



AGENDA

Executive, Audit & Risk

Monday 8 May 2023, 10am

Executive Audit and Risk Committee

08 May 2023 10:00 AM



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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 8 May 2023

Subject: **Executive, Audit and Risk Committee Minutes – 27 March 2023**

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

Document: 3167402

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 27 March at 10am
- b) notes the recommendations therein were adopted by the Taranaki Regional Council on Tuesday 4 April 2023.

Matters arising

Appendices/Attachments

Document: 3158221 Minutes Executive Audit and Risk Committee – 27 March 2023



Date Monday 27 March 2023, 10am
Venue: Taranaki Regional Council Boardroom, 47 Cloten Road, Stratford
Document: 3158221

Members	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>
Attending	Mr	M J Nield	Director – Corporate Services
	Ms	R Johnson	Financial Services Manager
	Mrs	M G Jones	Governance Administrator
	Mr	C Woollin	Communications Advisor

Apologies: Mr Bruce Robertson – Yarrow Stadium

1. Confirmation of Minutes Executive Audit and Risk – 13 February 2023

Resolved

That the Taranaki Regional Council:

- a) took as read and confirmed 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 13 February 2023 at 10am
- b) noted the recommendations therein were adopted by the Taranaki Regional Council on Tuesday 28 February 2023.

Hughes/Walker

2. Financial and Operational Report

- 2.1 Mr M J Nield, Director – Corporate Services, spoke to the memorandum to update the committee on the Council’s financial and operational performance.
- 2.2 Councillor Littlewood acknowledged the great work of the Communications team.

Resolved

That the Taranaki Regional Council:

- a) received the Memorandum *Financial Operational Report* and the January 2023 Monthly Financial Report
- b) noted the digital media update
- c) approved the common seal transactions:
 - 2022/03 – Renewal of Lease – Waitara Boating Club
 - 2022/04 – Renewal of Lease – Molten Metals Limited.

Walker/Littlewood

3. Health and Safety

- 3.1 Mr M J Nield, Director – Corporate Services, spoke to the memorandum providing an update on Health and Safety.

Resolved

That the Taranaki Regional Council:

- a) received the January and February 2023 health and safety reports.

Williamson/Jamieson

4. Regional Software Holdings Ltd Draft Statement of Intent for 2024

- 4.1 Mr M J Nield, Director – Corporate Services, spoke to the memorandum for consideration of the Regional Software Holdings Ltd Statement of Intent for the year ending 30 June 2024.
- 4.2 Mr M Nield declared a conflict of interest.

Resolved

That the Taranaki Regional Council:

- a) received and considered Regional Software Holdings Ltd's draft Statement of Intent for the year ending 30 June 2024
- b) provided feedback to the Board of Directors of Regional Software Holdings Ltd.

Cloke/Williamson

10.17 Councillor McIntyre joined the meeting

5. Regional Software Holdings Ltd Six Month Report to Shareholders to 31 December 2022

- 5.1 Mr M J Nield, Director – Corporate Services, spoke to the memorandum providing an update on interim report of the operations and activities of the company for the six months ending 31 December 2022.
- 5.2 Mr M Nield declared a conflict of interest.

Resolved

That the Taranaki Regional Council:

- a) received Regional Software Holdings Ltd's interim report for the six months ended 31 December 2022 including the unaudited financial report.

Cloke/Walker

6. Taranaki Stadium Trust Statement of Intent for the year ended 30 June 2024

- 6.1 Mr M J Nield, Director – Corporate Services, spoke to the memorandum for their consideration of the TST Statement of Intent for the year ending 30 June 2024 and then to provide feedback to the Trustees.
- 6.2 Mr M Nield declared a conflict of interest.

Resolved

That the Taranaki Regional Council:

- a) received and considered Taranaki Stadium Trust draft Statement of Intent for the year ending 30 June 2024
- b) provided feedback to the Trustees of Taranaki Stadium Trust.

Cloke/McIntyre

7. Taranaki Stadium Trust Half year Report to 31 December 2022

- 7.1 Mr M J Nield, Director – Corporate Services, spoke to the memorandum providing and update on interim report of the operations and activities of the company for the six months ending 31 December 2022.
- 7.2 Mr M Nield declared a conflict of interest.

Resolved

That the Taranaki Regional Council:

- a) received the Taranaki Stadium Trust's half-year report for the six months ended 31 December 2022.

Williamson/Hughes

8. Port Taranaki Ltd: Half Year Report to 31 December 2022

- 8.1 Mr M J Nield, Director – Corporate Services, spoke to the memorandum for the members to receive and consider Port Taranaki Ltd report on the operations and activities of the company for the six months ending 31 December 2022.
- 8.2 Councillor Littlewood declared a conflict of interest.

Resolved

That the Taranaki Regional Council:

- a) received the Port Taranaki Ltd report for the six months ended 31 December 2022 including the unaudited financial report
- b) noted the 2023/2024 Port Taranaki Ltd dividends of \$4,000,000 in October 2022 and \$4,000,000 in March 2023.

Walker/McIntyre

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 Committee Meeting on Monday 12 September 2022 for the following reason/s:

Item 13 – Confirmation of Public Excluded Minutes Executive Audit and Risk Committee 13 February 2023

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 14 – Port Taranaki Directorships

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 15 – 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>	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> .

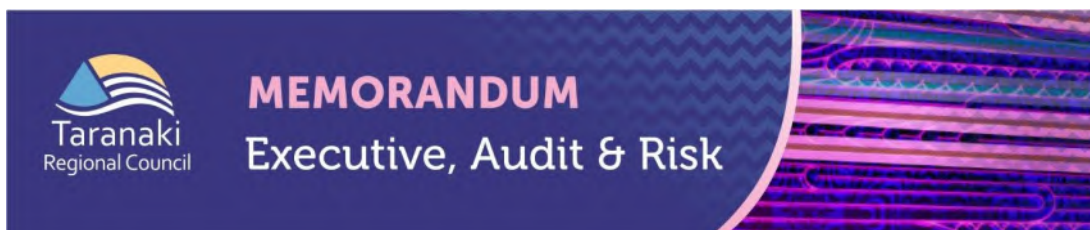
Cloke/Hughes

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 11.14am.

Executive, Audit and Risk

Committee Chairperson: _____

M J Cloke



Date 8 May 2023

Subject: **Financial and Operational Report**

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

Document: 3162567

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 February 2023 Monthly Financial Report
- b) notes the digital media update

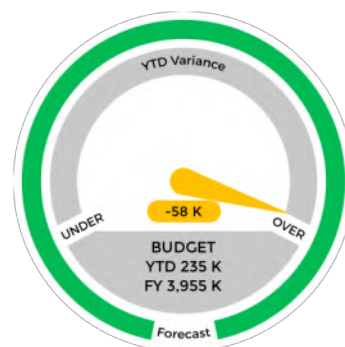
Background

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.

Discussion

3. Attached is the Monthly Financial Report for February 2023.
4. 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.

5. 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.
6. 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 an improving trend and a red down arrow indicates a deteriorating trend.
7. 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.
8. Financially, the Council is in-line with the estimates established for 2022/2023 in the *2022/2023 Annual Plan*.
9. At 28 February 2023, the overall financial result is behind budget, mainly due to the Port Taranaki dividend which was received later than planned.
10. Significant income and expenditure variances by activity (plus or minus \$100,000) are:
 - *Resource management planning* - \$140,191 under budget due to staff vacancies and underspend on consultants.
 - *Consent processing and administration* - \$205,856 over budget due to increased demand for resource consents.
 - *Sustainable land management plans and plant supply programme* - \$179,226 over budget due to higher vehicle and overhead expenses.
 - *Enhancement grants* - \$428,755 over budget due to the timing of STRESS expenditure. This is expected to be on budget at year-end.



- *Resource management direct charges revenue* - \$181,614 under budget due to the timing of revenue across departments, except for *Pollution incidents and response* revenue which is expected to remain under budget for the remainder of the year.
- *Towards Predator-Free Taranaki* - \$250,715 under budget. Planning to utilise this underspend to give greater support to landowners later in the year.
- *Biosecurity and biodiversity direct charges revenue* - \$139,346 under budget due to lower pest product and trap sales.
- *Passenger Transport* - \$258,717 over budget because of higher bus contract costs due to inflation and extra bus services.
- *Transport direct charges* - \$274,699 under budget due to the impact of half-price fares.
- *Transport government grants* - \$750,724 over budget due to increased claims because of half-price bus fares and higher bus contract costs.
- *River Control Schemes* - \$101,010 under budget due to lower maintenance costs than expected. These will be completed when required, either as a result of damage, or periodic asset improvements resulting from inspections.
- *Regional Gardens* - \$147,012 over budget to the impact of higher overhead expenses.

Communications and Engagement

11. Communications and engagement activities are delivered across publications, media releases, advertising, digital media, events and through education. Recent points of note are:
 - The website was visited by 23K unique users from 17 March to 21 April 2023 – a 28% increase on the same period the previous year.
 - A social media campaign is underway aiming to increase public awareness of Council services and its role in the community. These consist of short videos created in-house highlighting different Council functions. The first – on [Tūpare](#) – has reached more than 46,000 people and been watched 57,000 times. Videos will be released at regular intervals over the coming months.
 - A programme of public consultation on transport began on 15 March 2023, with public submissions to close on 30 April. There has been an excellent response, with 1,280 comments and survey responses on our [interactive online engagement tool](#) to date. There has been a further 44,000 engagements (likes, comments, shares) on our Facebook posts (this includes paid posts).
 - From 14 March to 21 April the Council issued two media releases, responded to five media inquiries and sent eight EDMs to a combined 9,000 plus people.
 - The team provided marketing and communications to several events including the PredARTor Free Showcase. As at 18 April, this campaign had reached 150,000 people through social media, digital advertising, EDMs, radio interview and print media.
 - Communications on social media and our column in the Midweek/Star about moth plant directly resulted in a large jump in reports and sites being identified and controlled. Further pest plant awareness campaigns are planned off the back of this success.

Social Media

12. We are continuing to experiment with social media content, audiences and channels in order to achieve wide and meaningful engagement. Note figures will fluctuate depending on what campaigns are running each month. In this period, we saw good results for TRC (various campaigns) while PredARTor Free Showcase content has achieved good reach and engagement on TRC, Pukeiti and Towards Predator-Free Taranaki pages.

Facebook pages 14 March – 21 April	Followers	Reach	Engagement
Taranaki Regional Council	6,603	85,996 (up 600% on previous period)	3,200 (organic only)
Taranaki Public Transport	2,065	6,651 (down 71%)	89
Tūpare	2,325	12,018 (down 16%)	142
Pukeiti Facebook	3,565	18,646 (up 95%)	467
Hollard Gardens Facebook	2,695	11,407 (up 5%)	84
Towards Predator-Free Taranaki Facebook	2,632	16,503 (up 187%)	804
Yarrow Stadium Facebook	3,874	2,641 (up 26%)	54
Enviroschools Facebook	685	Not available	81

Other social media platforms

13. The Taranaki Regional Council Instagram page has 1,645 followers and in the last 30 days posts reached 16.8K accounts (up 1,000% on previous 30 days), with engagement of 232 (up 120%). This included paid content for various campaigns.
14. Each regional garden has its own Instagram page with a combined 1,989 followers. In the last 30 days they had a combined reach of 748.
15. The Towards Predator-Free Taranaki Instagram page has 213 followers, with a reach over the past 30 days of 759 (up 374%) and 49 users engaging (up 53%).
16. The Taranaki Regional Council LinkedIn page has 1,401 followers. This is still predominantly job vacancies and occasional updates – a work in progress.

Top Facebook posts –27 January to 13 March 2023		Reach	Engagement
1	To Maryanne Shearman, the sight of kererū flying over native bush represents hope for the taiao. (12 April)	21.1K	484

Top Facebook posts –27 January to 13 March 2023		Reach	Engagement
	Taranaki Regional Council		
2	Our mountain looking amazing this morning! (30 March) Taranaki Regional Council	15.6K	745
3	Awesome day down at the Port Taranaki marina (14 April) Tūpare	14.3K	100
4	We’ve now identified and controlled more than 50 new moth plant sites (2 April) Taranaki Regional Council	7.5K	298
5	What does the road ahead hold for transport in Taranaki? (15 March) (Organic post only) Taranaki Regional Council	6.1K	171
6	Following on from the Seaweeek celebrations... Patea Reef (17 March) Taranaki Regional Council	5.5K	277
7	Taranaki Enviroschools have teamed up with Dairy Trust Taranaki to inspire tamariki through on-farm learning experiences.(22 March) Taranaki Regional Council	3.8K	77
8	Are you an aspiring young artist aged between 5-18 looking for the chance to exhibit your work? (27 March) Pukeiti	3.4K	108
9	What do you think about speeds on local roads in Taranaki? (29 March) Taranaki Regional Council	3K	90
10	We love this photo of nature celebrating Easter at Tūpare (7 April) Taranaki Regional Council	2.8K	104

Financial considerations—LTP/Annual Plan

- 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

18. 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

19. 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

20. 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

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

Appendices/Attachments

Document 3158231: February Financial Report



FEBRUARY 2023

MONTHLY FINANCIAL REPORT

TARANAKI REGIONAL COUNCIL










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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:
\$27.1M	\$3356.4K under budget 	\$27.9M	\$885.6K over budget 	\$-0.8M	\$4.2M behind budget 
Against a YTD budget of \$30.4M and a full year budget of \$46.6M.		Against a YTD budget of \$27.0M and a full year budget of \$47.5M.		Against a YTD budget of \$3.4M 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 28 February 2023, the overall financial result is behind budget, mainly due to the Port Taranaki Limited dividend being received later (March 2023) than planned.

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 an 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.

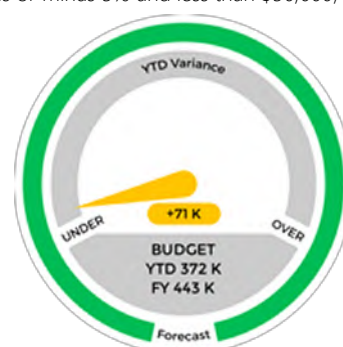
For each Group of Activities:

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 an 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

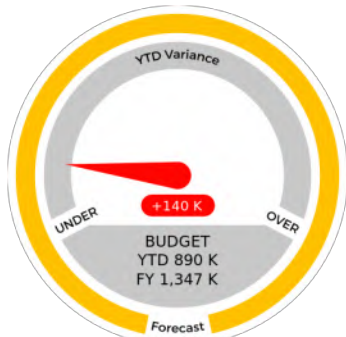
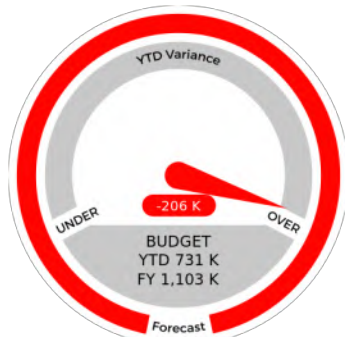
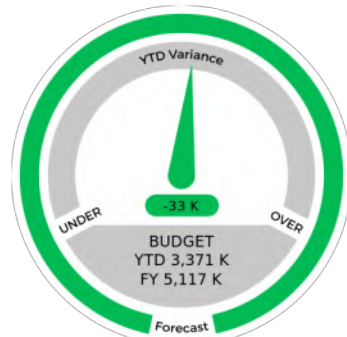
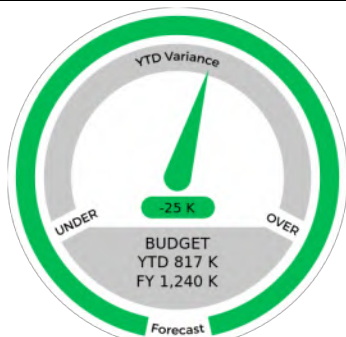
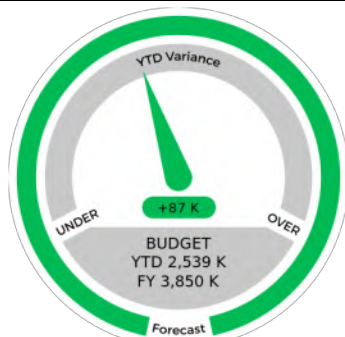
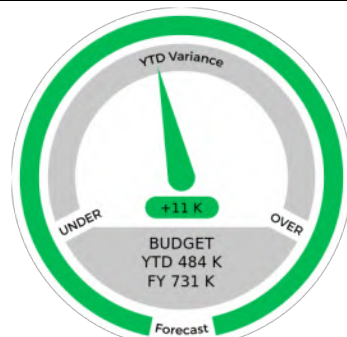
This statement summarises performance against budget for the month and for the year to date.

	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Cost of services							
Resource management	1,561,727	1,376,271	-185,456	12,522,922	11,889,754	-633,168	23,726,046
Biosecurity and biodiversity	622,225	582,516	-39,709	4,474,839	4,777,276	302,437	8,012,037
Transport	707,805	515,873	-191,932	4,400,157	4,178,927	-221,230	6,407,534
Hazard management	101,477	86,144	-15,333	601,165	714,016	112,851	1,097,123
Recreation culture and heritage	891,749	806,598	-85,151	4,043,387	3,896,375	-147,012	5,633,158
Regional representation advocacy and investment management	243,645	157,959	-85,686	1,533,781	1,442,505	-91,276	2,128,388
Total operating expenditure	4,128,629	3,525,361	-603,268	27,576,250	26,898,853	-677,397	47,004,286
Revenue from exchange transactions							
Direct charges revenue	108,591	333,605	-225,014	2,964,155	3,536,400	-572,245	5,048,875
Rent revenue	137,679	110,000	27,679	1,094,087	880,000	214,087	1,260,000
Dividends	0	4,000,000	-4,000,000	4,000,000	8,000,000	-4,000,000	8,000,000
Revenue from non-exchange transactions							
General rates revenue	2,950,334	2,950,334	0	8,851,002	8,851,002	0	11,801,335
Targeted rates revenue	1,191,446	1,191,453	-6	3,574,340	3,574,359	-20	4,765,811
Direct charges revenue	277,886	187,111	90,775	2,597,450	3,063,727	-466,277	11,229,886
Government grants	358,887	194,091	164,796	3,119,301	2,303,728	815,573	3,750,071
Vested assets	0	0	0	0	0	0	0
Total income	5,024,823	8,966,594	-3,941,771	26,200,334	30,209,216	-4,008,882	45,855,978
Operating surplus/(deficit) before finance income/expenses & taxation	896,194	5,441,233	-4,545,039	-1,375,917	3,310,363	-4,686,280	-1,148,308
Finance income	112,117	47,043	65,074	861,775	209,271	652,504	655,659
Finance expense	-35,823	-30,377	5,446	-284,114	-75,943	208,171	-455,659
Net finance expense	76,294	16,666	59,628	577,662	133,328	444,334	200,000
Operating surplus before taxation	972,488	5,457,899	-4,485,411	-798,255	3,443,691	-4,241,946	-948,308
Other gains/losses							
Gains/(losses) on revaluation of properties	0	0	0	0	0	0	0
Operating surplus before taxation	972,488	5,457,899	-4,485,411	-798,255	3,443,691	-4,241,946	-948,308
Income tax expense	0	0	0	0	0	0	10,000
Surplus/(deficit) for the period	972,488	5,457,899	-4,485,411	-798,255	3,443,691	-4,241,946	-958,308
Other comprehensive income							
Revaluation of property, plant and equipment	0	0	0	0	0	0	0
Other comprehensive income, net of tax	0	0	0	0	0	0	0
Operating surplus/(deficit)	972,488	5,457,899	-4,485,411	-798,255	3,443,691	-4,241,946	-958,308

Resource management

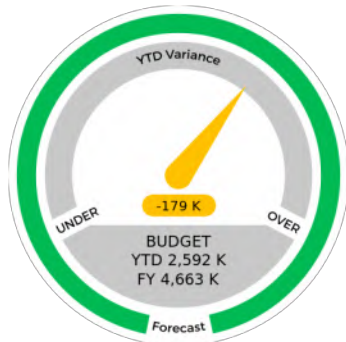
Financial performance

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:
\$4.8M	\$116.3K under budget ↓	\$12.5M	\$633.2K over budget ↓
Against a YTD budget of 4.9M and a full year budget of 13.1M.		Against a YTD budget of 11.9M and a full year budget of 23.7M.	

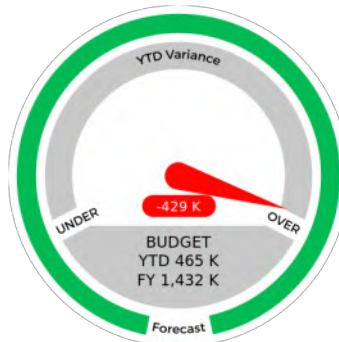
Operating Expenditure by Activity					
 <p>Resource management planning</p>		 <p>Consent processing and administration</p>		 <p>Compliance monitoring programmes</p>	
 <p>Pollution incidence and response</p>		 <p>State of the environment monitoring</p>		 <p>Resource investigations and projects</p>	

RESOURCE MANAGEMENT

Operating Expenditure by Activity



Sustainable land management plans and plant supply programme



Enhancement grants

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:

Resource management planning - \$140,191 under budget due to staff vacancies and underspend on consultants.

Consent processing and administration - \$205,856 over budget due to increased demand for resource consents.

Sustainable land management plans and plant supply programme - \$179,226 over budget due to higher vehicle and overhead expenses.

Enhancement grants - \$428,755 over budget due to the timing of STRESS expenditure. This is expected to be on budget at year end.

Direct Charges Revenue - \$181,614 under budget due to the timing of revenue across departments, except for Pollution incidents and response revenue which is expected to remain under budget for the remainder of the year.

RESOURCE MANAGEMENT

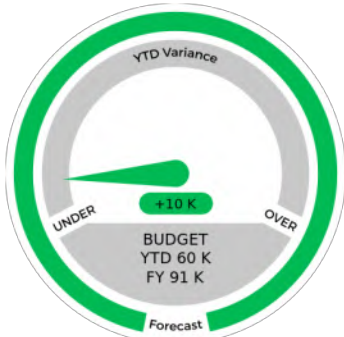
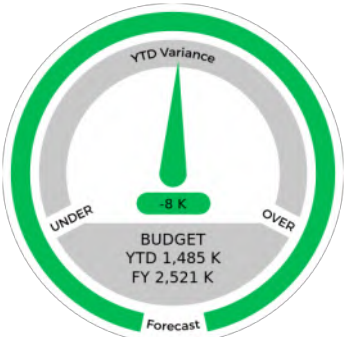
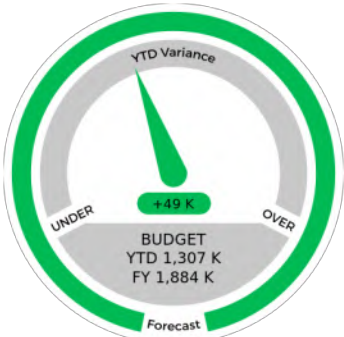
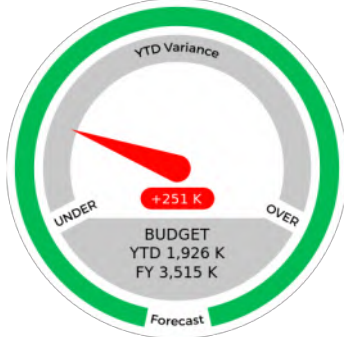
Cost of services statement

RESOURCE MANAGEMENT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Resource management planning	98,370	106,152	7,782	749,330	889,521	140,191	1,347,377
Consent processing and administration	130,014	84,885	-45,129	937,122	731,266	-205,856	1,103,337
Compliance monitoring programmes	452,485	402,578	-49,907	3,404,168	3,370,987	-33,181	5,116,784
Pollution incidents and response	113,094	97,485	-15,609	841,834	817,301	-24,533	1,240,059
State of the environment monitoring	317,845	304,287	-13,558	2,452,204	2,539,490	87,286	3,850,072
Resource investigations and projects	71,802	58,169	-13,633	473,546	484,478	10,932	730,565
Sustainable land management plans and plant supply programme	348,380	274,140	-74,240	2,771,082	2,591,856	-179,226	4,662,752
Waitara River catchment	0	0	0	25	0	-25	4,243,214
Enhancement grants	29,737	48,575	18,838	893,610	464,855	-428,755	1,431,886
Total expenditure	1,561,727	1,376,271	-185,456	12,522,922	11,889,754	-633,168	23,726,046
Income							
General rates	528,698	528,698	0	3,698,492	3,698,492	0	5,676,920
Direct charges	372,839	383,484	-10,645	4,012,138	4,193,752	-181,614	12,019,971
Government grants	0	0	0	816,299	751,000	65,299	1,116,000
Transfer from reserves	0	0	0	0	0	0	0
Transfer to reserves	-71,240	0	-71,240	-608,939	0	-608,939	-70,000
Investment funds	731,430	464,089	267,341	4,604,932	3,246,509	1,358,423	4,983,155
Total income	1,561,727	1,376,271	185,456	12,522,921	11,889,753	633,168	23,726,046
Operating surplus/(deficit)	0	0	0	0	-1	-1	0

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	\$139.3K under budget ↓	\$4.5M	\$302.4K under budget ↓
Against a YTD budget of 1.5M and a full year budget of 2.9M.		Against a YTD budget of 4.8M 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</p> <p>YTD Variance</p> <ul style="list-style-type: none"> ■ < 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 biosecurity and biodiversity expenditure is under budget. Material activity variances (> or < than \$100,000) are:

Towards Predator Free Taranaki - \$250,715 under budget. Planning to utilise this underspend to give greater support to landowners later in the year.

Direct Charges - \$139,346 under budget 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 \$
Expenditure							
Biosecurity and biodiversity planning	6,516	7,212	696	49,876	60,371	10,495	91,458
Biosecurity/pest management	237,092	178,965	-58,127	1,492,185	1,484,653	-7,532	2,521,459
Biodiversity	143,087	160,694	17,607	1,257,834	1,306,594	48,760	1,884,343
Towards Predator-Free Taranaki	235,531	235,645	114	1,674,943	1,925,658	250,715	3,514,777
Total expenditure	622,225	582,516	-39,709	4,474,839	4,777,276	302,437	8,012,037
Income							
General rates	299,740	299,740	0	1,763,465	1,763,465	0	2,614,240
Direct charges	4,023	19,667	-15,644	1,326,509	1,465,855	-139,346	2,853,038
Transfer from reserves	0	0	0	0	0	0	250,000
Transfer to reserves	0	0	0	0	0	0	0
Investment funds	318,463	263,109	55,354	1,384,865	1,547,956	-163,091	2,294,759
Total income	622,225	582,516	39,709	4,474,839	4,777,276	-302,437	8,012,037
Operating surplus/(deficit)	0	0	0	0	0	0	0

Transport

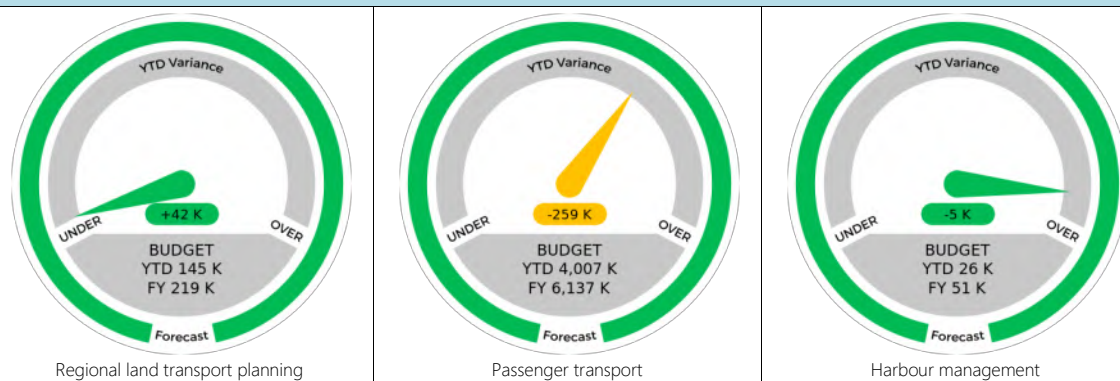
Financial performance

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:
\$2.8M	\$475.6K over budget ↑	\$4.4M	\$221.2K over budget ↓
Against a YTD budget of 2.3M and a full year budget of 3.8M.		Against a YTD budget of 4.2M and a full year budget of 6.4M.	

Operating Expenditure by Activity



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 over budget. Material activity variances ($>$ or $<$ than \$100,000) are:

Passenger Transport - \$258,717 over budget because of higher bus contract costs due to inflation and extra bus services.

Direct Charges - \$274,699 under budget due to the impact of half price fares.

Government Grants - \$750,724 over budget due to increased claims because of half price fares and higher bus contract costs.

TRANSPORT

Cost of services statement

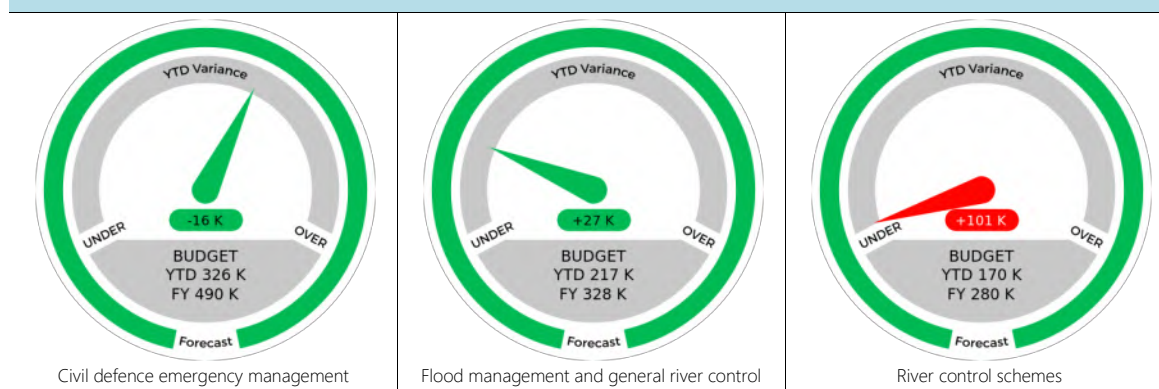
TRANSPORT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Regional land transport planning	19,273	17,508	-1,765	103,110	145,253	42,143	219,484
Passenger transport	688,532	497,865	-190,667	4,265,891	4,007,174	-258,717	6,137,050
Harbour management	0	500	500	31,156	26,500	-4,656	51,000
Total expenditure	707,805	515,873	-191,932	4,400,157	4,178,927	-221,230	6,407,534
Income							
General rates	-122,214	-122,214	0	266,473	266,473	0	433,062
Targeted rates	456,876	456,876	0	1,370,629	1,370,628	1	1,827,505
Direct charges	75,173	94,399	-19,226	480,493	755,192	-274,699	1,132,757
Government grants	358,887	194,091	164,796	2,303,002	1,552,728	750,274	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	-60,917	-107,279	46,362	-20,440	233,906	-254,346	380,139
Total income	707,805	515,873	191,932	4,400,157	4,178,927	221,230	6,407,534
Operating surplus/(deficit)	0	0	0	0	0	0	0

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	\$0.6K over budget ↑	\$0.6M	\$112.9K under budget ↓
Against a YTD budget of 0.0M and a full year budget of 0.0M.		Against a YTD budget of 0.7M and a full year budget of 1.1M.	

