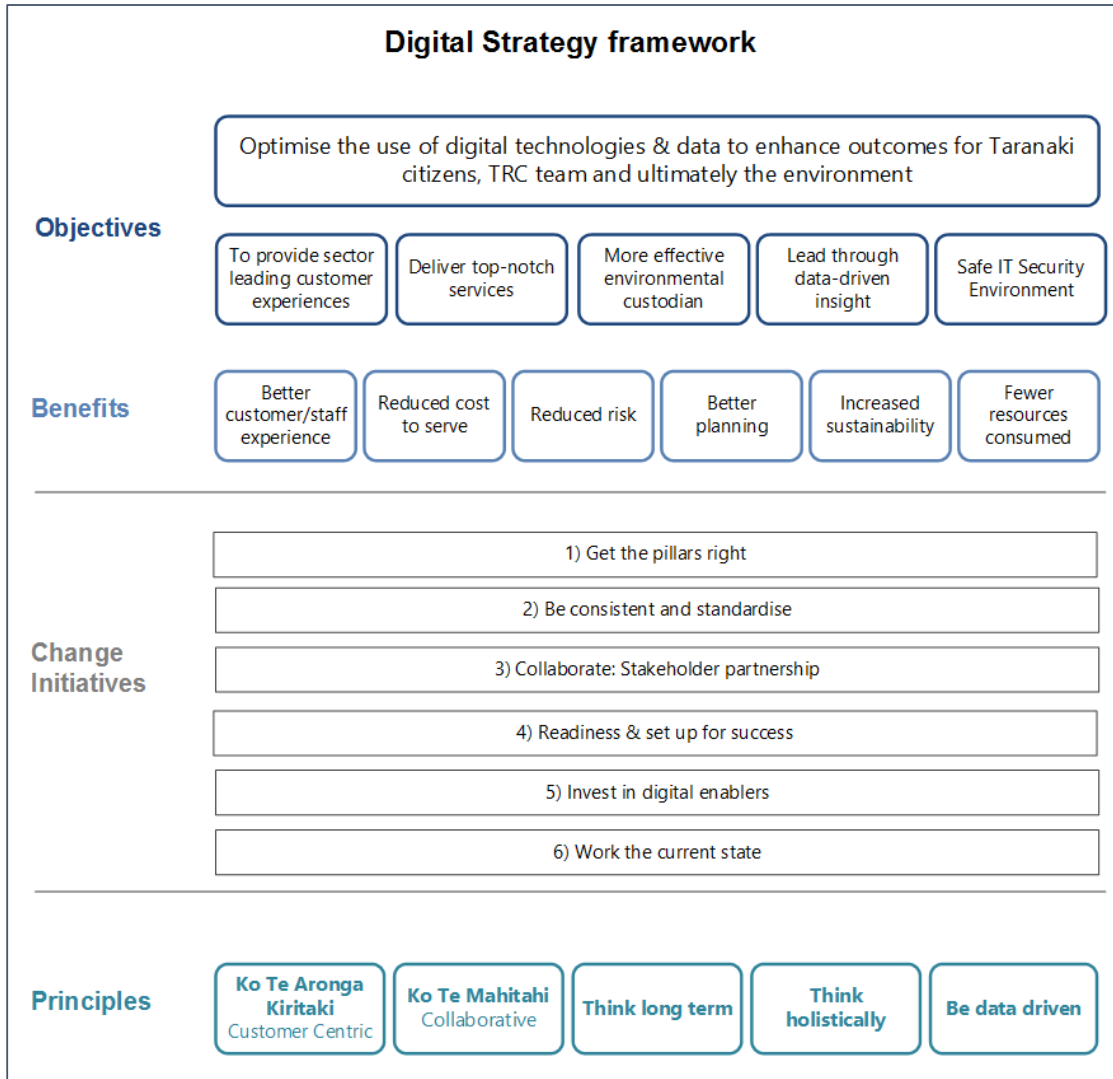
**Better decision making.** Better sources of information, workflow and automated processes means more accurate and timely reporting, leading to better decisions.

**Reduced turnover.** Staff are happier and we spend less on recruitment.

**Change agility.** Our less complex environment allows us to be more responsive to change. We receive fewer complaints and we are less dependent on subject matter experts.

## Digital Strategy Framework

Given all that we have learned through this journey here is the framework that we propose will help us to fulfil our goals. This includes the objectives, benefits, principles and the main steps we will take:



## Objectives & benefits

Our Digital Strategy goal is to:

*Optimise the use of digital technologies to ensure the best outcomes for Taranaki citizens, the TRC team and ultimately the environment.*

We will do this through key objectives leading to high level benefits:

Objective	High Level Benefits
Providing sector leading customer experience	Better customer/staff experience Value for money
Delivering top-notch services	Reduced cost to serve Customer satisfaction
Being a more effective environmental custodian	Increased sustainability Customer satisfaction
Leading through data driven insight	Better planning Reduced cost to serve
Providing a safe and secure IT security environment	Reduced risk

## Change initiatives

The following are our *priority* change initiatives to deliver the digital vision and their benefits.

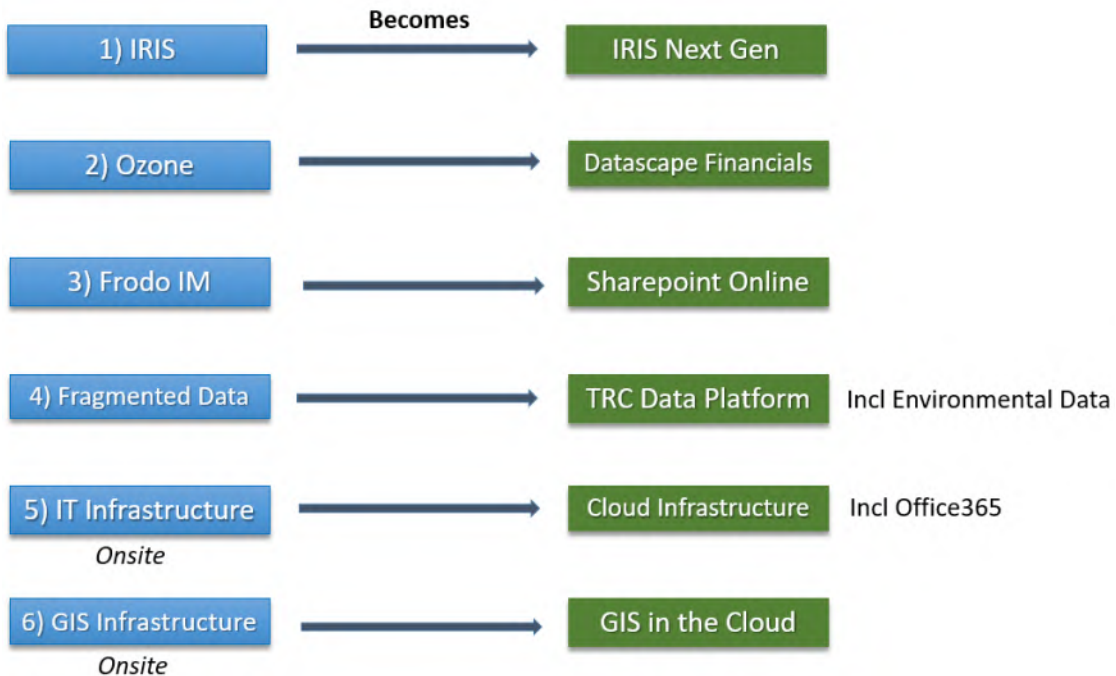
- New core/pillar platforms:** We will move all our core systems to new modern, integrated, cloud-based platforms: IRIS, Finance Suite, Information Mgmt, TRC Data, IT Infrastructure, GIS Suite.
- Be consistent and standardise:** Over time, we will homogenise our broad environment strategically into a common set of information and technical standards. This starts with strategy, then governance and finally includes hardware, software, information and data.
- Collaborate: Stakeholder partnership:** We will achieve our goals through strategic dependence on sector collaboration i.e. RSHL, SIG network and by managing stakeholders to influence direction where we can to suit local strategic outcomes.
- TRC readiness:** In the interim we will focus on tasks that prepare us for the changes coming at us and that increase our chances of success.
- Invest in digital enablers:** There are a few key enablers that we can work on in preparation for our new core platforms.
- Work the current state:** Any IT asset made redundant or replaced by our digital strategies will be placed (in the meanwhile) on an investment utilisation path, then retired.

## Initiatives in detail

### 1. New core/pillar platforms

*A great many of the digital benefits depend on getting the systems that support our core process, right.*

Our TRC preferred architecture comprises a relatively small number of critical platforms, and integration between these is of paramount importance. Our main pillar platforms and their growth path in priority order:



*Because IRIS NG covers so much ground, it will strongly influence direction on all digital enablers (content / document management, integration and identity management). A note is that although IRIS NG is the priority it will need other pillar systems to be upgraded beforehand – this order is covered in the programme section.*

### 2. Be consistent and standardise

TRC understands that variety in how we currently structure information and store and exchange data is not ideal with keeping to the digital value proposition. Success requires that we invest in and align to standards. Consistency is also applicable to the way we do hardware and software and this starts with strategy.