Operating Expenditure by Activity



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. Material activity variances (> or < than \$100,000) are:

River Control Schemes – under budget by \$101,010 due to lower maintenance costs than expected. These will be completed if and when required, either as a result of damage, or periodic asset improvements resulting from inspections.



HAZARD MANAGEMENT

Cost of services statement

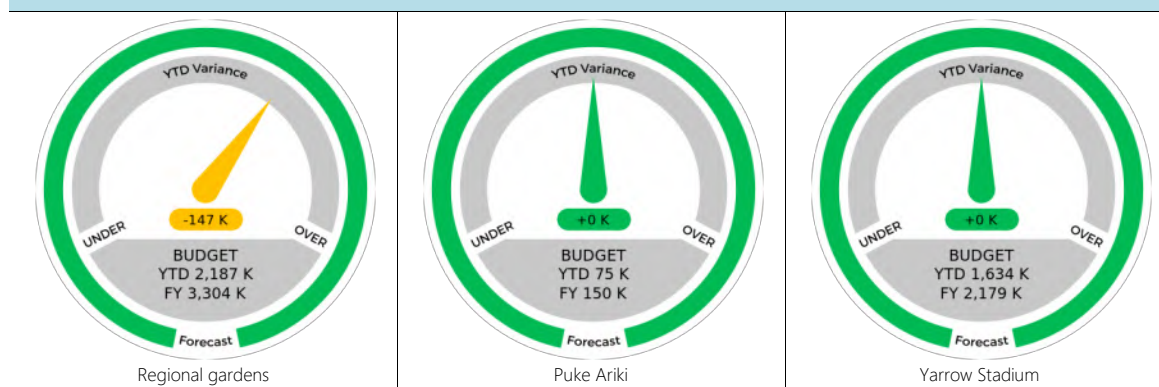
HAZARD MANAGEMENT							
	Month			Year to date			2022/2023
	Actual \$	Budget \$	Variance \$	Actual \$	Budget \$	Variance \$	Budget \$
Expenditure							
Civil defence emergency management	61,588	40,800	-20,788	342,047	326,400	-15,647	489,600
Flood management and general river control	30,423	25,767	-4,656	189,740	217,228	27,488	327,965
River control schemes	9,466	19,577	10,111	69,378	170,388	101,010	279,558
Total expenditure	101,477	86,144	-15,333	601,165	714,016	112,851	1,097,123
Income							
General rates	22,348	-44,838	67,186	175,287	108,101	67,186	249,385
Targeted rates	189,909	189,910	-1	569,728	569,730	-2	759,637
Direct charges	29	0	29	579	0	579	0
Government grants	0	0	0	0	0	0	0
Transfer from reserves	0	0	0	57,073	0	57,073	0
Transfer to reserves	-171,325	0	-171,325	-500,733	0	-500,733	(52,536)
Investment funds	80,085	-39,359	119,444	357,938	94,892	263,046	218,909
Total income	121,046	105,713	15,333	659,872	772,723	-112,851	1,175,395
Operating surplus/(deficit)	19,569	19,569	0	58,707	58,707	0	78,272

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:
\$0.2M	\$16.0K over budget 	\$4.0M	\$147.0K over budget 
Against a YTD budget of 0.1M and a full year budget of 0.2M.		Against a YTD budget of 3.9M and a full year budget of 5.6M.	

Operating Expenditure by Activity



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. Material activity variances (> or < than \$100,000) are:

Regional Gardens – over budget by \$147,012 due to the impact of higher overhead expenses than planned.

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 \$
Expenditure							
Regional gardens	347,082	261,931	-85,151	2,334,386	2,187,374	-147,012	3,304,489
Puke Ariki	0	0	0	75,000	75,000	0	150,000
Yarrow Stadium	544,667	544,667	0	1,634,002	1,634,001	-1	2,178,669
Total expenditure	891,749	806,598	-85,151	4,043,387	3,896,375	-147,012	5,633,158
Income							
General rates	129,947	129,947	0	1,128,472	1,128,472	0	1,725,161
Targeted rates	544,661	544,667	-6	1,633,983	1,634,001	-18	2,178,669
Direct charges	5,417	17,917	-12,500	159,292	143,336	15,956	214,995
Investment funds	211,724	114,067	97,657	1,121,640	990,566	131,074	1,514,333
Total income	891,749	806,598	85,151	4,043,387	3,896,375	147,012	5,633,158
Operating surplus/(deficit)	0	0	0	0	0	0	0

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	\$30.0K under budget ↓	\$1.5M	\$91.3K over budget ↓
Against a YTD budget of 0.0M and a full year budget of 0.1M.		Against a YTD budget of 1.4M 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> <p>YTD Variance</p> <ul style="list-style-type: none"> ■ < 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 regional representation and advocacy expenditure is over 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 \$
Expenditure							
Investment management	34,625	500	-34,125	41,292	4,000	-37,292	6,000
Community engagement	42,189	43,797	1,608	374,753	364,545	-10,208	552,938
Advocacy and response	31,977	32,409	432	241,805	272,414	30,609	412,402
Governance	134,855	81,253	-53,602	875,932	801,546	-74,386	1,157,048
Total expenditure	243,645	157,959	-85,686	1,533,781	1,442,505	-91,276	2,128,388
Income							
General rates	81,546	81,546	0	747,603	747,603	0	1,102,565
Direct charges	235	4,833	-4,598	8,686	38,664	-29,978	58,000
Investment funds	161,864	71,580	90,284	777,491	656,238	121,253	967,823
Total income	243,645	157,959	85,686	1,533,781	1,442,505	91,276	2,128,388
Operating surplus/(deficit)	0	0	0	0	0	0	0

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 \$
Current Assets			
Cash and cash equivalents	2,930,848	427,054	5,361,260
Current portion of investments	24,270,163	-	26,265,052
Trade and other receivables	7,818,375	2,040,000	5,289,916
Inventories	286,006	153,000	286,006
Prepayments	484,541	102,000	283,282
Work in progress	795,825	408,000	223,182
Total current assets	36,585,757	3,130,054	37,708,698
Non-current assets			
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	195,971	2,124,951	348,084
Property plant and equipment	37,907,659	40,486,196	35,810,413
Deferred tax asset	185,656	80,499	185,656
Total non-current assets	111,129,905	133,945,231	100,059,771
Total assets	147,715,662	137,075,285	137,768,469
Current liabilities			
Trade and other payables	10,402,343	5,100,000	9,768,148
Work-in-progress	2,596,960	612,000	1,342,707
Employee entitlements current	1,081,577	1,173,000	1,224,576
Borrowings	4,000,000	-	-
Total current liabilities	18,080,879	6,885,000	12,335,431
Non-current liabilities			
Employee entitlements term	336,080	575,382	336,080
Borrowings	19,500,000	30,000,000	14,500,000
Total non-current liabilities	19,836,080	30,575,382	14,836,080
Total liabilities	37,916,959	37,460,382	27,171,511
Public equity			
Retained earnings	71,278,434	67,557,209	73,129,288
Reserves	32,505,846	26,840,822	31,453,248
Asset revaluation reserves	6,014,422	5,216,872	6,014,422
Total public equity	109,798,703	99,614,903	110,596,958
Total liabilities and equity	147,715,662	137,075,285	137,768,469

Capital expenditure and disposals

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

DESCRIPTION	AMOUNT \$
FlowTracker and Probe	19,941
Office Security System WIP	24,106

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

DESCRIPTION	AMOUNT \$
Toyota Hilux	30,987
Subaru XV x 3	59,483

Local Authorities (Members' Interests) Act 1968

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

CODE	CREDITOR NAME	ADDRESS	DATE ESTABLISHED
4292	Education Perfect Limited	PO Box 6552, Dunedin North	2-Feb-23
4293	Shakespeare Solutions NZ Limited	59 Dalgety Drive, Wiri, Auckland	7-Feb-23
4298	Harbour View Seaside Accommodation	60 Nelson Quay, Ahuriri, Napier	16-Feb-23
4300	Gwen-May Trust	766 Hursthouse Road, RD 9, Inglewood	21-Feb-23
4301	Pans NZ Limited T/A The Victoria Hotel	137 St Andrew Street, Dunedin	21-Feb-23
4302	Event Dynamics	PO Box 128 243, Auckland	21-Feb-23
4303	Stratford Catering Company	42 Brecon Road, Stratford	21-Feb-23
4304	Theta Systems Limited	8-10 Beresford Square, Auckland	21-Feb-23
4305	Shane Jordan Limited	503 East Road, RD 22, Stratford	21-Feb-23
4306	H & K Schrader Trusts T/A Schrader Farms	134 Lower Duthie Road, RD 15, Hawera	21-Feb-23
4307	Quebec Inc TA Transit App	Casgrain, Montreal, Canada	21-Feb-23
4308	Nga Ringawera Otaraua Limited	8 Warre Street, Waitara	21-Feb-23
4309	Te Puke Nurseries	139 Wilson Road South, RD 9, Te Puke	21-Feb-23
4310	The Inglewood Development Trust	PO Box 14, Inglewood	21-Feb-23

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 28 February 2023 that exceeded the budgeted approved delegated authority levels:

DESCRIPTION	AMOUNT \$
Nil	-

Aged debtors analysis

The total debtors outstanding at 28 February 2023 were aged as follows:

DESCRIPTION	AMOUNT \$	PERCENT %
Current balance	5,676,245	86
30 days balance	47,778	1
60 days balance	10,449	0
90 days and over balance	854,607	13
Total debtors	6,589,079	100%

Reserves

As at 28 February 2023 the following reserve balances were held:

DESCRIPTION	AMOUNT \$
Contingency/Disaster Reserve	1,086,000
North Taranaki/Waitara River Control Scheme Reserve	1,831,892
South Taranaki Rivers Control Scheme Reserve	33,089
Dividend Equalisation Reserve	5,240,945
Egmont National Park Control Reserve	713,000
Endowment Land Sales Reserve	2,935,000
Waitara Lands Act 2018 Reserve	20,665,920
Total reserves	32,505,846

Borrowing

The total LGFA borrowing at 28 February 2023 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	5.9
15/04/2027	1,000,000	3.8
15/04/2027	1,500,000	2.6
15/05/2028	3,000,000	5.8
15/05/2028	2,000,000	5.8
20/04/2029	2,000,000	4.3
Total borrowings	23,500,000	3.9*

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

Borrowing limits

Council borrowing against policy limits at 28 February 2023 was as follows:

ITEM	REQUIRED PERFORMANCE	ACTUAL PERFORMANCE
Net Debt/Total Revenue	≤225%	-9.0%
Net Interest/Total Revenue	≤15%	-0.4%
Net Interest/Annual Rates Income	<20%	-1.2%
Liquidity	>110%	217.8%
Debt Cap	\$55 million	\$23.5 million

Bank and investment balances

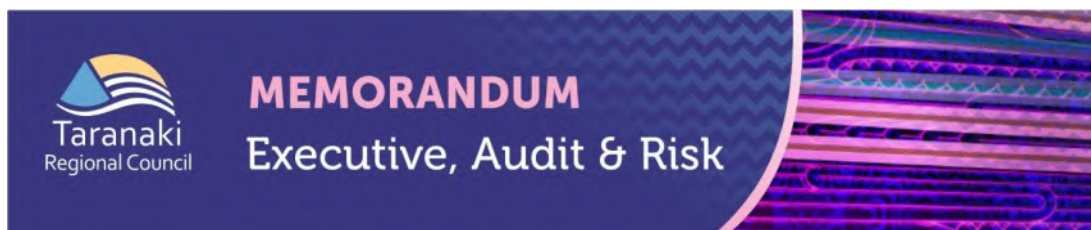
As at 28 February 2023 the following cash, bank and investment balances were held:

	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
BNZ:							
Call Account	9		2,503,517			0.3	On Call
Current Account	1		399,447			0.1	On Call
Waitara Lands Account	0		1,564			0.1	On Call
Waitara Lands Term Investment	2		545,331			4.0	24/05/2023
Waitara Lands Term Investment	5		1,406,095			3.8	8/05/2023
Waitara Lands Term Investment	2		515,887			4.0	30/05/2023
Total BNZ	19	50	5,371,841	30,000,000	AA-		
ASB:							
Cheque Account	0		10			0	On Call
Waitara Lands Term Investment	2		548,662			3.5	30/03/2023
Waitara Lands Term Investment	8		2,211,399			4.6	7/05/2023
Waitara Lands Term Investment	4		1,203,674			4.8	9/05/2023
Waitara Lands Term Investment	16		4,518,832			5.2	30/07/2023
Total ASB	31	50	8,482,578	30,000,000	AA-		
Westpac:							
Waitara Lands Account	0		492			0.1	On Call
Term Investment	6		1,544,330			3.2	31/03/2023
Term Investment	7		2,061,968			4.5	21/03/2023
Waitara Lands Term Investment	10		2,754,359			3.3	06/04/2023
Waitara Lands Term Investment	8		2,330,329			4.7	20/07/2023
Waitara Lands Term Investment	8		2,334,155			4.5	22/06/2023
Total Westpac	40	50	11,025,632	30,000,000	AA-		
TSB:							
Cheque Accounts	0		20,733			0.0	On Call
Call Account	0		5,085			0.5	On Call
Waitara Lands Term Investment	8		2,295,141			5.0	31/07/2023
Total TSB	8	25	2,320,959	15,000,000	A-		

	% OF TOTAL	COUNCIL POLICY % LIMITS	INVESTED \$	COUNCIL POLICY \$ LIMITS	S&P CREDIT RATING	YIELD %	MATURITY DATE
LGFA:							
Borrower Notes x 9	2		487,500	Unlimited	N/A	3.1	Various
Total	100		27,688,510			4.4*	

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

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Date 8 May 2023

Subject: **Health and Safety Report**

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

Document: 3166499

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 March 2023 Health and Safety Report.

Discussion

2. The health and safety report for March 2023 is 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 3163795: March 2023 Health and Safety Report



Health and Safety Dashboard

Reporting Period:

1 – 31 March 2023

Incidents (1 July 2022 – 30 June 2023)

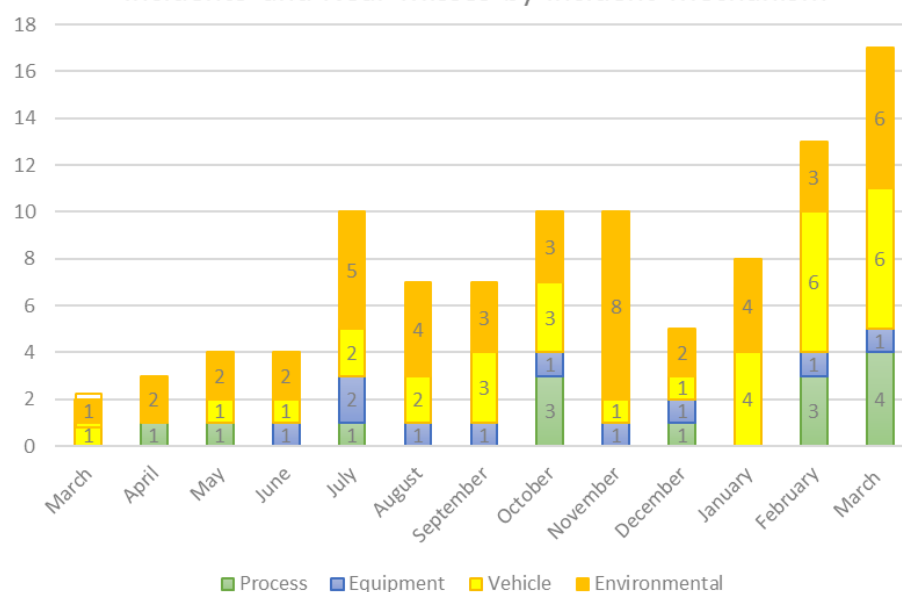
Illness 0 (0)	Incidents 7 (24)	Injury 5 (38)
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ACC Claims 0 (4)	Near Miss 10 (34)	Notifiable 0 (0)
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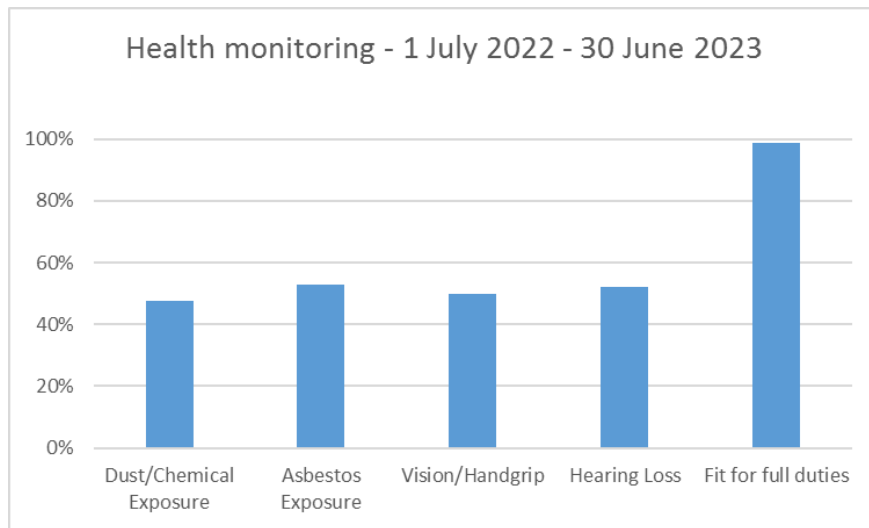
Types of Incidents and Injuries

Slips/Trips/Falls (no injury)	1	No Treatment	2
Sprains/Strains	1	First Aid	5
Cuts/Abrasions	1	Medical Centre	
Bruising	3	Physiotherapy/Osteopath	
Near Miss	10	Hospitalisation	
Vehicle Damage	4		
Insect Stings		Formal Investigation	
Other	2	WorkSafe Investigation	

Incidents and Near Misses by Incident Mechanism



Health and Wellbeing



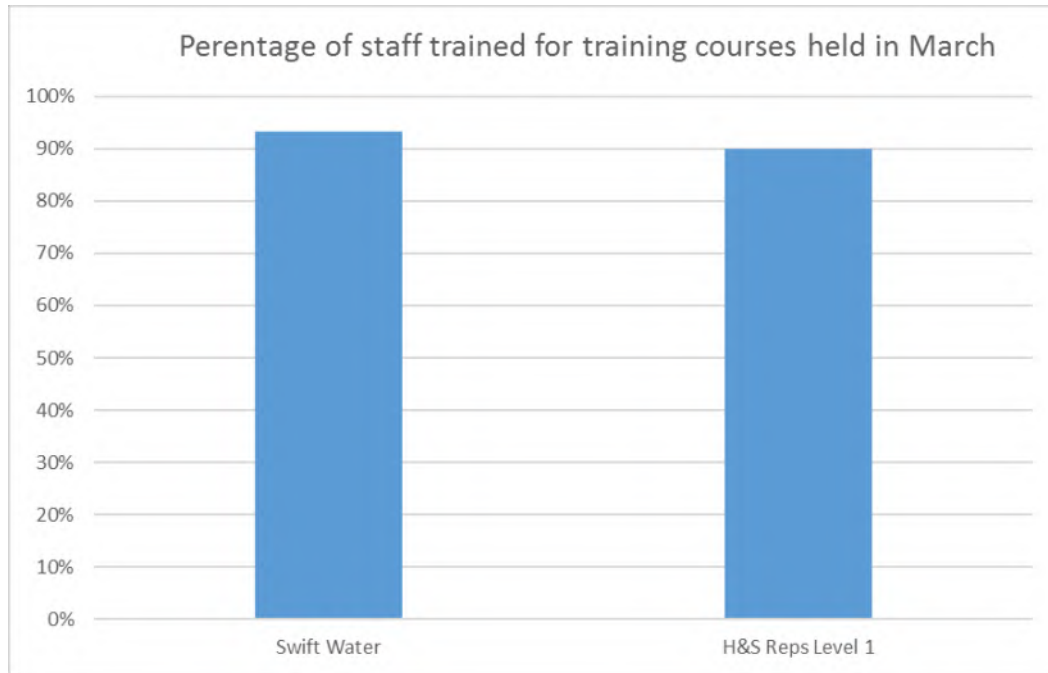
There are two return to work plans in place, one of which is work-related.

Health and Safety Objectives Update

Work in Progress

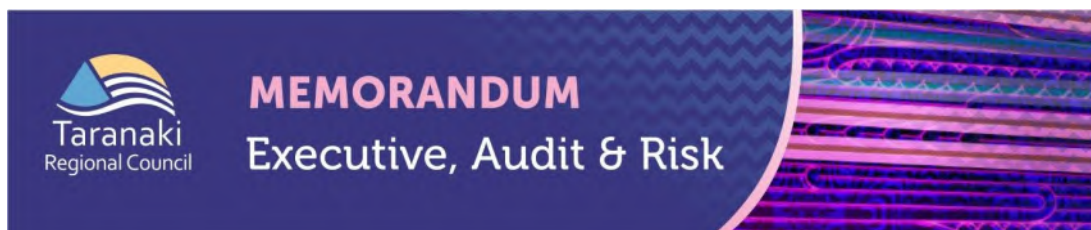
Deep dive into one critical risk (driving for work) has been completed. Recommendations and actions resulting from this review are being implemented.

The importance of near miss reporting was considered by the Health and Safety Committee. There was an increase of reporting of incidents, injuries and near misses in the month of March.



Critical events or have the potential to be critical

Event	Potential Consequence	Actual Consequence	Potential Controls to implement
Member of public became agitated and aggressive	High	Low	Add situational awareness and de-escalation training to the Gardeners training programme



Date 8 May 2023

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

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

Document: 3166521

Purpose

1. The purpose of this memorandum is to receive and consider the Quarterly Operational Report (QOR) for the quarter ended 31 March 2023.

Executive summary

2. For the quarter ended 31 March 2023, the QOR shows the Council is making good progress on the adopted works programme. There are no 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.
 - 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.
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 March 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 third 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 March 2023, the QOR shows the Council is making good progress on the adopted works programme. There are no 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.
 - 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.
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 3166984: Quarterly Operational Report - March 2023



March 2023

QUARTERLY OPERATIONAL REPORT

TARANAKI REGIONAL COUNCIL

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Executive summary

This is the Quarterly Operational Report (QOR) for the three months ended 31 March 2023. 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.
- 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.

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.
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 - 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. Council is awaiting the Minister of Conservation's approval for the Plan. Work on the Natural Resources Plan, which will implement the Government's Essential Freshwater programme, is underway. The programme represents a significant shift for the Council and 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.

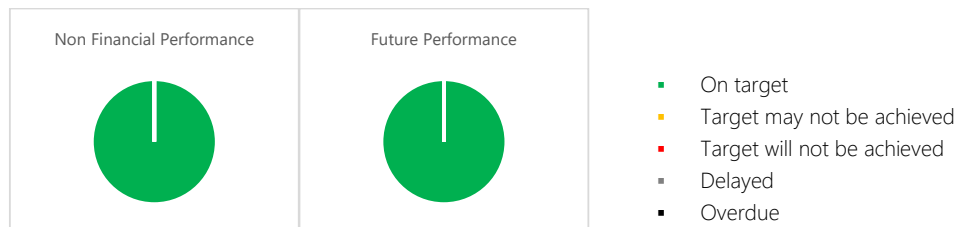
Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Complete preparation/full reviews and interim reviews of resource management policies, plans and strategies: Regional Policy Statement: Continue the full review in 2022/2023 as part of the development of a combined natural resource management plan	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. Draft chapters on indigenous biodiversity, historic and cultural heritage, air, urban development and integrated management in progress. Plans to combine the review of the RPS with the Natural Resources Plan have been progressed.  
Regional Coastal Plan: Full review continued in 2022/2023.	Notification from Environment Court has been received that all matters of appeal been resolved. Adoption of the Plan by Council at meeting 13 December 2022. Documentation now with the Minister for Conservation for their final approval.  
Regional Air Quality Plan: Commence full review in 2020/2021 as part of the development of a combined natural resource management plan.	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 and plan level policies.  

Resource management

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
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>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. 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. 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 2022, now focus on iwi engagement.</p> <p>NF E</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.

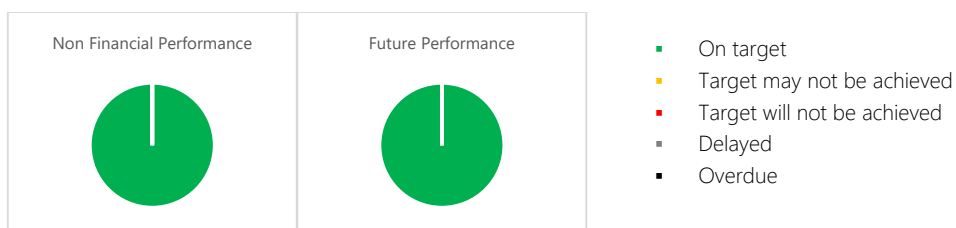
Commentary/Highlights

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. Extra resources deployed to address consent processing backlog.

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.  
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.  
Successfully defend 100% of consent decisions appealed to the Environment Court.	No consent decisions have been appealed.  
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.	Two applications with submissions received this year: Manawa Energy - Lake Mangamahoe hydro dam - six submissions + one late from F & B Manawa Energy - Motukawa Power Station - five submissions  

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.

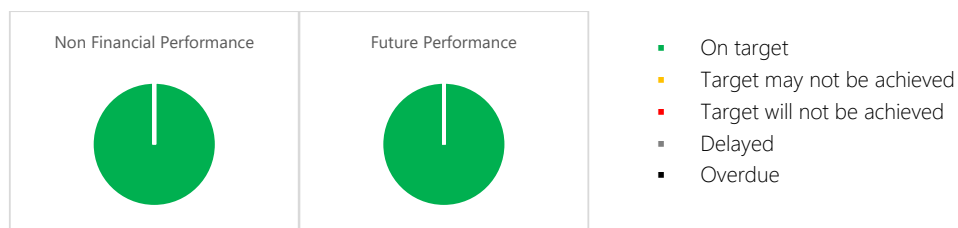
Commentary/Highlights

Compliance monitoring for the 2022/2023 year is progressing as scheduled with 183 minor industrial site inspections completed, along with 1,413 annual dairy inspections. Annual reporting of 109 individual compliance monitoring programmes undertaken during 2021/2022 is now complete. 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 Consents 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).	183 inspections of minor industrial operations have been completed. These inspections are to ensure good environmental practices are being achieved. 1,413 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.

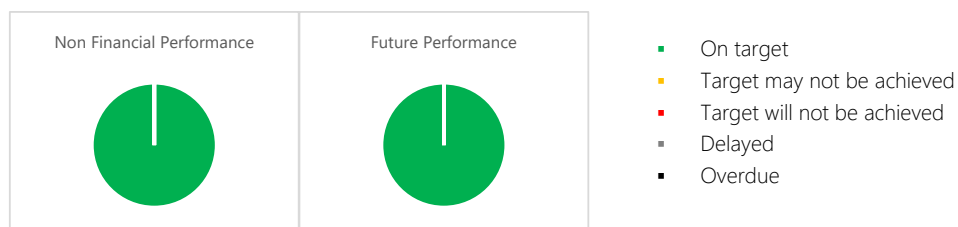
Commentary/Highlights

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, 132 non-compliance with resource consent conditions were identified. Issued 33 fourteen day letters, 85 abatement notices and 32 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 329 reported incidents (100%) within the required timeframe. Instigated control and clean-up where required. Issued 51 fourteen day letters, 48 abatement notices and 45 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 reports on groundwater quantity, groundwater quality and periphyton published year to date. The annual update of the LAWA website was completed in September 2022. Weekly monitoring of popular coastal and freshwater recreation sites for the 2022/2023 season is now complete. A key focus is the delivery of science to inform the implementation of national freshwater policy, with work underway to better align Council's state of environment programmes to national policy requirements.

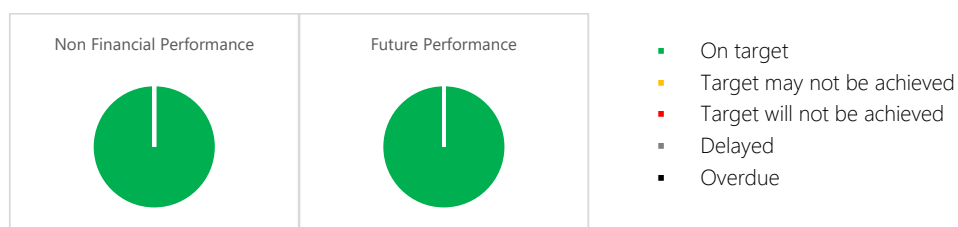
Outputs/Key performance indications

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 recognised 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 2021/2022.  
Monitor, review and where appropriate, further develop existing programmes by 30 June of each year.	Existing programmes were reviewed during 2021/2022. These programmes were implemented in 2023/2024. A further comprehensive review of all freshwater state of the environment monitoring programmes is currently underway.  
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.

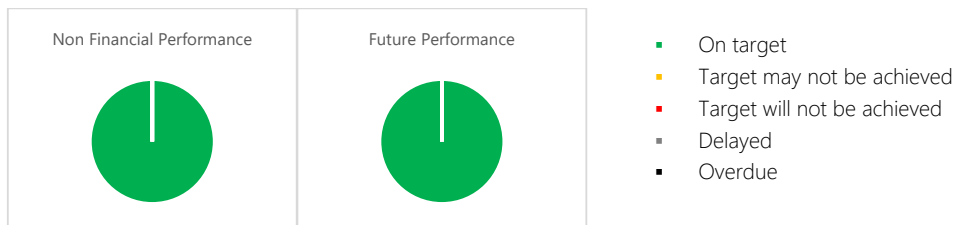
Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
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:	
Investigate mitigation, migration and attenuation of usage and loss of water, nutrients and sediment through land and water.	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 (<i>E. coli</i>) 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.  
Support studies into the behaviour and bioavailability of cadmium and other contaminants in agricultural soils and fertiliser.	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 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. We are also engaged in a three-year MfE-funded 'Catchment Solutions' programme investigating edge-of-field technologies to reduce the impacts of intensive farming land use.  

Resource management

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Engagement in "Envirolink" and other science research opportunities, to enhance knowledge base for policy development and implementation.	<p>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.</p> <p>N E</p>

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

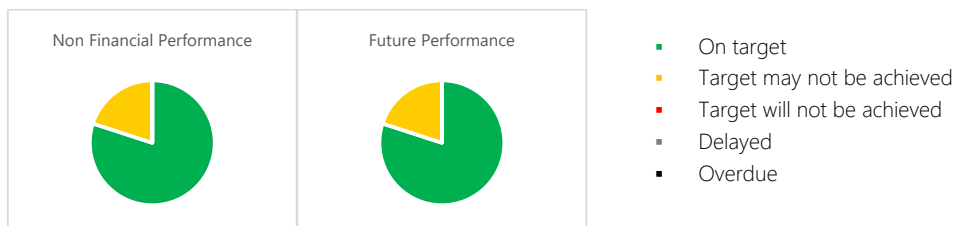
There has been 15,000 hectares of new farm planning commissioned in the hill country. During cyclone Gabrielle the Land Management team was activated by CDEM to provide intel. The review of riparian management in the Waitotoroa Catchment has now been completed. Designed and implemented a riparian width measuring study to feed into the E.coli modelling project.

Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
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.	For the month of March 2023, eight new riparian plans (plus 0 add-ons) were prepared. Eight have been completed for the year. Year to date new Hill Country plan preparation totals 1,738ha, or 11 plans signed and delivered. Plans cover 71% or 217,521 hectares of the land in private ownership in the hill country.  
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.	As at end of March 2023, there have been 7,824 riparian liaisons (1,193 observations and 6,631 events). For the year to date (July 2023), 65% of the Hill Country farm plan, three-year monitoring cycle has been completed for the year. With 91/141 required CFP and AFP having been monitored.  
Provision of advice. When requested, provide advice on sustainable land management practices within ten working days.	Responded to 16 requests for the month. YTD = 89 requests responded to  
Provide, on a cost-recovery basis, approximately 400,000 suitable plants for land stabilisation, soil conservation and riparian planting programmes.	YTD 224,621 plants ordered 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. Additional bulk communications sent to plan holders to promote plant sales.  
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.	For the October 2022 reporting period, expenditure reported & claimed to MPI is \$796,481. Budget for May 2023 is \$241,188 with \$276,779 tentative proposals; of this \$126,212 approved. STRESS = 2,295 3m poles ordered, 600 2.5m poles and 445 1m wands.  

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 there would generate an increase in sales. 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.

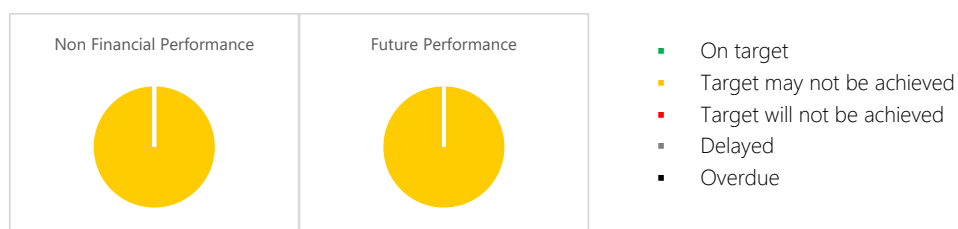
Commentary/Highlights

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.

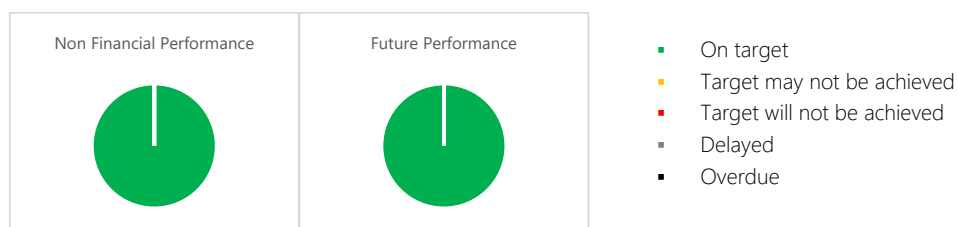
Commentary/Highlights

All grants are on track with an expectation that all grant money will be successfully allocated by the end of the financial year.

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 February 2023, Environmental Enhancement Grant allocation is \$87,056 with \$38,099 paid out in grants. \$25,531 is allocated for wetland projects with \$20,853 paid out in grants. Willow Control Fund: \$30,000 allocated to projects in 2022/2023 with \$0.00 paid out in grants.</p> <p>N E</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 biodiversity functions.

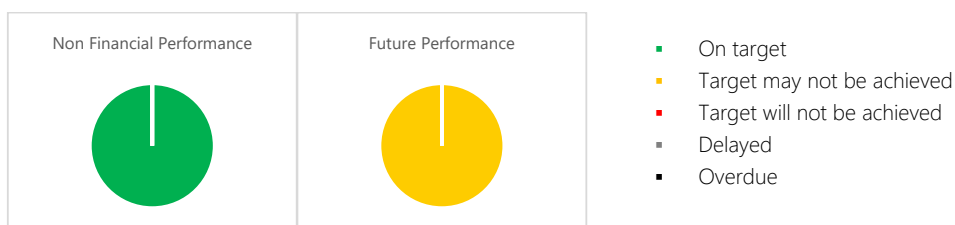
Commentary/Highlights

Pest management plan and strategy, delivering efficient and effective management of biosecurity functions, are in place in accordance with statutory requirements. Discussions underway regarding the interim review.

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 May 2021 Ordinary meeting.</p> <p>NF E</p>

Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than "On target"

Progress has been hampered due to resourcing pressures and required focus in other work areas. Consultant will need to be brought on board to get this work underway. It will commence this year, but may not be fully completed within the year.

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

The self-help possum control programme's main focus remains reminding and supporting landowners to undertake control. Pest plant inspections increased throughout summer with Notices being issued where required. Old Man's Beard control within the Waingongoro catchment focused on retreating areas of regrowth. Public enquiries for a range of pest plant and pest animals continue to be responded to.

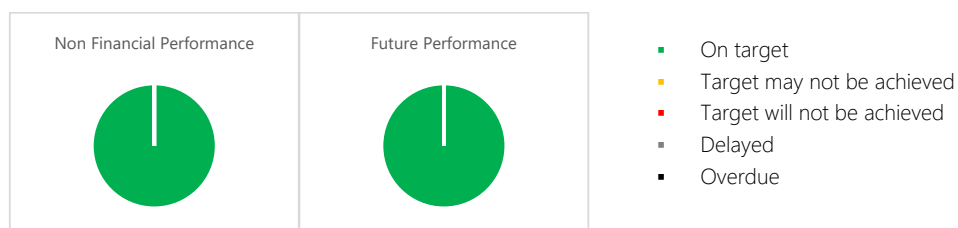
Outputs/Key performance indications

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.	<p>233 infestation sites of eradication pest plants were identified as at 1 July 2022. In the quarter ending 31 March the following was completed relating to eradication pest plants: 32 direct control inspections/observations were undertaken (three Climbing Spindleberry, 15 Giant Reed, nine Madeira Vine, five Moth Plant) along with 37 remediations (two Giant Reed, 17 Madeira Vine, 18 Moth Plant). One small scale control remediation was undertaken (Boneseed).</p> <p>N E</p>
Undertake at least 25 environmental condition assessments at identified sites.	<p>Two new ecological Condition Assessment (Okī Okī Titoki, Rapers Bush) have been completed as at 1 April 2023. Twenty-five potential new KNE sites have been identified and Condition Assessments will be undertaken as work progresses. Six of these have been completed.</p> <p>N E</p>
Inspection, monitoring and where necessary, enforcement of sustained control pest programmes.	<p>Work has commenced for properties/plans within the Self-help possum control programme for 2022/2023. The latest issue of the Pest Bulletin was published and distributed in March 2023, with another due to be released in June. In the quarter ending 31 March 90 Possum monitoring observations were undertaken (79 Annual Monitoring, 10 Trap Catch, and one Wag Tag). Fourteen Notices of Direction were issued (29 YTD). Annual Monitoring began in November. The Sustained Pest Plant Programme undertook 1,064 pest plant inspections (YTD 1,645) and issued 18 Notices of Direction (29 YTD).</p> <p>N E</p>

Biosecurity and biodiversity

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Raising public awareness of and respond to enquiries related to pest issues.	<p>In 2022/2023 continued to respond to enquiries from the community and raise public awareness through social media, the Pest Bulletin, in person and at events. In the quarter ending 31 March responded to 97 requests for service from the community. Forty-five enquiries were related to pest plants and 52 enquiries were related to pest animals. Action was taken to resolve each of these requests.</p> <p>N E</p>

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.

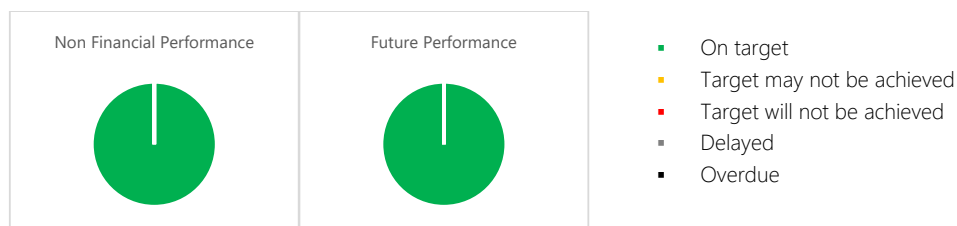
Commentary/Highlights

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.

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 KNEs. Two new KNEs (Oki Oki Titoki, Rapers Bush) have been added as at 1 April 2023 (total 360). Twenty-five potential sites have been identified and investigation is underway. They are at various stages in the process. Stage 1 = 10 Stage 2 = 9 Stage 3 = 6 NF E
Prepare at least 20 biodiversity plans per annum for properties containing key native ecosystems (KNE).	Twenty-one new Biodiversity Plans are being developed in 2022/2023. They are currently at various stages in the process. Sixteen have been completed as at 1 April 2023. Three are at the sign-off stage. One is being discussed with iwi and one has been delayed until 2023/2024. NF E
Initiate and support implementation of work programmes on all KNEs with a biodiversity plan.	Work is underway at 206 sites with active Biodiversity Plans in 2022/2023 as at 1 April 2023. Work is underway at 16 new Biodiversity Plan sites as their plans have been published and approved. Work has commenced at three new Biodiversity Plan sites as their plans have recently been published. They will be delivered to landowners for approval. NF E

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

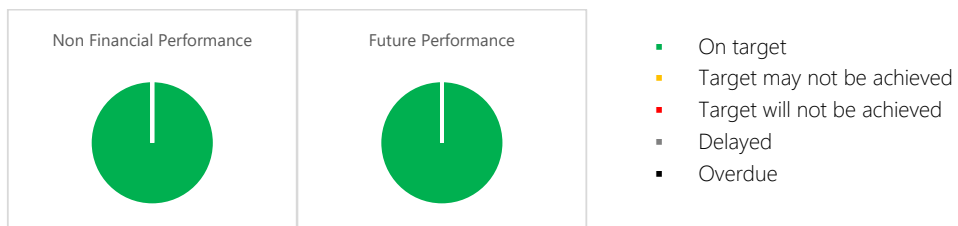
In December, Council received \$2.5m funding to increase the Zero Possum area by up to 5,800 hectares, this takes the area south west to the Stoney River. Recruiting for new roles and the early phases of removing possums began this quarter. The farmland areas of the original Zero possum trial area have not detected any possums in the last 22 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: The next phase of the mustelid trapping around the Waimate area commenced and landowners continue to be trained and supported in all areas to undertake ongoing control. Urban: new trapping areas are focusing on South Taranaki towns with ongoing reminders to check traps throughout New Plymouth.

Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Support voluntary control of rodents in urban areas aiming for one in five properties trapping or baiting.	<p>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.</p> <p>N E</p>
Undertake mustelid control on 15,000 ha in the Waimate area.	<p>Roll out of new area has commenced in conjunction with battery changes and auditing of previous operations to ensure landowners are able to efficiently maintain the gains</p> <p>N E</p>
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.	<p>We are confident that the farmland area has now been possum free for 22 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 has commenced with good possum numbers being removed</p> <p>N E</p>

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.

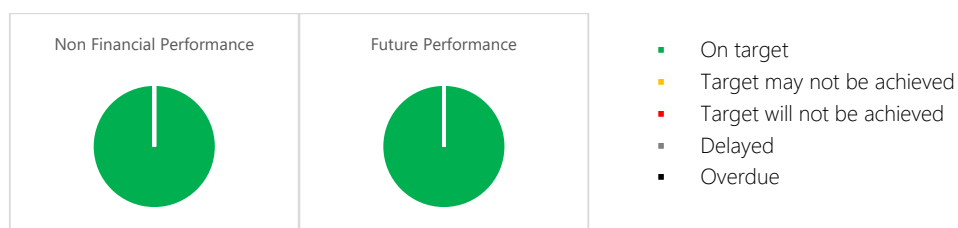
Commentary/Highlights

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.	RTP 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 review of the Transport Activity Procurement Strategy for the Taranaki region was completed in March 2023 and submitted for endorsement. 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

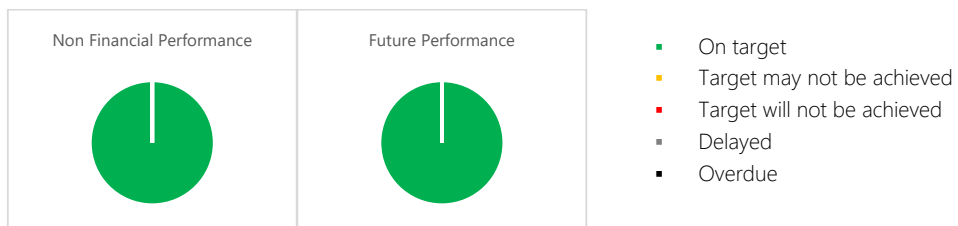
Existing public transport passenger services continue to be provided throughout Taranaki with growth percentage being maintained for year on year numbers across all services. As at March 2023, regional services have continued to be up 115% and the Citylink services are up 28.7% compared to the 2022 figures. Patronage usage has recovered well with students returning to study. Q3 totals are up 34.7% for regional services and up 21.9% for Citylink compared to Q2. The Total Mobility Scheme continues to assist people with impairments throughout the region. Year on year Total Mobility and Ironside are both up by 24.6% and 21.4% respectively compared to 2022. Quarterly figures show a marginal decrease of 2.1% for Total Mobility services while Ironside were up 4.8% compared to Q2. 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.	<p>Passenger transport services in the New Plymouth district and regional Taranaki were operated consistently with the Regional Public Transport Plan.</p> <p>N E</p>
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.	<p>All of PT commerciality ratios are 23.3% (up from 22.2%) for March 2023. Transitz was 26.2% (up from 23.7%) and the Connector was 14.6% (down from 16%) compared to the previous month's figures. Patronage has been strong throughout the month of March. Due to the half price fares in operation, revenue noted by council will be down. The social and accessibility Southlink services continue to be low with 8.7% or under.</p> <p>N E</p>
Provide Total Mobility subsidy assistance to qualifying persons through the New Zealand Transport Agency supported Total Mobility Scheme.	<p>Total mobility services have been provided throughout the Taranaki region with a total of 39,822 vs 31,953 YTD (up 24.6% on 2022) taken in the month of March 2023. There was 3,006 vs 2,477 YTD trips (up 21.4% on 2022) taken with Ironside. Patronage has been steady with Total mobility trips increasing by 22.9% and Ironside with an increase of 34.2% compared to the previous month's figures.</p> <p>N E</p>

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.

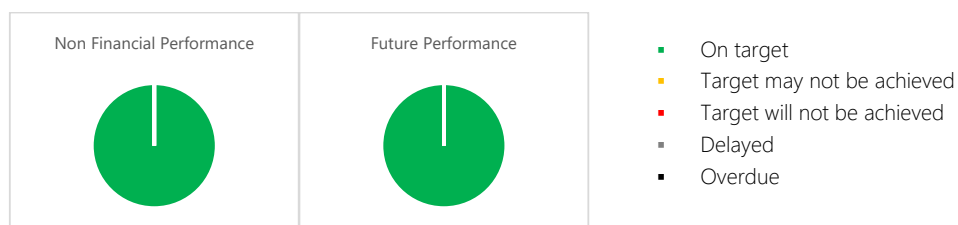
Commentary/Highlights

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.	<p>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 programmes.</p> <p>NF E</p>

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.

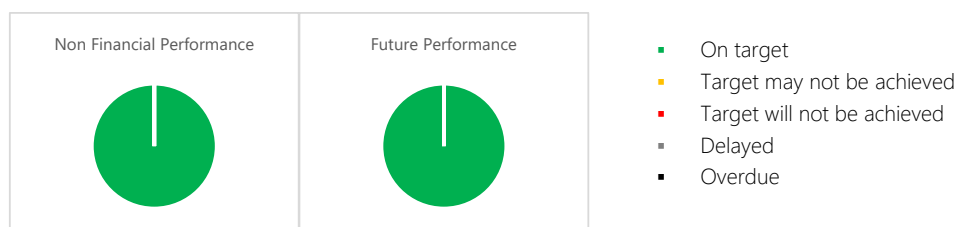
Commentary/Highlights

TEMO has continued to operate in accordance with its business plan over the quarter. The five yearly review of the CDEM Group Plan has now commenced in accordance with the Civil Defence Emergency Management Act 2002 requirements. While aspects of the review may be 'overtaken' by the Trifecta Review programme being led by Central Government it is considered important that the formal review process is completed. A hazard and updated risk assessment will be completed for the region as part of the review process.

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	<p>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.</p> <p>NF E</p>
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.	<p>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.</p> <p>NF E</p>

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

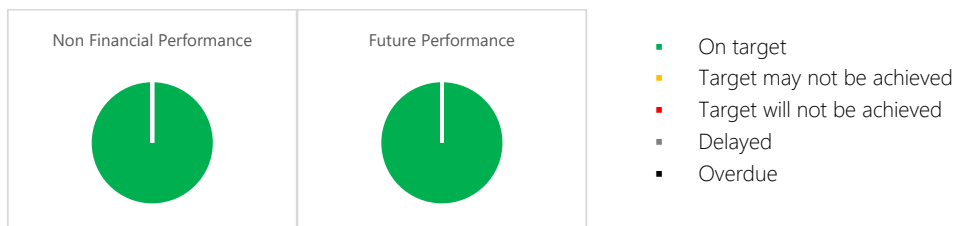
Accurate and timely flood warnings were provided where applicable. In addition to this, flood control advice was provided where required and required minor work actioned to minimise and prevent damage by floods and river erosion.

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).	<p>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. Twenty-seven severe weather watch alerts (twenty-four in 2021/2022) and nine warnings (thirteen in 2021/2022) have been received from MetService in the year through March. The Council has issued two flood warnings in this same period (four in 2021/2022).</p> <p>N E</p>
Undertake minor emergency river and flood control works when necessary.	<p>The flood protection schemes didn't experience significant damage in the last quarter, either from extreme events or other means. However, a small amount of erosion resulted from the August 2022 events and was addressed accordingly.</p> <p>N E</p>
Respond to 100% of requests for drainage, river and flood control advice and assistance within ten working days.	<p>Provided advice, predominantly to farmers and TA's, on a range of requests for general advice on works in streams.</p> <p>N E</p>
Facilitate river control projects for the environmental enhancement of the region's waterways.	<p>The willow control programme continues, focusing on removal of willow in riparian areas and wetlands to improve flood flows and enhance riparian vegetation/habitat.</p> <p>N E</p>
Resource management planners are given advice to ensure regional plan rule and consent conditions will not increase the risk of flooding or river erosion.	<p>Advice has been given on a range of matters regarding the interpretation of regional plan rules and flood protection bylaw, and to provide technical assistance during the processing of resource consent applications.</p> <p>N E</p>

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.

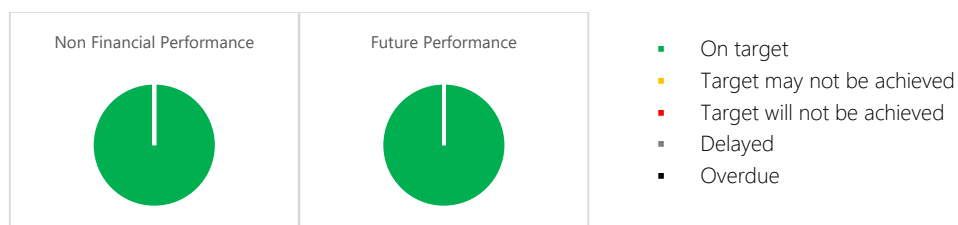
Commentary/Highlights

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. NF E
Manage other minor river schemes to standards as agreed with scheme participants.	No works were planned for this period. NF E

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 August 2023.

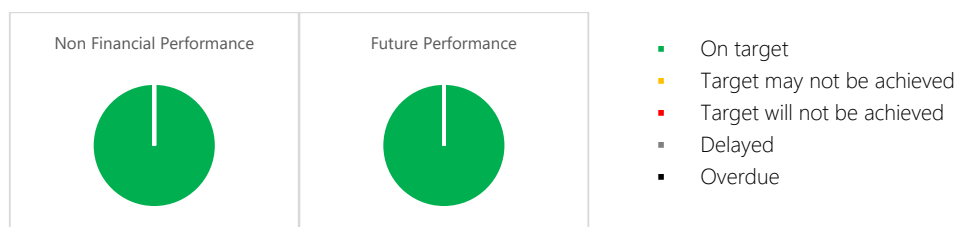
Outputs/Key performance indications

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.  
Encourage the increased use of the regional gardens by the community for recreational purposes and for specific events.	In March 2023 Pukeiti had 5,166 visitors (3,899 previous year), Tupare 3,939 (2,330), Hollards 1,852 (1,702).  
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"> • completing the Lodge and surrounds landscaping • continuing the enhancement of the garden and the rhododendron collection. • continuing the implementation of the Plant Collection Plan • refurbishing the plant borders • upgrading the outer ring tracks • completing the fit-out of the Lodge • continuing the growth in recreational activities with the construction of a fitness trail. 	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  

Recreation culture and heritage

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Continue implementing the Hollard Gardens asset management plans focusing on: <ul style="list-style-type: none"> installing a new toilet to meet demand in the Family Corner area installing new stylised play equipment. 	Shelter has been built in the Old Garden to replace the demolished summerhouse Hill. Old teepee structure has been removed and replacement has been completed. NF E
Continue implementing the Tupare asset management plans focusing on: <ul style="list-style-type: none"> continuing to improve the story telling completing new art installation. 	Installation of new art project – completed. Replacing and updating timber signage is underway. NF E
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 NF E

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.

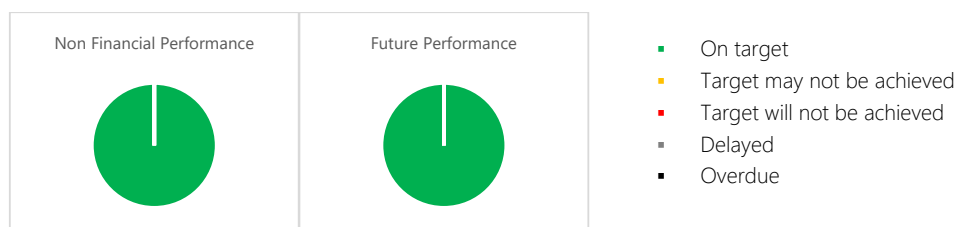
Commentary/Highlights

Following on from the decisions made in 2019/2020 Annual Plan for the repair and refurbishment project, the Council has moved into implementation mode. Work is complete on the West Stand and on the fields and lights. The Stadium is operational once again. Work is underway on the below ground works for the new East Stand with completion due in July 2023.

Outputs/Key performance indications

PERFORMANCE MEASURE	ACTUAL PERFORMANCE
Contract with New Plymouth District Council for the operation and management of Yarrow Stadium.	<p>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.</p> <p>NF E</p>
Undertake asset management planning for the future maintenance, enhancement and development of Yarrow Stadium.	<p>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.</p> <p>NF E</p>
Provide regional funding for the future maintenance, enhancement and development of Yarrow Stadium.	<p>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.</p> <p>NF E</p>

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

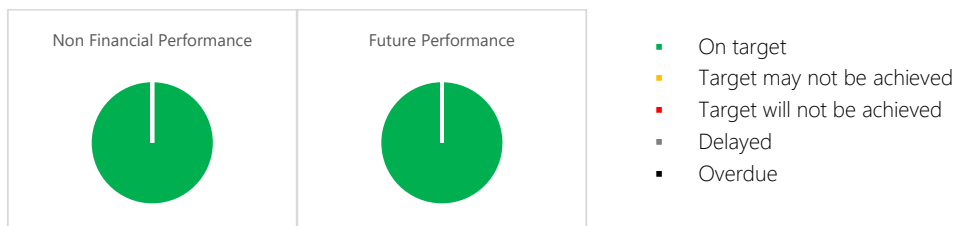
Investment management activities are working well within defined policies and procedures. The annual general meeting of Port Taranaki Ltd has occurred no director appointments. Subsequently, the Council has completed an appointment process for three directors. The current low interest rate environment 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 was reviewed in March 2023. Performance against standards set in the statement of corporate intent is reported in the Council's annual report.  
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 three vacancies following the October 2022 elections has been completed and appointments made.  
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.  
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.  
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.  

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

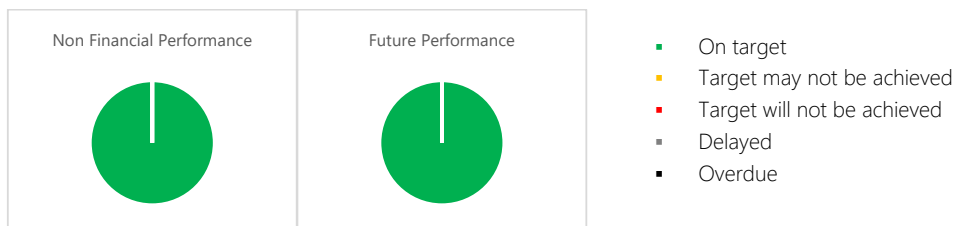
A range of communication activities have been undertaken to support Council programmes: digital channels continue to be important and new content is added to the website each week and approximately 55K people visited the website in the last quarter; social media activity continues with an audience of approx 23.5K across eight 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 want for transport in the region; publication of Talking Taranaki to approx 8,500 subscribers (March); the Council sent five media releases and sent six electronic direct mail newsletters (excluding Talking Taranaki) to a combined 4,000 plus people.

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: 20,000 people visited the website in March and our social channels reached approx 23,500K across eight accounts. Points of note include a successful digital campaign to generate community feedback about the location of the pest moth plant, and promotion of the joint Enviroschools and Dairy Trust student programme around sustainable agriculture and horticulture. The team co-ordinated or provided support to several events including the Biodiversity lunch series and the Towards Predator Free Art Exhibition at Pukeiti.</p> <p>N E</p>
Implement the environmental awards programme.	<p>Initiated work on revising judging criteria and building an updated delivery plan for new-look awards.</p> <p>N E</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 March, 1,915 students participated in TRC led learning activities inside and outside the classroom (some students participated in multiple activities). Year-to-date, 10,561 students have been involved in the Taranaki Regional Council education programme. In March, the education team also led or participated in teacher training activities with 166 educators.</p> <p>N E</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.

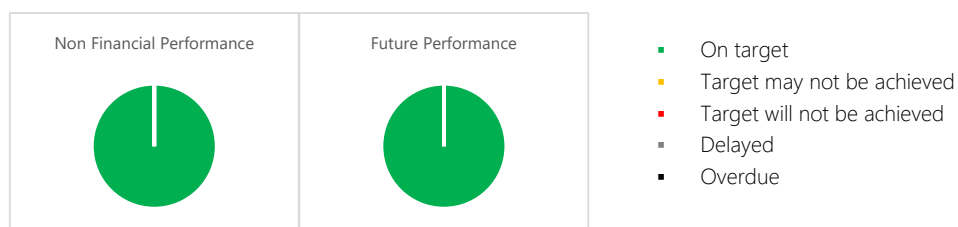
Commentary/Highlights

So far in 2022/23 eight 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.	One submission, on infringement notices, drafted and adopted by Council. <div> <div>NF</div> <div>E</div> </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.

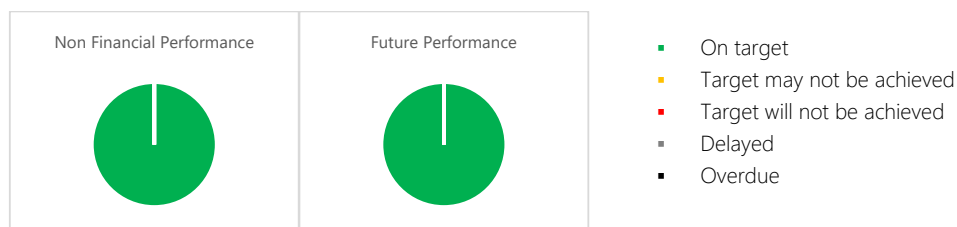
Commentary/Highlights

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 with adoption scheduled for 16 May 2023. 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 approach was 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

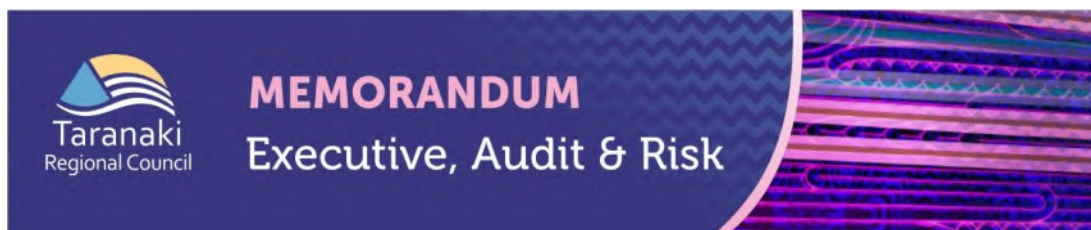
Scoreboard – Outputs/Key performance indications



Explanation for key performance indications other than "On target"

N/A

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Date 8 May 2023

Subject: **Well-being Assessment of Port Taranaki**

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

Document: 3163770

Purpose

1. The purpose of this memorandum is to receive and consider BERL's 2022 well-being assessment of Port Taranaki.

Recommendations

That the Taranaki Regional Council:

- a) receives BERL's 2022 report on the Economic Impact and well-being assessment of Port Taranaki

Background

2. In 2007, Venture Taranaki commissioned an analysis of and reported upon the economic impact of Port Taranaki to Taranaki. As the owner of Port Taranaki Ltd, on behalf of the regional community, this was of significant interest and value to the Council.
3. The Council's policy is to hold its investment in Port Taranaki Ltd for the strategic benefit of the Taranaki community. The value of this analysis of the economic impact of Port Taranaki is to attempt to record and put some value around the strategic holding of the investment.
4. In its 2021/2031 *Long-Term Plan*, the Council noted that the port makes a significant contribution to the Prosperous Taranaki community well-being. In attempting to measure this contribution to the community, the Council developed and adopted a level of service being:
"Maintain or increase the contribution from Port Taranaki Ltd to the regional community."
5. The assessment of Port Taranaki Ltd's contribution to the regional economy is measured every five years.

Discussion

6. The Council has commissioned BERL to undertake the five-yearly assessment of Port Taranaki's contribution to regional well-being. Their report is attached for information.
7. This year's analysis has been expanded from a straight out focus on economic contribution, to a wider regional well-being assessment. This is the first such approach we have adopted. The information around economic well-being is well established and systems are in place to record this data. The same cannot be said for cultural, social and environmental well-beings. However, BERL have made the first steps into these areas and refinement will no doubt occur in subsequent iterations of this assessment.
8. The highlights around economic well-being include:
 - 346 direct full-time equivalent employees
 - a \$31.7M contribution to the region's gross domestic product - \$2.6 billion of trade through the port in 2020
 - \$8M per annum of dividends to the Council
 - strategic importance of the Port to the oil/gas, forestry, agriculture and tourism industries - 65% of port users stated that the port was very important in their decision to conduct business in Taranaki.
9. The highlights around cultural well-being include:
 - commitment to a health, safety and well-being culture
 - commitment to a diverse work-force
 - support to a range of local cultural and community activities and groups
 - willingness to listen and consider feedback and new ideas.
10. The highlights around social well-being include:
 - a safety first approach
 - a social licence to operate
 - enjoyment of port facilities by the community.
11. The highlights around environmental well-being include:
 - commitment to monitoring and reporting on climate change initiatives
 - maintaining water quality
 - no noise complaints
 - support for environmental initiatives
 - support for alternative energy solutions
12. This type of analysis and reporting provides valuable context as the Council looks to review its ownership position and investment strategies.