Alignment to standards will increase our ability to collaborate with the wider regional eco-system, increase our transparency and supports every aspect of the digital value proposition. The timing and direction of standards will sometimes be dictated by external initiatives i.e. IRIS NG.

For our strategy to work we need a new level of governance maturity for TRC. Individual projects will need to be aligned to an architectural and service blueprint to make sure they don't 'reinvent wheels'. Project scope may be proposed by a silo'ed function, but for this strategy to succeed, project scope will need to be confirmed by a higher governance group, informed by this strategy. Overarching digital governance is key. Activities include:

- Establishing the Digital & Data Governance Group (DDG) made up of the TRC executive
- Building an Information Management Strategy (also facilitates our journey to Sharepoint)
- Building a comprehensive Data Strategy to:
  - Create a platform-led data plan
  - Consolidate data sources
- Building a Customer Engagement Strategy (driven through communications team)



### 3. Collaborate: Stakeholder partnership

*We cannot do this alone.* TRC recognises that the scale of costs needed to accomplish large parts of the vision are unfeasible without sector collaboration, collective investment and partnership. This places a heightened importance on managing the strategic stake TRC has in these sector collaborations. This work will focus on:

- Early insight on timings, approach and scope change
- Influencing direction in accordance with TRC strategic outcomes, the digital strategy, best practice and long-term sector interests
- Internal communication and expectation management

### 4. Readiness

While we may be dependent on initiatives largely out of our hands (i.e. IRIS NG), the interim affords TRC the time to get ready for change. This will reduce the cost and risk of adoption. Activities include:

- Documenting and optimising our processes, business rules, information, systems, assets and set up a system of co-ordination to ensure this continues
- Establishing change governance and change management practice and culture
- Creating a TRC-wide Project Management and Prioritisation Framework
- Building an IT Team structure and culture to take on this Digital Strategy
- Creating TRC-wide training approach and plan specifically to get the most from our systems
- Putting into action customer engagement strategy quick wins
- Cleansing of data likely to be migrated to new platforms

### 5. Digital enablers

The core technology platforms need the support of further IT services to add the value we expect of them; these are called our 'digital enablers'. Some of these services may allow us to tactically add value in the interim, as we wait for the core platforms to materialise.

**Workflow capability:** We will invest in a tactical capability for mapping and automating workflow, including processes. This will allow us to make some current state quick wins, and to learn more about current state process challenges.

**Integration capability:** This initiative will establish the ability to develop and support new integrations, and deliver the operational platform on which integrations are run.

We will use managed integration to ensure that:

- Information reliably moves from system to system when it needs to
- Information stays in step, where it is duplicated. Customer contact details for instance
- Integrity is maintained where information relates across systems
- This should connect with Data Strategy works

#### Security improvements

The more we and our customers rely on digital services, the greater the impact a malicious security attack would have on our services and reputation. To offset this threat we will consider investment in a cyber-security programme of work. The organisation has invested in a NIST security review, which has highlighted our plan to tighten IT security especially as we move to more cloud-based tools and mobile devices. This programme of work has the goal of enhanced cyber resiliency for TRC and is crucial for our growth path.

#### Network improvements

Many digital improvements are dependent on network connectivity. Staff and customers want safe remote access to our systems and to information. As much of our work happens in a rural setting we will investigate ways to increase rural network capacity and coverage.

### Collaboration and remote working

Covid19 has changed our working habits. The physical location of staff is no longer a consideration when managing a team or project and excellent teleconferencing services are now a strategic necessity. Equipment to invest in:

- Video conferencing platforms and equipment
- Fit for purpose hardware – mobile first: i.e. field laptops/tablets (with robust chassis and sun screens), includes management software and asset lifecycle replacement

### Digital identity management

Going digital means more customers viewing or updating our data themselves, through online self-serve channels. There are legislative requirements:

- PRA requirements that say changes to data must be traceable to a known author/ individual
- We may need to keep an audit trail of who has seen what, and when they saw it

A digital identity, one authenticated to a real person using credentials such as a passport or driving licence, is the only way of doing this to the full requirements of the legislation. Managing the digital identity of our customers in the one place is both convenient and safe for them (single sign on). It also makes it considerably easier to assemble a '360 view', where customer data is held across many back-office systems.

*Note: The scope of IRIS NG includes a portal and therefore may include the answer, or at least, direct regions to a particular approach.*

## 6. Work the current state

The last initiative considers the intersection of strategy with current IT assets and what this means for asset investment. Given where we need to be, how much of what we have right now needs retaining? This includes infrastructure but taking a balanced product view on the services provided. The work will focus on a regular review of current state against the scope of future state core platforms, asking the following questions:

- Is the system made redundant by the new core platforms, or does it meet requirements to be retained in the future?
- Despite limited shelf life – should we invest in the system in the interim? (Legislative, security etc.)
- Does the system manage information that will need to be moved to the future state?

This assessment, and its conclusions, will inform our long-term investment plan and the section of that plan that manages retirements.

## Principles

The following are the key principles that underpin our approach to this strategy.

- **Ko Te Aronga Kiritaki - We will be customer and outcomes centric.** TRC exists to be an environmental custodian for the citizens of Taranaki. We have taken every opportunity to focus on maximising outcomes for our customers.
- **Ko Te Mahitahi - We will be collaborative inside and out.** We have consulted with our staff and will involve them in the digital journey. We will continue to take this opportunity to energise thinking and share with staff digital ideas they can reapply to their work areas.
- **We will think long term.** Where existing work aligns to this strategy (in concept or as an in-flight project), we will formally adopt it within the Digital Strategy programme.
- **We will be data driven.** The quality of all our (and external customers/partners') business decisions can only be as good as the data we have to inform them.
- **We will think holistically.** Taking decisions in isolation of the big picture leads to duplication and degrades the customer experience.

## 5. Benefits quantified

*“Whāia te mātauranga hei oranga mō koutou”*

(Seek after learning for the sake of your wellbeing)

Our Digital Strategy makes clear the benefits to customers and to staff – in general terms. But when aggregated, what do these mean in terms of dollars, and in terms of strategic benefit to TRC?

We asked our customers, staff and stakeholders what challenges they saw digital investment helping to solve. Where possible we established a baseline, and applying some assumptions about the potential improvement calculated the difference.

### Benefits summary

The work has focused on those benefits that could be measured, and where a clear link can be made to ‘Going Digital’ investment. Benefits are summarised and structured as follows:

Benefit category	Benefit measure	Citizen/ businesses	TRC	Communities	Minister/ government
Better customer experience	Reduced cost to get consents	\$	X		
	Missed opportunity cost	\$			
	Reduced cost of complying with consents (fines & fees)	\$	X		
Reduced reputational risk	Increased transparency	✓		✓	✓
	Minimized complaints	\$	\$	✓	✓
Reduced cost to serve (aka greater efficiency)	It takes less time to implement a plan		\$	✓	✓
	Less effort spent processing each consent		\$		
	Less effort spent on compliance monitoring		\$		
Better planning	Increased capacity allows more consents monitored		✓		
	More accurate plans (demand driven)	✓	\$	✓	✓
Increased sustainability (ICT and Business)	Fewer un-planned service outages	✓	\$	✓	
	Reduced staff turnover		\$		
Minimize TRC resource consumption	Reduced dependency on staff IP		✓		
	Optimized resource use	✓	\$	✓	✓
Potential Savings – Taranaki citizens		\$	\$		
Potential Savings for TRC (Repurpose as see fit)			\$		