Financial considerations—LTP/Annual Plan

13. 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

14. 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

15. 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

16. 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

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

Appendices/Attachments

Document 3160883: Well-being assessment Port Taranaki BERL 2022



Port Taranaki

Well-being assessment

Whiringa-ā-rangi 2022

Authors: Nick Robertson, Hugh Dixon, and Marcelo Prates

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Port Taranaki - Well-being assessment
Whiringa-ā-rangi 2022

Executive Summary

New Zealand is an export-led economy, with its ports a crucial component for trade success. Ports are an essential part of the infrastructure, and integral to our supply chain. Ports enable goods to be exported and imported. Therefore, the efficiency of a country's ports and overall transport infrastructure is a key determinant for its economic competitiveness.

Business and Economic Research Limited (BERL) has been tasked by the Taranaki Regional Council (the Council) with providing an analysis of the contribution of Port Taranaki (the Port) to the well-being of the Taranaki Region. This report also includes an Economic Impact Assessment (EIA) of the Port's activities, and a framework for best practice monitoring and greening of the Port.

The Port is the only deep-water seaport on New Zealand's west coast. It handles a diversity of cargo which amounts to over five million tonnes in a typical year. The Port is the leading energy port in New Zealand, and apart from oil and gas, the main industries in the region that make use of the Port are petrochemicals, forestry, and agriculture.

Well-being assessment

This report provides a full assessment of the contributions the Port make to well-being in the Taranaki region. It looks beyond the typical indicators of economic performance and highlights the wider impacts the Port has on the four well-beings: economic, cultural, social, and environmental. Moreover, given the nature of the Port's activities, this report has a greater focus on the economic and environmental well-beings.

Economic well-being

Economic well-being is about the ability of people to create their own livelihoods by running a business, or by accessing rewarding employment opportunities. Economic well-being looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social well-being, such as health, financial security, and equity of opportunity. It is about households being able to purchase goods and services that go beyond merely meeting the bare necessities of life.

Highlights

- The total expenditure from the Port supports a total of 346 direct full time equivalent employees in Taranaki
- The Port's total contribution to the region's gross domestic product is \$31.7 million
- The Port's contribution to gross domestic product has remained relatively constant over the years
- In the latest financial year, the Port paid \$8 million in dividends to the Council
- In 2022, the Port's employee expenses reached \$15.1 million
- Over the last four years, the Port has supported three staff to complete a Masters of Business Administration (MBA).

Port Taranaki - Well-being assessment
Whiringa-ā-rangi 2022

- The Port is of strategic importance for the oil and gas, forestry, agriculture, and tourism industries
- 65 percent of Port users stated that the Port was very important in their decision to conduct business in Taranaki
- The total value of trade going through the Port was \$2.6 billion in 2020.

Cultural well-being

Cultural well-being is an ambiguous term that can refer to either the customs of a group in society, or to artistic and intellectual activities. Cultural well-being encompasses shared beliefs, values, customs, behaviours, and identities reflected through the language, stories, visual and performing arts, and heritage that make up our communities. Cultural well-being is sometimes treated as being synonymous with Māori cultural well-being, however it can include a wider range of activities and values.

Highlights

- The Port is implementing an annual well-being calendar with a range of events and activities to foster a health, safety, and well-being culture
- The Port's employees are diverse in terms of age and ethnicity, but more work is needed to achieve a greater degree of gender diversity
- The Port supports a range of local cultural activities and community groups
- Stakeholders have recognised the Port's willingness to listen and consider their ideas in forums and meetings.

Social well-being

Social well-being is about people feeling a sense of belonging and inclusion in the place where they live. Social well-being involves individuals, their families, whānau, hapū, iwi, and a range of communities, being able to set goals and achieve them. This includes education, health, the strength of community networks, financial and personal security, and equity of opportunity and rights and freedoms. A state of social well-being is important for an individual's health, as well as their life satisfaction and happiness.

Highlights

- The Port has a safety-first approach and takes comprehensive measures to ensure its operations are safe for everyone
- Various stakeholders mentioned that the Port has a good social licence to operate
- Various stakeholders stated that the facilities provided by the Port are widely enjoyed by the public and support the community's social well-being
- While public access to the Port's operations is restricted, the public can enjoy the fringe areas around the Port

Port Taranaki - Well-being assessment
Whiringa-ā-rangi 2022

- Due to the high-risk nature of its operations, opportunities for people with a disability are limited to outside of the Port's operational area
- The Port is a relevant asset to promote community resilience in the case of a natural disaster

Environmental well-being

Environmental well-being encompasses all aspects of the health and well-being of the environment in a locality. It includes the biodiversity in the flora and fauna, quality of the air and water, sustainable land use, and a harmonious balance between the Port and the environment. The capability for maintaining environmental well-being, to be able to sustain the activities, ecosystems and community within the locality, is paramount to being good and proud custodians of the land and environment.

Highlights

- The Port is currently in the process of preparation for voluntary climate disclosures
- The Port's greenhouse gas emissions have remained at around 45 tonnes of carbon dioxide equivalent per \$1 million of revenue since the second quarter of 2021
- The Port is mainly successful with maintaining water quality, and is actively working to improve in this area
- The Port does not collect data on air quality
- Dredging operations have been, and continue to be, within the consented measurements. However, changes may be required to compensate for the ramifications of climate change
- Reporting and concern are focused towards the little blue penguin
- Noise complaints are seldom, considering the location and activities of the Port
- The Port currently is not ISO 14001 certified
- The Port is actively working towards lower carbon solutions to operations
- The Port actively supports environmental initiatives in the local community
- Active support for alternative energy projects has been shown by the Port, as well as an express interest in further potential alternative energies
- Ensuring that the local community, local business, the Council, and the Government are aware and engaged in the environmental and energy related initiatives of the Port is instrumental to ensuring that the Port can be viewed as a leader and role model locally.

Port Taranaki - Well-being assessment
Whiringa-ā-rangi 2022

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Port Taranaki - Well-being assessment
Whiringa-ā-rangi 2022

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Port Taranaki - Well-being assessment
Whiringa-ā-rangi 2022

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1 Introduction

New Zealand is an export-led economy, with the ports a crucial component for trade success. Ports are an essential part of the infrastructure, and integral to our supply chain. Ports enable goods to be exported and imported. Therefore, the efficiency of a country's ports and overall transport infrastructure is a key determinant for our economic competitiveness.

BERL has been tasked by the Taranaki Regional Council (the Council) with providing an analysis of the contribution of Port Taranaki (the Port) to the well-being of the Taranaki Region. This report includes an Economic Impact Assessment (EIA) of the Port's activities, which is the fourth iteration of such an exercise, with the first occurring in 2007, the second in 2012, and the third in 2017.

About Port Taranaki

The Port was founded in 1875, and until today it is the only deep-water seaport on New Zealand's west coast. The Port has grown over the years and today handles large volumes of international and coastal cargo, amounting to over five million tonnes in a typical year.

The Port handles a diversity of cargo and offers a full range of providoring, stevedoring, ship agency, and government border protection services. The Port is also a servicing base for sea transport and related industries. Port Taranaki is the leading energy port in New Zealand. Apart from oil and gas, the main industries in the Taranaki region that make use of the Port are petrochemicals, forestry, and agriculture.

The Port is 100 percent owned by the Council, and it paid \$8 million in dividends in the last financial year. The Port is a significant community asset, as it is a crucial piece of infrastructure that promotes regional economic development, and its profits go directly back into the community.

Scope of assessment

This report provides a full assessment of the contributions the Port makes to well-being in the Taranaki region. This report provides estimates of the benefits that the local community in New Plymouth receives from the Port's activities, as well as the wider benefits accrued to the wider Taranaki region. The main component of this report is an EIA that focuses on three types of economic benefits that are generated by the Port: expenditure, employment, and gross domestic product (GDP).

Furthermore, this assessment looks beyond the typical indicators of economic performance used in the 2007, 2012, and 2017 reports and highlights the wider impacts the Port has on well-being. With the passing of the Local Government (Community Well-being) Amendment Act 2019 in May 2019, the statutory purpose of local authorities includes the economic, social, cultural, and environmental well-being of current and future communities. The Port is a significant employer and driver of economic activity in the Taranaki region, as well as a provider of crucial and strategic infrastructure.

Each of the well-beings is considered, including both positive and negative impacts. However, given the nature of the Port's activities, this report gives a greater focus to the economic and environmental well-beings.

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This report also includes a trend analysis to compare how the Port's economic impact has changed over time. Since this is the fourth EIA that BERL has conducted of the Port in the last 15 years, we compared the current results with the past results, adjusted for inflation, to understand the direction that the Port is going in.

Finally, this report includes a framework for best practice monitoring and greening of the Port. Based on the European Sea Ports Organisation (ESPO's) best practice for greening activities in ports, it outlines the best practice systems through which a roadmap towards a greening of the Port, and an update, or creation, of climate related goals. This can inform best practice solutions for long-term environmental, climate-related, and futureproofing/greening decisions.

Approach

The overall project to assess the impact of the Port was divided into three stages. The first stage involved quantifying the core business of the Port in terms of the contribution to expenditure, gross domestic product (GDP), and employment at an operational and regional level. BERL used its economic impact assessment model to analyse the data.

The model uses multipliers to estimate the direct, indirect, and total impact that the Port has. These three measures were assessed for the Taranaki region, given that the Port's relevance is concentrated in this region. In this stage we also conducted a trend analysis with the previous EIA results.

In the second stage we looked at how the Port contributes to the wider economic, social, cultural, and environmental well-being. To determine the Port's contribution to well-being, BERL used the Port's corporate documents, public reporting, and interviews with the Port's senior leadership. This was supported by interviews with local stakeholders, including iwi, local authorities, residents, and representatives from local businesses and community groups, as well as through a questionnaire sent out to the Port's main costumers.

In the third stage we developed a framework for best practice monitoring and greening of the Port. The framework utilises international best practice to create a template outlining the necessary processes to monitor, and best utilise the data to actively green the Port.

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2 Port Taranaki contribution to well-being

The Port has a significant presence in the Taranaki community, and impacts the economic, social, cultural, and environmental well-being of the region. The Port's vision is to be "The Pride of Taranaki". This vision reflects a successful and sustainable business that the region and community are proud of. It also describes the Port's desire to develop community connections, create strong relationships with Iwi, and signals a commitment to protecting and enhancing the environment in which it operates.

The four well-beings are set out in section 32 of the Resource Management Act 1991. Section 32 requires that any evaluation reports contain a level of detail that corresponds to the scale and significance of the environmental, economic, social, and cultural effects. This requires identifying and assessing the benefits and costs of these effects.

In 2019, the Local Government (Community Well-being) Act 2019 (the Act) was passed into law, making amendments to the Local Government Act 2002 that align it with the Resource Management Act 1991. The principle relevant provisions of the Act restored the purpose of local government "to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future." This section analyses how the Port contributes to the region through the lens of the four well-beings: economic, social, cultural, and environmental.

About the well-being framework

To capture and assess the impacts the Port has on well-being in Taranaki, we have created the well-being framework in section 0. The goal is to look beyond the traditional economic impacts, and account for other impacts on society, culture, and the environment.

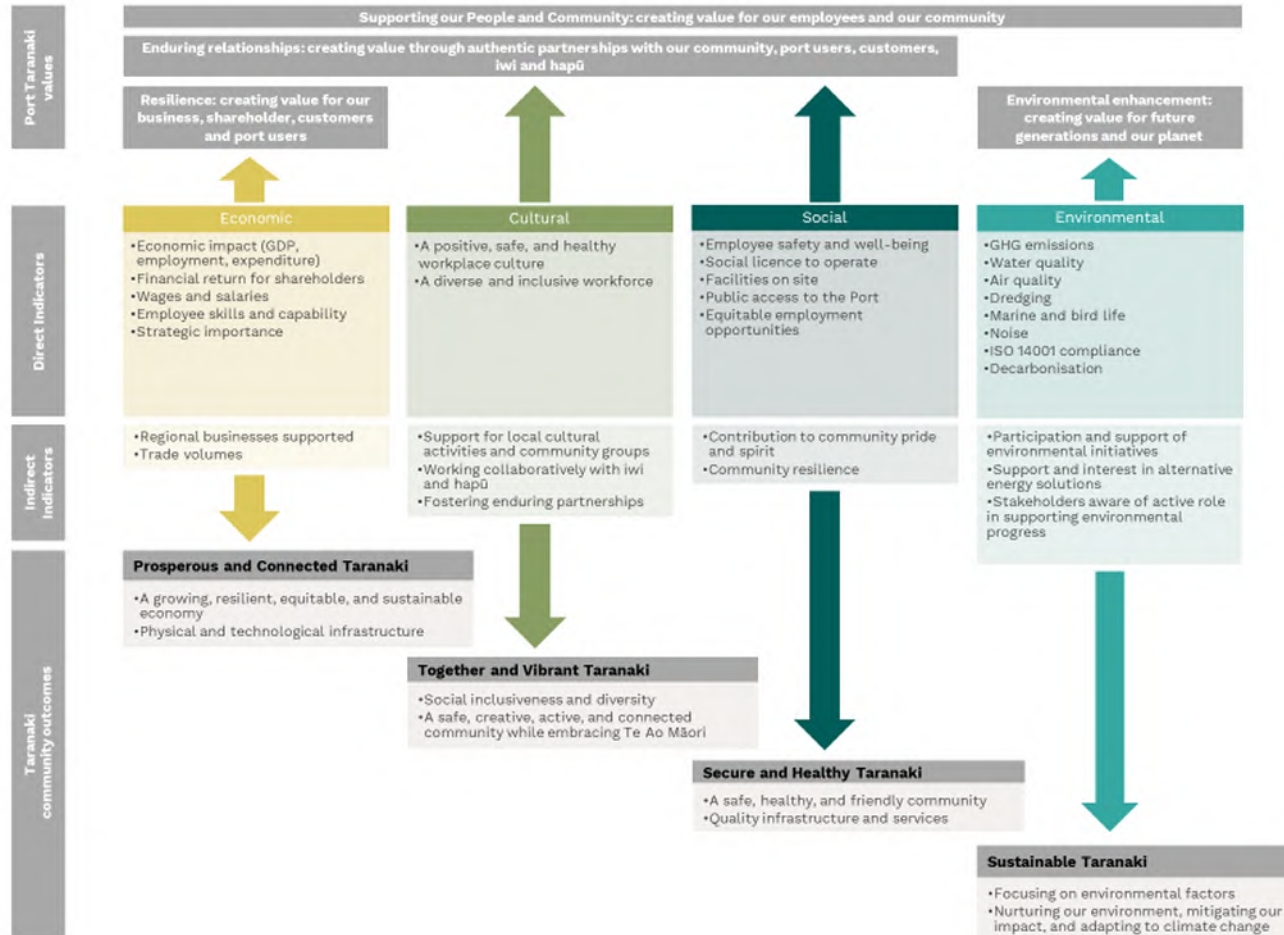
The well-being framework combines the Port's values with the community outcomes set by the Council and the New Plymouth District Council. The indicators which the Port's performance can be measured against are between the values and community outcomes. The Port's values were taken from the company's corporate documents, and community outcomes were taken from the local and regional authorities' long-term plans. Individual community outcomes were then combined, and the outcomes in the framework were articulated.

To measure the impact the Port has on well-being, its operations and plans were assessed against each of the indicators. It should be noted that the four well-beings are not defined in either the Local Government (Community Well-being) Act 2019 or the Resource Management Act 1991. This report uses a commonly understood view of their meaning in the context of the Port. There is not always a clear distinction between one well-being and another as they may overlap. This is particularly the case with social and cultural well-being.

Where possible the effects were quantified, although that could not be done numerically for many of them. In these cases, we have described and assessed the effects qualitatively. The Port may consider collecting quantifiable data to measure some of these well-being impacts in the future.

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“The Pride of Taranaki” Port Taranaki well-being framework



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3 Economic well-being

Economic well-being is about the ability of people to create their own livelihoods by running a business, or by accessing rewarding employment opportunities. Economic well-being looks at whether the economy can generate the employment and wealth necessary to provide many of the requirements that make for social well-being, such as health, financial security, and equity of opportunity. It is about households being able to purchase goods and services that go beyond merely meeting the bare necessities of life.

Snapshot

- The total expenditure from the Port supports a total of **346 full time equivalent employees** in Taranaki
- The Port's total contribution to the region's **GDP is \$31.7 million**
- The Port's contribution to GDP has remained relatively constant over the years
- In the latest financial year, the Port paid \$8 million in dividends to the Council
- In 2022, the Port's employee expenses reached \$15.1 million
- Over the last four years, the Port has supported three staff to achieve MBA qualifications
- The Port is of strategic importance for the oil and gas, forestry, agriculture, and tourism industries
- 58 percent of Port users stated that the Port was very important for their decision to conduct business in Taranaki
- The total **value of trade** going through the Port was **\$2.6 billion** in 2020.

Direct indicators

Economic impact assessment

An economic impact assessment (EIA) of the Port's activities was conducted to illustrate the impact it has on economic well-being in the Taranaki region and New Zealand. EIAs are an internationally recognised methodology that demonstrate and illustrate the overall economic impact of a specified intervention or project. The EIA considered the annual payments to suppliers and employees, and the sponsorships, dividends, and the capital expenditure made by the Port.

The EIA also considered the wider impacts from employment in the region from the business that use the Port. This data was collected through a survey. Economic impacts are expressed in terms of the activities' contribution to gross domestic product (GDP), employment, and expenditure generated. In 2022, the Port had a total expenditure of \$51.9 million in the Taranaki region. The remaining expenditure was not included, as it was spent outside the region. Either internationally or in other New Zealand regions.

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The total impact of the Port on the regional economy is greater than the amount of direct expenditure. This is because the money spent on these activities is again spent by the suppliers and their employees in other local businesses (indirect), who also spend their income/revenue on other businesses (induced). This creates multiple rounds of spending, the effects of which are diminished through savings, taxes, and spending outside the region. Finally, the results show that the Port contributes positively to Taranaki's economy, through value add (GDP) and employment.

Payments to suppliers, employees, and sponsorships expenditure (2022)

The payments to suppliers, employees, and sponsorships expenditure includes the bulk of the Port's operating expenditure. These involve wages and salaries, consumables, goods supplied, other employee related expenses, and sponsorships.

The Port's direct expenditure with payments to suppliers, employees, and sponsorships in the Taranaki region was \$23.1 million in 2022. As Table 1 shows, this expenditure resulted in 115 direct full time equivalent employees (FTEs), and directly added \$16.3 million to Taranaki's GDP. In addition, indirect and induced expenditure contributed a further \$4.9 million to the region's GDP and supports an additional 101 FTEs.

The total GDP impact in Taranaki was \$21.2 million, while total employment supported was 216 FTEs. Lastly, the GDP to output rate of the total expenditure in the region was 63.82 percent.

Table 1 Payments to suppliers, employees, and sponsorships expenditure

	Direct	Indirect	Induced	Total
Expenditure (\$m)	23.1	6.1	4.0	33.3
GDP (\$m)	16.3	1.5	3.4	21.2
Employment (FTEs)	115	69	32	216

Dividend expenditure (2022)

Dividend expenditure relates to the Port's profits which are redistributed to its sole shareholder, the Council. The Port's direct dividend expenditure was \$8 million in 2022. As Table 2 indicates, this expenditure resulted in 87 direct FTEs, and directly added \$5.1 million to Taranaki's GDP. Furthermore, indirect, and induced expenditure contributed a further \$2.5 million to the region's GDP and supported an additional 19 FTEs.

The total GDP impact in Taranaki was \$7.6 million, while total employment supported is 105 FTEs. Finally, the GDP to output rate of the total expenditure in the region was 60.77 percent.

Table 2 Dividend expenditure

	Direct	Indirect	Induced	Total
Expenditure (\$m)	8.0	2.2	2.3	12.5
GDP (\$m)	5.1	1.1	1.4	7.6
Employment (FTEs)	87	10	9	105

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Capital expenditure (average from 2018 to 2022)

Capital expenditures (CAPEX) are funds used to acquire, upgrade, and maintain physical assets such as property, plants, buildings, technology, or equipment. CAPEX is often used to undertake new projects or investments. Examples of CAPEX include repairing a roof (to extend the useful life), purchasing a piece of equipment, or building a new factory.

This type of financial outlay is often made to increase the scope of operations or add some future economic benefit to the operation. Because of its nature, CAPEX can vary significantly from year to year, so in this calculation the yearly average of the last five years was used.

Across the last five financial years (2018 to 2022) the Port's direct CAPEX resulted in an annual average expenditure of \$3.9 million, as Table 3 shows. This directly added \$1.8 million to the region's GDP on a yearly average. When indirect, and induced impacts are included, the total impact of the Port's CAPEX contributed \$6.1 million to Taranaki's total expenditure, generating a total regional GDP impact of \$2.9 million, and supporting 25 FTEs. Lastly, the GDP to output ratio was 47.42 percent.

Table 3 CAPEX

	Direct	Indirect	Induced	Total
Expenditure (\$m)	3.9	1.5	0.8	6.1
GDP (\$m)	1.8	0.6	0.5	2.9
Employment (FTEs)	16	6	3	25

Combined direct expenditure

The Port's combined direct expenditure on payments to suppliers, employees, and sponsorships expenditure, dividend expenditure, and CAPEX in Taranaki totalled \$35 million in 2022, as Table 4 demonstrates. When indirect and induced impacts are included, the total expenditure in Taranaki supported by the Port as \$51.9 million.

The combined direct GDP generated by the Port reached \$23.3 million. When indirect and induced impacts are included, the total GDP impact of the Port was \$31.7 million.

The Port directly employs 115 FTEs in Taranaki. A further 87 FTEs are directly employed by the Council as a result of the Port's direct expenditure, and a further 16 FTEs are directly employed by the Port's direct expenditure with contractors for CAPEX works. Therefore, the total direct employment supported by the Port is 218 FTEs, and when indirect, and induced impacts are included, the total impact of the Port's expenditure results in 346 FTEs.

Table 4 Combined expenditure

	Direct	Indirect	Induced	Total
Expenditure (\$m)	35.0	9.8	7.1	51.9
GDP (\$m)	23.3	3.3	5.2	31.7
Employment (FTEs)	218	84	44	346

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Wider impacts from employment (2022)

The EIA also considered the wider impacts from employment generated in the region by the main businesses that use the Port. A survey was sent out to these businesses to gather data on their employment numbers in the Taranaki region. As Table 5 indicates, the direct expenditure in the Taranaki region from these businesses totalled \$963 million in 2022. This expenditure contributed directly \$328 million to the regional GDP and supported 825 FTEs.

When indirect, and induced impacts are included, the total wider impacts from employment contributed \$1.4 billion to Taranaki's total expenditure, generating a total regional GDP impact of \$541 million, and supporting 2,263 FTEs. Lastly, its GDP to output ratio was 38.18 percent.

Table 5 Wider impacts from employment

	Direct	Indirect	Induced	Total
Expenditure (\$m)	962.8	372.1	82.3	1,417.2
GDP (\$m)	328.5	163.8	48.8	541.0
Employment (FTEs)	825	1,119	319	2,263

Trend analysis

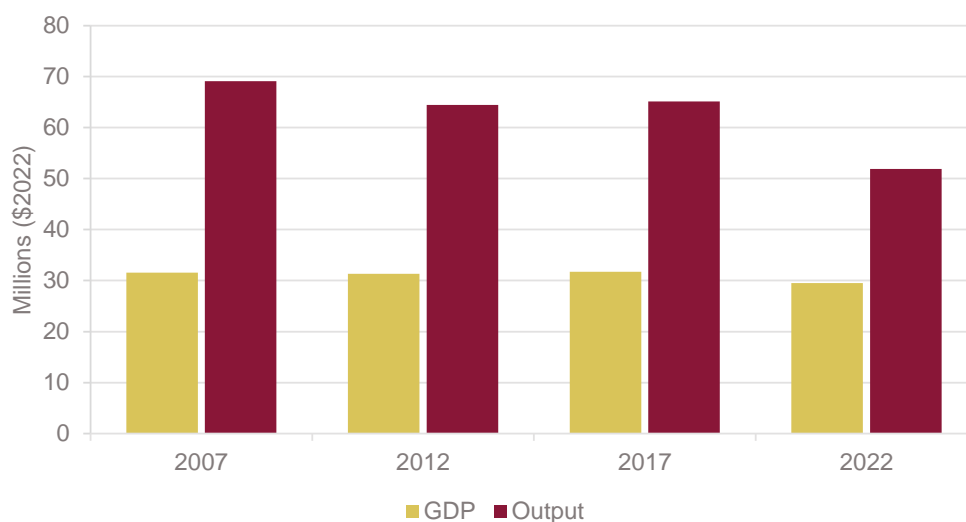
A trend analysis was conducted with data from the previous BERL EIA reports of the Port, which were completed in 2007, 2012, and 2017. In this exercise, the Port's expenditure, GDP, and employment were considered, and the first two measures were adjusted to include price inflation.

It should be noted that the values used in this section for the year 2022 may not match the values used for the same year in the previous section. Improvements in best practice and the availability of more granular data allowed for a more robust EIA calculation in 2022. Therefore, to compare the 2022 values with the values from previous years, a new calculation was done using the same methodology as the one used in the previous reports.

As Figure 1 shows, the Port's contribution to GDP has remained relatively constant over the years, at around \$30 million annually. There was a small drop in contribution to GDP in 2022 compared to 2017, from \$31.7 million to \$29.5 million, accounting for the impact of Covid-19. The impact of the slower economic activity was also felt in the Port's total output, as it fell from \$57.5 million in 2017 to \$51.9 million in 2022, going back to pre-2012 levels.

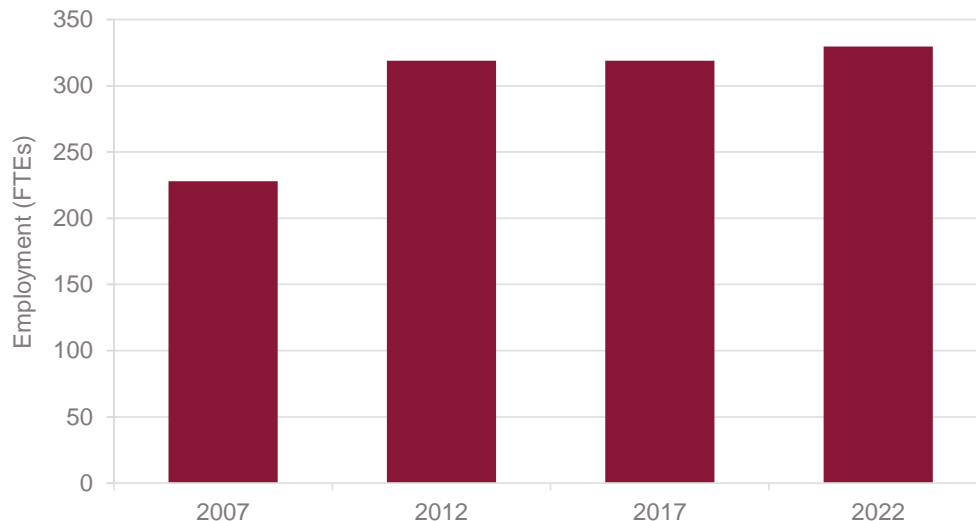
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Figure 1 Port Taranaki GDP and output - 2007 to 2022



Even though the Port suffered a decrease in GDP and output, it managed to increase its number of supported FTEs. The total number of FTEs supported by the Port stayed constant at 319 from 2012 to 2019, growing to 330 in 2022, as Figure 2 indicates.

Figure 2 Port Taranaki total FTEs - 2007 to 2022



Financial return for shareholders

Over many decades the Port has supported the Council's budget with divided payments, and in the latest financial year this payment was \$8 million. By remaining profitable the Port can further support the community, as the dividends it pays to the Council reduce the burden of rates on households in the region and support the Council in providing public services and facilities.

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Wages and salaries

Wages and salaries are one of the main enablers of economic well-being. In 2022, the Port's employee expenses were \$15.1 million. To assess and negotiate wages and salaries, the Port's Human Resources (HR) team uses the Strategic Pay SP10 methodology, which is a longstanding methodology with a proven record. It considers 10 factors divided into three categories (skills, mental effort, and responsibility/accountability) to evaluate the employee. The results are then linked to strategic pay sector and industry market data to suggest a remuneration level.

The Port also considers industry, regional, and public sector pay ranges data to establish a value. Employees on an individual employment agreement undergo an annual review, while those under a collective agreement undergo reviews dependant on the agreed term. Other benefits that employees receive include retirement allowances, long service leave, and grandfathered benefits.

Employee skills and capability

The Port takes a range of actions to increase employee skills and capabilities. Every position has defined competencies related to skills and safety. These are measured monthly and reviewed annually to promote the gradual and constant development of skills and capabilities. The Port considers an 80 percent compliance as the target, and if employees fall below that rate, the Port supports them to get back on track.

The Port also promotes employee skills and capability through industry memberships, secondments, conferences, leadership development, and individual mentoring programmes. Furthermore, the Port provides cybersecurity and biodiversity training, and it has supported three MBAs over the last four years, with two more in progress. Lastly, the Port develops employee skills and capability also for talent succession. For instance, 53 percent of tier three people leaders and critical roles have a clear or potential successor identified within the business, and approximately 37 percent of roles in the past year have been filled by succession.

Strategic importance

Transport and infrastructure assets, such as ports, are of crucial strategic importance. Ports allow for goods to be distributed to businesses and consumers, adding value to the production process. This is especially important for exports, as in a competitive international market any advantage can have exponential impacts. Ports are also essential for the domestic production process when it requires imported inputs, as having a constant and resilient flow of inputs promotes productivity.

The Port fulfils the roles mentioned above completely by providing an efficient transport service that serves the entire Taranaki region. The main exports that go through the Port are oil products and logs, and the main imports are foodstuffs and fertiliser. Therefore, the Port is of strategic importance to the oil and forestry industries in Taranaki, as it allows the sector to export products more efficiently. The Port is also of strategic importance for the agriculture industry in the region, as it secures a faster and more resilient supply chain of inputs for the industry.

Lastly, the Port allows for cruise ship tourism to Taranaki. The Port received the first cruise ship after the Covid-19 pandemic in November 2022, and three more are scheduled to arrive in the 2022-2023

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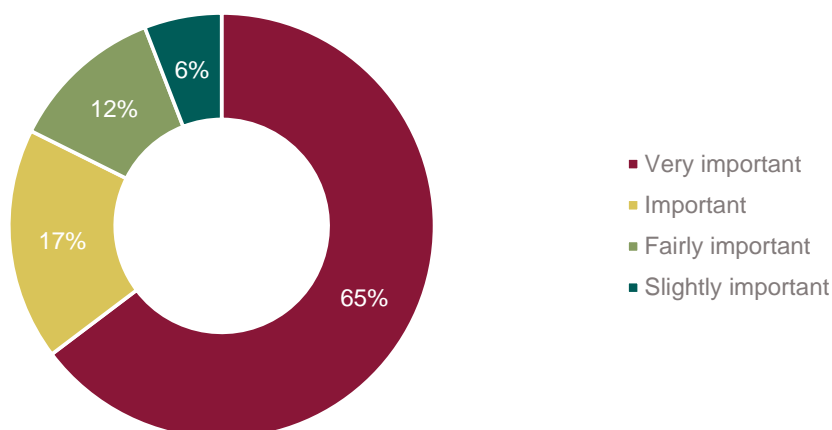
summer season. The Port will receive its largest cruise ship in history, the Island Princess, with over 2,200 passengers, in February 2023, and in total. The scheduled cruise ships are expected to bring over 3,500 tourists to the region.

Indirect indicators

Regional businesses supported

The Port supports a range of regional businesses through the services it provides. In the survey of businesses that use the Port, almost two-thirds (65 percent) stated that the Port was very important in their decision to conduct business in Taranaki, as Figure 3 shows.

Figure 3 How important is Port Taranaki when deciding to conduct business in Taranaki?



Moreover, the survey respondents made a range of comments regarding the support that the Port provides. Most comments were about the fact that the Port is the only viable and cost-effective transport for exports from Taranaki, especially for oil gas products, and forestry products.

When asked to comment on what they would do if the Port was to close, most respondents mentioned that they would have to redirect their supply chains to other ports such as Auckland, Tauranga, Wellington, or Nelson. In that case, their transport costs would increase as they would have to use road or rail transport in and out of the region and, because of this, two respondents stated that they would have to end their operations.

Trade volumes

In this section, the most recent publicly available data on the Port's trade volumes is described. To allow for comparisons with other ports in the country, Statistics New Zealand data was used, and it may differ slightly from the Port's data. Since there are large variations in the values of both exports and imports of some commodities from year to year, the average annual value of the past five years was used on the tables. The most recent data was not used on the tables because a large proportion

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of the total trade value was classified as confidential. This will be re-classified into each commodity in the future. Additionally, the data for the year 2021 is not yet finalised.

Exports

The main exports that pass through the Port have varied over time, but mineral fuels and mineral oils has been the commodity with the largest export value in most years, as Table 6 demonstrates. Nevertheless, this commodity has been decreasing in value in recent years, and since 2018 no permits on new offshore oil and gas exploration were issued. However, the Port and the region have proven to be resilient, as the export values of other commodities are increasing and partially compensating for the drop in oil and gas exports.

The export value of wood and articles of wood, which is mainly represented by logs, has been rising quickly in recent years, and it could overtake oil and gas to become the main exported commodity from the Port. It should also be noted that while the export value of live animals was low from 2000 to 2019, it was included as a main export commodity in 2020 as it reached \$93 million.

Table 6 Main exports by value

Commodity	Annual average (fob NZ\$ millions)				Percent of total
	2000 to 2004	2005 to 2009	2010 to 2014	2015 to 2019	
Total	1,904.0	2,475.8	2,513.4	1,623.9	100
Live animals	0.8	0.0	0.0	0.4	0
Animal or vegetable fats and oils	7.0	8.0	16.0	10.1	1
Mineral fuels and mineral oils	522.4	1,348.0	1,753.8	707.6	44
Wood and articles of wood	5.7	6.8	43.8	99.5	6
Organic chemicals	501.2	194.5	341.4	772.7	48

Imports

The main imports arriving at the Port have not changed as much as the exports, as Table 7 shows. The main imported commodities into Taranaki are inputs for the agriculture industry and refined fuel. Cereals, Prepared animal fodder, and Fertilisers combined make up around two thirds of the value of all imported commodities arriving at the Port, and these are used mainly as inputs of the agriculture industry.

The value of Mineral fuels and mineral oils is one quarter of the value of all imports going through the Port. This happens because the oil extracted in the region is exported in its crude form, and so the refined fuels needed for transport must be imported.

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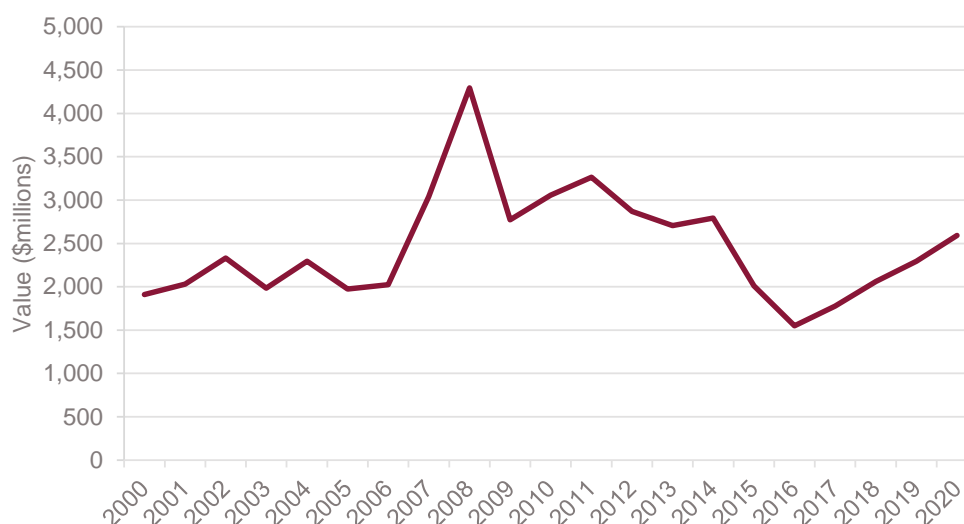
Table 7 Main imports by value

Commodity	Annual average (cif NZ\$ millions)				Percent of total
	2000 to 2004	2005 to 2009	2010 to 2014	2015 to 2019	
Total	206.0	345.3	424.4	315.3	100
Cereals	6.0	10.7	17.0	28.5	9
Prepared animal fodder	8.5	32.8	92.6	116.4	37
Mineral fuels and mineral oils	51.5	28.7	36.6	78.0	25
Fertilizers	57.6	66.2	79.6	51.0	16
Ships, boats, and floating structures	0.2	1.1	82.3	0.0	0

Total cargo

When combined, the total value of trade going through the Port was \$2.6 billion in 2020, as Figure 4 shows. This indicates that the Port is resilient, as it managed to get through the economic shocks from the decreased oil and gas activity in the region, and from the Covid-19 pandemic. While the total value of trade going through the Port is still below 2014 levels, the graph suggests that the Port is being effective in recovering this value, growing consistently since 2017.

Figure 4 Total value of cargo



2020 data

As mentioned above, the most recent values of exports and imports going through the Port by commodity were not included on the tables because they are not finalised. However, some preliminary data confirms the trends highlighted in this section. For example, the value of mineral fuels and mineral oils exported through the Port reached the lowest value since this series of data started to be

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recorded, declining to \$340 million in 2020. Moreover, preliminary data from 2020 suggests that the export value of wood and articles of wood will continue to increase, as in that year it reached \$147 million. It should be noted that this data should be considered with care, as it will be updated in the future, but the current trends are likely to be confirmed.

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4 Cultural well-being

Cultural well-being is an ambiguous term that can refer to either the customs of a group in society, or to artistic and intellectual activities. Cultural well-being encompasses shared beliefs, values, customs, behaviours, and identities reflected through the language, stories, visual and performing arts, and heritage that make up our communities. Cultural well-being is sometimes treated as being synonymous with Māori cultural well-being, however it can include a wider range of activities and values.

Snapshot

- The Port is implementing an **annual well-being calendar** with a range of events and activities to foster a health, safety, and well-being culture
- The Port's employees are diverse in terms of age and ethnicity, but more work is needed to achieve a greater degree of gender diversity
- The Port supports a range of local cultural activities and community groups
- Stakeholders have recognised the Port's willingness to listen and consider their ideas in forums and meetings.

Direct indicators

A positive health, safety, and well-being culture

The Port promotes a series of activities, events, and actions to improve the workplace well-being. For instance, there is an on-site gym, where memberships cost significantly below market-rate for employees. A nurse and a physiotherapist are also available weekly on-site. Moreover, the Port promotes annual skin cancer checks, education sessions, provides sunscreen stations, and prescription glasses biennially.

The Port also works to enhance its employees' mental well-being. A free employee assistance programme is offered for employees and their families. Furthermore, the Port is implementing an annual well-being calendar (available in Appendix A), that runs from October 2022 to June 2023, and so many of the activities and events are yet to happen. Some of the events and activities happening are:

- World Mental Health Day
- Swimathon
- Summer health promotion and awareness
- My Everyday Well-being platform launch
- Aotearoa Bike Challenge
- Volunteer Programme launch

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- Shared cultural lunch
- Hearing and PPE awareness

The Port aims to foster a consistent well-being culture by promoting events and activities year-round. Additionally, in the latest team engagement workshop, the vast majority of comments on the Port's well-being culture were positive. Lastly, the Port undertakes an annual survey called AHOY to measure its employees' satisfaction regarding a range of themes. The employees' evaluation of the company's culture was mostly positive, having grown slightly from the previous survey.

A diverse and inclusive workforce

The Port takes an equitable opportunities approach in its recruitment process. As Table 8 demonstrates, the ethnic breakdown of the Port's employees is similar to the ethnic composition of the Taranaki region. It should be noted that in the Port's survey 11 percent of employees preferred not to state their ethnicity, which is likely to account for the differences between Census and Port numbers.

Table 8 Ethnic diversity of Port Taranaki employees

Ethnicity	Taranaki region	Port Taranaki employees
		Percent
European	85	76
Māori	20	10
Asian	2	3
Pacific Peoples	5	2
MELAA	1	1
Prefer not to say	-	11
Other ethnicity	1	-

Source: Port Taranaki and Statistics New Zealand

The Port also strives to promote gender diversity, however, that has been challenging to achieve. Most employees are male (80 percent), and the female employees make-up the remaining 20 percent of the workforce, as Table 9 shows. This proportion is similar across all levels of seniority. While gender diversity is limited, female employees at the Port have mentioned that they are respected.

Table 9 Gender diversity of Port Taranaki employees

Group	Female		Male	
	Count of employees	Percent	Count of employees	Percent
All employees	28	20	113	80
Tier 3 and 4 people leaders	3	20	12	80
Non leaders	20	18	93	82

Source: Port Taranaki

The limited gender diversity among Port employees can be partially explained by occupational segregation, which is the under-representation, or over-representation, of one gender in a job type or industry. There are two dimensions of segregation – horizontal and vertical. The concentration of women in low valued and low paid sectors is recognised as horizontal occupational segregation.

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Vertical segregation is the under-representation of women in leadership positions within industries and organisations. These two types of segregation have always been a part of the collective experience of women in New Zealand's labour market. Also, the intrinsic link between occupational segregation and the gender pay gap highlights the relevance of occupational segregation to the socio-economic well-being of women.

This highlights the difficulty the Port has in increasing gender diversity among employees. While the Port takes an equitable opportunities approach in its recruitment process, the industry is heavily male dominated. Therefore, there is a challenging cultural barrier in increasing gender diversity in the Port.

There is a good degree of age diversity among the Port's employees, as Table 10 indicates. The vast majority of employees are aged between 35 and 64 years (78 percent). A considerable number of employees are aged between 20 and 34 years (16 percent), and a few are aged over 65 years (6 percent).

Table 10 Age diversity of Port Taranaki employees

Age	Count of employees	Percent
20-34	22	16
35-49	55	39
50-64	55	39
65+	8	6
Total	141	100

Source: Port Taranaki

Indirect indicators

Support for local cultural activities and community groups

Stakeholders have mentioned that the Port supports local cultural activities and community groups in a range of ways. These include providing discounted leases for community organisations, sponsoring events and community groups, and maintaining public access to the Lee breakwater and Ngāmotu beach. Some of the organisations supported by the Port are:

- Seaside Market
- Tri Taranaki Festival
- North Taranaki Foodbanks
- Ngā Motu Marine Reserve Society for Seaweek
- New Plymouth Sport Fishing and Underwater
- Surf Life Saving Taranaki
- Te Hapai Hoe
- New Plymouth Partners.

During the height of the Covid-19 pandemic, the Port provided lease relief for its leaseholders. The activities promoted by these groups are varied, and include fishing competitions, triathlon

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competitions for adults and for children, surfing, and rowing, among others. Hence, the Port's presence and the public access and facilities it provides support a range of activities in the community.

Nevertheless, stakeholders have mentioned that the Port could do more to support cultural activities and community groups. Stakeholders would like the Port to take more initiative to collaborate and support events. They perceive the Port as being too reactive. Stakeholders also mentioned that the Port could increase the advertising of the community events and activities it supports.

Working collaboratively with iwi and hapū

Ngāti Te Whiti is the mana whenua of New Plymouth. Its rohe extends from the Herekawe to the Waiwhakaiho River, inland to its headwaters on Taranaki and back to the Herekawe.

The Port is located on the traditional lands of Ngāti Te Whiti, and it was built there at a time when Māori had very limited opportunities to participate in decision-making. Hence, the hapū see it as a situation imposed upon them. This has resulted in historic trauma for a lot of people. The location of the Port on these lands has meant that the relationship with local iwi and hapū has historically not been as good as many have wanted.

Stakeholders expressed the view that the Port is developing a better understanding Tikanga Māori, and is using it increasingly. However, comment was made that in the past, the Port failed to consider the interests of Māori, and has engaged with Māori because it had to, rather than because it wanted to, which came across as a compliance task. The current relationship with iwi and hapū is seen to be developing and improving through the efforts of Port leadership to engage, and a desire to improve the relationship.

Ngāti Te Whiti has prepared a cultural values statement (CVS) with key recommendations for the Port to recognise and provide for the protection, preservation, and appropriate management of Ngāti Te Whiti's natural and cultural resources. The Port has been actively trying to engage with the recommendations set out in the CVS through a staged process.

Te Kotahitanga Te Atiawa is aware that in the past the iwi made commitments that it was unable to meet, which has frustrated the Port. The limited resources of Ngāti Te Whiti, restricts its ability to engage, particularly at short notice. The Port is aware of this and has supported where possible.

For Ngāti Te Whiti the ability to access culturally significant sites is important. While it is aware of the safety considerations, it would welcome increased opportunity to access these sites within the Port site. There is also a desire by Ngāti Te Whiti to build a marae on land adjacent to the Port. This is seen as an opportunity to enhance the improving relationship, and for the Port to act as an enabler, particularly around concerns relating to heavy traffic and access.

The recent addition of Jamie Tuuta to the Port Taranaki board, which has increased iwi representation, is seen as a positive step. When he joined the board, it was the first time that the Port has held a traditional welcome.

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Fostering enduring partnerships

Stakeholders have mentioned that the Port fosters enduring relationships. They have praised the Port for listening, taking notes, and considering their ideas in forums and meetings. The Port also has longstanding partnerships, an example being the New Plymouth Sport Fishing and Underwater Club which has been leasing from the Port for 45 years.

Stakeholders indicated that the Port staff are friendly and responsive, but usually the Port does not initiate discussions, or propose regular meetings. Most stakeholders have highlighted that they see the Port as a good partner, but that sometimes it is narrowly focused on the commercial aspects of their relationship. It was raised by stakeholders that the Port would be even better at fostering enduring partnerships if it was more proactive in engaging with them.

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5 Social well-being

Social well-being is about people feeling a sense of belonging and inclusion in the place where they live. Social well-being involves individuals, their families, whānau, hapū, iwi, and a range of communities, being able to set goals and achieve them. This includes education, health, the strength of community networks, financial and personal security, and equity of opportunity and rights and freedoms. A state of social well-being is important for an individual's health, as well as their life satisfaction and happiness.

Snapshot

- The Port has a **safety-first approach** and takes comprehensive measures to ensure its operations are safe for everyone
- Various stakeholders mentioned that the Port has a **good social licence** to operate
- Various stakeholders stated that the facilities provided by the Port are widely enjoyed by the public and support the community's social well-being
- While public access to the Port's operations is restricted, the Public can enjoy the fringe areas around the Port
- Due to the high-risk nature of its operations, opportunities for people with a disability are limited to outside of the Port's operational area
- The Port is a **relevant asset** to promote community resilience in the case of a natural disaster.

Direct indicators

Employee safety and well-being

The Port has a safety-first approach and takes comprehensive measures to ensure its operation are safe for everyone. Every employee, contractor, and visitor must go through an induction process, which includes all the relevant health and safety information before entering the site. Furthermore, a comprehensive set of rules and actions are enforced to mitigate any risks to health and safety in the Port's operational area.

These rules and actions include a 20kph speed limit across the site, wearing a personal floatation device (PFD) within one metre of the water's edge, wearing hi-vis clothing and safety footwear at all times, always carrying an access card and photo ID, and minimising walking. Also, no persons under 16 years of age or pets may enter the site, cycling is prohibited, as is walking outside of the marked pedestrian areas, and smoking. Moreover, the Port takes its strict drug and alcohol free policy seriously. The Port conducts random on-site drug and alcohol testing of employees, contractors, and users regularly. A positive test, or a refusal to test results in immediate removal from the site. There have been two instances of staff failing or refusing to take a test in the past five years. Both were referred to the Port's employee assistance programme for support.

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The Port encourages anyone to report any incidents, unsafe acts or conditions to the Communications and Security team. The Port also gives explicit authorisation to anyone involved in their business to stop what they are doing if they see any unsafe acts or conditions and ask the person to stop their unsafe action. This should be followed by reporting the incident to the Communications and Security team. Since 2013 the average number of reported injuries is 21 per year. In the 2013-2021 period the injuries peaked in 2016 when there were 36 and were lowest in 2019 when there were 25. Seventy percent of these injuries from 2013 to 2021 required no treatment or first aid. In 2021 this figure was 87 percent.

The Port is also constantly trying to improve safety in its operational area. Since most of its safety incidents involve traffic, the Port has invested into improving road safety on site. This includes improving wayfinding and road markings, and increasing restricted pedestrian areas. Finally, in the latest team engagement workshop, the comments on the safety theme were overwhelmingly positive.

Social licence to operate

During the interviews, various stakeholders mentioned that the Port has a good social licence to operate. They commented that the fact the Port has been there for a long time, since 1875, means that it is an integral part of the community. Also, the existence and accessibility of the Lee Breakwater is cherished among the community, and it was mentioned multiple times as one of the main factors that provides the Port its good social licence to operate.

The Port's engagement with the community was also mentioned as a contributing factor to its social licence to operate. However, multiple stakeholders mentioned that if the Port was more proactive in seeking and maintaining relationships, it would increase its social licence to operate further. Stakeholders recognised that the Port is excellent at listening to their requests, comments, and maintaining a good relationship, but they have mentioned that the Port could take the initiative of seeking and engaging with its stakeholders more often.

Facilities on site

While there is a small number of facilities on site, they are valued by the community. The Port leases sections of its lands outside of its operation area to commercial leaseholders. These leaseholders include cafes, restaurants, shops, community groups, and others. Other facilities provided by the Port include the Lee Breakwater, with a public carpark and a boat ramp next to it, and public toilets and a playground by the beach.

Various stakeholders have mentioned that the facilities provided by the Port are widely enjoyed by the public and support the community's social well-being. The Lee Breakwater was mentioned multiple times as a great family destination where people of all ages can go fishing, or just go for a walk. The cafes and restaurants were also mentioned as being busy and good service providers. Moreover, stakeholders have commented that the boat ramp provides a great service for boat owners, as the closest alternative is around 20 kilometres away, in Waitara.

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Public access to the Port

Due to the nature of its operations, public access to the Port is limited. The Port's operations could cause harm to the public if access was permitted in the areas where they occur, therefore, the Port has prioritised safety over public access. The Port is also nominated as a secure area by the New Zealand Customs, which makes public access more difficult.

Nonetheless, there have been some open days over the years, on which the Port was opened for controlled groups to visit. Moreover, the public can still enjoy the Port's fringe areas that are outside of its operations. For instance, stakeholders have mentioned that they are happy the public has access to the Lee Breakwater, Ngāmotu Beach, and the New Plymouth Coastal Walkway.

Equitable employment opportunities

The Port takes a best practice approach in its recruitment process. This includes ensuring that every applicant is assessed equitably regardless of any personal characteristics. However, since the Port's operations can be high-risk and the Port takes a safety-first approach, opportunities for people with a disability are limited to outside of the Port's operation area.

Indirect indicators

Contribution to community pride and spirit

Stakeholders have commented that the Port contributes to community pride and spirit in varied ways. For instance, the Port's sponsorship of the Taranaki Bulls rugby club in the past was mentioned by stakeholders as a great contribution to community pride and spirit. Port Taranaki's annual sponsorship budget is circa \$100,000 per year, spread over approximately 25 organisations/causes. Also, the fact that the Port enables trade in and out of the region, boosting economic growth, brings pride to the community.

However, stakeholders have mentioned that the Port could contribute to the community in more ways. Some stakeholders have commented that the Port, at times, lacks initiative to promote and/or sponsor local activities and events. Some stakeholders have also mentioned that the Port could take the initiative to reach out more often to collaborate with them in creating a stronger community spirit. Furthermore, one of the hypotheses raised was that the Port does not communicate its actions to the public effectively, which causes a perception of inaction.

Community resilience

Resilience can be defined as the ability to bounce back from an adverse event. In that sense, the Port is a relevant asset to promote community resilience in the case of a natural disaster. The better and more diversified a community's transport infrastructure is, the more resilient to natural disasters it will be.

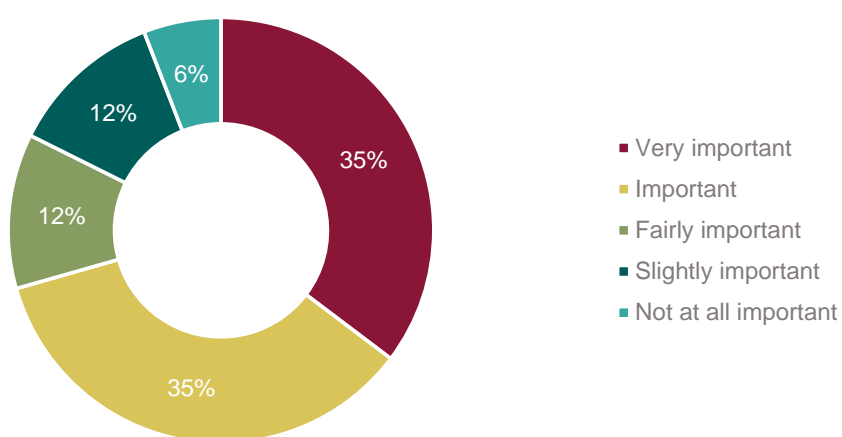
The Port provides an alternative exit/entry point into New Plymouth, which could be useful in the case of a natural disaster, such as an earthquake, disrupting the roads leading to the city. Stakeholders

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also agreed that the Port increases their community resilience, and value the Port as a resilience promoting asset.

Additionally, in the survey completed by main businesses that use the Port, the question “How important is Port Taranaki as a strategic asset in case of a natural disaster?” was asked. The majority (70 percent) stated that the Port was important, or very important as a strategic asset in case of a natural disaster, as Figure 5 shows. Only six percent of respondents did not consider the Port as being important in this scenario.

Figure 5 How important is Port Taranaki as a strategic asset in case of a natural disaster?



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6 Environmental well-being

Environmental well-being encompasses all aspects of the health and well-being of the environment in a locality. It includes the biodiversity in the flora and fauna, quality of the air and water, sustainable land use, and a harmonious balance between the Port and the environment. The capability for maintaining environmental well-being, to be able to sustain the activities, ecosystems and community within the locality, is paramount to being good and proud custodians of the land and environment.

Snapshot

- The Port is currently in the process of preparation for voluntary climate disclosures
- The Port's greenhouse gas emissions have remained at around **45 tonnes of carbon dioxide equivalent per \$1 million** of revenue since the second quarter of 2021
- For the most part, the Port is **successful with maintaining water quality**, and is actively working to improve in this area
- The Port does not collect data on air quality regularly
- Dredging operations have been, and continue to be, within the consented measurements. However, changes may be required to compensate for the ramifications of climate change
- Reporting and concern are focused towards the little blue penguin
- **Noise complaints are seldom**, considering the location and activities of the Port
- The Port currently is not ISO 14001 certified
- The Port is actively working towards lower carbon solutions to operations
- The Port actively supports environmental initiatives in the local community
- **Active support for alternative energy projects** has been shown by the Port, as well as an express interest in further potential alternative energies
- Ensuring that the local community, local business, the Council, and the Government are aware and engaged in the environmental and energy related initiatives of the Port is instrumental to ensuring the Port can be viewed as a leader and role model locally.

Goals of the Port

The Council, as the owner of the Port, has a goal of promoting the sustainable use, development, and protection of our natural and physical resources. This goal is interlinked with the goals and objectives of the Port towards sustainable environmental practices.

Many stakeholders have expressed a desire for the Port to be a leader and role-model when it comes to environmental initiative, and active steps are being made by the Port to fulfil this role, to ensure it is the "Pride of Taranaki".

The Port suggests that goals are set out to enhance and improve its environmental practices. These include:



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- Responsible stewardship
- Protecting water quality
- Maintaining air quality
- Protecting marine and bird life
- Adapting to climate change
- Decarbonisation

Immediately important for the Port are aspects such as air and water quality, noise pollution, effective waste management, local ecosystem management, and community involvement in environmental schemes. It is important to understand that community well-being is relative to the state of the environment. As well, a keen sense of kaitiakitanga is imperative to upholding environmental well-being.

The Port aims to be the “Pride of Taranaki”, and they are “committed to reducing our carbon footprint, improving our operational resilience, and adapting to the effects of a changing climate”. Whilst the principal objective of the Port is to successfully operate, and maintain their goal of being a successful business, environmental and climate considerations are important and necessary to the future of operations, and the intention of being the “Pride of Taranaki”. The Port aims to be a sustainable and profitable business that both the region and local community are proud of. This, in combination with creating long-term value for shareholders, indicates that the Port is committed to upholding environmental well-being, and actively working towards mitigating and adapting to climate change.

There is no earlier data available for emissions, water take, or waste generated. The Port acknowledges it has only recently implemented its environmental, social, and corporate (ESG) reporting programme.

Direct indicators

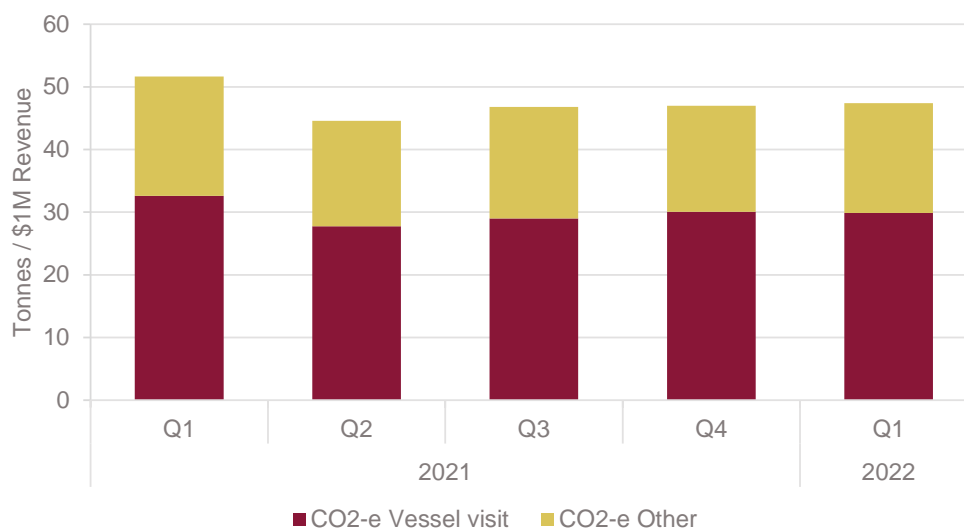
Greenhouse gas emissions

The Port is currently in the process of preparation for climate disclosures. Despite not being part of the institutions that will be required to make climate-related disclosures, the Port has chosen to opt in regardless. Stakeholders have suggested wanting to see the Port as an industry and sectoral leader and role-model. Actively participating in climate-related disclosures will be a great step towards being an active leader in the region for the future. It is important that data should be collected and utilised to ensure best practice improvements are being made relative to greenhouse gas reductions for the Port.

Figure 6 suggests that the Port’s greenhouse gas emissions have remained at around 45 tonnes of carbon dioxide equivalent (CO₂-e) per \$1 million of revenue since the second quarter of 2021. Furthermore, the distribution of these emissions has stayed somewhat constant in the last five quarters, with emissions from visiting vessels at around 30 tonnes of CO₂-e per \$1 million of revenue, and other emissions at around 17 tonnes of CO₂-e per \$1 million of revenue.

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Figure 6 CO₂-e emissions



Finally, multiple stakeholders have mentioned that if the Port were not to exist, their only option for transporting their goods would be via road or rail transport to another Port, increasing the level of greenhouse gas pollution. The necessity of the Port in getting regional goods overseas with the lowest greenhouse gas emission transport type is important.

Water quality

The Port is concerned and involved in upholding and maintaining the water quality, both due to its location at the seafront, but also due to its guardianship of the harbour being integral to its ethos.

The Port actively undertakes the regular removal of undaria (Asian seaweed/*Undaria pinnatifida*) from the harbour, as it is an invasive and destructive non-native species. This highlights the Port's dedication to the preservation of the environment and native flora and fauna.

One part of water quality in the Port area looks at contamination from palm kernel extract (PKE) being blown into the water due to high winds during unloading and loading. This is a concern that has been raised by stakeholders, with both efficiency and efficacy being called into question. PKE contamination in the harbour is usually caused by high winds blowing PKE onto the sea surface. Due to continued investment in preventing low air quality through dust propagation, exemplified through the investment in more efficient hoppers, PKE contamination in the surrounding water has been kept within compliant levels.

Stakeholders have also raised concerns about water pollution from the collision of large boats with bumpers, leading to plastic contamination in the harbour. Additionally, paint flakes can contaminate the water during boat maintenance. Due to the high energy environment of the area seaward of the main breakwater, compliant levels of discharge into the water are quickly diluted and dispersed, lowering the ecological effects, and ensuring the compliance with resource management regulation.