**Key**

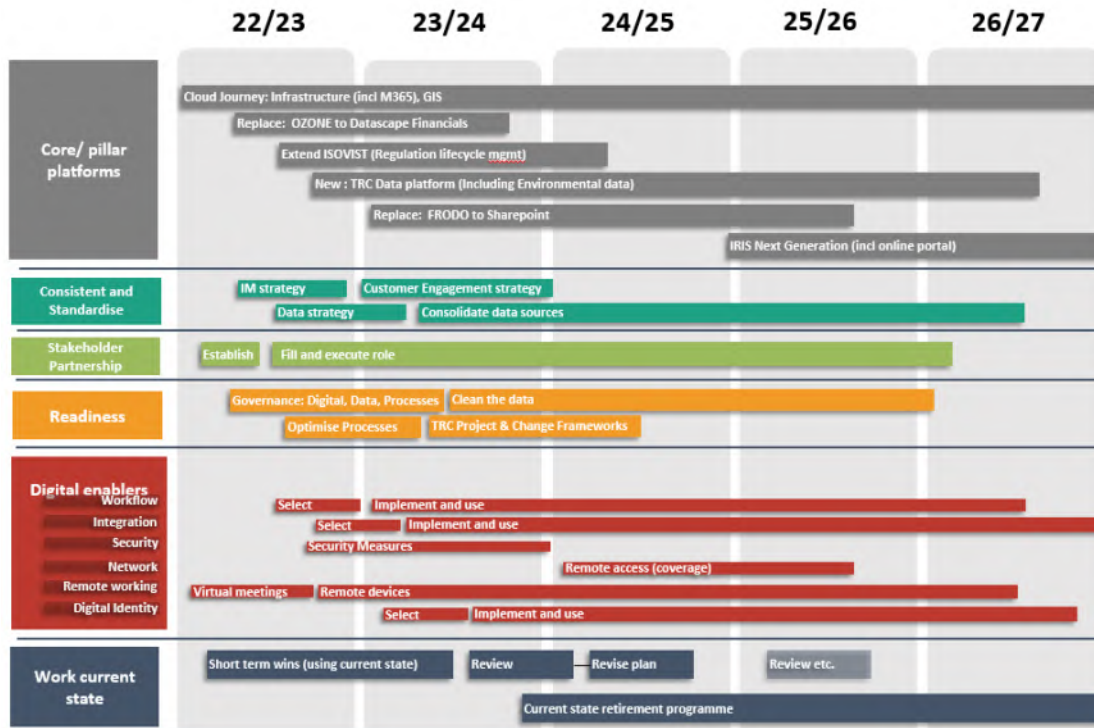
- \$ Fiscal – unspecified
- X Disbenefit
- ✓ Intangible

Fig 4 Benefits overview

## 6. Digital programme

*“Tē tōia, tē haumatia” (Nothing can be achieved without a plan, workforce and a way of doing things)*

The following summarises the digital programme of investment within a 5-year time frame. It includes core dependencies and sequences as explained in the previous section. See Appendix 3 for a large version.



**Fig 5 – Digital programme of work**

Note: In Appendix 2b there is an overlay of our targeted systems over our service offering.

### Digital governance

Our change programme is ambitious and is operating in an environment that is subject to flux from both internal and external pressures. To best line us up for success in this space it is crucial we have an effective digital governance mechanism.

*The cornerstone for this mechanism is the creation of the TRC Digital Governance Group*

The remit of this governance group is simply to deliver the benefits and outcomes stipulated by this Digital Strategy. It will play a lead role in:

- Prioritising digital works and costs
- Providing high level governance for the digital programme
- Ensuring we have the right resources for our stated goals
- Being an effective change mechanism for digital as new things come our way
- Provide buy-in for digital works for TRC
- Provide risk guidance for digital works

The proposal is that TRC executive and chief executive will form the core part of this group along with the TRC Technology Manager and they will meet regularly.

## 7. Conclusion

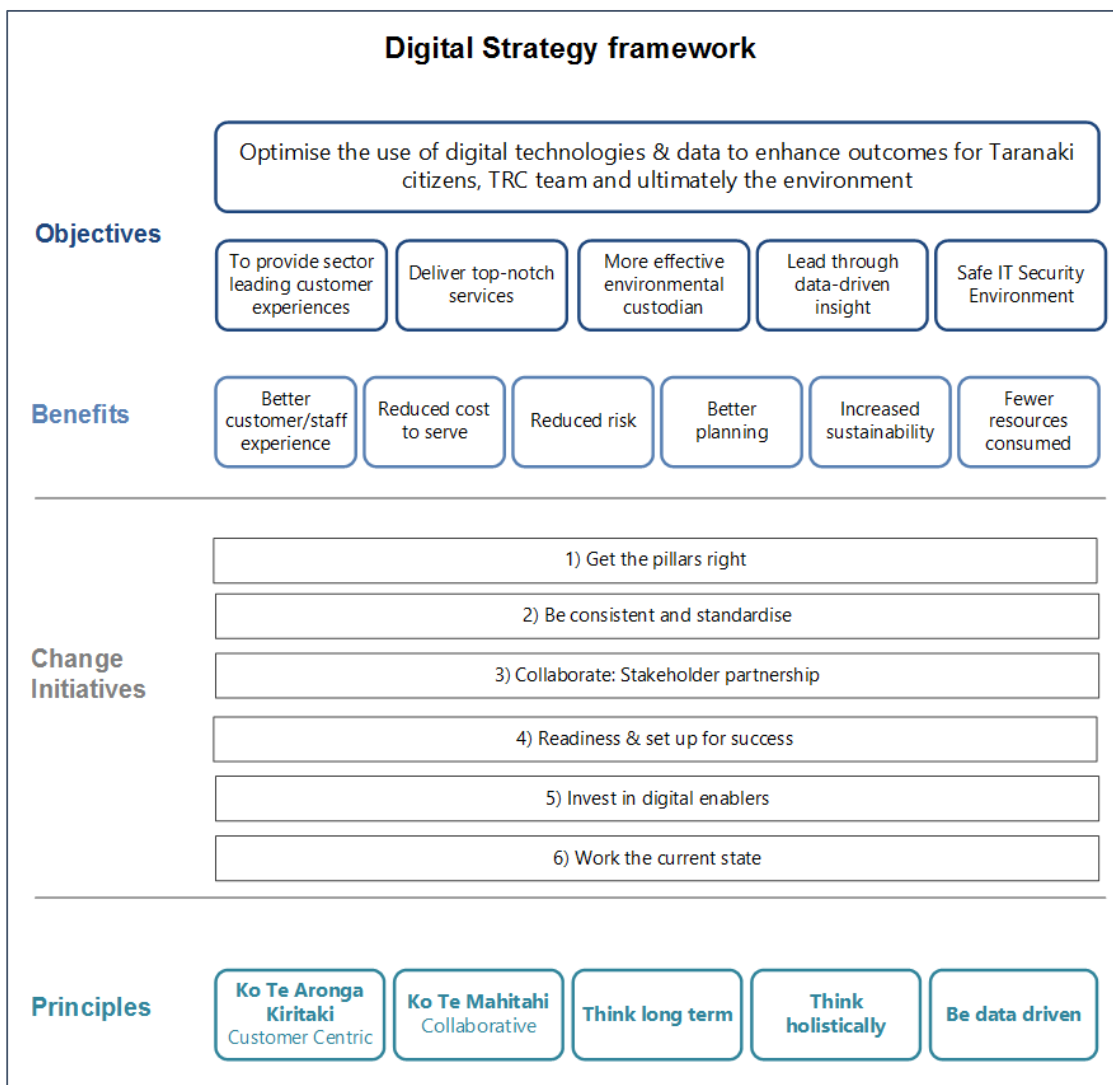
*“Toku toa, he toa rangatira”*

*(My bravery is inherited from the chief who were my forebears)*

Our strategic goals are ambitious but the opportunity to be better at what we do is enormous.

We share an obligation to Taranaki to ensure this promise is met. Success depends on us all embracing change, since that is what going digital really means. It depends on us all rethinking how we do things. It requires prioritising and measuring new things. It means sustaining the same shared vision over a long period of time as we work towards the shared TRC goal of *creating a thriving Taranaki*.

In summary, our Digital Strategy framework:



## 8. Appendices

### Appendix 1: Digital Personae

#### Customers



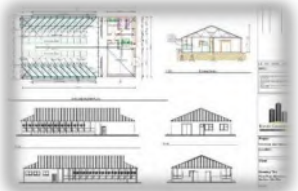
#### Dan- family dairy farmer

Dan's day had started with an automated text reminder that his riverside fencing was due a maintenance check. He just had time before tea to acknowledge the reminder and mark 'done', using the TRC portal. He also checked his third party effluent monitoring dashboard. It was great that TRC and his farm system vendors now shared information, real time. This meant his online compliance schedule contained the whole story, and it was easy to stay compliant.

While logged in Dan noted that a couple of existing consents were close to renewal dates. He marked them on line as needing continuation, knowing this would trigger a visit from a TRC compliance officer to discuss any relevant changes to the regulations. Nothing would be a surprise to Dan, though. He'd already received notification during the planning process of a couple of new conditions that would likely impact his consents. He'd even asked a couple of questions during a live chat session arranged for all impacted farms.

He noted that his consent application for a herd and shed extension was already approved. Dan was impressed –he'd only entered it two days ago. 'Great – I'll get in touch with the bank and architect tomorrow', Dan thinks.

The pest plan section of the portal had a few new alerts. It seems that Chilean needle grass was spreading again and the wallabies were back. The warning had appeared on his TRC mobile app around lunchtime but he'd been far too mucky to get his phone out at the time. Dan remarked to himself that TRC was a great deal more accurate and timely with its pest information which gave everyone a chance to get on top of things before they got out of control. Proactive and personalised information was nice. Dan felt more in control than he did a few years back.



#### Andrew - hill country farmer

Andrew was never that happy with technology. So his wife Sue or son Peter do most of the online engagement with TRC services. Only that morning, Peter had been reminded to log in to the TRC farm portal and printed out the latest pest management and biodiversity plans, and they'd all had a chat about the impact on next year's budget. Peter persuaded Andrew to use the TRC chat line to ask about what plants to get and where to get them. Andrew was pleasantly surprised to find he got an immediate answer and after lunch, phoned in an order with a local supplier.



Sue helped him check out the portal and easily found the progress of the local KNE that spanned his and his neighbour's farms. She was delighted to find data sets relevant to pest management in their area. Her granddaughter

Lucy had a school project coming up and would make use of them. Sue rather hoped Lucy would take her Grandpa through the numbers. Either way they'll know how much poison we need to budget for next summer.

Andrew knew that both Sue and Peter got automatic reminders for a whole host of compliance activities and that this meant the farm avoided any unnecessary fees. In the past he'd incurred some significant costs. Maybe it really was time to sit down with his mobile phone and see how to make the most of it.



## Tania – Atiawa iwi monitor

Tania is very used to technology and accessing information on line and has to pull information from multiple sources to develop a 360 view. The tools now available from TRC allow her to rapidly find a property using a map view, and to see all relevant compliance and land use data. Tania is currently working with TRC to extend the data behind the map to include culturally significant areas, and this should be available for everyone later in the year.



Tania regularly posts questions to various subject matter experts at TRC, using the chat function. She had a text message reply to one only that morning, relating to a proposed new development. It suggested a virtual conference was the way forward and included an invite. She was glad she had remembered to update her contact details the night before.



## Belinda – a bus user

Belinda loved the fact that she could see on the travel app exactly where each bus was, in real time. She used it to plan her walk to the stop from her house, and then again when travelling to let her Mum know her estimated arrival. She'd used the app to signal her intent to travel and her status meant that the bus driver would wait. All ticket costs were automatically added to her rates, so there was no messing about paying when she stepped on board.

Belinda was really hoping that the routes were going to be extended to end closer to her mother's retirement village. It was newly opened, and she knew that the TRC and the village had been in discussion. Fingers crossed!



## Frank – Fonterra environmental manager

Four years ago, Frank moved up from Southland. He'd had a similar job down there for Fonterra, in charge of factory consent and compliance management. Boy, talk about chalk and cheese! He'd had to maintain his own massive spreadsheet, with a tab by factory to simply record in one place all the relevant information. If he didn't log in on a regular basis, he'd occasionally miss a compliance update placing Fonterra at risk. In fact – a few fines had been a direct consequence.

In Taranaki TRC did all the work and a consolidated view across all Fonterra compliances was available on line through the portal. Better still, he (and his nominated proxies) received regular reminders for compliance tasks such checking levels in the stream and air quality checks, and he could check them off as done, remotely, using the mobile app. Frank also loved the fact that he was notified automatically of any relevant planned regulation changes and that he had the chance to provide feedback online. It didn't always get the response he'd hoped – but at least they got time to factor the impact into budgets.



## Rose – garden event planner

Rose is busy planning her outdoor wedding at Tūpare gardens. The venue lawn was booked using the TRC portal months ago, but Rose realised that she needed to update her booking to include seating for 55 and tick the box for a plan B marquee (in case of weather). It was super easy that all of this could be booked from the one place. The marquee would serve for the banquet afterwards too – so it all made sense.

She'd also tried to book some of the Tūpare accommodation for a couple of frail guests, but unfortunately discovered this was already booked. Links on the TRC page to other booking options looked promising. She'd noted on Google maps that Tūpare was clearly marked and included event parking directions.



## June – real estate buyer

June is thinking of moving to the area, and has been looking at the property market. She was glad to find links from all of the main real estate sites to TRC and its land use portal. This map allowed her to understand the implications of living in particular communities. Transport, land designation and even flooding potential. Her husband suffered from a breathing condition, so she was particularly interested in air quality readings and a five-year history, to show trends.

The couple were interested in a small holding section, where it might be possible to be a lot more self-sufficient, so June was carefully looking for areas where there would be minimal planning consent considerations. She'd heard that TRC was collaborating with real estate companies so that at some point land/ property values could be viewed as an overlay, and you could see the whole story in the one place. But for now, flicking between the two views was perfectly acceptable, and there were a number of options that ticked their boxes!



## Wayne – consultant

Wayne provides consultancy services to developers and businesses with complex compliance challenges. While he used to be extremely busy in the region, latterly he has found business dropping off. It seems businesses are more able to handle things themselves, thanks to the support now provided by TRC.

While he retains a small portfolio of large corporates, he is seriously considering relocation. He has heard that there is lots of potential work in his line down south.

## TRC staff personae

Jeff – TRC Compliance Officer

Jeff largely works from home during the spring, with only an occasional trip to the office for a team catch up. He had seven farms to visit today, and one building construction, north of Mahoe. Before setting off he'd logged in and loaded up his schedule. He noted that a couple of low-risk farms had sent in digital compliance data. He'd receipted this and science colleagues were then automatically flagged to check for variance. The ability for certain farms to 'self-medicate' compliance had certainly made the workload more manageable, as had the streamlining of the planning environment. Simpler regulations made for straightforward compliance checks!

Jeff plugged his laptop into what he liked to call his 'mobile office' and set off. A weather warning was received around 11am. This would make a couple of the visits later in the afternoon interesting. First up was Dan, a dairy farmer, who



was standing in the drive waiting when he arrived. Jeff recalled the bad old days, when he'd often have to spend time looking for farmers. Now his clients get automatic ETA messages based on his vehicle location.

Jeff had on his phone all the latest information he needed to execute a rapid inspection. Jeff had a quick chat with Dan about a couple of rollover consents. He'd brought them up on his mobile and talked through a couple of new regulations that were relevant. But Dan already knew more about them than he did. Jeff was particularly liking how the availability of information in the field gave staff the opportunity to perform multiple roles. Clients preferred it too. They got quicker answers this way.

Jeff disappeared to his vehicle to upload the inspection data. Dan would get an automatic mobile notification that the report was available to view via the portal. No paper copies for young Jeff! Now where next? Oh, that's right. Old Andrew, a hill country farmer. A man who wasn't too keen on technology. Jeff glanced at the printer on the back seat. He almost couldn't remember the last time he'd had to use it.....

#### Ngaire – TRC Consent Manager

Ngaire arrived at the office around 8am. Hot desking meant she could work anywhere in the new TRC offices, (the last in tray had been retired last year!). Where ever she logged in, the system would be personalised and display her list of assigned consent applications.

That morning there were two consents with red flags, a bunch of roll over consents and a couple of new applications. Of the red flags, one was a query from the consent holder, the other was a change made by the applicant. The query she was able to deal with herself and she instant-messaged the applicant (the customer's preferred channel). The change was a significant one and meant she would be returning the application back to the start of the workflow.

With the team having removed all backlog the previous quarter, Ngaire selected the oldest consent request. This had been waiting for over a day now. Yet another dairy extension, although the map view showed intersects with a KNE and a few of the trickier consent regulations. She forwarded it on to Geoff (the relevant subject matter expert) but he'd let her know he was out so it may be a few hours before approval would be granted. She updated the application with this expectation so the customer would be aware.

Because all consent application data was now validated at the point of entry, the rest in her list were quickly dealt with. This meant Ngaire had time to help with a crucial science project, checking for the spread of certain alien species in the region. The change to get a different take on the consents process helped her explain things better to customers new to the RMA and gave her a new empathy for her compliance colleagues.

#### Thomas – TRC Planner

Thomas and his team were focused on the latest changes to the RMA –and understanding the implications for the Regional Plan. They'd spent yesterday busily adding in provisional new regulations to their system and today would be about linking each regulation to the relevant activities and locations, and fielding questions from external and internal stakeholders.

Consent and compliance colleagues would already be notified of the pending changes. Their systems shared the same information. Automatic notifications meant existing consent holders, or at least those who had signed up to this service, were sent a notification of any pending regulation changes. Thomas decided to allocate a few extra staff to the TRC chat service and to social media channels. It might get quite noisy later today!

The outreach plan for these changes was being worked through with the Communications and Engagement team. Most stakeholder groups were happy to attend the overview webinar then follow up on TRC Chat with any specific questions. But there were a few groups that still appreciated a more personal touch. The iwi monitors met regularly, and Thomas was scheduled to present at the next one, to be held at Waikawa Marae. He had a video conference call scheduled at 4pm with the group's kaiwhakarite Tania.

Meanwhile, comments and feedback were already starting to accumulate in the stakeholder portal. It was going to be a hectic week.