Stormwater infrastructure at the Port has been continuously improved. However, during a sampling survey in 2021, the Port was found to be non-compliant with the consent. These non-compliances

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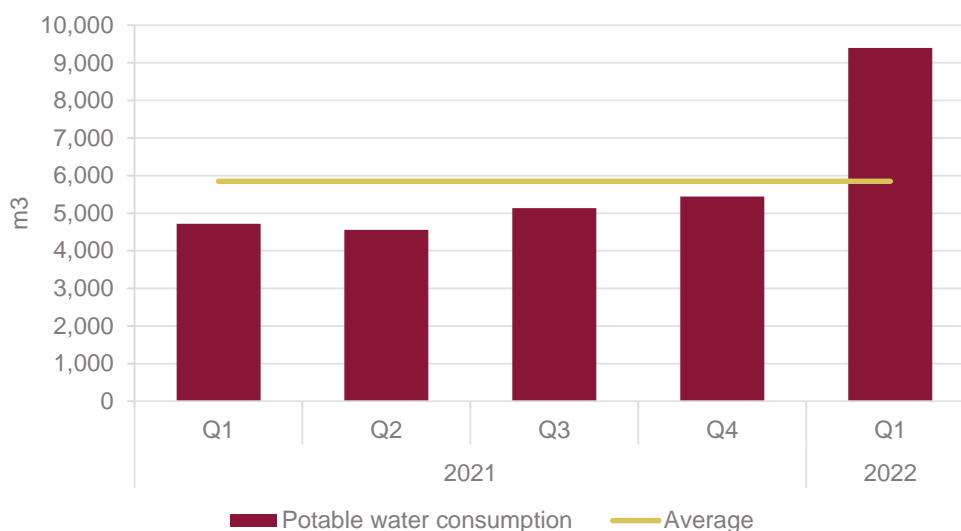
were avoidable considering the predictability of the situation. Best practice water quality management would look at ensuring data is utilised to best predict potential non-compliance issues.

The Port has actively been making changes to avoid future cases of non-compliance due to stormwater discharge. Potential future improvements in equipment, forecasting, and management could help to avoid future non-compliant events.

Water take

The Port's potable (drinking quality) water consumption is outlined in Figure 7. Over the last five quarters, the Port consumed on average 5.9 thousand cubic metres of potable water per quarter. In 2021, the Port's consumption of potable water stayed somewhat constant between 4.5 and 5.5 thousand cubic metres per quarter. The spike in the first quarter of 2022, when it increased to over 9 thousand cubic metres, was due to a leak in New Plymouth District Council's water network.

Figure 7 Potable water consumption



Air quality

Air quality data is not routinely collected at the Port. Data is only collected from complaints, which is usually the result of a Port user's behaviour or activities. Best practice monitoring would involve more regular and routine data collection of air quality. Being a leader in the industry and community, the Port could look to monitor air quality.

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Dredging

Dredging operations have been, and continue to be, within the consented measurements. The dredging carried out by the Port has largely fallen within the requirements of its resource consent, except for a 0.6 percent exceedance, that was deemed to be less than the margin of error for the measurement, and thus was not seen as a breach of compliance. Changing climatological conditions could mean more intense weather events and changing sea conditions that could necessitate more often, or more intensive dredging. Accounting for these changes will ensure the adequate planning to ensure best practice.

Marine and bird life

The Port provides regular and comprehensive internal reporting on kororā (little blue penguin), including details of sightings, breeding grounds and patterns. It is also actively involved in measures to safeguard the penguins that are impacted by port activities.

The Port could broaden their monitoring and data collection to consider further marine and birdlife. Their dedication to the kororā highlights the concern of the Port for the native wildlife.

Noise

The financial year running from July 2021-2022 saw only seven incidents of noise complaints at the Port. Due to the proximity of the Port to areas of high population and activity, this number is reasonable. Additionally, only two of the incidents were at an unacceptable decibel level that required investigation. From the two complaints, suggestions for further improvement to preventing noise pollution were decided upon, and active best practice management of the complaints can be seen to have been taken. Total best practice management would involve more regular noise monitoring, outside of complaints.

ISO 14001 compliance

The Port currently is not ISO 14001 certified. ISO 14001 certification sets a standard for environmental management. Engagement with the Port indicates it is not actively pursuing this certification. Best practice Port management would involve attaining ISO 14001 certification, and this is an area where further steps could be taken, especially considering the Port's other advancements in environmental management that align with the tenets of the ISO 14001 certification.

Decarbonisation

Whilst the Port has indicated it does not currently have plans to completely decarbonise, however it has made clear the move towards decarbonisation. This involves actions such as the testing of LED lights at the Port, investigating switching the Port vehicle fleet to electric, experimenting with biodiesel (or ethanol) to power the Port's tugs, testing the feasibility of solar power at the Port, and finally, testing the feasibility of shore-power for berthed ships.

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The process of decarbonisation is a difficult challenge for large industry, such as the Port. Utilising the “least-regret” options towards testing and further implementing changes towards the end goal of decarbonisation shows the desire and initiative of the Port to uphold environmental well-being.

Indirect indicators

Participation and support of environmental initiatives

The Port actively supports environmental initiatives, such as supporting and monitoring kororā (little blue penguins), supporting the Towards Predator-Free Taranaki project, supporting the local Moturoa school and their *trees for life* initiative, as well as working closely with Ngā Motu Marine Reserve Society, Ngāti Te Whiti hapū, and the Department of Conservation on environmental and ecology matters.

Furthermore, the Port is involved in initiatives such as the revitalisation of coastal shipping, in an effort to cut down on the burden of carbon emissions caused by road transport. It is positioning itself as an eager participant in a more resilient and more green-house gas efficient alternative.

Support and interest in alternative energy solutions

With the implementation of no new, or renewed, oil and gas fields in the Taranaki region, it makes sense for the Port, as Aotearoa New Zealand’s premier energy port, to have a shift in customer base when it comes to energy exports. The Port has already shown interest in transitioning to renewable energy, and has touted itself as a key supporter for the transition to these renewable energy projects.

The Port has expressed interest in alternative energy solutions, with the announcement of a 900MW offshore wind farm off the coast of South Taranaki garnering the total support of the Port for this project. Additionally, the Port is interested in other sources of renewable and green energies, such as water, solar and green Hydrogen. The Port is uniquely located as the only West coast deep port and thus has a unique advantage in the ease of access to Asian and Australians markets for energy exportation.

Stakeholders aware of active role in supporting environmental progress

The Port positions itself as the “Pride of Taranaki” and this aspirational approach is evident in the progress it’s making in its environmental and energy initiatives, solutions, and innovations. Ensuring that the local community, local business, the Council, and the Government are aware and engaged in the environmental and energy related initiatives of the Port is instrumental to ensuring that the Port can be viewed as a leader and role model locally. The Port’s involvement in community environmental initiatives highlights their support of progress. Being more forward in initiating all scales of projects will allow for a greater recognition of the progress made by the Port in environment and energy.

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7 Framework for best practice monitoring and greening of Port Taranaki

Decisions around environmental progress at the Port are unique to the resources, ability, and circumstances specific to the region, geography, industry, and trade of the Port. Creating a roadmap towards best practice greening of the Port and activities in the Port, as well as tackling other relevant climate-related issues, is imperative for the future of the Port's operations. Therefore, based on the European Sea Ports Organisation (ESPO's) best practice for greening activities in Ports.¹ This framework has been created to outline the best practice systems through which a roadmap can be created towards a greening of the Port, as well as the updating, or creating, climate-related goals. This will allow best practice solutions for long-term environmental, climate-related, and futureproofing/greening decisions.

Preliminary steps

Measuring and identifying:

- Identify and measure the climate-related issues facing the Port within its environment. This may involve measuring emissions, potential or actual environmental damage and ecosystem changes, or further externalities, for example
- As a comparison, these measurements should also be taken outside the Port area so they can be used as compare and contrast readings from the Port. Similarly, pre-existing, or externally collected data should be obtained and used as a comparison
- This initial data collection can be used to understand what environmental challenges are facing the Port and will help define the problems that need to be solved.

Prioritising and balancing issues:

- The data acquired should be used to prioritise which decisions could be made by the Port. This should attempt to balance:
 - the environmental benefits
 - the economic benefits
 - the ease of implementation
 - the cost of implementation
 - the long- and short-term benefits
 - challenges and opportunities
 - the prevalence of risk, vulnerability, and exposure to different functions of the Port
 - social and cultural benefits and goals.

¹ European Sea Ports Organisation. (2021). ESPO Green Guide 2021 A Manual For European Ports Towards A Green Future. ESPO. Retrieved from <https://www.espo.be/media/ESPO%20Green%20Guide%202021%20-%20FINAL.pdf>

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These decisions should be made with involvement from all stakeholders at the Port

- Decisions shouldn't be based on ease, the lowest cost, and the least amount of effort. A holistic approach that prioritises the most urgent matters should be implemented. However, easier to implement and low-cost solutions can and should be part of the roadmap where applicable.

Target setting:

- Once the Port decides on the priority solutions it is important to compare these against legal international, national, regional, and internal obligations and priorities – and benchmark them against international best practice. This approach requires pre-empting legislation and other Government/Council initiatives related to climate change. Plans such as Aotearoa New Zealand's National Adaptation Plan – which looks at how the country can adapt to climate change and sets out actions that will be implemented into policy to set up the future of adaptation – will need to be considered, to ensure targets are in line with the policy framework and action plans
- It is important that the Port makes ambitious but achievable targets, and ensures that they are quantifiable and actionable, and that results are measured against the priorities
- The Port should identify what they want to achieve through the priorities they have outlined, and ensure their targets are aligned with achieving these outcomes.

Identifying how this will be achieved:

- The Port must budget and make considered investments, considering a balance of social, community, cost-benefit, impact, and other such considerations that allow for an adequate and meaningful budgeting and investment period
- Additionally, consideration should be taken to the greening of individual projects and individual investments externally from the Port itself

Internally and externally share updated vision and progress:

- The Port will need to communicate, both internally and externally, their shift/focus towards green/climate conscious priorities. This can be done using several channels to reach external audiences, such as the Port's website, media releases, information sessions and through social media channels such as Facebook and LinkedIn. They can encourage staff to get on board by keeping them up to date through updated information on the Port intranet, visual displays such as posters, and regular newsletters and surveys.

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Actualising change

Creating a realistic and tangible timeline:

- The Port should create a timeline with the relevant steps and milestones set at achievable yet meaningful intervals for each of the priorities and targets
- The aim of this is to actively encourage, track and push progress, but also to show tangible progress is being made towards the goal. This will keep stakeholders engaged and involved.

Monitoring and internal communication:

- Progress should be measured against the proposed timeline. This should be measured in relation to tangible and actualised results, and the achievement of milestones
- Challenges, new opportunities, successes, failures, improvements, and solutions should all be identified, discussed, and internally communicated. Where necessary, changes and updates to the timeline/roadmap should be made as is best in-line with achieving the purpose of the overall target of greening the Port and solving other climate-related issues
- Achievements should be monitored and shared, both to update the roadmap but also to show the meaningful progression being made.

External communication and community involvement:

- Communicate with stakeholders involved in the Port, but also in the nearby and wider community. An engagement and communication plan should set out the approach, key messages, identity of stakeholders, risks and opportunities and tactics plan. The plan should also outline what the Port should communicate, and when, and via what channels
- Technical information should be presented in a way that is meaningful and easy to understand for the audience
- The goal is authentic communication with the community who are most affected, but there should also be a focus on positive outcomes and progress generally
- The communication approach will take stakeholders and the community along on the journey, creating a sense of being part of a change for good and a sense of being at the forefront of an approach that will make a real difference for New Plymouth now, but also for future generations in the city.

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Appendix A Well-being Calendar 2022-2023



Well-being | Hauora Calendar 2022-2023

Join in the Well-being | Hauora activities at Port Taranaki Limited; encompassing the key components of well-being in Community  Place  and Person 

OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
 10 & 21 Oct Skin Check Clinics  10-16 Oct Raise awareness of mental health on World Mental Health Day. 24 Oct Labour Day Long Weekend	4 Nov Gumboots Friday  11-12 Nov Around the Mountain Relay with Ross Dixon  1-30 Nov Swimathon with Mark Greene, Movember with Tim McHugh & Wharf Services Team stretching and ergonomic review with our Physiotherapist.	1 Dec Summer health promotion and awareness with our Occupational Health Nurse. Remember to hydrate and wear your sunscreen!  22 Dec Happy Holidays! Closedown begins; share quality time with your friends and/or family.	7 Jan Time to renew your annual membership for the PTC Gym/Wellness Centre! 16 Jan My Everyday Wellbeing Platform Launch  26 Jan Enable Me Financial Health presentations begin.	 1-28 Feb Aotearoa Bike Challenge with support from our Physiotherapist  1-28 Feb Return to work planning and awareness with our Occupational Health Nurse.	1 Mar Volunteer Programme Launch with Pippa.  1-30 Mar Tug Team stretching and ergonomic review with our Physiotherapist. 	 1-30 Apr Spirometry Awareness with our Occupational Health Nurse.  20 Apr Shared cultural lunch 	10 May Fear Factor / try something new with Mark Greene. 19 May Pink Shirt Day - how we can continue to build an Upstander culture 21 May World Cultural Diversity Day - Unconscious Bias Awareness sessions 	1-30 Jun Bowel Cancer Awareness month with our Occupational Health Nurse.  1-30 Jun Hearing and PPE Awareness with our Occupational Health Nurse.  15 June AHQV Engagement Survey

 AVAILABLE ALL YEAR ROUND

Employee Assistance Programme for free, confidential counselling on 0508 664 981 | Occupational Health Nurse on site every Tuesday | Physiotherapist on site every Wednesday morning | Gym on site at PTC

Details on all activities will come out closer to the time, some dates may change too. Ask your friendly People & Safety team members if you have any questions or want to know more!



Date 8 May 2023

Subject: **Transport policy work streams**

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

Document: 3167154

Purpose

1. The purpose of this memorandum is to update Members on key transport policy work streams.

Executive summary

2. This item provides an overview of key transport policy documents being prepared for the 1 July 2024 to 30 June 2027 period. While the Regional Land Transport Plan (RLTP) continues to be the core statutory responsibility for the Regional Transport Committee (RTC); the RTC also has responsibility for overseeing development of a Regional Speed Management Plan, which is a new three-yearly requirement. Additionally, synergies have been utilised to combine reviews of the Regional Public Transport Plan and the Regional Walkways and Cycleways Strategy into one Better Travel Choices for Taranaki strategy.

Recommendations

That the Taranaki Regional Council:

- a) receives the memorandum titled *Transport policy work streams*
- b) notes the work underway to create a Better Travel Choices for Taranaki strategy, which will incorporate a revised Regional Public Transport Plan
- c) notes the work underway to develop the first Regional Speed Management Plan for Taranaki, which is a new requirement for local government.

Background

3. The council is responsible for developing and approving a number of transport documents through to June 2024, including two that are new:
 - Better Travel Choices for Taranaki Strategy (BTCS)
 - Regional Speed Management Plan 2024-2027 (RSMP)

- Regional Land Transport Plan 2024-2027 (RLTP)

The first two are important feeders into the third, the RLTP, which contains a 3-yearly funding bid to Waka Kotahi for co-funding of proposed transport activities. Activities identified in the RSMP and BTCS can be put forward for funding through LTP and RLTP processes.

4. A visual overview timeline of the key work streams to June 2024 is provided in [Appendix A](#).

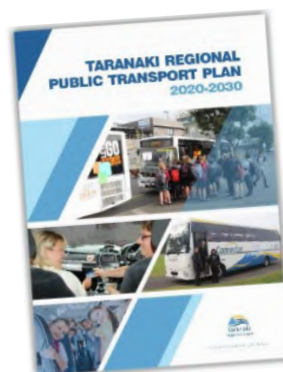
The Regional Land Transport Plan for Taranaki

5. The Regional Transport Committee's statutory responsibility focuses on the preparation and implementation of a Regional Land Transport Plan (RLTP), which has a three-yearly planning/ review cycle (to match those of Council Long-Term Plans), though a technical lifespan of six years. The Plan is required to be consistent with the Government Policy Statement on Land Transport (GPS) of the time. The draft GPS for 2024-2027 is due to be released for consultation in late May, and to be finalised in September 2023.
6. The RLTP provides strategic direction to land transport in the region, and sets out how the region proposes to invest to achieve its objectives. It has two key components, which reflect the legislative requirements of the *Land Transport Management Act*:
 - a strategic policy framework
 - a list of activities for which organisations in the region are seeking assistance from the National Land Transport Fund.
7. The mid-term review of the *Regional Land Transport Plan for Taranaki 2021/22–2026/27* will be a core work stream from now through to 30 April 2024, when it is due to be lodged with Waka Kotahi. The RTC prepares the RLTP for adoption by the full Council.
8. The current RLTP, which was prepared in 2020/21 and has been in effect since 1 July 2021, continues to be operative through to 30 June 2024. In addition to processing any requests to vary the current Plan, the RTC monitors implementation of the Plan through update reports received at meetings from the organisations who accessed funding support through it.



Better Travel Choices for Taranaki

9. A key new work stream feeding into development of the RLTP is the Council's development of a Better Travel Choices Strategy (BTCS). This will combine reviews of the existing *Regional Public Transport Plan for Taranaki* and the *Regional Walkways and Cycleways Strategy*.



10. Both existing documents need to be reviewed and both require a step-change. Combining these reviews and their associated documents will bring greater cohesion. There are natural synergies between active travel modes (walking, cycling & micro-mobility) and shared modes (public transport & rideshare). Improving both are important to achieve the desired mode shift and Vehicle Kilometres Travelled reduction. Improving these also assists community connectivity and resilience.
11. External support has been engaged prepare the BTCS, which will include a high-level gaps analysis and 30-year regional mode shift plan.
12. A key stakeholder group is being established to assist with development of the BTCS, with their first workshop being scheduled in mid-May.
13. The Council will receive updates on progress at their July 2023 meeting. A draft document will be brought to the September 2023 meeting to be approved for consultation.



Community engagement

Combining of consultations during 2023

14. One of the risks identified with the number of plans and strategies needing to be developed and consulted on throughout the year, is that of engagement fatigue. In order to reduce the number of times the community are being asked to provide feedback/guidance on regional transport documents, these have been combined as much as possible. Communications and engagement (C&E) is therefore planned to occur in two key stages, as outlined in the table below. This will increase the alignment and cohesion of documents, as well as reduce the number of consultations required. In the case of C&E Stage 2, this is effectively reducing five potentially separate consultations into one.

Regional Transport C&E Stage 1 Wednesday 15 March to Sunday 30 April 2023	Regional engagement on the community's desired future transport network incorporating active modes (walking and cycling), shared modes (particularly public transport), safety and speed. The community's feedback will help to guide development and drafting of all the regional and district transport plans.
Regional Transport C&E Stage 2 Monday 18 September to Friday 10 November	Region-wide public consultation on the district councils' draft Speed Management Plans (SMPs) will be held at the same time as the regional council's public consultation on the draft Better Travel Choices Strategy (BTCS). A common landing page will be used, and Social Pinpoint utilised including providing a geospatial overview of proposals.

15. These engagement phases are shown visually in [Appendix A](#).
16. C&E Stage 1 finished at the end of April 2023 and was extremely successful in gaining community participation. With five days still to go at the time this memorandum was

prepared, nearly 1000 comments on the Social Pinpoint map had been received, while the number of surveys completed was approaching 400. This is proving to be a rich information source, not just for the Council, but also our district council partners. Data will be collated and analysed during May 2023, then used to guide the drafting of subsequent documents.

Engagement with Māori partners

17. It is clearly important to ensure Māori are specifically involved in development of all regional policy, and transport is certainly no exception. This is particularly significant since Māori are disproportionately impacted by the current transport system in a number of ways.
18. Email contact has been made with all iwi authorities in the region to initiate engagement on regional transport policy. While no responses have yet been received, follow up will be undertaken to ensure that the door remains open for when there is capacity/desire from our Māori partners to be more involved. Invitations to participate in the upcoming stakeholder workshops for developing the BTCS will also go to each iwi.
19. We certainly understand the capacity issues facing iwi, and welcome any ideas for how we can improve engagement in this specific area of need.

Regional Speed Management Plan

Background

20. The Government has made major changes to how speeds are set and enforced on New Zealand's roads. A core part of this, the Land Transport Rule: Setting of Speed Limits 2022 came into force on 19 May 2022. Amongst the suite of changes to the speed management framework are significant changes to how speed limits are set by Road Controlling Authorities (RCAs), and new responsibilities for regional transport committees and regional councils.
21. The Rule requires RCAs (territorial authorities and Waka Kotahi) to follow a new speed management planning process to set new speed limits through speed management plans, removing the requirement to set speed limits through bylaws.
22. The Rule also assigns entirely new responsibilities to regional councils, to prepare and consult on a regional speed management plan (RSMP) on a three-yearly basis.

Progressing the first Regional Speed Management Plan

23. The first RSMP for Taranaki needs to be in place before July 2024. This is a new process for all parties. A sub-group/work stream of the Regional Transport Advisory Group has been established to progress this work and assist with ensuring regional consistency throughout the process for the RCAs. The Regional Speed Management Planning Group (the RSMP Group) consists of staff from the four councils, Waka Kotahi, and Roadsafes Taranaki. Additional representatives are invited to attend as needed.
24. There is a need to ensure clarity of roles, responsibilities and required timeframes throughout this new development process. A full outline of the process timeline for the Taranaki RSMP is provided in [Appendix B](#). It should be noted that recent announcements by the Director of Land Transport may require the compression of the development dates planned in the first half of 2024.
25. Key elements of the new process are that:

- a. The RSMP is compiled by the RTC using information sourced from the RCAs.
- b. The TRC has no decision-making authority in respect of the content of the RSMP. The TRC's role is limited to providing support (essentially administrative) to the RTC in preparing the RSMP and to the RCAs in relation to facilitating public consultation of the RSMP (by providing a mechanism to disseminate information and receive submissions).
- c. The RTC has a limited decision-making function, focused on setting out a strategic guiding framework.
- d. The planning function of setting speed limits remains with the RCAs, including considering and responding to submissions.
- e. RCAs must provide information for the RSMP to identify the changes being proposed to speed limits and a three-year implementation programme, certain information relating to schools and specified speed limits, and (in some cases) an explanation for those that do not align with the Agency's confirmed assessment of what is safe and appropriate for the road.
- f. The RTC is charged with driving the RSMP process, including generating the longer-term planning objectives. They are also to identify inconsistencies between RCA approaches and liaise with them to see if these can be addressed. However, the responsibility for setting speed limits and providing the underlying reasoning and explanations that flow into the overall regional approach remains with the RCAs.

Roles and responsibilities

26. The following table outlines the specific roles and responsibilities for the RSMP process

TRC/RTC	<p>The TRC has an administrative/facilitation role, largely as secretariat for the RTC. It will:</p> <ul style="list-style-type: none"> - Convene and facilitate the RSMP Group. - Prepare the guiding strategic framework and undertake community engagement on this as part of broader 'future travel choices' conversations. - Help to coordinate the RCAs engagement with Māori to avoid duplication. - Prepare an online consultation draft RSMP from information provided by the RCAs, checking for inconsistent approaches and advising of any concerns. - Facilitate region-wide public consultation via internet. - Support Roadsafes Taranaki to front the regional public consultation process. - Compile the final RSMP from the SMPs approved by each RCA. - Endorse the final RSMP and confirm that consultation has been carried out in accordance with the Rule. - Submit the final RSMP to the Director of Land Transport for certification.
NPDC, SDC, and STDC	<p>The role of each territorial authority RCA is to:</p> <ul style="list-style-type: none"> - Actively participate in the RSMP Group. - Prepare a draft SMP for their district roads as per the Rule requirements. - For NPDC, include the three short Department of Conservation roads within their district in their SMP. - Provide the requested draft SMP information including GIS Shapefiles to TRC by 31 August 2023 to be compiled into a consultation draft RSMP.

	<ul style="list-style-type: none"> - Publicise/promote the online consultation, and undertake their usual community engagement processes through various means such as community meetings. - Support Roadsafes Taranaki, including financially if required, to front the regional public consultation process. - Consider submissions received, undertaking their own council consideration and approval processes including hearings and deliberations; and make any subsequent changes to their draft SMP. - Approve the final SMP for the district, and then provide a copy of this to TRC (specifying changes that have been made since the draft was provided).
NZTA (as RCA)	<ul style="list-style-type: none"> - Actively participate in the RSMP Group. - As above for the district council RCAs except are encouraged rather than needed to participate in the region-wide consultation.
RST	<ul style="list-style-type: none"> - Actively participate in the RSMP Group. - Provide and support the use of Roadsafes Taranaki branding for regional consultation purposes. - Utilise their contacts/channels and community activities to encourage community understanding of speed management and feedback on the draft RSMP proposals.

27. To meet their obligations under the Rule the parties must work together to undertake this work. To clarify the roles, responsibilities and timelines involved, a Memorandum of Understanding has been put in place between the relevant parties regarding the development of the *Regional Speed Management Plan for Taranaki 2024/25-2026/27*. While Waka Kotahi declined to sign the MOU, they continue to be active in the RSMP Group.
28. A development timeline further outlining responsibilities is provided in [Appendix B](#).

Next steps

29. The Council has limited direct involvement in development of the RLTP and RSMP, which are prepared by the RTC. The Council is the approving body for the BTCS, given that it includes the statutory Regional Public Transport Plan, which guides the public transport services that the Council provides.
30. In developing the BTCS, the key dates for the Executive, Audit and Risk Committee are:
- July 2023 meeting – an update on development progress will be provided
 - September 2023 – a draft will be provided, for approval for consultation
 - December 2023 – an update on the consultation will be provided
 - early 2024 – finalisation and approval processes.

Financial considerations—LTP/Annual Plan

31. 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

32. 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 *Land Transport Management Act 2003*, the *Land Transport Act 1998*, the *Resource Management Act 1991* and the *Local Government Official Information and Meetings Act 1987*.

Iwi considerations

33. 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

34. 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.
35. Community involvement has been included in the programme, with the first stage of the communications and engagement underway very successfully.

Legal considerations

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

Appendices/Attachments

Appendix A: Overview of key transport work streams to June 2024

Appendix B: Development timeline for Regional Speed Management Plan outlining roles and responsibilities

Appendix A – Overview of key transport work streams to June 2024

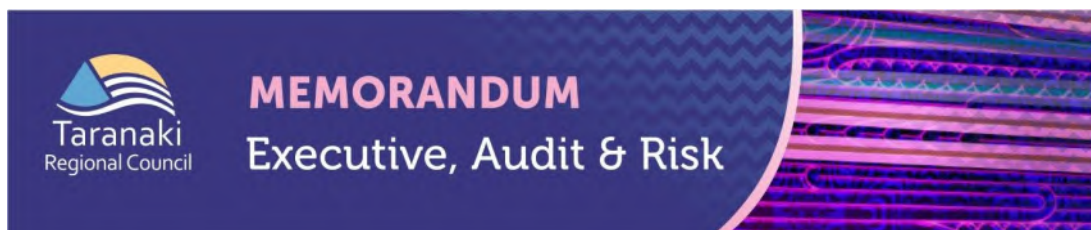
Document and responsible organisation	2023				2024				
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep		
Regional Land Transport Plan	RTC	Drafting strategic framework	Regional engagement on the community's desired future transport network incorporating active modes shared modes (including PT) safety & speed Using social pinpoint <i>C&E Stage 1 15Mar-30Apr</i>	Prepare programme of activities		Public consultation	Hearing & Finalise	Submit 30Apr (30Jun)	RLTP takes effect from 1Jul2024
Regional Speed Management Plan	RTC & TAS	Drafting strategic framework		TAs develop their draft SMPs	Region-wide public consultation on SMPs	Finalise & endorse		Submit for certification by 30Jun	
Regional Walkways & Cycleways Strategy	TRC	Merge reviews		Reviewing, drafting & targeted engagement with key stakeholders including RTC	Consultation at same time using common landing page <i>C&E Stage 2 18Sep-10Nov</i>	Hearing & finalise		Finalise & adopt	
Regional Public Transport Plan	TRC	Engage consultant			Public consultation on draft strategy Better Travel Choices for Taranaki				
NP Integrated Transport Plan	NPDC	SC	Stakeholder engagement	Modelling report	Consultatn	Draft PBC	Council adoption		
Council Long-Term Plans	All	LTP development				Consultatn & hearings	Finalise & adopt		

Appendix B – Development timeline for Regional Speed Management Plan outlining roles and responsibilities

Timeline	Steps	Stages	Summary	Responsibility
to Mar 2023	Long-term guiding strategic framework	Develop	Draft RSMP guiding strategic framework (must include ten-year objectives, policies and measures).	TRC (as secretariat) prepare with the RSMP Group on behalf of RTC. TRC draft C&E Stage 1 materials for feedback from the RSMP Group.
1 Mar 2023		Endorse	RTC endorse the draft guiding principles for the RSMP to guide the RCAs preparation of their SMPs.	
15 Mar 2023 to 30 Apr 2023 (7 weeks) <i>C&E Stage 1</i>		Engage	Community engagement on 'better travel choices for Taranaki' (including speed and key aspects of the RSMP strategic framework) to guide planning on SMPs as well as the review of other regional transport plans.	TRC develops material and fronts/hosts engagement. TRC helps coordinate RCAs engagement with Maori. Roadsafes Taranaki and the RCAs support by promoting the regional engagement through their own channels. TRC summarise speed-related feedback to the RCAs through the RSMP Group.
1 Jan 2023 to 31 Aug 2023	Speed Management Plans (SMPs)	Prepare	Draft SMPs developed for each roading network.	RCAs prepare their draft SMP, including GIS files for the consultation process.
			The RSMP Group continue meeting to assist with inter- and intra-regional consistency.	TRC coordinate the RSMP Group, facilitating communication and consistent approaches to speed limits across the region. TRC help draft the central C&E Stage 2 materials for feedback from the RSMP Group.
			Provide draft SMPs for compiling into draft RSMP network map	All RCAs, preferably including NZTA for state highways, to provide GIS Shapefiles and associated draft SMP material to TRC by 31Aug2023.
1 Sep 2023 to 15 Sep 2023	Regional Speed Management Plan (RSMP)	Compile	Prepare RSMP by collating the individual draft SMPs, combining these with the guiding regional framework and associated minor content requirements.	TRC prepare draft RSMP for consultation on behalf of the RTC, checking it for consistency between the SMPs. TRC compile the GIS files provided by the TAs, to host a regional map, which will allow the community to comment on any roads/areas of interest within the region, with the comments automatically being forwarded onto the relevant RCA(s).
early Sep 2023		Endorse	RTC endorse providing the draft RSMP to the TRC to facilitate public consultation	
18 Sep 2023 to 10 Nov 2023 (8 weeks) <i>C&E Stage 2</i>		Consult	Region-wide consultation on RSMP	TRC facilitate the online consultation for the RTC, and specifically foster Māori engagement, though branding is strongly focused on Roadsafes Taranaki (not TRC). RCAs and Roadsafes Taranaki promote the consultation through their channels. RCAs also undertake their usual community engagement through various means e.g. community meetings, A&P shows, etc.

Timeline	Steps	Stages	Summary	Responsibility
by 30 Mar 2024	Dates to be revised	Update	RCAs update their draft SMPs.	RCAs consider submissions received, undertaking their own council consideration and approval processes including hearings and deliberations; and make any subsequent changes to their draft SMP.
by 30 April 2024		Finalise	SMPs finalised and approved, then provided for RSMP	RCAs approve their final SMP, then provide a copy of their final SMP to TRC, and advise of changes made.
by 31 May 2024			Compile final RSMP	TRC collate the updated SMP documents into RSMP.
early Jun 2024		Endorse	RTC endorses final RSMP for submission	TRC as secretariat for RTC
by 30 Jun 2024		Submit	RTC submit to the Director of Land Transport for certification	TRC as secretariat for RTC

Note: 'C&E' refers to Communications and Engagement



Date: 8 May 2023

Subject: Long Term Plan 2024 - Proposed Strategic Framework

Approved by: S J Ruru, Chief Executive

Document: 3168217

Purpose

1. The purpose of this memorandum is to present a proposed strategic framework within which Council might progress development of its 2024 Long Term Plan (LTP).