#### Mary – TRC Technology Manager

Mary was just about to attend an IRIS user group meeting when she received an automatic support alarm. The TRC integration service couldn't see the IRIS system and the queue of updates was rapidly growing. Mary could see via her mobile app that the team were already on to it. Looked like a network issue. Since the integration queue existed to manage just such an eventuality, and everything would start flowing again when the block was removed, Mary was unconcerned.

The IRIS Next Gen user group meeting was very useful. RSHL had a new major release planned that would sharpen up further alignment with third party regulations management systems. Mary was keen to bring under the one portal a few remaining outlying services. There was also talk (and much enthusiasm) for the potential to use third party digital authentication services, and remove the RealME monopoly.

In the afternoon Mary considered a contract renewal for their provider of virtual room equipment. She would survey the executive team to see whether they felt TRC was getting value for money. So much of TRC leant on this service, and she suspected approval for roll over was the recommendation to make. Given how much smaller the overall ICT footprint was these days, following a major programme of retirements following IRIS NG, the budget was there to cover it.

#### Svetlana – TRC Environmental scientist

Svetlana had an interesting day ahead. In the morning she would be out in the hill country sampling water from a newly established tributary to the Patea River, south of the dam. It seems from recent aerial images local farmers might already be taking advantage.

In the afternoon she'd return to the office and get the samples processed. In the long run, she suspected she'd be recommending the installation of a permanent remote sensor that would weekly broadcast data. She believed network coverage there allowed for it, although she'd confirm this herself later today.

Hopefully TRC had some of those new sensors in stock, the ones that complied with agreed international standards. Being aligned to a shared standard made data collation and aggregation so much easier back in the office, and it meant the new data feed could be seamlessly added to the central data platform and update the existing ED dashboards, and compared to the results of other regions.

Svetlana joked with a colleague that if only certain measuring devices wore out a little quicker, then we could replace them all with equipment that sent us the data. It wasn't that she minded the travel – but every hour in the car was an hour she wasn't being a scientist.

#### Geraldine – TRC Director

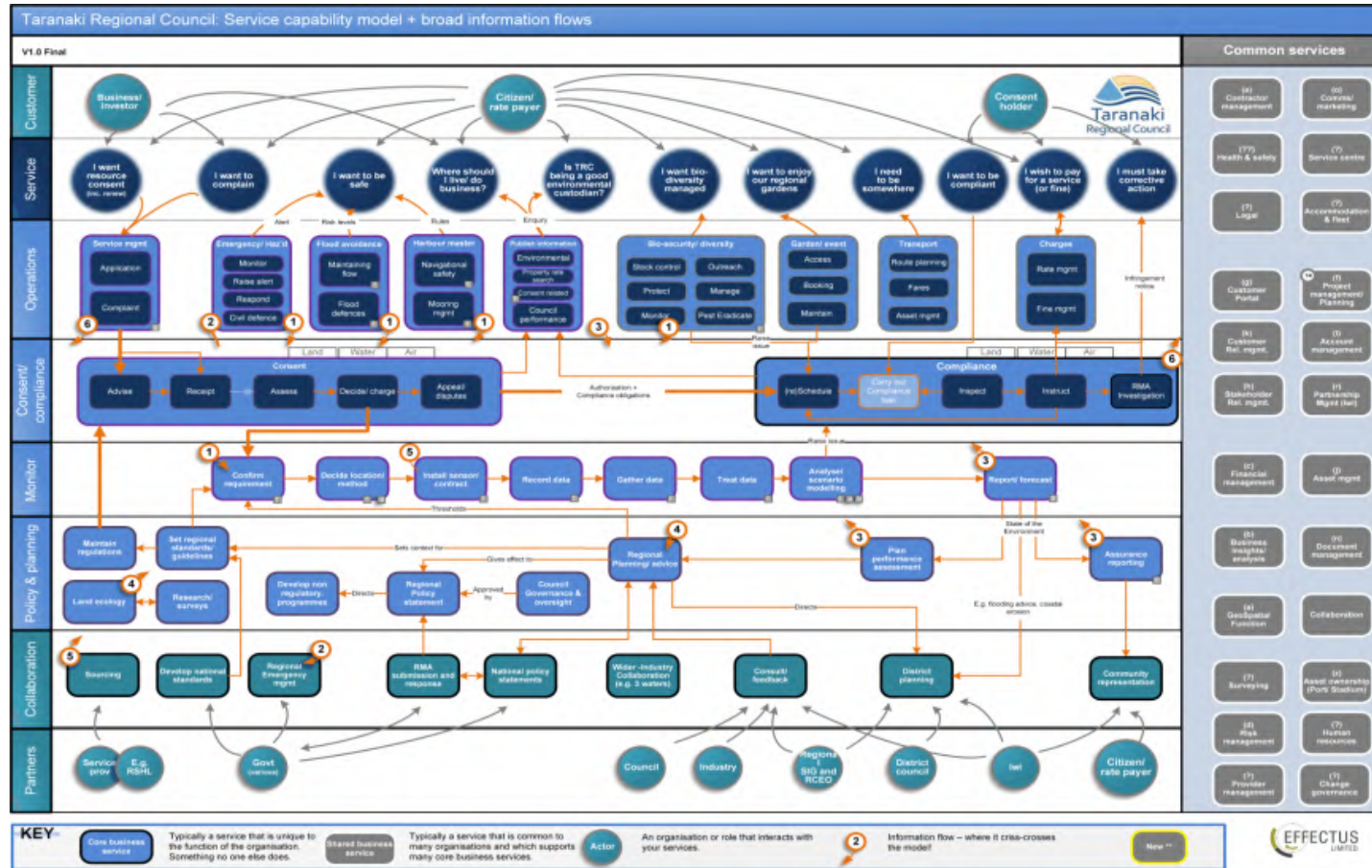
Geraldine was in a good mood. Staff turnover was down 8% in the last three years, and TRC had no trouble attracting high quality staff when it did have a vacancy. Monthly financial reporting, once the bane of Geraldine's life, now took a fraction of the time it used to, plus the numbers were near real time and trusted.

Now that all projects were managed from the same place, it had become cost effective to develop a personalised dashboard, and while there was more to do on this, spend and benefit realisation was being tracked by many eyes now – not just hers. There was talk of expanding this dashboard to cover a range of performance KPIs, with each colleague seeing those relevant to their accountabilities.

Geraldine had received an email yesterday from a colleague who had identified some compliance trends and correlated these to plan outcomes and was on his way to have a chat about it. Because data was more aligned and integrated and staff had the tools to do something with it, TRC was finding out new insights all the time. TRC has certainly gone places in the last five years.

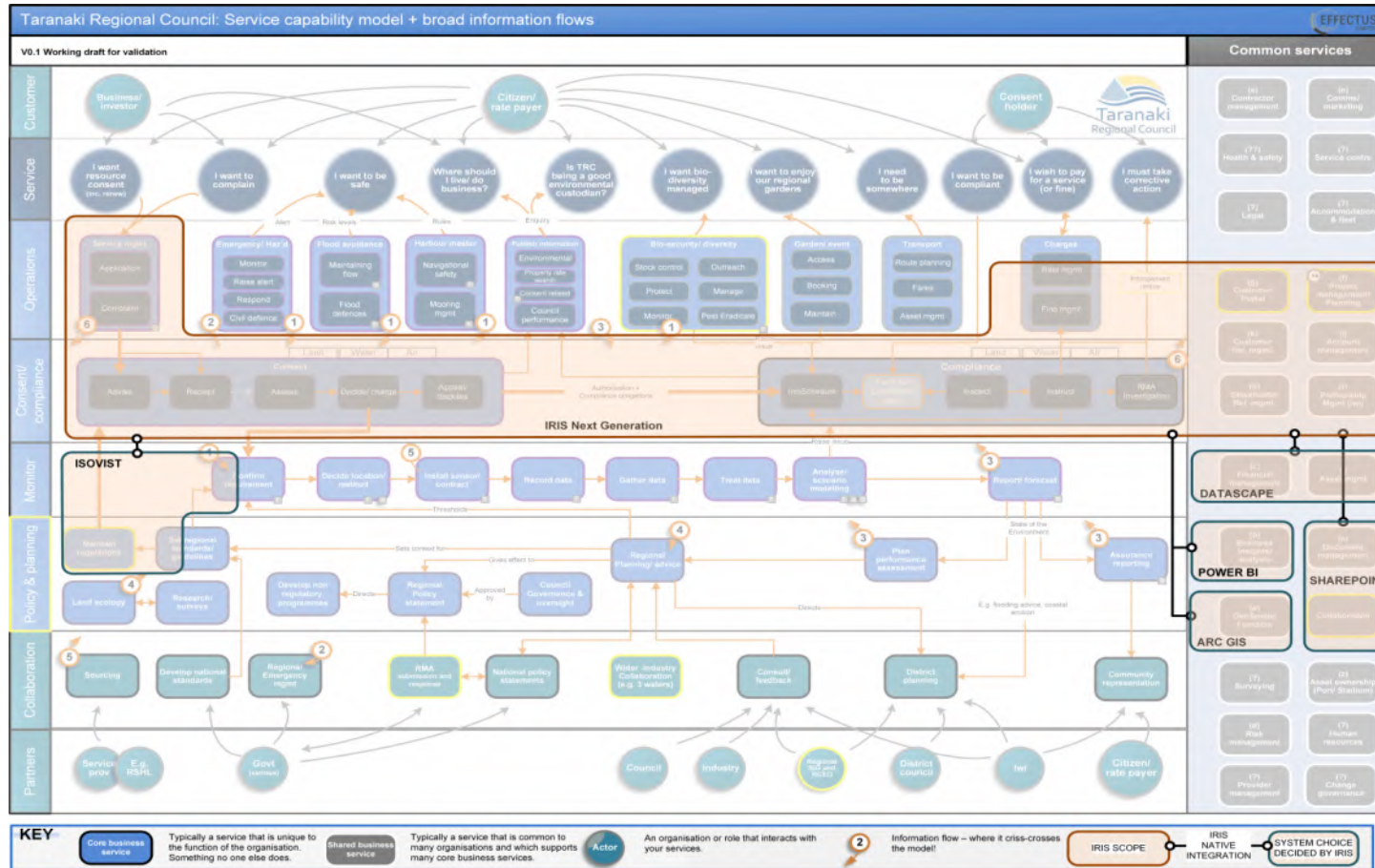
### Appendix 2a: Service capability model