Recommendations

That the Taranaki Regional Council:

- a) receives the Memorandum *LTP 2024 – Strategic Framework*
- b) approves the Strategic Framework (as summarised in Attachment A) for inclusion in the draft 2024 Long Term Plan and notes that it will be subject to community consultation during early 2024
- 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

2. Under section 93 of the *Local Government Act 2002* (LGA) the Council is required to produce an LTP, which provides a basis for it to be accountable to its community for the work that it does.
3. Under the *Local Government Act 2002* Council is required to articulate what it is that it will deliver to meet the needs and aspirations of the communities it serves. Council can do this as part of its Long Term Plan (LTP) – which is required to outline its priorities over the medium to longer terms (three and ten year periods).
4. In broad terms the process or elements that Council should identify comprise three broad steps:

- Identifying the communities' aspirations or what the people want and how Council will contribute to achieving those. Under the Local Government Act these are described as Community Outcomes.
 - Identifying the Council's direction and strategic goals (ie. the what we want to achieve)
 - Identification of the services and projects the Council will deliver to deliver on our direction (ie the how we will deliver).
5. Work is now being progressed to start development of the 2024 LTP. This paper outlines the proposed strategic framework for development of the LTP. It is proposed that Council should retain its current community outcomes and mission statements. These remain appropriate and will, in any event, be reviewed as part of the regional spatial plan to be developed as part of the resource management legislative reform process, which is expected to be commenced ahead of the 2027 LTP.

Issues

6. This paper seeks Council endorsement of the strategic framework that is proposed for development of the 2024 LTP.

Community Outcomes

7. Under section 5 of the *Local Government Act (2002)* community outcomes are described as meaning *"the outcomes that a local authority aims to achieve in order to promote the social, economic, environmental, and cultural well-being of its district or region in the present and for the future"*.
8. Council's current community outcomes were identified as part of the "Future Taranaki" process in 2004-2005. The process, which was led by the four Taranaki councils, led to the following six outcomes being developed:
- Connected Taranaki – focussing on physical and technological infrastructure
 - Prosperous Taranaki – the economic measures underpinning Future Taranaki
 - Secure and Healthy Taranaki – elements of a safe, healthy, friendly community
 - Sustainable Taranaki – focussing on environmental factors
 - Together Taranaki – measuring social inclusiveness and diversity
 - Vibrant Taranaki – the cultural and recreational well-beings.
9. These outcome statements were originally developed at a time when the *Local Government Act 2002* required local authorities to consult, in conjunction with other agencies or groups that were capable of influencing the achievement of community outcomes, with communities to identify the outcomes that they desired for their future. While the *Local Government Act 2002* was subsequently amended to place a much greater focus on just Council activities, rather than the 'system as a whole', the current outcome statements are still seen as being appropriate and so can be retained.

Mission Statement

10. The Council's current Mission statement, as included in the 2021 LTP, is as follows:
- To work for a thriving and prosperous Taranaki by:*

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

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

11. In seeking to achieve its strategic goals Council has placed a strong emphasis on working with its communities. It has recognised that it cannot achieve its strategic goals alone and needs to have its communities and key stakeholders 'on side' and effectively 'paddling the waka in the same direction'. This approach remains as relevant as ever, particularly given the resource constrained environment within which Council now works.

Strategic Priorities

12. As part of our organisational development work staff have progressed work to look at the strategic priorities for the 2024 LTP. In identifying these priorities they have had regard to the environment within which Council is working and the areas of work that need to be given a high level of priority if the organisation is to deliver on the expectations of its key stakeholders and communities. As a result of this work it has identified the following strategic priorities or focus areas:

- Partnering with Māori
- Partnering in place
- Strengthening our organisation
- Leading the way through change
- Improved Service Delivery.

Partnering with Māori

13. The Partnering with Māori focus area recognises the importance of Te Tiriti o Waitangi and working with Māori as tangata whenua. It also recognises the increasing legal obligations on local government to ensure that Māori are actively involved in its decision-making processes.
14. Council's work with Māori needs to be based on mutually recognised trust and respect if the parties are to be able to jointly deliver the projects and services of strategic significance that do make a difference. It also acknowledges that building the needed trust and respect is a journey that will take time, particularly given the history of local relationships.
15. A key focus in the short to medium term under this priority area needs to be on building capacity and capability within Iwi and Council. Within Council there needs to be a focus on ensuring that mātauranga Māori values and principles become an integral part of Council's policy and service delivery frameworks across the organisation.
16. From an Iwi Māori perspective there is a need for Council to support the building of additional skills and understanding of local and central government processes and how

these can be used to achieve the outcomes that Māori and the wider community are seeking.

17. Other focus areas, in the short to medium term, under this priority include:
- Finalising and implementing the Waitara River Committee Agreement and Ngāti Maru Joint Management Agreement including development of a strategic plan for the committee
 - Building an effective working relationship, and Joint Management Agreement, with Ngāti Maniapoto
 - Incorporating mātauranga Māori into resource management processes including the Natural Resources Plan and other Council decision-making and environmental management processes
 - Working with Iwi and other key regional stakeholders to advance development and implementation of the new Regional Spatial Planning and Natural and Built Environment Planning frameworks for the region
 - Exploring opportunities for increased Māori involvement in wider Council decision-making and service delivery processes.

Partnering in Place

18. Partnering in Place priority recognises the importance of Council working collaboratively with its communities and key stakeholders in driving the implementation of strategic priorities. Combining its skills and resources with those of its key stakeholders means that collectively we can deliver more and accelerate the delivery of desired outcomes for Taranaki communities.
- The key focus areas under this strategic priority include:
 - Actively engaging key community and industry stakeholders on regional and national level issues affecting the region. Having a common understanding of the challenges and how they might best be addressed is critical if the region is to 'speak with one voice'
 - Development of an agreed set of regional priorities to which all agencies are committed
 - Building an engagement strategy to identify key partners and agree on how each can work together to achieve mutually agreed goals
 - Keeping the community informed about the overall priorities and the outcomes that are being achieved by working together.

Strengthening our Organisation

19. This priority area recognises the importance of building a dynamic, agile, innovative and high performing organisation where people want to come to work and TRC becomes an employer of choice.
20. The development of a positive and engaged workforce that are committed to excellence in whatever they do is critical to Council being an 'employer of choice' and being able to attract and retain staff with the skills needed to achieve its strategic goals.

Leading the way through change

21. This priority recognises that the world in which we live and work is changing rapidly and that as a region we are not isolated or immune from those changes or their effects.

This creates an opportunity for TRC to 'step up' and help lead the region and its communities through the change process including by embracing change and looking for new opportunities to deliver improved outcomes for the region as a whole.

22. Focus areas within this strategic priority would include:
23. Supporting the region to develop an understanding of the changes that are occurring and what they mean for the future of the region and its communities
 - Identifying new opportunities for cross-region partnering and shared service delivery
 - Supporting development of a regional approach to climate change including supporting a range of climate adaptation work.

Improved Service Delivery

24. This strategic priority recognises the importance of Council having a continual focus on the effective and efficient delivery of its core services.
25. Focus areas include:
 - Implementation of the digital strategy
 - Development of the new Natural Resources Plan including the freshwater NPS
 - Implementation of the new Regional Spatial Plan and Natural and Built Environment Plan
 - Completion of a service delivery review for all Council services
 - Continuing to support the development of multi-agency service delivery.

Activity Groups

26. Council activities and their grouping is important as it defines the work that council undertakes to achieve its strategic goals and creates transparency in the planning and financial delivery of the services to the community.
27. The grouping of activities is an important building block for the LTP as it has implications for:
 - the level of detail that is disclosed in the LTP
 - the financial and planning information system
 - the transparency and ease of understanding of the LTP and the services that Council delivers.
28. It is proposed that there should be six groups of activities and 21 separate activities for Taranaki Regional Council as outlined in the following table:

Activity Group	Activities
Resource Management and Strategy	Resource management planning Consent processing Compliance monitoring Pollution incidents and response State of the Environment monitoring

	Environmental science investigations
Catchment Management	Environmental enhancement Biodiversity Biosecurity Waitara Catchment programme Sustainable Land Management
Transport	Transport planning Public transport Navigational safety (Harbour management)
Flood Protection & Hazard Management	River and flood risk management Emergency management
Community Facilities	Regional gardens Yarrow Stadium
Regional Leadership & Governance	Community leadership Advocacy and community engagement Community grants

Organisational Values

29. As part of the Our TRC organisational development programme staff have undertaken work to refresh the current organisational values and ensure that they reflect the organisation that we want to be as we look to the future.
30. The values statements are as follows:
- Integrity | We do what it is right, rather than what is easy.
 - Teamwork | We are one TRC team, working together with courage and purpose.
 - Care & Respect | We demonstrate care and respect for ourselves and others; we treat everyone with dignity.

- Agility | We strive for excellence, embracing change as an opportunity for innovation.

Significance

31. The Council is being asked to approve the Strategic Framework within which staff would advance development of the 2024 LTP. The framework would be subject to community feedback as part of the 2024 LTP consultation process. Hence, there will be an opportunity for the community express a view on the framework prior to its formal adoption by Council.
32. A decision in accordance with the recommendation is not considered significant.

Financial considerations—LTP/Annual Plan

33. 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

34. The 2024 LTP, once adopted will become a formal expression of Council's strategic priorities and work programme for the 2024 – 2034 period. As such it will represent a new policy position for Council.

Iwi considerations

35. 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

36. 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. There will be a further opportunity, as part of the 2024 LTP consultation process to express a view on the changes made to the framework and in particular the identified strategic priorities.

Legal considerations

37. The purpose of local government is set down in section 10 of the Local Government Act 2002. It states:
 - *The purpose of local government is –*
 - a) *to enable democratic local decision-making and action by, and on behalf of, communities; and*
 - b) *to promote the social, economic, environmental, and cultural well-being of communities, in the present and for the future.*
38. Section 11 of the LGA defines the role of a local authority. It states:

- The role of local government is to –
 - a) *give effect, in relation to its district or region, to the purpose of local government stated in section 10; and*
 - b) *perform the duties, and exercise the rights conferred on it by or under this Act and any other enactment.*
- 39. In general terms, local authorities deliver outputs that contribute to the achievement of the four well-beings (economic, social, cultural and environmental). Council, and local government in general, must be in a financially sustainable position to be able to effectively deliver these well-beings and serve their communities.
- 40. The Act identifies accountability and transparency principles as fundamental to local government. That means that a local authority not only has to identify what its customers need, it also has to demonstrate how what it does fulfils those needs. Business planning is important in order to set out what Council will achieve and deliver, what its priorities are, and how it will work through the democratic process to reach a clear direction.
- 41. This memorandum and the associated recommendations comply with the appropriate statutory requirements imposed upon the Council.

Next Steps

- 42. The strategic framework will be used to advance development of a draft 2024 LTP for consideration by Council.

Appendices/Attachments

Document 3167751: Proposed TRC Strategic Framework

Proposed TRC Strategic Framework

Strategic Framework Component	Draft 2024 – 2034 Framework
Mission	<p>To work for a thriving and prosperous Taranaki by:</p> <ul style="list-style-type: none"> • Promoting the sustainable use, development and protection of Taranaki's natural and physical resources • Safeguarding Taranaki's people and resources from natural and other hazards. • Promoting and providing for significant services, amenities and infrastructure. • Representing Taranaki's interests and contributions regionally, nationally and internationally. <p>We will do this by leading with responsibility, working co-operatively, encouraging community participation, and taking into account the Treaty of Waitangi.</p>
Community Outcomes	<ul style="list-style-type: none"> • Connected Taranaki • Prosperous Taranaki • Secure and Healthy Taranaki • Sustainable Taranaki • Together Taranaki • Vibrant Taranaki.
Strategic Priorities	<ul style="list-style-type: none"> • Partnering with Maori • Partnering in place • Strengthening our organisation • Leading the way through change • Improved Service Delivery.

Values	<ul style="list-style-type: none">• Integrity We do what it is right, rather than what is easy.• Teamwork We are one TRC team, working together with courage and purpose.• Care & Respect We demonstrate care and respect for ourselves and others; we treat everyone with dignity.• Agility We strive for excellence, embracing change as an opportunity for innovation.
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Date: 8 May 2023

Subject: Long Term Plan 2024 – Environmental Scan

Approved by: S J Ruru, Chief Executive

Document: 3167797

Purpose

1. To present the Environmental Scan report that has been developed to support development of the 2024 Long Term Plan (LTP).

Executive summary

2. Work has commenced with development of the 2024 Long Term Plan (LTP).
3. Attached is an Environmental Scan document that identifies a number of the trends and changes occurring in the regional, national and international context within which Council works. It considers what these changes might mean for the Taranaki region, the work of Council and its upcoming LTP planning process.

Recommendations

That the Taranaki Regional Council:

- a) receives the Memorandum *Long Term Plan 2024 – Environmental Scan*
- b) endorses use of the Environmental Scan document as a reference document for use during development of the Long Term Plan 2024
- c) determines that this decision be recognised 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

4. Work has commenced with development of the 2024 Long Term Plan (LTP). The LTP process provides an ideal opportunity for Council to review its strategic framework, priorities and work programmes for the next ten years.

5. The environment within which Council operates is changing rapidly. These changes include a raft of changes occurring in the national policy context (eg resource management reform) within which local government operates as well as a number of other significant changes occurring in the broader national and international environment.

Issues

6. Council needs to have an understanding of the environment within which development of the 2024 LTP is being progressed.

Discussion

7. The attached Environmental Scan document (Attachment A) identifies a number of the trends and changes occurring in the regional, national and international context within which Council works. It considers what these changes might mean for the Taranaki region, the work of Council and its upcoming LTP planning process. It offers both insights and questions for consideration as development of the LTP is progressed.
8. There will be other ways of framing and considering the issues raised that will be as equally valid as those presented in the paper. It is appropriate that these alternative perspectives, particularly where they might have an effect on the work of Council, also be considered as Council develops its LTP and makes decisions as to its priorities and work programme for the next ten years.
9. In reviewing the draft Environmental Scan document the reader might want to consider:
 - Are there any trends/factors that are not identified, which should be added?
 - Do you agree with the 'analysis' of the trend/issue and what it might mean for the LTP that is included in the Environmental Scan document? If not what changes would you suggest be made?
 - What are the themes that emerge through the issues/factors identified in the document and what implications do these have for Council's proposed work programmes over the period of the LTP?
10. Feedback provided in response to these questions can be included in a revised version of the Environmental Scan document if needed.

Significance

11. The Council is being asked to endorse use of the attached Environmental Scan document for use as a supporting reference document to be used in progressing development of the LTP. A decision in accordance with the recommendation is not considered significant.

Financial considerations—LTP/Annual Plan

12. Current Council work programmes include allowance for progressing development of a new LTP. As a result this memorandum and the associated recommendations are consistent with the Council's adopted Long-Term Plan.

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. This matter is considered a routine organisational governance matter and so Iwi have not been specifically consulted about this proposal. It is noted that the Panel is engaging directly with Maori via its own processes.

Community considerations

15. This memorandum and the associated recommendations have considered the range of views that members of the community, interested and affected parties might have on the range of issues identified. These 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.

Next Steps

17. Officers will utilise the Environmental Scan in progressing development of the Long Term Plan 2024.

Appendices/Attachments

Document 3167514: LTP 24: Environmental Scan

Long Term Plan 2024 – Environmental Scan

Introduction

1. This discussion document looks at a number of trends and changes within the wider environment in which the Taranaki Regional Council works. This work is being pulled together as Council starts on the journey of preparing its 2024 Long Term Plan (LTP).
2. The development of an LTP provides an opportunity for Council to review its strategic framework, priorities, work programmes and budgets for the next ten year period.
3. This Environmental Scan document explores international, national and regional trends that are occurring in a world that is changing rapidly. It considers what these changes might mean for the Taranaki region, the work of Council and its upcoming LTP planning process. It offers both insights and questions for consideration as development of the LTP is progressed.
4. There will be other ways of framing and considering the issues raised that will be as equally valid as those presented in this paper and which should also be considered as Council develops its LTP and makes decisions as to its priorities and work programme for the next ten years.

International Tensions

5. In the last five years¹, the world has entered a period of political uncertainty, volatility and instability that has intensified further as a result of a range of factors. These include the fragmentation and weakening of historic alliances and institutions, the upheaval caused by COVID-19, and wars on different fronts, most recently in Ukraine. At the same time, an accelerating trend of misinformation on social media platforms, and cybersecurity attacks globally, have created an uncertain political environment.
6. Currently, both China and the United States are seeking to increase their international influence and leverage, while at the same time Russia, at least in the short-term, has become more isolated and economically vulnerable through its actions in Ukraine. Food and energy supplies have also become 'caught-up' in the Ukraine war contributing significantly to global inflationary pressures and cost of living challenges. These are expected to dominate the global risk landscape over the next two years.
7. Alongside international political and economic tensions, many note an increasing divergence of views and contestation between different groups of identity, whether cultural, religious or ethnic, and with greater potential for conflict emerging. The economic and societal challenges being faced globally have left large segments of the global population feeling insecure, uncertain about the future, and distrustful of institutions and governments that they view as corrupt or ineffective².
8. New Zealand has not been immune from these global forces of change as seen, for example, with the protests at Parliament in early 2022 (where a small but vocal group

¹ The Global Risks Report, World Economic Forum

² Global Trends 2040: A more contested world. National Intelligence Council

united around a range of disparate views, fed by extremist online disinformation and conspiracy theories) and at other events.

Implications for LTP

9. International tensions do not necessarily have a direct or immediate impact on the work of Council or the priorities that it might set for the work that it does. They are, however, part of the broader landscape within which it needs to operate and increasingly are affecting the views of its communities and other stakeholders. As such they are relevant context and cannot be ignored.

Covid-19

10. The Covid-19 pandemic has shaped events globally over the past three years and its influence will continue to be felt for some time as it becomes endemic or embedded in communities and the health system. It also provided a vivid example of the weaknesses in international coordination on health crises, as well as weaknesses of existing institutions and funding to meet the challenges posed by such an event.
11. Looking to the future COVID-19 is expected, over time, to have less day-to-day impact as vaccines become more responsive to variants, and antibody and antiviral treatments grow. There does, however, remain a level of risk and the potential for new variants to emerge which could cause a level of disruption. It is also considered likely³ that global challenges such as climate change, disease, financial crisis and technology disruptions are likely to arise more frequently and intensely around the world.

Implications for LTP

12. The LTP will be developed on the assumption that there is no significant outbreak of Covid-19, or other major event, that has a significant impact on the economy and creates the need for a significant change in normal day to day activity either within the community or Council as an organisation. It will, however, be noted as a risk and an example of how quickly new events that have a significant impact on society can develop.

Social and Demographic Change

13. We have known for some time, and people have come to expect and anticipate demographic change over time, such as that seen with the ageing population. In recent years we have seen some significant societal disruptions which were not anticipated or expected. These disruptions, and their effects, are likely to continue for the foreseeable future and become a driver of change. They include:
 - The ageing population will continue to be a key driver of fiscal, healthcare and social policy. An increasing proportion of public and private resources will be required to support older people.
 - The demographic makeup of the young population is changing. The proportion of young people in Aotearoa New Zealand who identify as Māori or Pasifika is growing,

³ Global Trends 2040: A more contested World, National Intelligence Council

and they have a younger population profile⁴, which has implications for the cultural responsiveness of services and make-up of the working age population.

- Increased societal division and disconnection are apparent. Political extremism and increased racial tension, inflamed by social media and misinformation, have created some significant protest movements across the world and in NZ in recent years.
- Internationally, inequity and poverty are increasing, and addressing these is also a longstanding challenge for NZ. Equity has become a common lens through which policies and systems are examined. Yet, evidence indicates that the gap is widening between those who have, and those who have not, which can feed into societal and institutional distrust and the breakdown of feelings of citizenship. Finding ways of closing the equity gap are likely to gain a greater focus in public sector policy and service delivery.
- The increasingly flexible and fluid nature of employment is also contributing to societal change and a changing environment for employers. Workers are moving jobs more often, working from home and remotely has increased significantly particularly post the Covid 19 pandemic and people are finding new ways of creating social connections.

Implications for LTP

14. Council, as a regional leader, service delivery agency and employer, is not immune or isolated from the effects of the wider social trends that might be occurring in society and Taranaki communities more generally. It needs to acknowledge, understand and think about the impacts of these changes on the way it works as an organisation, the communities in which it works and the way in which it delivers services to its different communities.
15. A number of public sector agencies acknowledge that there is a need to effectively reduce the barriers for those who currently have less than equitable outcomes. In this regard the Ministry of Health definition of equity⁵ notes that “...different people with different levels of advantage require different approaches and resources to get equitable health outcomes.”
16. As a community leader, Council needs to be aware of these trends and the impacts that they might have on the communities in which it works. If not, there is a risk that it will contribute to a continuation of the policies that have created the issues in the first instance. There is also a question about whether Council should be explicitly addressing some of these issues with the way in which it delivers its services.

Technology

17. Technology is at the forefront of a lot of change, with advancements in technology having widespread impacts across many sectors and aspects of our lives⁶. Often described under

⁴ Maori Population Estimates at June 2020, Statistics NZ

⁵ Achieving Equity in Health Outcomes, Ministry of Health 2019

⁶ The Fourth Industrial Revolution At the intersection of readiness and responsibility, Deloitte

the banner of the Fourth Industrial Revolution, a range of technological advances are building on and amplifying the impact of each other. Notable trends include:

- Increased connectivity, with more of the population using the internet than ever before with approximately 95% of NZs population being internet users⁷. Digitisation has changed many aspects of our life such as the way we work, learn, communicate and buy goods.
- With digitisation there is potential for further democratisation of information and accessibility, however, misinformation also has risen with social media becoming host to divisive, harmful and fallacious ideas.
- As technology, such as artificial intelligence and machine learning, becomes more accessible, businesses will be able to leverage the technology to optimise activity and efficiency. At the same time, however, cybersecurity and information privacy become ever more important as more data is shifted to online storage.
- Technology could play an important role in our response to climate change through developing clean energy technology, assisting in decarbonising transport and carbon capture technologies.
- The potential of artificial intelligence has been a trend for a number of years and is likely to increase as it becomes more affordable.

Implications for the LTP

18. Council needs to ensure that it remains alert to the role that technology can play in supporting and changing the nature of both its work and that which might be undertaken by Taranaki communities and businesses.
19. It has recently completed development of a Digital Strategy that will guide its future investment in internal IT systems. The work identified in that programme will be included in the draft LTP for further consideration. Technology is also playing a critical role in its front line service delivery work such as biosecurity and land management.

Economic Outlook

20. The global economy is being shaped by long-term trends such as demographic shifts and economic development in Asia as well as a range of other more recent and emerging trends such as the impacts of the Covid-19 pandemic, new technologies and increased tensions between some nations, such as the Ukraine war.
21. Global economic growth is expected to moderate in 2023 as a result of the ongoing war in Ukraine, high inflation and higher global interest rates have an effect on economic activity. A number of the international central banks have slowed the pace of interest rate increases based on their view that interest rates may have peaked.
22. Economic growth in NZ has been underpinned by resilient household spending and construction activity, high government spending and a swift recovery in international tourism as the border reopened.
23. Demand in the economy has not been matched with enough supply. While supply-chain bottlenecks are easing globally, they continue to delay the production of some goods in New Zealand and are adding to high overall cost pressures. Business activity throughout

⁷ Digital 2022: New Zealand

New Zealand continues to be held back by worker shortages, despite a record share of the population being employed.

24. The unemployment rate has remained low, at 3.4 percent in the December 2022 quarter. Employment is above its maximum sustainable level which is contributing to labour supply cost pressures.
25. Overall inflation rates are currently high in New Zealand and many of its main trading partners. The inflationary pressures have been driven by a sustained period of exceptionally low interest rates, quantitative easing, pent-up demand during the pandemic, associated supply chain disruptions, and rising oil prices reflecting increasing geopolitical tensions. The following graph provides an overview of NZ inflation levels since the mid-1970s and shows how NZ has become 'conditioned' to inflation levels in the 1 – 3% band, albeit with the occasional 'blip' since the early 1990s.

Figure 1: Annual CPI inflation in New Zealand



Source: Stats NZ, RBNZ estimates.

Note: Shaded bar represents the inflation target range since the introduction of inflation targeting in 1989. From 2012, a focus on the 2 per cent target midpoint was added (blue line).

26. There is a risk that inflationary expectations will become embedded and higher inflation conditions may persist for several years. If this occurs, it will drive ongoing wage and cost pressures for businesses, while consumer purchasing power will reduce if wages don't keep pace with price inflation. To reduce the risk of this occurring the Reserve Bank has been raising interest rates and tightening the flow of cash. Higher interest rates lower domestic demand relative to the economy's ability to sustainably supply goods and services. This reduces inflationary pressure over time.
27. The Reserve Bank has been explicit about its desire to 'drive' the NZ economy into a recession during the 2023 year. The first signals that the Monetary Policy tightening is getting traction were seen with GDP reducing slightly during the December 2022 quarter albeit that growth over the previous twelve months remained positive.
28. Economists are still forecasting that the economy will formally go into recession during the 2023 calendar year although there is concern that recovery works associated with the

recent storms, including Cyclone Gabrielle, across the North Island will create upward pressure once they begin. In the short term there will be reductions in economic activity as a result of 'lost production' from across the economy in affected areas.

29. The impacts of inflation are typically distributed unequally across social groups, with those on lower incomes less able to accommodate price increases for essentials such as food and energy. This may increase social tension and contribute to changes in the political landscape if the impacts of inflation are not adequately addressed. Furthermore, the policy tools available to constrain inflation are blunt (largely, higher interest rates) and disproportionately affect people who have debts. This inflationary period and subsequent transition to lower inflation rates are therefore likely to feature in social and political tensions between different sections of the community, particularly given that there is relatively little that people can practically do to control inflation.

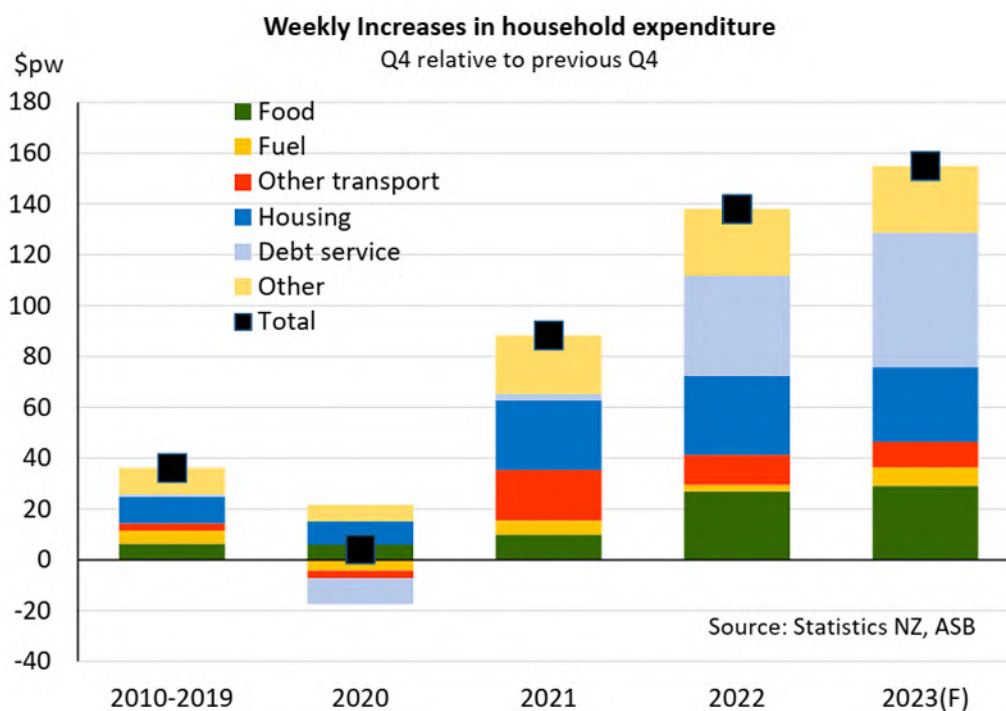
Implications for the LTP

30. The Reserve Bank are forecasting that there will be a gradual reduction in inflationary pressures, with a recession for several quarters starting in 2023, that will see inflation return to their target 1 – 3% band by the end of 2024 and an average of 2% by 2025. In parallel with the reduction in economic activity will be an increase in the level of unemployment. There is, however, considerable risk associated with these forecasts.
31. Council includes inflation projections, as developed by BERL on behalf of the sector, as a key assumption in its LTP financial projections. These will likely show a 'higher than usual' level of cost increase in the short to medium term.

Cost of Living

32. Consumer prices have increased significantly, with the consumer price index (CPI) increasing by 7.2% during 2022 and expected to remain at around 7% over the course of 2023. There is, however, significant variability in the movement of costs in the different components that make up the CPI. Living costs for households increased by 8.2% during 2022 due in part to a 45% rise in household interest rates while annual food price inflation has hit 12%.
33. One of the effects of these levels of inflation is that household budgets have been particularly severely affected. The ASB Bank estimates show that higher consumer prices and debt servicing costs could raise household weekly outgoings by an average of \$150 per week over 2023. With household income growth likely to be significantly less there

will be a reduction in household discretionary spending. The following graphic shows the impact of these cost increases on the average weekly household costs:



Implications for the LTP

34. Given current economic forecasts there will be a growing gap between the increases in household living costs and their income levels. This will result in pressure on local authorities to constrain their cost and flow on rate increases to at least the level of inflation, if not lower.
35. Given that the current central government policy expectations have not been changed, and indeed are increased by, for example, the expected passing of the RMA reform legislation there is a mis-match between the policy expectations set by central government and the expectation that local government should contribute to reducing inflationary pressures by reducing their expenditure levels.
36. This 'conflict' in levels of service and policy settings as compared with inflationary pressures is an issue to be discussed further with central Government following the national election process in October 2023. Given that we are likely to see a move back to a coalition government it may be that there is a wider review of the current policy settings for the local government sector? In the meantime Council needs to plan on delivering on the central government policy expectations that have been set.

Labour Supply

37. One of the increasing challenges for all employers, including local authorities, is the scarcity of expertise particularly in specialist areas, such as scientists, river engineers and planners. The challenges that TRC, and the local government sector face reflect the wider labour shortages that exist across the economy in general. These shortages are leading to

increased competition amongst employers for the limited number of skills that are available. This is having a flow on effect on labour costs and the level of staff turnover.