The following summarises the TRC front and back office services. This is a logical view and the lines represent the core flows of information needed between services.

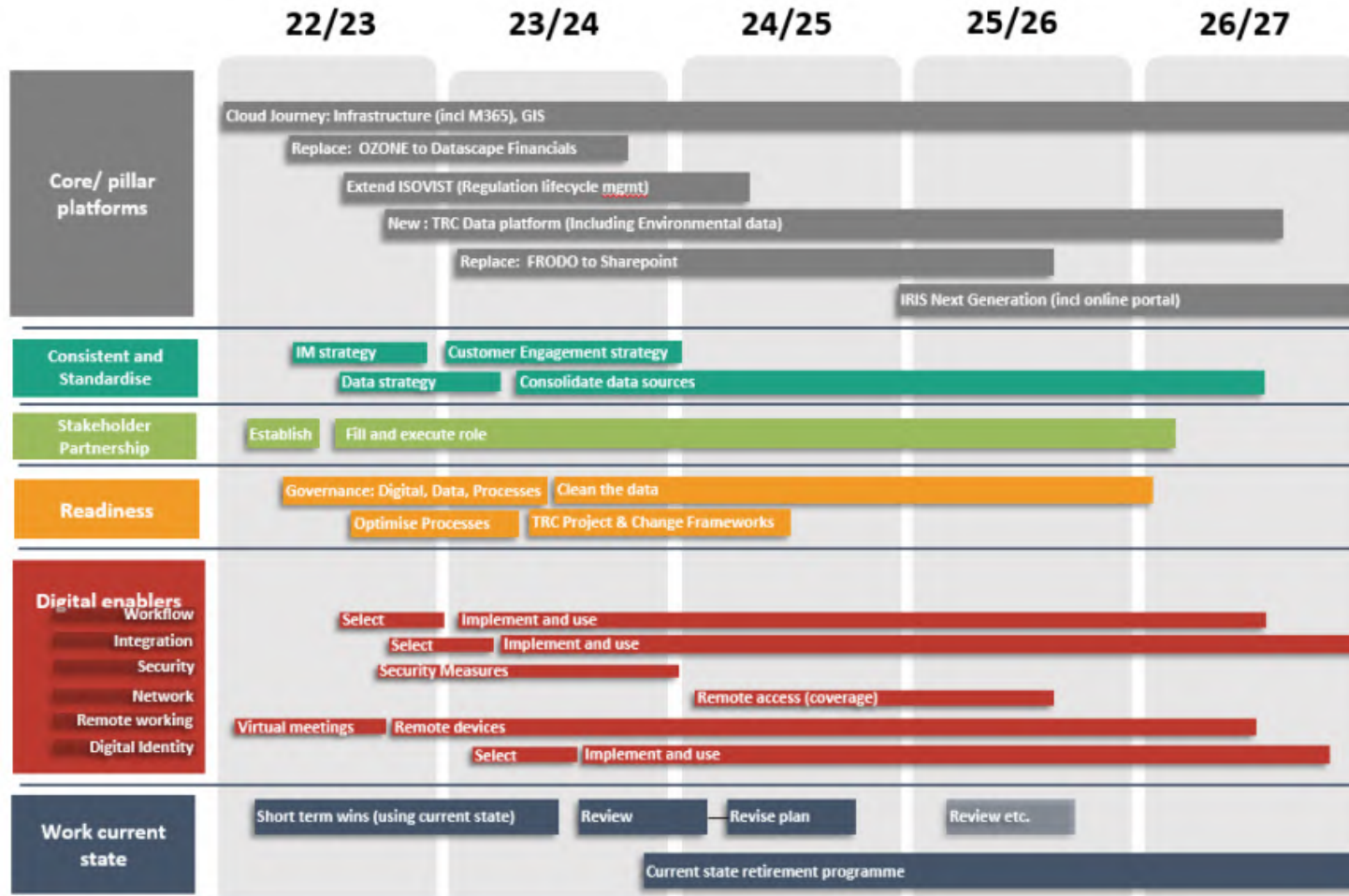


### Appendix 2b: Service capability model – with target state system overlay

The following overlays the target state systems to the service scope, and shows the key points of integration. This model will develop as more of the target state is confirmed through the procurement process.

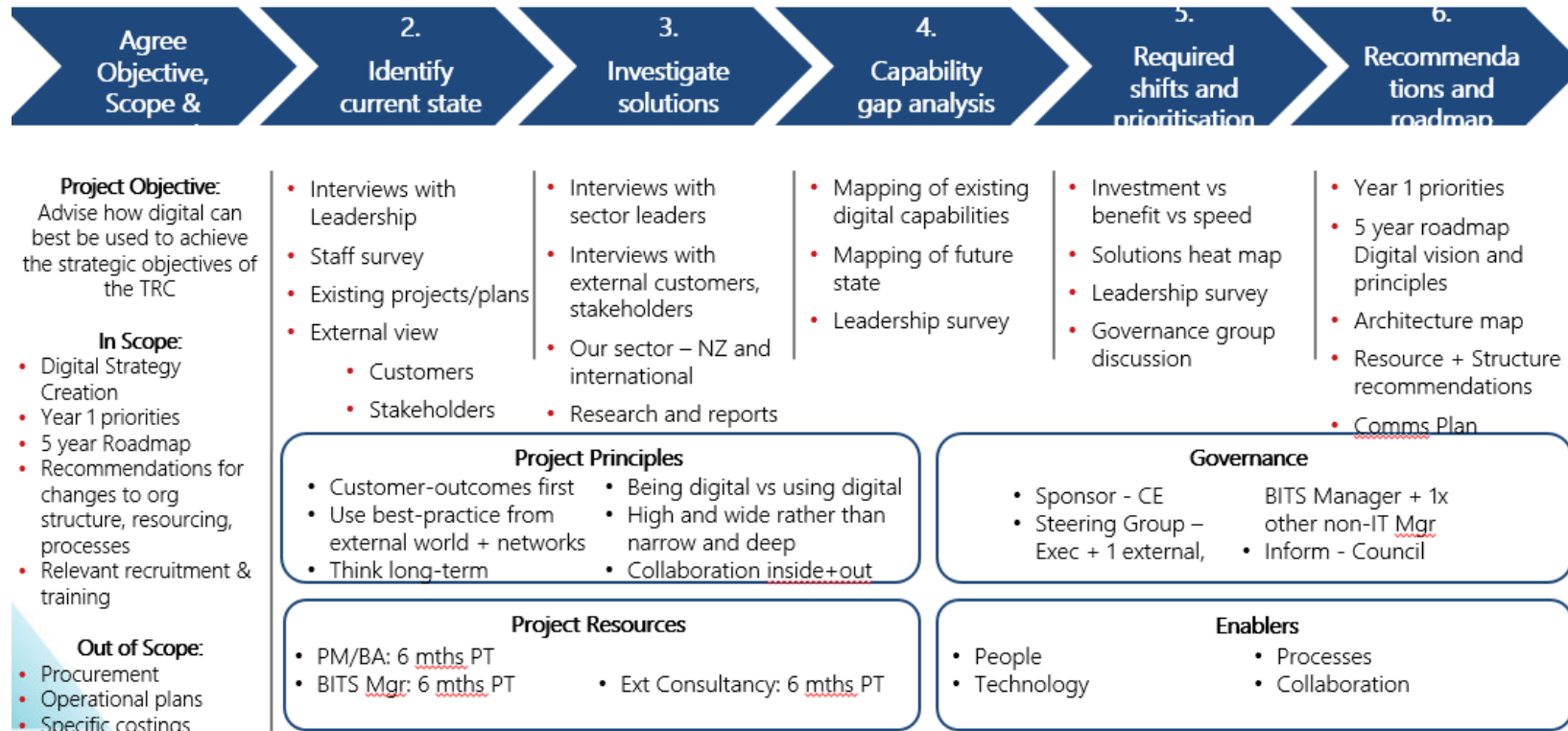


Appendix 3: High level programme of work

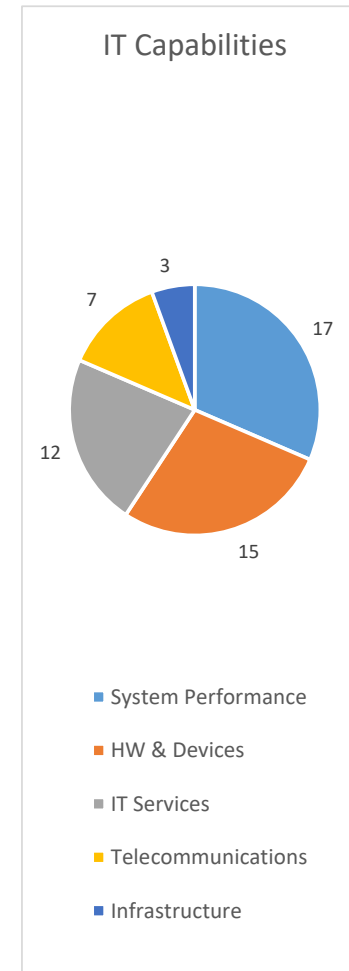
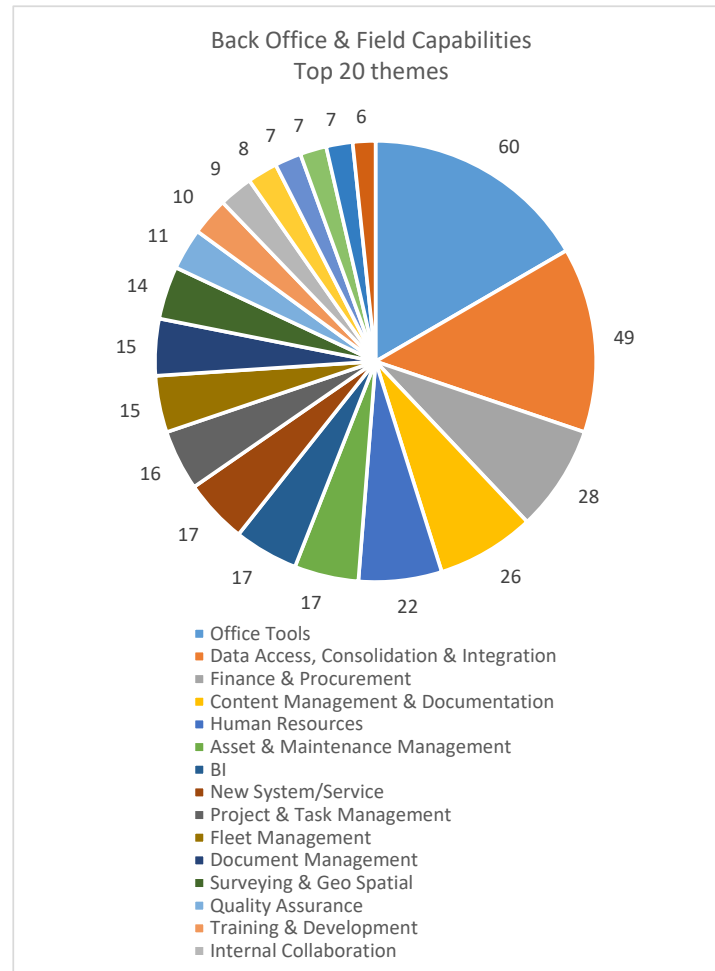
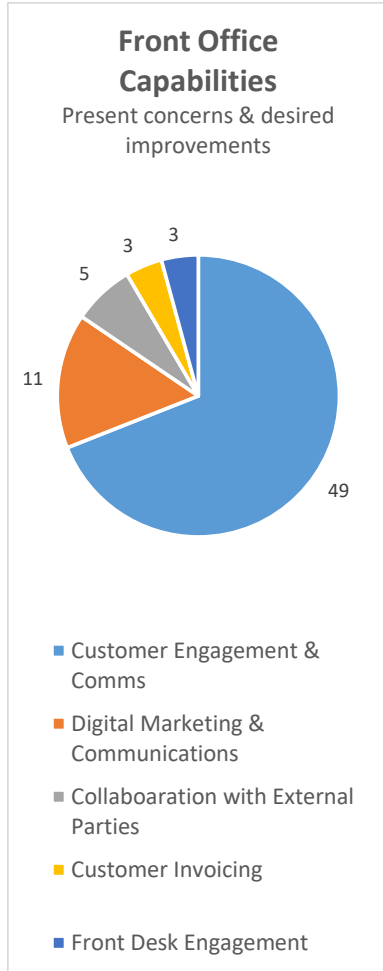


Appendix 4: Digital Strategy Creation Plan

## Digital Strategy - Objective, Scope and Approach

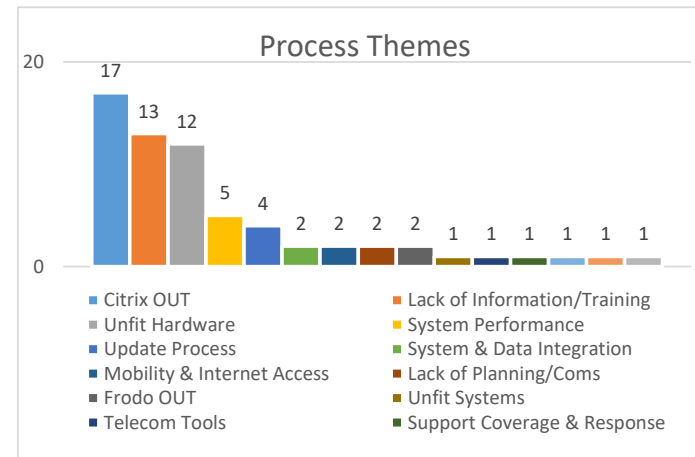
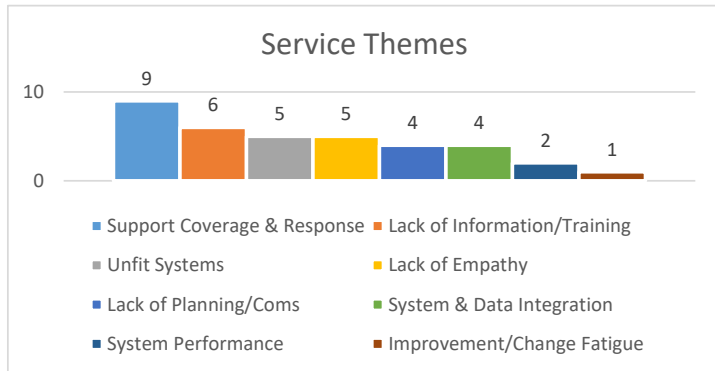
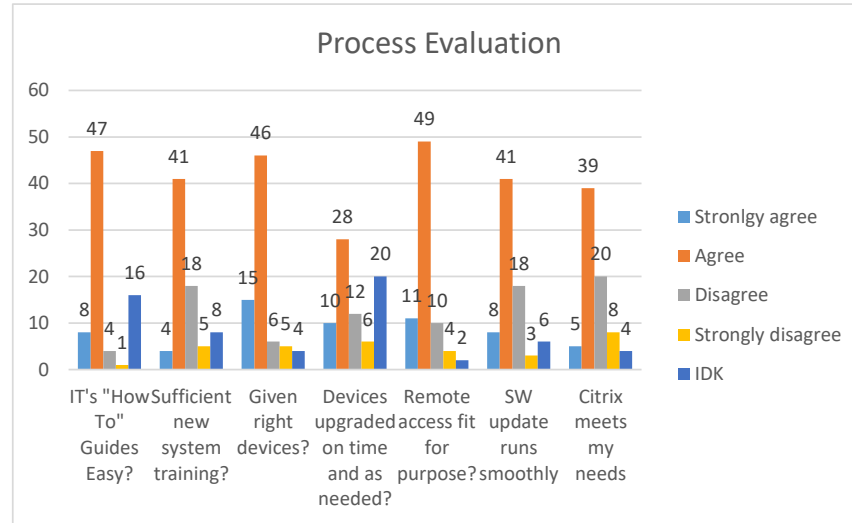
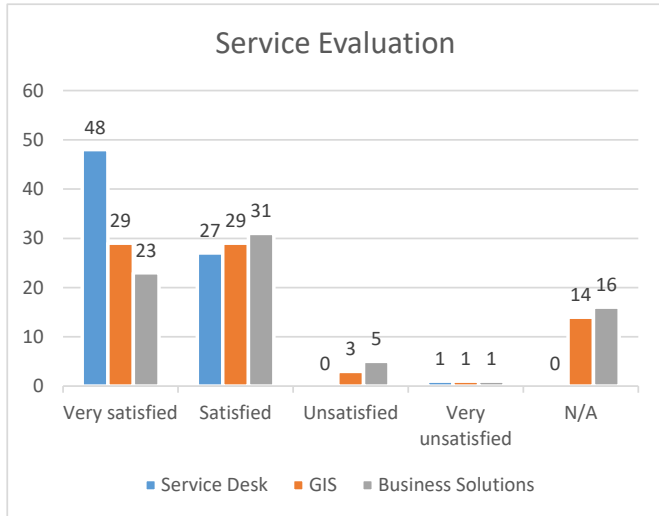