38. While there are early signs that some of the labour demands are reducing the current environment does mean that there is a need to rethink the way in which Council might access the skills it needs. At the national level there is a considerable degree of uncertainty and the level of change that is occurring across local government is not helpful in this regard.
39. At the regional sector level, Te Uru Kahika is exploring opportunities to increase the level of collective resource in the sector office, to enable the sector to progress work via a collective process in an endeavour to manage some of its capacity issues and to 'speak as one' on various topics. The prototype for this approach has been the appointment of a Chief Science Adviser, on a part-time basis, to coordinate the sector's response to central government on a range of issues, reports and legislation pertinent to the science functions of the regional and unitary sector.

Implications for the LTP

40. The current environment means that Council does need to be realistic about the level of staff turnover that it might experience and the cost pressures that exist in relation to the cost of labour. These pressures reflect both the supply imbalance and the additional pressure that the cost of living increases put on staff remuneration expectations.
41. A high level of staff turnover also creates additional administrative work for support staff. These pressures are likely to continue for at least the first three years of the LTP.
42. Council should also recognise the risks that staff turnover creates for the retention of institutional knowledge and work programme continuity.

Regional Infrastructure

43. To meet the challenges of the future and provide a sustainable economic foundation, the infrastructure of the region needs to be fit for purpose.
44. It is clear that there are a range of challenges and concerns about the ability of existing infrastructure to meet current, let alone future demand. There have, for example, been a number of high profile discussions about the condition of the region's transport and three waters infrastructure, including the condition of the state highway network and the level of investment in maintaining it. Council has also had its own challenges to face with the upgrading of Yarrow Stadium.
45. Robust regional infrastructure is needed to support sustainable development and diversification of economic activities. The challenges associated with meeting the overall objective include:
 - The affordability of maintaining or replacing ageing assets
 - Future upgrades and new infrastructure will be required to meet higher environmental and sustainability standards, which will increase costs
 - The costs of consenting infrastructure are significant, currently accounting for around 5.5% of an average projects capital cost⁸ and up to 16% for projects worth less than \$200,000. These costs have been increasing in recent years

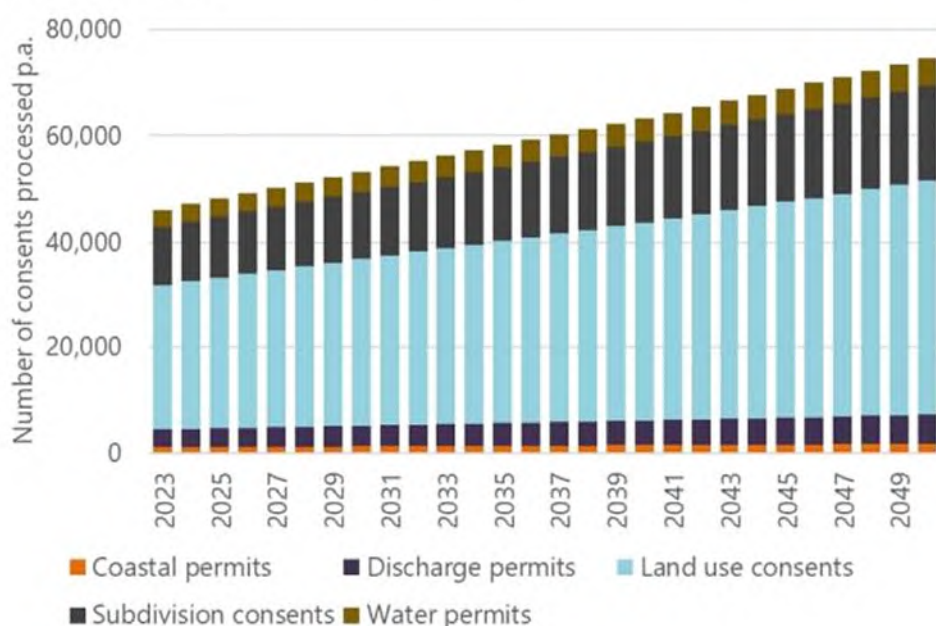
⁸ The cost of consenting infrastructure projects in New Zealand, Report for the Infrastructure Commission, Sapere Research July 2021

- Constrained funding sources for infrastructure and a need to partner with central government and other entities to deliver what the community needs
- Ensuring the viability of stormwater and water treatment assets into the future.
- Climate change will affect the level of service that existing infrastructure can provide, and future infrastructure will need to be flexible to cope with risks.
- Policy responses to climate change may have an impact on infrastructure development and operating costs
- Given the long life of assets, high quality long-term planning is needed to ensure that the community derives the greatest possible benefit from its infrastructure expenditure.
- The incentives created by three-year political cycles that favour responding to immediate needs rather than longer-term planning.

46. The Randerson review of the current resource management system under the RMA found that NZ has a costly, high risk and time consuming planning environment. The costs and delays associated with the current system causes increased cost, complexity and delays for major infrastructure projects.

47. The number of infrastructure projects to be consented in the next ten years is projected to increase significantly. As part of the Three Waters review it has been found that some 50% of the current council owned wastewater schemes, for example, will need new consents in the next ten years. A recent report prepared for the Infrastructure Commission, estimates that the level of demand for consenting of infrastructure projects will increase, relative to current demand, by over 40% between now and 2050 as portrayed in the following graphic.

Figure 1: Projection of consents processed by type, using our estimates of projected volumes of consent applications, 2023–2050



48. This projected increase in demand when combined with the current challenges experienced in the consenting process pose significant risk and additional cost to achieving a number of NZ's infrastructure development goals. A recent report for the

Infrastructure Commission⁹ shows that continuation of current trends, and any failure of the current resource management reform process to address these trends before 2028, could lead to NZ incurring an emissions liability of between \$13 and \$16 billion by 2050 simply due to the systems inability to process resource consents within the required timeframes.

Implications for the LTP

49. Planning for the long term infrastructure needs of the community needs to be a key part of the regional spatial planning process.
50. Council has an important role to play in ensuring that it maintains the infrastructure that it owns and manages at the standards required to meet regional needs.
51. There will be a sizeable growth in the level of demand for resource consents over time. Some of this demand will come from new energy projects that are critical to meeting climate change targets. Council has an important role to play in enabling the efficient development of needed infrastructure via its regulatory policy and consenting processes. There will be increasing expectations placed on Council to ensure that it is being as efficient as reasonably possible in its management of resource consents and the subsequent monitoring and compliance activities.

Climate Change

52. The Intergovernmental Panel on Climate Change (IPCC) delivered a strong warning in its Sixth Assessment Report (August 2021)¹⁰, concluding that global warming of 1.5°C and 2°C will be exceeded during the 21st century unless deep reductions in CO₂ and other greenhouse gas emissions occur in the coming decades. Central government are also placing a strong focus on addressing climate change issues.
53. For Taranaki, climate change is expected to bring about an increase in hot days and a decrease in frost days with annual average maximum temperatures expected to increase between 0.5 and 1.5°C by 2040. Over the next several decades, effects on human, animal, flora and fauna health are expected to be seen as a result of increasing temperatures and changes in weather patterns.
54. Drought potential is expected to increase across the region with more frequent and severe drought conditions putting increased pressure on primary industries. Increased fire risk and longer fire seasons are also projected due to amplified fire ignition conditions.
55. Despite warming trends, rainfall is expected to increase for most of the region with increasing seasonal variation and more extreme rainfall events projected. The increase in rainfall intensity is likely to cause soil saturation resulting in issues for the agricultural sector and an increase in soil erosion and landslide risk in the Taranaki Hill Country. Increased rainfall intensity will also increase the risk of flooding and associated damage to infrastructure. In many areas of the region, structures such as culverts and piped

⁹ Infrastructure Consenting for Climate Targets, Estimating the ability of New Zealand's consenting system to deliver on climate-critical infrastructure needs, Sapere Research January 2023.

¹⁰ Climate Change 2021: The Physical Science Basis, IPCC

streams may not be able to safely withstand extreme rainfall events and high stream flows and existing flood control mechanisms will be put under increasing pressure.

56. Mean annual low flow (MALF) magnitudes in rivers and streams are expected to decrease for most catchments. A decrease in MALF of up to 50% is expected for most of the river systems across the region adding further pressures on industry, ecosystems and indigenous biodiversity as less water becomes readily available during the summer months.
57. The regions highly sensitive Wetlands will be amongst the most threatened ecosystems. The combined effects of changes to rainfall patterns, drought and surface and groundwater hydrology will further threaten wetlands and the species dependent on these habitats. Forests (both native and agricultural forestry species) will be impacted by either shorter or longer growing seasons, changes in forest biodiversity (including macro and microbiota), pests and disease dynamics as well as increased bushfire frequency. Pest species are likely to move to new habitat areas, and insect pest species may become more prolific due to increased temperatures and a reduction in cold stress.
58. At the coast, rising sea levels are already being observed with an average increase of 4.0 mm/year, just slightly below the national average of 4.4 mm/year. Ongoing sea-level rise is likely to increase the exposure of infrastructure and coastal communities to extreme coastal flooding, as well as cause habitat loss at the coastal margins where ecosystems are not able to move further inland (coastal squeeze). Coastal wetlands will be at risk from inundation and erosion, and changes in groundwater salinity which may impact the distribution and assemblage of species.
59. Climate change, and its effects, is a significant issue for regional councils as it pervades all aspects of our business as usual (BAU) activities, including biodiversity, transport, coastal and marine management, freshwater and natural hazards.
60. There are significant opportunities to contribute towards meeting national emissions reduction targets in areas such as public transport (decarbonising our public transport fleet), and other sustainable, low carbon initiatives such as afforestation. There is still a great deal of uncertainty currently as to who will shoulder the burden of meeting costs associated with addressing climate change. At the regional sector level, Te Uru Kahika is looking to have a coordinated approach and input into the following areas:
 - Central government work and policy on adaptation and managed retreat policy. The issues in this area have a level of focus at present given the effects of recent cyclones
 - Development of the Climate Change Adaptation Act
 - Coastal inundation - scale and adaptation resourcing – what cost, where with what priority for intervention.
 - Community flood risk resilience – the River Managers SIG has put a case for central government co-investment in the management of river flooding risk
 - Land use/ water use resilience strategy, interventions, and policy (right place, right tool at the right time).
 - The development of national direction for the management of natural hazards via the National Planning Framework
 - Research priorities, including those related to the actions required to bring together the science sector, iwi/Māori, policy makers and other experts to

develop a holistic future-focussed research strategy for climate change adaptation.

61. At present TRC has a low-key approach to climate change risk assessment, mitigation and adaptation work. There is a need for a 'step-up' in terms of the level of investment that Council makes in the climate change and sustainability area. There is a need to develop a better understanding of the effects of projected climate change and the actions needed to help Taranaki communities adapt.
62. Council has had work underway to look at reducing emissions and improving the efficiency of public transport through consideration of alternative fuels. This work should continue over the period covered by the 2024 LTP.

Implications for LTP

63. Council will need to increase its level of investment in climate change science so that it has a good understanding of the likely impacts of climate change on the region. This work will be important for progressing work on the development of a Regional Spatial Plan and Natural and Built Environment Plan. It is proposed that Council take a staged approach to increasing its investment and workload in this area over the period covered by the 2024 LTP.
64. Council also has a corporate responsibility to be a community leader in this area. Work needs to be progressed to understand the current level of emissions from Council's activities and a plan developed to reduce these over time.
65. Council's work in this area should be progressed in conjunction with the work being undertaken by Te Uru Kahika and central Government agencies.

Central Government Reform Programmes

66. Central government led reform has been a major driver of change within central government agencies, local government and the broader economy since the 2020 elections. The major reform processes have included:
 - Health reforms that have centralised health planning and activity with the aim of delivering more equitable, efficient and effective health services
 - Three waters reforms to improve the quality of drinking water and the management of sewage and stormwater services, with significant flow-on implications for local government operations
 - A multi-sectoral Emissions Reduction Plan, alongside an emissions budget, with proposed recommendations across a range of sectors; in response to the work of the Climate Change Commission. In addition, approaches to reducing agricultural emissions have been recommended through He Waka Eke Noa, the Primary Sector Climate Action Partnership.
 - Resource management and urban development reforms have been implemented with, for example, the National Policy Statement on Urban Development and Medium Density Residential Standards, Highly Productive Soils and more are in the pipeline including a Biodiversity National Policy Statement.
 - Changes to immigration policy that will affect the number and types of migrants able to come to NZ.

67. Within the local government sector there have been a number of reform processes initiated. Some of these are discussed as separate items in this Environmental Scan. In addition there are a number of 'secondary' change management processes underway affecting the local government sector that are not discussed under a separate heading. These include:
- A review the Civil Defence and Emergency Management Act
 - A review of Solid Waste legislation
68. A number of these reform processes are well underway or in the planning stages as the relevant policy and/or legislative amendment work is progressed. Collectively, they represent a shift towards greater national and regional level decision-making with the intention that this should achieve greater scale, consistency, efficiency and impact on end outcomes for communities. They are, however, also creating a level of tension between the different levels of government and communities themselves particularly given the pressure that they are placing on scarce resources. Just how these tensions will be managed and a balance found over time is yet to be seen.

Implications for LTP

69. Council will need to ensure that it addresses any workload and resourcing implications of the various reform processes as part of the draft 2024 LTP process.
70. It will also need to make some prioritisation decisions that will need to consider not only internal Council issues but also the views/factors that are of importance to the regional community it serves.

RMA Reform

71. The Resource Management Act 1991 (RMA) is an important piece of legislation governing the work of local government. The need for reform of the Resource Management Act 1991 (RMA) has been subject to debate for a number of years. Many reasons have been identified for the failures of the RMA from its implementation to the current complexity for users and practitioners navigating the system.
72. One of biggest issues with the RMA-based system arose from the ongoing tension between enabling urban development (including infrastructure) and protecting the environment; a tension that will, arguably, remain under the new system, particularly without a clear hierarchy of outcomes. Another was the lack of national direction at the right time and of sufficient quality, as well as capacity and capability issues. Both issues remain a concern today. Hence, while aspects of the reforms are welcomed, concern is held in a number of quarters about some aspects of the reforms. are not fully supported.
73. Following on from the Randerson Review central Government are now well advanced with the passage of the first two Bills; viz; the Spatial Planning Bill and the Natural and Built Environment Bill currently before the Environment Select Committee. It is expected that the Bills will be passed into law by July 2023. There is, however, some comment that

this timetable is optimistic and that there is significant further work that will be required to make the draft legislation 'fit for purpose'.

74. The Climate Change Adaptation Bill, which is the third piece of legislation to be drafted to replace the RMA is being drafted and is expected to be introduced to Parliament this calendar year.
75. Key features of the new legislation that are of particular relevance to the functions of TRC and development of its 2024 LTP include:
 - The move to shift responsibility for the development of RMA planning documents to a new entity called Regional Planning Committees (RPC) that will be separate from existing local authorities in each region
 - While RPCs will be separate legal entities they must be funded by the local authorities in each region and will also have a significant influence over the work of TRC given that they will set the policy framework for resource use and management across the region. Hence, while Council will 'technically' retain many of its existing functions the way in which they are delivered will be subject to a level of 'direction and control' by the RPC
 - Membership and the structure of the Regional Planning Committees must be agreed between Maori and the local authorities in each. Nga Iwi o Taranaki, as part of their submission to the Environment Select Committee have advocated for Iwi and hapu to make up 50% of the RPC membership
 - A strengthening of the National Planning Framework within which regional plans must be developed will lead to a greater level of central Government influence over the regional planning documents. The first draft of the new National Planning Framework is due to be notified in August 2023 and proceed through the formal hearings process and be finalised by the end of 2024. Council will need to review and lodge submissions on the new NPF as part of its work over the current and 2024/25 financial years.
 - The Spatial Planning Bill requires that all of the new Spatial Plans must be adopted within seven years of the Bill being enacted and then the Natural and Built Environment Plan must be adopted within four years of the Spatial Plan being adopted. Given that the National Planning Framework needs to be finalised and RPCs formed before development of the Spatial Plans can proceed in earnest, the proposed phasing of the development of the plans across different regions and the reality that there will be 'teething challenges' that come with the new process this timetable will be tight for many regions. As a result there will be a balance to be struck between waiting for clarity as to what is required and proceeding with the work needed to ensure that the new planning documents can be developed within the statutory time limits.

Implications for the LTP

76. Given the current expectation that the Spatial Planning and Natural and Built Environment Bill will be passed into law during 2023, Council will need to include provision for transitioning to implement the new resource management planning regime, while continuing to maintain the existing RMA documents over the ten year period covered by the 2024 LTP.
77. The exact timing as to when the Taranaki region should begin working on that transition process and the extent of the work to be completed in different periods of the ten year

period is a matter that officers will give further consideration to as they progress development of the LTP.

78. Nga Iwi o Taranaki have, as part of their submissions to the Environment Select Committee, expressed the view that Taranaki should be included as a first tranche region and be included in the initial stages of the roll-out. They have submitted that the RPC should be established on the basis of equal representation of Maori and Councils/central government.
79. What is clear is that the transition process and the creation of the RPCs, as a separate entity, will create a layer of additional cost and process that the Council will need to fund. It will also remove some of the control that Council has historically had over its own work programmes. It could also create a level of tension given that Council will need to have regard to the direction provided by the RPC in undertaking significant parts of its work programme.

Essential Freshwater

80. Under the Freshwater National Policy statement (NPS-FM) all regional councils are required to notify a new regional water plan by December 2024. Council has a work programme associated with advancing this work, which will see notification of an updated Regional Policy statement and freshwater plan.
81. It is important that Maori are actively involved in the plan review and development process given the requirements to give effect to Te Mana o Te Wai and a new national objectives framework that requires explicit recognition of matauranga Maori within the overall planning framework.
82. In progressing this review, within the December 2024 timeframe will be a challenge and will require decisions to be made available based on the best information that Council has available at that time. It is clear that there will be gaps, which will need to be progressed in future iterations of the planning documents.

Implications for the LTP

83. Council current has a project underway which is aiming to meet the NPS-FM requirements as part of a project to develop a new Natural Resources Plan notified by December 2024.

National Policy Statements

84. Outside of essential freshwater there are a number of other national policy documents that have either been notified, or are close to being notified, which will impact on Council's resource management planning workload. These include:
 - Biodiversity NPS – a new biodiversity NPS has been under development for several years and was due to be publicly notified in early 2023.
 - Highly Productive Land NPS – this NPS came into effective in October 2022 and requires that an amendment to the Regional Policy Statement be notified by October 2025.
 - National Policy Statement on Urban Development 2020 – this NPS applies to the New Plymouth urban area.

Implications for the LTP

85. Council will need to make an allowance for implementation of each of these policy documents as part of the development of the 2024 LTP.
86. The Biodiversity NPS in particular will have a number of resourcing implications that will need to be reflected in the LTP.

Three Waters Reform

87. Central Government have made the decision to proceed with the implementation of a new model for the delivery of water, wastewater and stormwater services. The formation of ten new Water Service Entities to assume responsibility of the services currently delivered via territorial local authorities is at the centre of these reforms.
88. In parallel with the changes to service delivery there is also a major in the regulatory side of the system with the creation of Taumata Arowai and the Commerce Commission to also have an economic regulatory role. Regional councils will continue, at least for the time being to have a role as the environmental regulator.
89. Taumata Arowai have also been given a role to set national standards for the development of water and wastewater infrastructure and are also required to publish an annual report providing an overview of the performance of water and wastewater infrastructure. It could be argued that in producing these reports Taumata Arowai will effectively be providing commentary on the performance of individual regional councils.

Implications for the LTP

90. In the short to medium term the changes are not expected to have significant implications for Council. Over time, however, there will be a 'shift' as the new WSEs start to implement national standards that might be imposed by Taumata Arowai and also look to achieve a degree of efficiency gain from standardising their infrastructure and operating standards across their networks.

Local Government Reform

91. The Future for Local Government review was established as a Ministerial Inquiry in mid-2021. It has been initiated by the Minister of Local Government with the support of the Prime Minister but does not have formal Cabinet support.
92. The FFLG Panel's terms of reference require the Panel to report on how the system of local government and local democracy might need to change over the next 30 years as a result of the cumulative changes being progressed as part of the Government reform agenda and in reality the wider environment within which the sector works.
93. The review comes at a time when local government in New Zealand is at an important cross-road in its history. It is over 33 years since the last significant change in local government structures in 1989 and more than 20 years since the last comprehensive reviews of the major policy and legislative frameworks, such as the Local Government Act 2002 and Local Government (Rating) Act 2002, within which the sector works. Much has changed over that time and the speed of change only continues to increase. Indeed, many would argue that it will never be slower.
94. Pressures from global warming, demands on the environment in general (especially at rural-urban borders), changes in the demographic make-up of communities, community

expectations and the changing role of tangata whenua in decision-making processes are but some of the factors that are driving that change. As they do, the gaps in systems and the varying inequalities across society become more obvious – and many would argue more important to address.

95. The FFLG Panel, and a number of other local government commentators, have expressed the view that current local government structures and much of the policy and legislative frameworks within which the sector operates are ‘past their use by date’ and need to be modernized. There remains a significant question, however, as to what, if anything, might be done with the Panel’s report once produced.
96. The key questions arising about the FFLG Review process include:
 - Whether the Panel’s recommendations that will have widespread support across the local government sector? If they don’t then there is an increased likelihood that the appetite of central government to support a coordinated local government reform process will be reduced.
 - The level of priority that central government might want to give to the reform of local government relative to other work programmes. Given that a number of other major reform priorities, such as RMA, emergency management and three waters, are all being progressed without the need for local government reform some would argue that the political drive to progress reform at a central government level will be significantly reduced and therefore may not occur.
 - Maintenance of the status quo, in terms of the structures of local government, will increasingly create financial and operational issues particularly for the smaller territorial local authorities that will be left with ‘stranded overheads’ as functions, such as the management of three waters and RMA planning, are transferred to other entities
 - The implications of the broader reform programme that central Government has underway could lead to a situation in which there is a need for reform to be progressed irrespective of decisions that may or may not be made in response to the FFLG report.
 - Where the reform of local government might sit on the central Government list of priorities.

Implications for LTP

97. In progressing development of the 2024 LTP Council should adopt an assumption that TRC will continue to exist in its current structure and remained focussed on delivering the current range of services for the next ten years.
98. The potential for Government to proceed with implementation of a wider sector reform process should be noted as a risk associated with adoption of this assumption. Council should also make an allowance, within its workload planning assumptions, about the need for it to be able to advocate and respond to a wider reform process. Even if central Government make a decision not to initiate a reform process in response to the FFLG report it is considered likely that there will need to be a level of change given the impact that reforms such as three waters and the removing of resource management planning functions might have on existing local authority structures in each region.
99. The current range and level of services assumption should be modified to reflect ‘known’ individual service policy changes. The need to move to development of a Regional Spatial

Plan and Natural and Built Environment Plan is a good example of such a change that should be reflected in the LTP.

Jobs for Nature and Private sector funding

100. One of the responses that central Government implemented in response to the projected economic effects of the Covid-19 pandemic was to create the Jobs for Nature (J4N) programme through which it injected an additional \$1.219 billion (about 0.3% of GDP) into the environmental management sector.
101. A number of projects in the Taranaki region, including some run by Council, benefited from the J4N programme. This funding is expected to run out over the next twelve-eighteen months and is not likely to be replaced by central government in the foreseeable future, This creates a risk that a number of the gains made through these projects will be lost as funding returns to historical levels and capability that has been built up is lost to other work.
102. The J4N process has also identified¹¹ a number of challenges related to the way in which nature funding is currently managed across NZ. These include:
 - There is a lack of coordination on the prioritisation and decision-making processes for funding environmental restoration activities between central agencies, and between agencies and local government
 - Central and local government budget cycles have limitations in respect to strategic long-term investment in the environment
 - There is a level of misalignment between climate and biodiversity policies (e.g. the impacts of the current ETS rules encouraging monoculture over natives clashing with biodiversity aspirations)
 - The lack of clarity on the financing role of government and councils (from grant through to de-risk upfront investment) to achieve biodiversity outcomes for public & private landowners
 - The lack of community buy-in and community awareness of the nature of the environmental problem in New Zealand and the significant under investment
 - The lack of quality environmental data
 - The limits on sector capability and capacity, which are major issues facing the scaling up of environmental programmes, and in particular the capacity constraints on involvement of Maori
 - Supporting people to develop beyond lower skilled employment into higher skilled environmental restoration careers, including the creation of new skills training and accreditation across the wider nature, waste, design space, and ensuring readiness of the tertiary sector to meet demand (with appropriate resourcing in place).
103. In recent years there has been a growing trend towards private and philanthropic sector entities being prepared to invest in public good outcomes. The Next Foundation, for example, has been involved with the Maunga Project as an investor. While the willingness of these sorts of entities to be involved is positive the current economic

¹¹ Designing a sustainable system for environmental enhancement – a proposed framework for discussion, Jobs for Nature Advisory Group 2022

climate is likely to have reduced the quantum of funding that they might have available in the short to medium term.

Implications for the LTP

104. The loss of the Jobs for Nature funding, and the more challenging economic environment will likely see increased expectations being placed on Council to increase its level of investment in environmental projects and/or the broker/facilitator role that Wild for Taranaki currently plays.
105. The challenge for Council is to think about how does it encourage a more 'system-wide' approach to supporting the changes needed in this area whilst also accepting what it considers to be an appropriate contribution from its own resources.

Maori Economy

106. The Māori economy is growing significantly, with most recent estimates¹² indicating it is worth some \$69 billion in assets, and is increasingly diversified. Within this growth, the place of mātauranga Māori (Māori knowledge) is further developing and embedding into all aspects of Māori development. This ranges from the Treasury's Living Standards Framework to Vision Mātauranga within the science research and the science system, all of which seek to value and resource mātauranga Māori and aims to release the innovation potential of Māori knowledge, people and resources.
107. The Māori labour force makes up a rising proportion of the future workforce, increasing by 33 per cent between 2013 and 2018, and an increase of 47 per cent of the number of Māori in employment. This results in a much larger share of the working-age population in the years to come. The Māori population is much younger than the rest of the population in NZ, with 57 per cent under 30 years old. Ensuring relevant and quality education and training for the growing rangatahi Māori workforce is vital for the future of NZ.

Maori Relationships

108. The Local Government Act 2002 has always placed a number of obligations on local authorities to encourage and support Maori involvement in their decision-making processes particularly where the decision concerned is a significant one relating to land and/or water. The ways in which these statutory obligations have been reflected in the work of local authorities varies across the country.
109. Current Government policy is to strengthen the role of Maori in public sector, decision-making processes albeit that there is a level of 'debate' occurring about the appropriateness of some of this work as part of the national election process. Recent examples of where this has occurred include in the resource management area, such as with Essential Freshwater and the new RMA reform legislation and with three waters.
110. Te taiao (the natural environment) is a key focus for Māori. It involves environmental integrity and sustainability, solutions from mātauranga Māori, including indigenous knowledge and science. It applies to global, national and local environmental issues,

¹² Te Ohanga Maori 2018 – The Maori Economy 2018. Reserve Bank and BERL

including climate change, natural hazards, water, resource management, bio-protection and freshwater, estuarine and oceanic health.

111. It can be expected that the legislative requirements for Maori to be more actively involved in local government policy and decision-making processes, including those relating to management of the te taiao will continue to be strengthened over time. These will be reflected in the expectations that Maori themselves have 'as a way of working' including through a shift to greater use of partnering models and equal involvement in key decision-making processes.
112. Outside of the general policy and legislative obligations there are also specific local and regional arrangements that have been put in place via treaty settlement legislation. In relation to Taranaki all of the iwi have now finalised their treaty settlements with the Crown. There are negotiations continuing in relation to Taranaki Mounga and Te Papakura o Taranaki although these are close to being finalised.
113. As part of their treaty settlement processes there are a number of specific arrangements that have been agreed that require Council to work in new 'partnering arrangements' with Iwi. These include the formation and operation of the Waitara River Committee and the negotiation of a Joint Management Agreement with Ngati Maru and Maniapoto.
114. Work is well advanced with the development of an agreement relating to formation of the Waitara River Committee and the Joint Management Agreement with Ngati Maru. It is expected that it should be possible to have these finalised during the 2023 calendar year.

Implications for LTP

115. It is proposed that Partnering with Maori be included as a strategic priority area in the 2024 LTP. Maori have an important contribution to make to Council's work programmes as tangata whenua and in terms of the knowledge and expertise that they can bring.
116. Council needs to ensure that it allocates the resources necessary to ensure that it can, not only build its own internal capability but also support Maori to build the capability they need to be able to actively contribute to Council's work and decision-making processes.
117. Council will also need to ensure that it reflects the work of the Waitara River committee, the agreements reached as part of the Ngati Maru JMA and their involvement in the Regional Planning Committee required under the new resource management legislation in the 2024 LTP.

Conclusion

118. This environmental scan has sought to provide a brief overview of the range of international, national and regional issues that are of relevance to the Taranaki region and the work of Council.
119. The document also includes commentary on the implications of the issues, and some potential responses that Council might have, for consideration and further discussion as it proceeds with development of its 2024 LTP.
120. What is clear is that Council is operating in a period of significant change at all levels of the 'system'. Change can create uncertainty, apprehension and in some cases fear about what tomorrow might bring. Rather than being afraid of change there is an opportunity

for Council and the region to look for new opportunities that come with the level of change that is occurring.

Questions to Ponder

As a region and a Council we face a host of challenges and a period of significant change as we respond to not only changes that are being imposed by central Government but also as we respond to the global and national forces of change affecting the planet and NZ as a country. A brief synopsis of a number of these has been provided in this document. Detailed below are some questions for Council to begin to consider as it proceeds with development of its 2024 LTP.

Harnessing the strength of our communities

- What are the opportunities for new forms of community engagement and governance?
- What is the untapped potential that we can realise from new ways of partnering with and supporting Iwi and hapu to work with us and others?
- What are the opportunities to increase community wealth and reduce inequities?

Reform that works for Taranaki

- What are the new opportunities that reform brings for the Taranaki region?
- How can Council help to better position Taranaki to take advantage of the range of central government reforms?

Enhancing our Environment

- How can we apply matauranga Maori responses to safeguarding and protecting natural systems?
- How do we harness and tap into the wealth of knowledge, energy and enthusiasm in our communities?
- What are the new opportunities to further protect and restore the regions natural resources and biodiversity for future generations?
- What are the differing needs and challenges for the different communities across Taranaki to transition towards a net zero emissions target?

Boosting the region's economy

- What are the risks and opportunities for the Taranaki economy as we look to the future?
- What infrastructure is needed to support growth and change across Taranaki and how might Council best support the development of that infrastructure?

Leading the region into the future

- What role does TRC want to play in helping to lead the region into the future?

Executive Audit and Risk - Public Excluded Recommendations

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 Monday 8 May 2023 for the following reason/s:

Item 14 – Confirmation of Public Excluded Executive, Audit and Risk Minutes – 27 March 2023

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 15 – Yarrow Stadium Plus: Project Steering Group Reporting

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>	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> .

AGENDA AUTHORISATION

Agenda for the Executive, Audit and Risk Committee meeting held on Monday 8 May 2023.

Approved:



1 May, 2023 9:55:29 AM GMT+12

M J Nield
Director - Corporate Services



1 May, 2023 9:49:40 AM GMT+12

S J Ruru
Chief Executive