Appendix 5: Current State Results





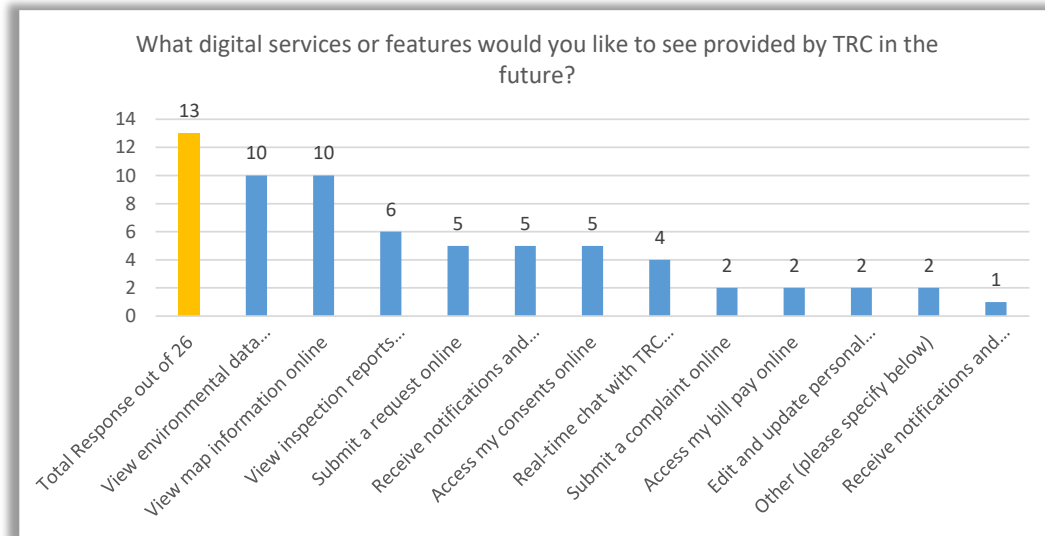
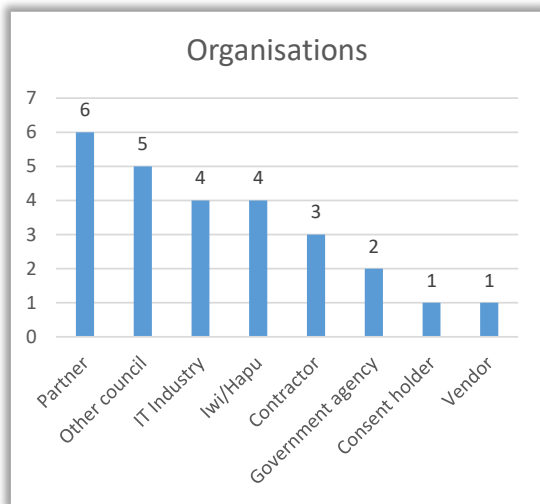
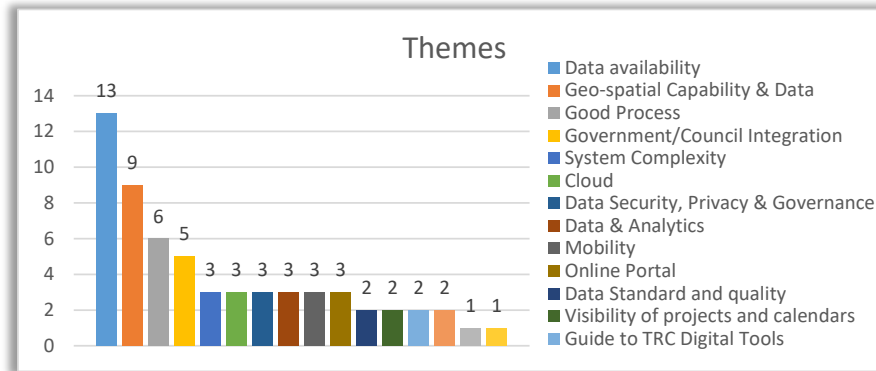
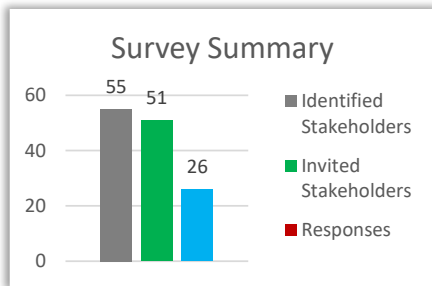
Appendix 6: Staff Survey Results







## Appendix 7: Customer Survey Results



## Appendix 8: TRC System Glossary

---

<b>BCP</b>	Business Continuity Planning/Plan
<b>BITS</b>	Business, Information and Technology Services.
<b>Cloud</b>	A system that is not hosted internally by TRC but by an external vendor
<b>Datascape</b>	Cloud-based financial software application
<b>Frodo</b>	Document management system currently in use
<b>IM</b>	Information Management Acronym
<b>IRIS</b>	Main consent system used by TRC. Developed by RSHL.
<b>IRIS NG</b>	Iris Next Generation is the planned upgraded version of IRIS utilising Datascape cloud technology.
<b>Isovist</b>	Planning software application using map views (Geo-spatial)
<b>M365</b>	Microsoft's cloud service of Office suite. This contains the use of Office applications along with a new set of security and other tools.
<b>NIST</b>	National Institute of Standards & Technology of the United States.
<b>ReCoCo</b>	Special project delivery arm of RSHL
<b>RSHL</b>	Regional Software Holdings Limited. Regional sector shared service organisation
<b>SharePoint</b>	Microsoft's SharePoint portal system used for document management and internal collaboration
<b>Ozone</b>	Current financial system used by TRC.

---

## Executive Audit and Risk Meeting Public Excluded

In accordance with section 48(1) of the *Local Government Official Information and Meetings Act 1987*, resolves that the public is excluded from the following part of the proceedings of the Executive Audit and Risk Meeting on Tuesday 13 February 2023 for the following reason/s:

### Item 10 – Confirmation of Public Excluded Executive, Audit and Risk Minutes – December 2022

That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information where the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; and/or enable any local authority holding the information to carry out, without prejudice, commercial activities.

### Item 11 – Yarrow Stadium Plus: Project Steering Group Report

The matter to be considered while the public is excluded, the reason for passing this resolution in relation to the matter, and the specific grounds under section 48(1) of the *Local Government Official Information and Meetings Act 1987* are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Yarrow Stadium Plus: Project Steering Group Report	<p>To enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities.</p> <p>To enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</p>	<p>That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7 (2) (h) and (2) (i) of the <i>Local Government Official Information and Meetings Act 1987</i>.</p>

## Item 12 -Port Taranaki Ltd Directorship

The matter to be considered while the public is excluded, the reason for passing this resolution in relation to the matter, and the specific grounds under section 48(1) of the *Local Government Official Information and Meetings Act 1987* are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Port Taranaki Limited - Appointment of Directors.	To protect the privacy of natural persons, including that of deceased natural persons.	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7 (2) (a) of the <i>Local Government Official Information and Meetings Act 1987</i> .

## Item 13 - Regional Software Holdings Limited (RSHL) Appointment of Directors

The matter to be considered while the public is excluded, the reason for passing this resolution in relation to the matter, and the specific grounds under section 48(1) of the *Local Government Official Information and Meetings Act 1987* are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
Regional Software Holdings Limited (RSHL) - Appointment of Directors.	To protect the privacy of natural persons, including that of deceased natural persons.	That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 7 (2) (a) of the <i>Local Government Official Information and Meetings Act 1987</i> .

## AGENDA AUTHORISATION

Agenda for the Executive, Audit and Risk Committee meeting held on Monday 13 February 2022.

Approved:



3 Feb, 2023 3:13:27 PM GMT+13

M J Nield  
**Director - Corporate Services**



3 Feb, 2023 6:43:44 AM GMT+13

S J Ruru  
**Chief Executive**